

THE GRAVITY RISK & CONTINUITY DASHBOARD

Release 1.1 | Operational risk, preparedness, continuity, recovery, testing, and renewal

LOCATION: NOT SET | AS OF: NOT SET | MODEL STATUS: FAIL

OPEN CRITICAL / HIGH RISKS -	OVERDUE RISK REVIEWS -	SINGLE POINTS -
CRITICAL OPS NOT READY -	MISSING BACKUP LEADERS -	CONTACTS DUE -
PLANS NOT READY -	UNVERIFIED TECH RECOVERY -	CRITICAL SUPPL -
OPEN INCIDENTS -	OVERDUE RECOVERY TASKS -	RESTART GATES -
OVERDUE CORRECTIVE ACTIONS -	EXERCISE PASS RATE -	AVERAGE READI -

MANAGEMENT READOUT

Protect life first. Resolve failed Checks before interpreting readiness. Review the underlying risk, plan, contact, dependency, or action row—three priority improvements, assign owners at

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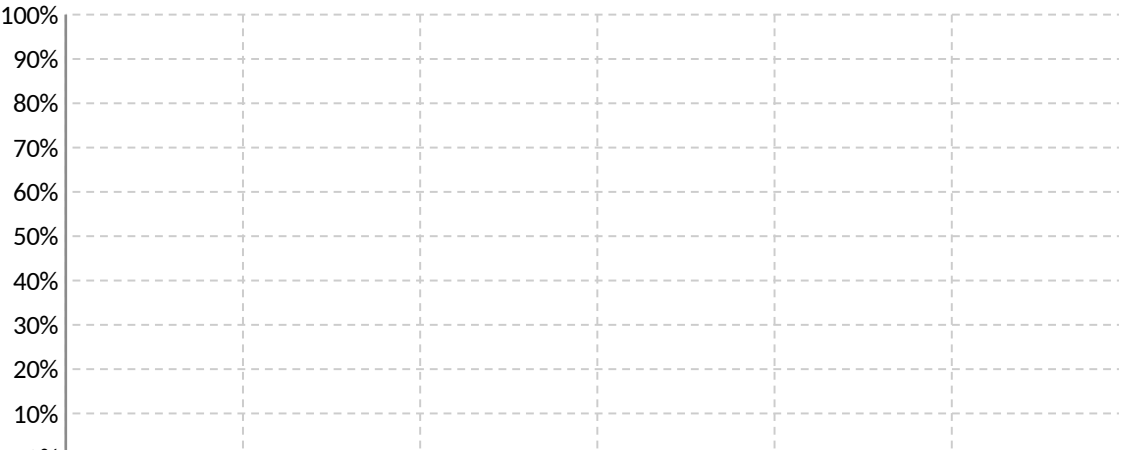
OPEN CRITICAL / HIGH RISKS

OVERDUE RISK REVIEWS

SINGLE POINTS

READINESS DIMENSIONS		
Dimension	Ready %	
Risk ownership		-
Life safety plans		-
Critical operation		-
People / role cov		-
Suppliers / utiliti		-
Technology / dat		-
Crisis communica		-
Recovery / restar		-
Testing / learning		-

Current Readiness by Dimensio



START HERE

Digital control center for GRV-RC01–GRV-RC30 | Coordination layer, not an emergency dispatch system

[OPEN LINKED GRAVITY GLOSSARY →](#)

THE SEVEN RULES

1	Immediate danger and official instructions override the workbook. Call 911 or the applicable emergency service.
2	Enter current location facts, authorities, owners, thresholds, and review dates on Settings before reading Dashboard.
3	Yellow cells with blue text are editable. Cream cells contain formulas. Green formula text links to another worksheet.
4	Use GRV-RC to coordinate approved SOPs; do not invent hazardous, medical, fire, food-disposition, electrical, gas, security, or technical procedures.
5	Reference restricted evidence securely. Do not store passwords, alarm codes, full payment-card data, or unnecessary personal or medical details.
6	Resolve failed Checks before interpreting readiness. A PASS does not certify safety, compliance, insurance coverage, cybersecurity, or recovery.
7	Choose no more than three priority actions; assign, verify, retest, and route document changes through GRV-I.

WORKBOOK FLOW

1. Control	Settings + Risk Matrix	Set authority, definitions, thresholds, owners, location, and review dates.
2. Understand	Risk + Critical Operations + BIA + Dependencies	Prioritize scenarios, impacts, targets, and points of failure.
3. Prepare	Plans + Contacts + Role Coverage + Continuity	Approve life-safety plans, minimum operations, alternates, and communication.
4. Respond	Incident Log + Damage/Loss	Maintain one operating picture, decisions, restrictions, and initial recovery needs.
5. Recover	Recovery Tasks + Restart Readiness	Restore in priority order and reopen only through defined gates.
6. Learn	Exercises + After Action + Corrective Actions	Test assumptions, correct system causes, verify, and renew.

SYSTEM BOUNDARY

GRV-RC owns operational risk scenarios, preparedness, incident coordination, business continuity, backup leadership, recovery, restart, exercises, and corrective records. Customize this workbook with qualified local review.

GRV-RC TOOL INDEX

Thirty coordinated tools across six risk-to-recovery operating areas

[OPEN LINKED GRAVITY GLOSSARY >](#)

Tool ID	Operating Area	Tool Name	Purpose
GRV-RC01	Risk Governance & Prioritization	Enterprise Risk Register	Prioritize scenarios, controls, owners, residual exposure, and review.
GRV-RC02	Risk Governance & Prioritization	Risk Appetite & Escalation Matrix	Define acceptable, conditional, prohibited, and escalated risk.
GRV-RC03	Risk Governance & Prioritization	Risk Ownership & Accountability Map	Assign primary, alternate, authority, evidence, and cadence.
GRV-RC04	Risk Governance & Prioritization	Critical Incident Threshold & Activation Guide	Set activation levels, notifications, objectives, and stand-down.
GRV-RC05	Risk Governance & Prioritization	Insurance, Contract & External Support Register	Control coverage, notices, claims, and support contacts.
GRV-RC06	Critical Operations & Dependencies	Critical Operations Inventory	Identify essential outputs, resources, targets, and workarounds.
GRV-RC07	Critical Operations & Dependencies	Business Impact Analysis	Evaluate consequences over time and set recovery priority.
GRV-RC08	Critical Operations & Dependencies	Dependency & Single-Point-of-Failure Map	Find shared dependencies, redundancy, and tested alternatives.
GRV-RC09	Critical Operations & Dependencies	Critical Supplier & Utility Continuity Review	Review utilities, suppliers, alternatives, capacity, and tests.
GRV-RC10	Critical Operations & Dependencies	Technology, Data & Payment Recovery Requirements	Set RTO, RPO, backups, manual work, and acceptance.
GRV-RC11	Preparedness & Emergency Response	Emergency Action Plan	Control emergency reporting, evacuation, accountability, and plan access.
GRV-RC12	Preparedness & Emergency Response	Life Safety & Evacuation Plan	Control alarms, exits, assembly, assistance, and reentry.
GRV-RC13	Preparedness & Emergency Response	Severe Weather & Shelter Plan	Use official alerts, shelters, movement, and all-clear authority.
GRV-RC14	Preparedness & Emergency Response	Fire, Utility Loss & Facility Emergency Plan	Coordinate safety, utilities, closure, food protection, and restart.
GRV-RC15	Preparedness & Emergency Response	Food Safety, Contamination & Product Withdrawal Response	Connect isolation, traceability, authority, disposition, and reopening.
GRV-RC16	Continuity & Role Coverage	Continuity Strategy & Minimum Operations Plan	Define safe minimum output, resources, limits, and stop rules.
GRV-RC17	Continuity & Role Coverage	Backup Leadership & Role Coverage Plan	Name trained alternates, handoffs, authority, and gaps.
GRV-RC18	Continuity & Role Coverage	Emergency Staffing & Contact Tree	Maintain permissioned contacts, call order, and minimum staffing.
GRV-RC19	Continuity & Role Coverage	Crisis Communication & Stakeholder Plan	Prepare audiences, channels, messages, approval, and correction.
GRV-RC20	Continuity & Role Coverage	Alternate Site, Manual Workaround & Resource Plan	Control alternate work, resources, capacity, and return.
GRV-RC21	Recovery & Restart	Incident Command & Decision Log	Maintain objectives, roles, facts, decisions, and handoffs.
GRV-RC22	Recovery & Restart	Damage, Loss & Initial Recovery Assessment	Record safe observations, evidence, restrictions, and recovery needs.
GRV-RC23	Recovery & Restart	Technology/Data Disaster Recovery Runbook	Sequence authorized clean restore, validation, and acceptance.
GRV-RC24	Recovery & Restart	Phased Restart & Reopening Plan	Apply safety, authority, people, facility, food, and technology gates.
GRV-RC25	Recovery & Restart	Recovery Financial & Documentation Log	Track losses, extra expense, claims, evidence, and recoveries.
GRV-RC26	Testing, Learning & Renewal	Tabletop Exercise Planner	Design safe objectives, scenario flow, evaluation, and learning.
GRV-RC27	Testing, Learning & Renewal	Continuity Test & Drill Evaluation	Measure notification, roles, workarounds, recovery, and evidence.
GRV-RC28	Testing, Learning & Renewal	After-Action Review	Capture strengths, failures, causes, lessons, and system changes.
GRV-RC29	Testing, Learning & Renewal	Corrective Action & Readiness Scorecard	Prioritize, assign, verify, retest, and score readiness.
GRV-RC30	Testing, Learning & Renewal	Annual Risk & Continuity Renewal & 180-Day Roadmap	Renew plans and select three evidence-based priorities.

LINKED GRAVITY GLOSSARY

Controlled definitions for this system. Select a term from Start Here to open this reference.

Glossary ID	Term	Gravity definition	Primary system use
GLOSS-001	Accountable owner	The person ultimately responsible for ensuring that a required result is achieved. Work may be assigned to others, but accountability remains with this person.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-002	Action owner	The person assigned to complete a specific action, provide the required evidence, and report its status by the due date.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-005	Approval	A documented decision by a person with the authority to accept, reject, release, or change a defined item.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-006	Approved version	The currently authorized form, standard, process, workbook, or document identified through version control.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-009	Authority	The legitimate right to make, approve, stop, escalate, or change a decision within defined limits.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-016	Business continuity	The planned ability to continue or restore critical restaurant operations during and after a disruption.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

GLOSS-018	<u>Closeout</u>	The documented decision that an action, issue, incident, or implementation is complete, including evidence, verification, date, and remaining follow-up.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-020	<u>Competency</u>	Demonstrated ability to perform a defined task or make a defined decision to the required standard under appropriate conditions.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-022	<u>Control</u>	A designed action, rule, approval, check, restriction, or record intended to prevent, detect, correct, or contain an unacceptable result.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-026	<u>Corrective action</u>	A documented response intended to eliminate, reduce, or control the cause of a confirmed problem, with an owner, due date, evidence, and effectiveness review.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-029	<u>Decision rights</u>	The defined boundaries identifying who may decide, approve, recommend, perform, stop, or escalate a matter.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-031	<u>Dependency</u>	A person, supplier, utility, system, facility, record, or resource required for an activity to operate successfully.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-034	<u>Escalation</u>	A controlled transfer of a decision or issue to a person with greater authority, expertise, or responsibility because a threshold, deadline, risk, or boundary has been reached.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

GLOSS-036	Evidence	Reliable information showing what occurred, what was decided, whether a requirement was met, or whether a result was achieved.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-038	Exception	An approved, limited, and time-bound departure from a standard, supported by authority, rationale, compensating controls, and review.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-039	Exercise pass rate	Exercises with overall objective Met / populated exercises.	Risk & Continuity
GLOSS-043	Frequency	The required completion rhythm for a control or tool, such as per event, daily, weekly, monthly, quarterly, annually, or when a defined change occurs.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-045	Gravity standard	An approved Gravity requirement or operating expectation that remains subordinate to applicable law, regulation, official authority, contract, and platform rules.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-047	Implementation	The controlled process of turning an approved goal or standard into configured tools, trained behavior, operating practice, evidence, verification, and sustainment.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-048	Incident	An event or condition that causes or could cause harm, disruption, loss, control failure, or an unacceptable operating result.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-050	Inherent risk score	Exposure before considering current control strength.	Risk & Continuity

GLOSS-057	Material change	A change significant enough to affect authority, risk, results, people, guests, systems, records, training, contracts, or operating controls.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-059	Maximum tolerable downtime	Longest interruption management believes can occur before impact becomes unacceptable.	Risk & Continuity
GLOSS-063	Objective	A specific result or condition that supports a larger goal and can be evaluated through defined evidence.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-075	Qualified review	Review by a person with the required professional knowledge, organizational authority, license, certification, or subject-matter responsibility.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-076	Readiness	Required fields and a current passing test are present according to workbook logic.	Risk & Continuity
GLOSS-080	Record	Retained information documenting an input, action, decision, approval, exception, result, or verification.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-081	Recovery	The controlled restoration of operations, technology, records, facilities, finances, staffing, or other capabilities after disruption.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-083	Residual risk	Exposure remaining after current controls.	Risk & Continuity
GLOSS-084	Restart ready	All nine restart gates Pass or Not Applicable.	Risk & Continuity

GLOSS-086	Review cadence	The approved schedule for examining a record, source, control, result, or standard and deciding whether action is required.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-087	Risk appetite	The amount and type of risk an authorized decision-maker is prepared to accept, reject, condition, or escalate.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-090	RPO	Maximum tolerable data-loss period.	Risk & Continuity
GLOSS-091	RTO	Target time to restore a function or service.	Risk & Continuity
GLOSS-092	Scope	The defined locations, roles, activities, records, time period, systems, and exclusions covered by a decision or implementation.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-094	Single point of failure	One dependency whose loss can stop the critical function without adequate alternative.	Risk & Continuity
GLOSS-095	Standard	An approved requirement or expectation used to guide work and evaluate conformance.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-097	System owner	The person accountable for the integrity, current version, controls, evidence, performance, and renewal of a defined system.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-100	Trigger	A defined event, condition, threshold, date, or signal that requires a tool, review, decision, action, or escalation.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

GLOSS-102	Validation	Confirmation that a design, requirement, tool, or method is appropriate for its intended purpose before or during use.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-103	Verification	A fact-based check confirming that a required action occurred and met the defined acceptance criteria.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-104	Version control	The method used to identify, approve, release, replace, archive, and trace changes to controlled materials.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

SYSTEM SETTINGS & CONTROL

Complete before using dashboard outputs; adapt with qualified location review

Setting	Value	Control note
Review as-of date		Date represented by dashboard and management review.
Location / scope		Exact restaurant, group, or function.
System owner		Named continuity owner.
Executive sponsor		Accepts major risk and investment decisions.
Critical score threshold		17 Default 17–25; change only through approved risk method.
High score threshold		10 Default 10–16.
Contact verification days		30 Maximum age for emergency contact verification.
Plan review days		365 Maximum interval unless shorter rule applies.
Action overdue grace days		0 Days after due date before overdue.
Primary emergency number	911 / local equivalent	Verify local instructions.
Local emergency management		Official organization and secure contact reference.
Health authority		Applicable retail-food authority.
Fire / building authority		Authority having jurisdiction.
Insurance secure register		Reference only; store policy securely.

CONTROL WARNING

ENTERPRISE RISK REGISTER

[illegible]

RISK MATRIX & ESCALATION

GRV-RC02–RC04 | Internal prioritization aid; controlling thresholds and official instructions prevail

LIKELIHOOD × IMPACT MATRIX					
Likelihood / Impact	1	2	3	4	5
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5

ESCALATION LEVELS						
Level	Name	Observable condition	First action	Notify	Decision authority	Reassess
0	Monitor	Within normal controls	Observe and record	Risk owner	Risk owner	Scheduled
1	Local Disruption	Contained local interruption	Protect life; start approved SOP	Manager / continuity lead	Manager on duty	30–60 min
2	Significant Incident	Multiple functions or extended interruption	Activate incident roles and continuity	Owner / functional leads / support	Incident lead / owner	15–30 min
3	Crisis	Life, broad closure, major authority or viability exposure	Emergency services; executive coordination	Authorities / executive / insurer / approved stakeholders	Authority / executive / incident lead	Continuous

NON-NEGOTIABLE RULE

CRITICAL OPERATIONS INVENTORY

[illegible]

GRV-RC07 | Consequence over time, tolerable downtime, and recovery priority

[illegible]

DEPENDENCY & SINGLE-POINT MAP

[illegible]

[illegible]

TECHNOLOGY, DATA & PAYMENT RECOVERY

GRY-RC10 / RC23 | Recovery targets, protected backups, manual work, clean restore, and acceptance

[illegible]

EMERGENCY PLAN CONTROL

[illegible]

EMERGENCY PLAN CONTROL

[illegible]

EMERGENCY CONTACTS & CALL TREE

GRV-RC05 / RC18 | *Permissioned contacts, verification, alternates, and failed-contact escalation*

[illegible]

EMERGENCY CONTACTS & CALL TREE

[illegible]

BACKUP LEADERSHIP & ROLE COVERAGE

[illegible]

BACKUP LEADERSHIP & ROLE COVERAGE

GRV-RC03 / RC17–RC18 | Alternates, authority, access, training, availability, and testing

[illegible]

CONTINUITY STRATEGIES & MINIMUM OPERATIONS

[illegible]

CRISIS COMMUNICATION CONTROL

[illegible]

INCIDENT COMMAND & DECISION LOG

GIV-RC34 / RC21 | One operating picture, objectives, roles, decisions, restrictions, and handoffs

Incident ID	Opened Date / Time	Level	Scenario	Location	Incident Lead	Current Objective	Verified Fact / Assumption	Decision / Action	Decision Owner	Authority / Reason	Communication / Audience	Next Checkpoint	Current Restriction	Handoff To	Closed Date / Time	Status	Secure Evidence Ref
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DAMAGE, LOSS & INITIAL RECOVERY ASSESSMENT

GRV-RC22 / RC25 | Safe observations, operational impact, evidence, protection, and recovery priority

Assessment ID	Incident ID	Assessment Date / Time	Assessor	Access / Safety Permission	Category	Description	Operational Impact	Estimated Amount	Evidence Ref	Immediate Protection	Qualified Inspection / Authority	Recovery Priority	Action Owner	Next Assessment	Status
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RECOVERY TASK CONTROL

GRV-RC22-RC25 | Priority, ownership, dependencies, evidence, restriction, and verified closure

Task ID	Incident ID	Recovery Phase	Function / Asset	Task / Required Result	Dependency	Owner	Start Date	Due Date	Status	Completion Date	Verification Method	Verified By	Evidence Ref	Open Restriction
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PHASED RESTART & REOPENING GATES

GRV-RC24 | Every required gate must pass or have documented authority and temporary control

[illegible]

EXERCISES, TESTS & DRILLS

GRV-RC26-RC27 | Safe objectives, observable results, evidence, action, and retest

Exercise ID	Date	Type	Scenario	Location / Scope	Objectives	Facilitator	Participants / Roles	Notification Result	Life Safety Result	Continuity Result	Recovery / Restart Result	Evidence Complete	Overall Objective	Corrective Action ID	Next Exercise
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AFTER-ACTION REVIEW

GIV-BC28 | Compare expected and actual performance, find system causes, and approve change

Review ID	Incident / Exercise ID	Review Date	Facilitator	Evidence Reviewed	Expected Result	Actual Result	What Worked	What Failed	Contributing Conditions	Plan / SOP Gap	Training / Role Gap	Dependency / Resource Gap	Approved Change	Change Owner	Due Date	Verification / Retest
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CORRECTIVE ACTION & READINESS CONTROL

GRV-RC28-RC30 | Immediate control, root cause, permanent correction, proof, and retest

Action ID	Source Type	Source ID	Risk / Gap	Root Cause / System Condition	Immediate Control	Permanent Correction	Risk Reduced	Owner	Due Date	Status	Evidence	Verified By	Verification Date	Retest Result	Document / Training Change	Next Review
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RISK & CONTINUITY REVIEW CALENDAR

[illegible]

RISK & CONTINUITY REVIEW CALENDAR

[illegible]

MODEL CHECKS

PASS means required workbook setup controls pass; it does not certify safety, compliance, insurance, or recovery

Model Status	FAIL							
Check	Actual	Expected	Difference	Tolerance	Where to Fix	Status	Notes	
Review as-of date	0	1	-1	0	Settings!B7	FAIL	Required for management as-of control.	
Location / scope	0	1	-1	0	Settings!B8	FAIL	Required to interpret plans and authorities.	
System owner	0	1	-1	0	Settings!B9	FAIL	Continuity owner required.	
Executive sponsor	0	1	-1	0	Settings!B10	FAIL	Major risk authority required.	
Critical score threshold	1	1	0	0	Settings!B11	PASS	Threshold must be within matrix.	
High score below critical	1	1	0	0	Settings!B11:B12	PASS	High threshold must be lower.	
Open critical/high risks have owners	0	0	0	0	Risk Register!F:Q	PASS	Material risk requires an owner.	
Critical operations have targets	0	0	0	0	Critical Operations!F:G	PASS	MTPD and RTO required.	
Critical operations have backup owners	0	0	0	0	Critical Operations!O:O	PASS	Each critical function requires coverage.	
Single points have improvements	0	0	0	0	Dependencies!P:P	PASS	Uncontrolled single points need action or acceptance.	
Plans have future review dates	0	0	0	0	Emergency Plans!J:J	PASS	Expired plans are not ready.	
Essential roles have alternates	0	0	0	0	Role Coverage!D:D	PASS	At least one alternate required.	
Technology records have restore tests	0	0	0	0	Technology Recovery!K:K	PASS	Backup without restore test is unverified.	
Open incidents have next checkpoints	0	0	0	0	Incident Log!M:Q	PASS	Active incidents require a decision rhythm.	
Recovery tasks have owners	0	0	0	0	Recovery Tasks!G:G	PASS	No orphan recovery task.	
Open corrective actions have due dates	0	0	0	0	Corrective Actions!J:K	PASS	Open action requires date.	
Restart approvals identify approver	0	0	0	0	Restart Readiness!O:P	PASS	Ready restart needs named approval.	

CHECK INTERPRETATION

CONTROLLED LISTS

Reference values for consistent entry; change only through controlled review

STATUS	
Value	Use
Open	Requires action
Active	Current incident/work
Monitoring	Observed
In Progress	Work underway
Pending Verification	Proof required
Accepted	Approved residual risk
Closed	Verified complete
Cancelled	Approved stop

READINESS	
Value	Use
Ready	Required controls present
Not Ready	One or more controls missing
Passed	Test met objective
Failed	Test did not meet objective
Partial	Some objectives met
Not Tested	No current proof

RISK BAND	
Value	Score
Low	1–4
Moderate	5–9
High	10–16
Critical	17–25
Override	Controlling threshold
Unknown	Needs review

PLAN TYPE	
Value	Use
Emergency Action	All-hazard location plan
Evacuation	Life safety movement
Severe Weather	Shelter / closure
Fire / Facility	Fire and facility
Utility Loss	Power / gas / water
Food Safety	Contamination / withdrawal
Technology Recovery	Systems / data
Crisis Communication	Stakeholder messages

DEFINITIONS, FORMULAS & OFFICIAL SOURCES

Operational targets require approved local judgment; official sources accessed August 10, 2026

Term / Metric	Working definition	Formula / source	Decision caution
Inherent risk score	Exposure before considering current control strength.	Likelihood × impact	Prioritization aid, not probability forecast.
Residual risk	Exposure remaining after current controls.	Reassessed likelihood × impact	Do not reduce mechanically; justify controls.
Maximum tolerable downtime	Longest interruption management believes can occur before impact becomes unacceptable.	Business impact analysis	Planning judgment; controlling requirement may be shorter.
RTO	Target time to restore a function or service.	Business/technical planning target	Not a guarantee.
RPO	Maximum tolerable data-loss period.	Business/technical planning target	Use for data/system recovery.
Single point of failure	One dependency whose loss can stop the critical function without adequate alternative.	Dependency analysis	Shared-mode failure can defeat nominal backups.
Readiness	Required fields and a current passing test are present according to workbook logic.	Sheet-specific formula	Not proof of safety, compliance, or guaranteed recovery.
Exercise pass rate	Exercises with overall objective Met / populated exercises.	Exercises	Review objective quality and scenario scope.
Restart ready	All nine restart gates Pass or Not Applicable.	Restart Readiness	Not Applicable requires justified authority; approver still required.

OFFICIAL EXTERNAL SOURCES

Ready Business	Preparedness, continuity, emergency response, crisis communications, recovery	Ready.gov	https://www.ready.gov/business	Recheck pages; prior software suite is no longer supported.
Continuity Toolkit	Continuity planning resources and guidance	FEMA	https://www.fema.gov/emergency-managers/national-preparedness/continuity	Public continuity framework.
NIMS / ICS	Scalable incident management concepts	FEMA	https://www.fema.gov/emergency-managers/nims/components	Gravity adaptation is not FEMA certification.
Emergency Action Plans	Federal EAP elements and implementation	OSHA	https://www.osha.gov/laws-regs/regulations/standardnumber/1910/1910.38	Determine applicability and state-plan additions.
IT Contingency Planning	Information-system contingency planning	NIST SP 800-34 Rev. 1	https://csrc.nist.gov/pubs/sp/800/34/r1/upd1/final	Federal source adapted as reference.
Cybersecurity Framework	Govern, identify, protect, detect, respond, recover	NIST CSF 2.0	https://www.nist.gov/publications/nist-cybersecurity-framework-csf-20	Voluntary framework.
Business Backups	Backup and restore guidance	CISA	https://www.cisa.gov/audiences/small-and-medium-businesses/secure-your-business/back-up-business-data	Use current official guidance.
Power Outage Food Safety	Food and water safety guidance	FDA	https://www.fda.gov/food/buy-store-serve-safe-food/food-and-water-safety-during-power-outages-and-floods	Local retail-food authority controls restaurant action.
Food Code	Model retail-food code	FDA	https://www.fda.gov/food/fda-food-code	Adoption varies by jurisdiction.
Weather Safety	Official hazard alerts and safety	National Weather Service	https://www.weather.gov/safety/	Use local NWS office and emergency management.
Business Recovery	Continuity and recovery planning	U.S. Small Business Administration	https://www.sba.gov/counseling/manage-your-business/	Business guidance; not insurance or legal advice.