BUSINESS CONTINUITY PLANNING

PLANNING FOR A RAINY DAY

ARE YOU PREPARED?

PRESENTED TO
NONPROFIT MONTGOMERY

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Office of Emergency Management and Homeland Security
Watch Vs. Warning

Crab WATCH

Crab WARNING
WHAT KEEPS YOU UP AT NIGHT?

WHAT DO YOU WORRY ABOUT? WHAT ARE YOUR WHAT IFS?

• FIRE
• FLOODING
• UTILITY OUTAGE
  • POWER
  • WATER
  • PHONE/INTERNET
• IT/COMPUTER OUTAGE/ CYBER ATTACK
• VENDOR/SUPPLIER PROBLEMS
Disruptions can lead to lost revenue, brand damage and dissatisfied customer and, the longer the recovery time, the greater the adverse business impact. Therefore, a good disaster recovery plan should enable rapid recovery from disruptions, regardless of the source of the disruption.
THERE IS MUCH THAT A BUSINESS LEADER CAN DO TO PREPARE HIS OR HER ORGANIZATION FOR THE MOST LIKELY HAZARDS.

WHEN DEVELOPING AN ALL-HAZARDS PREPAREDNESS PLAN,

• THREATS AND HAZARDS SHOULD BE IDENTIFIED
• VULNERABILITIES ASSESSED
• POTENTIAL IMPACTS ANALYZED.
A BUSINESS CONTINUITY PLAN (BCP) IS A DOCUMENT THAT OUTLINES HOW A BUSINESS WILL CONTINUE OPERATING DURING AN UNPLANNED DISRUPTION IN SERVICE. IT’S MORE COMPREHENSIVE THAN A DISASTER RECOVERY PLAN AND CONTAINS CONTINGENCIES FOR BUSINESS PROCESSES, ASSETS, HUMAN RESOURCES AND BUSINESS PARTNERS – EVERY ASPECT OF THE BUSINESS THAT MIGHT BE AFFECTED.
WHERE DO I START?

IDENTIFY YOUR CRITICAL BUSINESS PROCESSES

• WHAT IS YOUR COMPANY’S MISSION?

• WHAT ARE THE THINGS THAT YOU HAVE TO DO TO REMAIN IN BUSINESS?

• WHAT DO MY CUSTOMERS EXPECT OF MY BUSINESS?
CONDUCT A BUSINESS IMPACT ANALYSIS (BIA)

PROCESS FOR DETERMINING THE POTENTIAL IMPACTS RESULTING FROM THE INTERRUPTION OF TIME SENSITIVE OR CRITICAL BUSINESS PROCESSES.

• RISK ANALYSIS: IDENTIFY POTENTIAL HAZARDS AND THE LIKELIHOOD THAT THEY COULD OCCUR AND THE MAGNITUDE.

• WHAT ARE YOUR VULNERABILITIES AND WEAKNESSES

• WHAT ASSETS ARE AT RISK
### Intentional Threats
- **Criminal:**
  - Terrorist Act
  - Extremist Act
  - Individual Criminal Act
  - Organised Crime
  - Corporate/Insider Sabotage
  - Corporate Espionage

- **Foreign State:**
  - State-Sponsored Terrorism
  - Espionage
  - Act of War

### Unintentional Threats/Hazards
- **Social:**
  - Migration
  - Social Unrest/Civil Disobedience

- **Technical/Accidental:**
  - Spill
  - Fire
  - Explosion
  - Structural Collapse
  - System Error(s) Yielding Failure

### Natural Threats/Hazards
- **Meteorological:**
  - Hurricane
  - Tornado/Wind Storm
  - Hail/Snow/Ice Storm
  - Flood/Storm Surge
  - Avalanche
  - Forest Fire
  - Drought
  - Extreme Temperatures

- **Geological:**
  - Tsunami
  - Earthquake
  - Volcanic Eruption
  - Land/Mudslide
  - Land Subsidence
  - Glacier/Iceberg Effects
  - Space Weather

- **Ecological/Global Phenomena:**
  - Infestations
  - Effects of Over-Exploitation
  - Effects of Excessive Urbanisation
  - Global Warming
  - Extreme Climate Change Conds.

### Health Threats/Hazards
- **Pandemics/Epidemics:**
  - Human Health Related
  - Animal Health Related

- **Large-Scale Contamination:**
  - Drugs and Health Products Contaminant
  - Food/Water/Air Contaminant
  - Environment Contaminant
Hazard Identification
- Fire
- Explosion
- Natural hazards
- Hazardous materials spill or release
- Terrorism
- Workplace violence
- Pandemic disease
- Utility outage
- Mechanical breakdown
- Supplier failure
- Cyber attack

Vulnerability Assessment
- People
- Property including buildings, critical infrastructure
- Supply chain
- Systems/equipment
- Information Technology
- Business operations
- Reputation of or confidence in entity
- Regulatory and contractual obligations
- Environment

Impact Analysis
- Casualties
- Property damage
- Business interruption
- Loss of customers
- Financial loss
- Environmental contamination
- Loss of confidence in the organization
- Fines and penalties
- Lawsuits
WHAT DO I NEED?

WHO/WHAT DO YOU NEED TO PERFORM YOUR CRITICAL BUSINESS PROCESSES?

• PEOPLE/STAFF
• FACILITIES
• VITAL RECORDS
• VITAL EQUIPMENT/ SYSTEMS/ CONTRACTS
• VENDORS AND CUSTOMERS
# Risk Assessment

## Likelihood

<table>
<thead>
<tr>
<th>Level</th>
<th>Rare: The event may occur in exceptional circumstances.</th>
<th>Unlikely: The event could occur at some time.</th>
<th>Moderate: The event will probably occur at some time.</th>
<th>Likely: The event will occur in most circumstances.</th>
<th>Certain: The event is expected to occur in all circumstances.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less than once a year</td>
<td>At least once a year</td>
<td>At least once in 6 months</td>
<td>At least once per month</td>
<td>At least once per week</td>
</tr>
</tbody>
</table>

## Consequence

- **Negligible**: No injuries. Low financial loss.
  - Level 0

- **Minor**: First-aid treatment. Moderate loss.
  - Level 1

  - Level 2

  - Level 3

- **Fatality**: Single death.
  - Level 4

- **Multiple**: Multiple deaths and serious long term injuries.
  - Level 5

## Risk Priority

<table>
<thead>
<tr>
<th>Risk Rating</th>
<th>Risk Priority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>N</td>
<td>No Risk: The costs to treat the risk are disproportionately high compared to the negligible consequences.</td>
</tr>
<tr>
<td>1-3</td>
<td>L</td>
<td>Low Risk: May require consideration in any future changes to the work area or processes, or can be fixed immediately.</td>
</tr>
<tr>
<td>4-6</td>
<td>M</td>
<td>Moderate: May require corrective action through planning and budgeting process.</td>
</tr>
<tr>
<td>8-12</td>
<td>H</td>
<td>High: Requires immediate corrective action.</td>
</tr>
<tr>
<td>15-25</td>
<td>E</td>
<td>Extreme: Requires immediate prohibition of the work, process and immediate corrective action.</td>
</tr>
</tbody>
</table>

IDENTIFY YOUR INTERDEPENDENCIES

- UNDERSTANDING THE CRITICAL RESOURCES WHICH MIGHT IMPACT AN ORGANIZATION’S ABILITY TO RECOVER IN A TIMELY MANNER
DEVELOP AND DOCUMENT A PLAN

KEY ELEMENTS OF A BUSINESS CONTINUITY PLAN:

• ESSENTIAL BUSINESS PROCESSES

• ORDERS OF SUCCESSION AND DELEGATION OF AUTHORITY – WHO WILL BE IN CHARGE IF YOU ARE UNAVAILABLE

• EMPLOYEE INFORMATION – CONTACT INFORMATION, ROLES AND RESPONSIBILITIES

• ALTERNATE FACILITIES – WHERE YOU AND YOUR STAFF WILL OPERATE IF YOUR PRIMARY FACILITY IS UNAVAILABLE

• VITAL RECORDS & VITAL EQUIPMENT – WHERE BACKUPS CAN BE FOUND

• VENDOR AND CUSTOMER INFORMATION, ALTERNATE VENDORS

• COMMUNICATIONS PLAN

• RESPONSE AND RECOVERY STEPS SUCH AS GUIDES AND CHECKLISTS
EMERGENCY SUPPLIES: CREATE AND STORE AN EMERGENCY KIT

- POTABLE WATER
- CASH
- NONPERISHABLE FOOD
- BATTERY POWERED OR CRANK RADIO
- FLASHLIGHT AND SPARE BATTERIES
- CELL PHONE CHARGERS
- FIRST AID KIT
- DUST OR FILTER MASKS
- SANITIZING WIPES
- WRENCH AND/OR PLIERS
- CAN OPENER (MANUAL)
- PLASTIC SHEETING
- DUCT TAPE
- GARBAGE BAGS
- WORK GLOVES
- COPY OF COOP PLAN
INVOLVE YOUR STAFF

• PROVIDE EACH EMPLOYEE WITH A COPY OF THE PLAN
• REVIEW THE PLAN WITH THEM
• GET THEIR INPUT FOR IMPROVEMENTS
• CONDUCT DRILLS
• ENCOURAGE EMPLOYEES TO CREATE THEIR OWN KITS – RESILIENT STAFF MAKES FOR A RESILIENT BUSINESS
• PRIMARY FOCUS IS ALWAYS THE SAFETY OF YOUR EMPLOYEES AND YOUR CUSTOMERS

• BY THINKING THROUGH VARIOUS HAZARDS AND RISKS, YOU ARE LESS LIKELY TO BE CAUGHT OFF-GUARD

• YOUR BUSINESS CONTINUITY PLAN SHOULD BE A LIVING, BREATHING DOCUMENT – REVIEW IT OFTEN AND KEEP IT UP-TO-DATE, AND MAINTAIN AN OFF-SITE COPY

• **TRAIN AND EXERCISE YOUR PLAN!**
Questions?