Developing Continuity Plans in a Condensed Timeframe

- Commitment & Getting Started
- Developing Disaster Scenarios
- Progressing from DR to Continuity Planning
- Basic Recovery Requirements
- Team Selections
- Improved Emergency Response
- Condensed Risk Assessments (Exercise)
- Determining/Securing Vital Records Offsite
- Doing Quick & Effective BIA/MIAs
- Determining Recovery Strategies
- Developing Recovery Procedures
- Exercising & Maintaining Plans

Introduction

When you introduce yourself, please tell us...
- Your name
- Your title and what you do
- Your continuity planning experience
- Your organization and location
- Status of your organization’s continuity plan
- Any Disasters?
- Current Recovery Strategies
- Personal interests outside of work

Build a BCP network with your classmates
Vulnerabilities to Increasing Disasters With Greater Impacts

- Deficient Contingency Capabilities
- Increased Dependence Critical Operations

Critical Operations Systems & Functions Concerns

- Assets Vulnerable to Greater Disaster Threats
- Deficient Contingency Capabilities
- Increased Dependence Critical Systems, Functions, Facilities & Infrastructure
  - Less Disruption and Downtime Tolerance
  - Future Events & Requirements May Overwhelm
- Continuity of Services & Support Concerns
  - Compliance, Oversight & Audit Requirements
-Need to Improve Sustainability & Survivability

WHY ORGANIZATIONS FAIL TO ADEQUATELY PLAN

- Lack of Senior Commitment & Direction
  - IT Recovery or Business Continuity???
- "Tyranny of the Urgent"
- Lack of Resources (Perceived/Actual)
- Someone Else is Responsible
- Underestimate Risk & Impact of Disasters
- Risks Vs Odds
Someone Else is Responsible
No Longer Sufficient

- Each location, major operation should have viable plan
- Help may not be available
- Your organization may be last hope
- Leaders & Executives appreciate initiative & competent local management

Won’t Happen Here! It Does Happen!

Insurance Implications

- Deny Coverage
- Increased Premiums
- Bond Ratings
- Rebates
- Liability
Challenge Myth
Lack of BC Perceived Value
WOULD EXECUTIVES INACTIONS?
• Adversely Impact Customers, Citizens & Community
• Incur Penalties
• Violate Legal Requirements & Laws
• Degrade Reputations
• Incur Director & Executive Liability
• Lose Public, Customer & Stockholder Confidence

TOTAL BUSINESS RECOVERY PLAN REQUIRED
• Financial/Services/Operations Vulnerabilities
• Numerous Risks and Vulnerabilities
• Disasters / Emergencies Will Happen
• Liabilities & Costs
• Reputation & Good Name
• Interdependencies-Lack of Total Control

TOTAL BUSINESS RECOVERY PLAN REQUIRED
• Stockholder, Customer and Community Confidence
• Increasing Contingencies & Disasters
• Operational Survivability and Jobs
• Quality Benefits
QUALITY BENEFITS OF DISASTER PREVENTION & RECOVERY PROGRAMS

• Discover & eliminate problems & errors
• Improved quality of services & products
• Reduce critical reliance on key individuals
• Improved staff training and knowledge

Horrendous Disasters
Get Ready for the Big Ones

• Tornadoes & Winter Storms
• Major Wildfires
• Floods
• New Madrid Fault Earthquake
• 8.0+ Earthquake West Coast
• Tsunamis, Volcanic Eruptions
• Continued Hurricane & Tropical Storms
  - Florida
    - Gulf Coast
    - East Coast
• Multiple Disasters
• Multiple Terrorist Attacks
• Cyber Attacks (Stuxnet Worm)
• EMP (Cyber & CRIK Attack)
• Pandemics
• Riots & Anarchy

Disaster Scenario Exercise

DISASTERS CAUSE MULTIPLE FAILURES & CHALLENGES

Flooding

Lost Power
Water Contamination
Unsafe Buildings
Cooling Problems
Comm at Risk
Develop Disaster Scenario
- Worst Case
- Realistic
- At Critical Time
- Compound Events and Impacts
- Include Personnel Issues

BASIC RECOVERY REQUIREMENTS
- Appropriate Personnel
- Facility/Infrastructure
- Data and Vital Records

Will Employees Come to Work?

Can Personnel Get to Work?
**Organization Emergency Plans**

- Many disaster recovery plans inadequately address people issues
- After disaster, experience shows only minimal personnel available
- Organizations should provide home emergency training for employees.
- Staff with personal affairs taken care of can be more available to help others & organization recover

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**ENCOURAGE PERSONAL & FAMILY PLANS**

- Where is Your Family?
- Meeting Places (3)
- Accountability
- Red Cross Safe & Well
  - www.safeandwell.communityos.org/c
- Essential Emergency Supplies
- Family members should always carry ID (including children), emerg phone numbers & money
- Go Bags/Packs (Bombing)

  Organization Sponsorship & Time

Family Plan Basics could have saved lives in New Orleans
How To Develop Business/Mission Recovery Plan

• Obtain total organizational commitment.
• Select Program Manager & teams

HOW TO DEVELOP CONTINUITY & RECOVERY PLANS

• Verify or implement appropriate off site data & information (hard copy records, & documentation storage procedures)
• Determine, assess and evaluate risks and vulnerabilities (condensed RA)
• Do Business/Mission Impact Analysis

How To Develop Continuity & Recovery Plans

• Determine overall strategies including backup strategy for each essential function
• Develop Recovery Procedures for each function
• Conduct Tough Realistic Test/Exercises
• Train and Cross-train.
• Keep Top Priority & Maintain/Update Plan
DISASTER RECOVERY VS BUSINESS CONTINUITY

Transformer Explosion
• Data Center Backup Power
• Work Areas Without Power
• 1200 Employees Sent Home

Provide Functional & Facility Backup As Well As Technical

DEFINITIONS

• Emergency Response
• Disaster Recovery
• Business Recovery/Resumption
• Business Continuity
• Continuity of Operations (COOP)
• Contingency Planning

Recommended Policy Directive

Best Corporation Business Continuity Policy

Best Corporation is totally committed to excellence and leadership in all of our endeavors. In order to continue our "passion to be the best", we must be dedicated to business continuity. We must be committed to the continuation of all essential functions through an effective and comprehensive program of disaster prevention and total business recovery in the event we experience a disaster or serious emergency. All employees and departments are required to uphold and support Best Corporate business continuity policies.

Each department is responsible to have a current business recovery plan that will allow them to continue to provide essential operations and services to our corporation and customers with the assumption of being denied access to work in progress, PC/workstations, office telephones, equipment and facilities:
• In the event of a serious natural or regional disaster, Best must assume that "we will be on our own" for at least fourteen days without normal public safety and utility support.
• Recovery responsibility of services and support required by Best organizations rest with the provider of the services/support. However, each organization must plan to include manual procedures, in-house and vendor services with the assumption that required and expected Best support may not be available for an extended period.
• Plans and Policies is responsible to oversee and insure a comprehensive corporate plan.

Plans and Policies will insure designation of a trained and experienced Business Continuity Manager.
Recommended Policy Directive (Cont)

- Each Department will develop, test and maintain an annex to the Corporate Plan. This responsibility will be documented as an organizational goal and strategic objective. Progress will be tracked and reported internally within each organization, to Plans and Policies and the Executive Committee.
- Security and Sabotage/Terrorism Avoidance Initiatives will be developed, implemented and fully supported by each department and coordinated with Facilities, Security, Safety and Plans and Policies.
- Monthly progress reports will be provided to Plans and Policies and briefed to the Executive Committee.
- Regular and unscheduled testing of each major portion/annex of the plan will be accomplished with reports provided to the Executive Committee.
- Internal Audit will provide a semi-annual audit. Periodic external audits will be performed.

Best Corporation recognizes that the continuation of our business as well as the health, safety, continued employment and quality of life of our employees and those we serve are dependent on a strong business continuity program. We expect the commitment of each employee, department and vendor towards the absolutely essential objective to protect our people, assets, mission and survivability of Best Corporation.

I.M. Executive
Chairman, Best Corporation

Progressing from Disaster Recovery to Continuity Planning

- Sell It Top to Bottom
- Drive It From The Top
- Insure Functional Responsibility
- Assign Best & Experienced As Team Members
- Each Functional Manager Responsible For Recovery
- Utilize Technology and Operations Expertise
  - Consulting
  - Procedures/Methodology
  - Data Saves & Off-Site Storage
- Plan Inclusive ER & BR Exercises
  - Functional, Technology & Support
  - Emphasize Organizational Responsibilities & Team Spirit
- Define Responsibilities and Scope of Recovery Plans

Continuity Plan Project Management Success Considerations

- Clearly Defined Responsibilities
- Suspense Dates with Tracking System
- Regular High Level Reviews
- Work Under Executive Leadership/SC Team (ET, EMT, CMT)
- Keep It a Top Priority
- Make It Professionally Rewarding
HOW TO DEVELOP CONTINUITY & RECOVERY PLANS

Utilize Steering Committee (Executive Committee)
- Senior Executives/Managers
- Financial Services, Operations, IT, Facilities, others
- Responsible to CEO/Board/Executive Committee, Agency Head

Establish Teams

Steering Committee
- Continuity Planning Teams
- Emergency Response Teams
- Functional Recovery Teams
- Support Teams
- Experience (Including Previous)

Character Important In Workplace

“...Hire character, teach skills...” H. Ross Perot
Character Is Important

Character and Integrity Crisis in:
- Families
- Schools
- Cities & Communities
- Business & Workplace
- Government

Character Problems Can Cause Disasters
- Software Logic Bomb
- "Contractor Cut LAN Backbone of Client"
- Manholes Fire Bombed
- Microwave Tower Downed By Sabotage
- Animal Labs Burned by Animal Rights Terrorists
- Sabotaged Communications at Bank and Govt. Building
- Disgruntled DC-10 Pilot attempts to destroy FedEx
- Sabotaged Levee over Marital Problem
- $2.5B Stock Hoax & Phony News Release
- 1998 Vail Ski Resort Fire 12 Million Eco-Terrorism Fire
- Additional Fires Set by eco-terrorists
- California, New Mexico and Colorado Fires
- Angeles Fires 2009 Arson
- San Francisco IT expert holds city computer systems hostage
- Anthrax, Government Chemo Biological Researcher
- ALF Threats & burning homes of University Animal Researchers

Character Qualities

- Initiative
- Determination
- Salmon
- Lance Armstrong
- Eric Weihenmayer
- Mark Inglis (double amputee)
- Josh
Verify/Implement Safe Vital Records Storage

Secure, Offsite, Controlled Environment
- Mainframe, PC & Server Data
- Archival Data (Considerations)
- Data Lists & Inventories (scanner systems)
- Functional Data
- Manuals, Tech Data, Procedures & Documentation
- Continuity Plans, Equip/Network Layouts
- Essential Forms, Including Checks
- Legal Documents, Required Originals, Fiche & Microfilm
- Tax, Financial & Contract Records
- Personnel Records
- Software/HW Reload Media
- Passwords & Software Keys

Records at risk-water, storm & fire damage

DETERMINE VITAL RECORDS

Chair/Facilitate Records Management Workgroup
ARE VITAL RECORDS OFF SITE & SAFE?

Vital Records Protection
- Security & Condition of Offsite Data
- Guard, Verify Vital Records Security Shipment & Fail Safe Transfer
- Verify Proper Destruction of Vital Records

Ensure Emergency Response Capabilities
Obtain, Expand & Improve Existing ER Plan to include:
- Life Safety, Property & Asset Protection
- Emergency Notifications (Fire, Police, EMS)
- Personnel Medical Treatment/Care
- Internal Escalation & Notifications
- Damage Assessment
- Disaster Declaration
- Continuity Authority & Succession
Emergency Response Plan Sample Contents

- Emergency Definitions
- Incident Command
- Delegation of Authority & Succession
- Emergency Notifications
- Emergency Contact Numbers
- Emergency Communications
- Emergency Operations Centers
- Disabled Personnel Evacuation
- Evacuation Procedures
- Visitor Evacuation
- Floor and Stairwell Plans
- Floor Wardens
- Assembly Points
- Fire Procedures
- Earthquake Procedures
- Tornado Procedures & Shelters
- Other Storm/Severe Weather Procedures
- Flood Procedures

Emergency Response Plan Sample Contents Continued

- Bomb Threat Procedures
- Bomb Threat Questionnaire
- Workplace Violence or Crime Procedures
- Security Procedures
- Chemical/Hazardous Materials Procedures
- Shelter in Place Procedures
- Accident or Illness Procedures
- First Aid & CPR Personnel
- Other Disasters/Emergencies
- Damage Assessment Procedures
- Facility, Equipment & Asset Protection
- Utilities Cutoff Procedures
- Incident Report and Documentation Requirements
- Family Assistance, Relations & Notifications
- Media Contact Responsibilities & Procedures
- Additional Personnel Skills
- Training Requirements & Exercises

Bomb Threat Procedure Principles

- Check with law enforcement regarding procedures prior to an event
- Workers/managers inspect area for items that don't belong
- Call 9-11 & Bomb Squad if suspicious items found
- Evacuate if items found or circumstances dictate. Be wise to avoid trap.
- Insure safety & security of assembly areas and proximity of facility
- Most Bomb Threats are hoaxes
Workplace Violence

- Secure Communication system/methods
- Minimize reaction & activity
- Hunker down or evacuate?
  - Explain options-individual choice
  - Be cautious of trap or setup
  - Public authorities instructions

Shelter In Place

- If safer inside-Hazmat, tornado
- Determine or construct safe areas
- Chemical, biological
  - Prevent outside air
  - Seal vents & building
  - Prohibit entry & exit (even #1)
  - Train security, employees (especially parents)
Establish Emergency Operations Centers

- Requirements
- Functions
- Teams
- Locations (primary, secondary, tertiary)
- When Activated
- Equipment

EOCs

Consider tertiary EOC out of the area

Emergency Operations Center

- Structure
  - Represents Top Leadership
  - EOC Director
- Teams / Functions
  - Emergency Management/Response
  - Information Services/Comm
  - Systems
  - Finance/Accounting
  - Operations
  - Facilities, Security/Safety
  - Damage Assessment
  - Human Resources/Personnel
  - Public Affairs
  - Legal
Public Safety and Services Overwhelmed
(bombings, tornadoes, hurricanes & earthquakes)

Need For Comprehensive Emergency Capabilities
• Large Regional Disasters
• Public Safety and Services Overwhelmed
• Medical Capabilities Overloaded
• Food & supplies scarce
• Contingency plans
  – Your team capabilities
  – Know Phone #s & Location

Determine & Assess Risks
• Conduct Risk Analysis
  – Natural and Manmade Risks
  – Proximity Vulnerabilities
  – Facility Deficiencies
  – Utilities/Environmental
  – Physical & Personnel Security
  – Operational Sustainability
• Eliminate Risk if Possible
• Recommend Controls and Mitigation Measures
Risks To Organization Facilities & Operations

- People
- Functions, Operations, Processes
- Info Systems, Comm., Data Loss
- Documents, Files, Records, Microfilm / Fiche
- Process Equipment
- Facilities/Work Area (Loss)
- Infrastructure, Power/Utility (Loss)
- Security/Integrity
- Proximity Hazards
- Natural Disasters, Storms, Floods, Earthquakes, Fire, Water, Other
Condensed Risk Assessment Exercise

Group Exercise
Help Determine the Risks or Vulnerabilities
Risk Analysis Summary

- Conduct Risk Analysis
  - Consider condensed RA
- Eliminate Risk if Possible
- Recommend Controls and Preventative Measures
- Insure Effective Emergency Response Procedures
- Emphasize Disaster Prevention
- Gain Support for Recovery Planning
- Ensure Effective Business Recovery Plan

INCORPORATE TERRORISM AVOIDANCE

TERRORISM

AVOIDANCE

Critical Infrastructures & Key Resources (CIKR)
DETERMINE “SURVIVAL” TIME

Without basics

1. Personnel
   1. Availability
   2. Access

2. Vital Records/Data
   1. IT/Comm
   2. Processes/Functions
   3. Equipment/Services/Supplies

3. Facilities/Infrastructure
   1. Utilities

Business/Mission Impact Analysis

- Determine Disaster Impact on Business, Service or Mission
- Estimate Direct/Indirect Costs of Disaster
- Determine Function/System/Process Contribution To Total Mission Identify
- Prioritize Critical Functions and Resources (include interdependencies)
- Determine Recovery Priorities, Times (RTO/ RPD)
- Determine minimum recovery resource requirements

Required for the Strategy Development Process

Business/Mission Impact Analysis

- Data/Information Gathering/Analysis
  - Questionnaire
  - Appointment, Interview, Coordination and Agreement
  - Identify Essential Functions, Components and Dependencies
  - Determine Organizational Responsibilities for Essential Functions

- Determine Areas Impacted
  - Sales, Financial, Cash Flow, Services, Production, Penalties
  - Market Share or Competitive Edge, Legal or Regulatory

- Impact Cost Considerations
  - Quantitative-percents, units or dollars (sales, market share, fines, penalties, extra expenses, assets, revenue, income)
  - Qualitative-Intangible (customer loyalty, quality, safety, reputation)
Essential Capabilities and Major Function Questionnaire

For Each Major Function, Interview:
- Manager
- Employees With Expertise In Functional Area
- Purpose

To determine critical services, systems and functions. Determine recovery priorities, recovery time objective (RTO), essential requirements and interdependencies. Document what personnel, resources, information, systems, communications, processes, functions, equipment, facilities, procedures, documentation and supplies are necessary to continue or recover essential operations, and to minimize losses in the event of a disaster or serious emergency.

Define Critical Business Functions
- What Is Critical To Continuity And Recovery
- Define Categories
  - Critical, Important, Essential (by time or 1st, 2nd, 3rd priority)
- Major Function/Operation
  - Questionnaire and Interview
- Prioritized List
  - Consider Interactions, Dependencies, Days & Date
  - Consider Recovery Tiers or Groups
  - Determine Recovery Time Objective, (RTO) “Recovery Window” (RPO)
- Facilitative Session to Resolve BIA Issues Quickly
- Objective Resolution at Higher Level
BUSINESS & MISSION IMPACT ANALYSIS EXERCISE

BIA Criticality Priorities

- Financial Impact to Customers
- Customer Service
- Cash Flow
- Liabilities
- External Interfaces/Interdependencies
- Employee Morale/Resignations
- Operations
- Regulatory
- Fines/Penalties/Interest
- Financial/Budgetary Reporting
- Reputation & Image
- Safety
- Security
- Vendor Support/Services/Relationships

Determine Mission Essential Functions, Systems or Processes and Prioritize

If CEO/Agency Director for a day and disaster happens, determine which functions, systems or processes are most critical and specify priorities for recovery

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐
## Determine & Document

### Minimum Resource Requirements

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<tr>
<th>Staff</th>
<th>Chairs</th>
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<td>X/7</td>
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## Four Week Office Supply Requirements

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<td>5 case LGL</td>
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## Business/Mission Impact Analysis

### Results

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<tr>
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### Fines or Penalties Incurred

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<tr>
<td>Life &amp; Property Threatening</td>
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### Loss of Revenue or Funding

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<tr>
<td>Other (Purchasing, Finance, Admin)</td>
<td>294,000</td>
<td>677,000</td>
<td>812,000</td>
<td>1,649,000</td>
</tr>
<tr>
<td>Additional Resources Required</td>
<td>7,000</td>
<td>36,000</td>
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<tr>
<td>Total</td>
<td>1,578,000</td>
<td>3,530,000</td>
<td>7,683,000</td>
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### Overtime Required

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<th>1-2 Days</th>
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<tbody>
<tr>
<td>Life &amp; Property Threatening</td>
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### Temporary Help Required

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<td>Other (Purchasing, Finance, Admin)</td>
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<td>1,649,000</td>
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<tr>
<td>Additional Resources Required</td>
<td>7,000</td>
<td>36,000</td>
<td>74,000</td>
<td>159,000</td>
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<tr>
<td>Total</td>
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### Total Financial Impact

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</table>

Intangibles: Loss of bond rating, future business, quality of life, Outreach

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## References

- Four Week Office Supply Requirements
- Business/Mission Impact Analysis
- Determine & Document Minimum Resource Requirements

---

Total

---

25
How To Develop Continuity & Recovery Plans

Determine overall strategies & backup strategy for each essential function

Critical Systems or Service Backup & Recovery

- Name or ID (Example Payroll)
- Priority
- Interim Backup:
- Recovery Strategy
  - Note: Each Department/Function Should Consider/Develop Stand Alone, Independent Capabilities When Possible. BCP Manager, SC, IT & Functional Mgrs Should Attempt To Consolidate Strategies If Effective and Economical.

Determine Recovery Strategies

- Overall & Combination Strategies
- Recovery Options
  - Mirror, Shadow, Duplicate Sites
  - Hot, Warm, Cold, Shell Sites
  - Distributed Processing
  - Sister/Regional Sites
  - Reciprocal Agreements
  - Business Recovery Centers
  - Outsource/Contract Services
  - “Fort Knox” Strategy (hardened)
  - Telecommuting & Manual Methods
  - Dispersed Operations/Processing
  - Quick Ship Options
Our corporation/agency has just experienced a serious disaster. We are in the process of doing an emergency recovery and request your immediate response, via fax to: ____________________ at ( )_______-_________.

We request you provide an immediate price proposal, including timeframes, to deliver and install the following equipment at: _______ (LOCATION) ________________

<table>
<thead>
<tr>
<th>Model</th>
<th>Serial Number</th>
<th>Description</th>
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<tbody>
<tr>
<td>AS400</td>
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<td>CPU</td>
</tr>
<tr>
<td>V-380</td>
<td>3456207098</td>
<td>Power Supply</td>
</tr>
<tr>
<td>V-395-S</td>
<td>610052130</td>
<td>1st Expansion Cabinet</td>
</tr>
<tr>
<td>B-987-52</td>
<td>132121050</td>
<td>Disk Storage</td>
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<tr>
<td>B-7777-53</td>
<td>142221051</td>
<td>Disk Controller</td>
</tr>
<tr>
<td>XXXXX-YX</td>
<td>398765242</td>
<td>No 5 ESS Switch</td>
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Your pricing should include purchase and lease options as appropriate, delivery and installation timeframes. Request you acknowledge receipt of this fax, provide a timeframe for your estimate and identify a point of contact by telephone to Mr. D.R. Recovery or Ms. Agency Recovery at (916) 926-6154, (916) 926-6155 or (916) 926-6100.

We appreciate your support at this time of our emergency and will be grateful for your immediate response.

Very truly yours,

T.R. Jenkins
Director, Business Recovery
Reciprocal Agreement

• Purpose
• Scope
• Authority
• General
  – Definitions
  – Changes
  – Fees
  – Essential Support Defined
• Responsibilities
• Implementation Procedures
  (Payroll Example)

DO OUTSOURCERS, SERVICE PROVIDERS AND SUPPLIERS HAVE RECOVERY PLANS?

Require Effective and Tested Recovery Plans in future Contracts

Supplier, Services Concerns

Ask:
• Have they shown evidence of effective continuity plans?
• Do we have effective alternatives?
• Do they have effective security to protect our data, technology and intellectual property?
• Will they jeopardize HIPAA, Sarbanes-Oxley and other legal/regulatory compliance requirements?
• Are there liability risks?
• Are there political, security and terrorism considerations?

Minimize & Control Dependencies on Outside Organizations & Locations
Require Outsourcing & Vendor Plans *(Include International)*

Ask
- Do they have effective continuity Plans
- Do we have effective alternatives
- Do they have effective security to protect our data, technology and intellectual property
- Will they jeopardize HIPAA, Sarbanes Oxey and other legal/regulatory compliance requirements
- Are there liability risks
- Are there political, security and terrorism considerations
- Do they have sufficient recovery capabilities & capacities?

Minimize & Control Dependencies on Outside Organizations & Locations

Anticipate Supply Chain Disruptions

- Sources
- Manufacturing/replacement lead times
- Priorities
- Transportation
- Distribution
- Customer inventory management
- JIT, cost effective but vulnerable
- Vendor Support & Backup

OUTSOURCING CONCERNS

- Be cautious of outsourcing DR/BCR
- Can “outsource” some worry?
- Can’t outsource responsibility
RECOVERY PROCEDURES

- What to do for Recovery of Function
- Require Basic Procedures
- Expand Later
  - Sufficient Detail for Third or Fourth Level Person

BASIC RECOVERY PROCEDURES

1. ________________
2. ________________
3. ________________
4. ________________
5. ________________
6. ________________

<table>
<thead>
<tr>
<th>Function</th>
<th>Recovery Requirements</th>
<th>Recovery Risk</th>
<th>Recovery Time</th>
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<td></td>
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<table>
<thead>
<tr>
<th>Functions Handed For This Function</th>
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<table>
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<td>Recovery 8</td>
</tr>
<tr>
<td>Function 9</td>
<td>Recovery 9</td>
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</tbody>
</table>
CONденSEd ConTinuITY
planninG time saVeRs

• Sustained High Level Support
• Condensed Risk Assessment
• Condensed BIA
• Concentrate on Basic Recovery Procedures

Determine Recovery Strategies

• Hind Site

The Strategy of Last Resort!

CoNTinuITY planninG deVelopment tools

Critical Functional Recovery
 Requirements Templates
Software Options
• Commercial
• Develop based on requirements
• Microsoft Word & Excel
Plan Testing And Exercises

To facilitate effective Emergency Response, Disaster Recovery and Continuity Capabilities
– Provide training and experience
– Partial or more limited exercises, quarterly basis
– Comprehensive exercise annually
– Exercises should test one or more of the disaster recovery tasks listed as well as additional appropriate tasks.

Plan Testing And Exercises

- Exercise the notification process.
- Recall key staff, prior to or after normal work hours.
- Exercise emergency and security responses.
- Activate Emergency Operations Center and convene the Emergency Management Team.
- Exercise the Emergency Operations Center and decision making process.
- Exercise damage assessment.
- Exercise facility replacement.
- Exercise recovery team processes.
- Exercise data, hardware and software recovery.
- Exercise telecommunications recovery.
- Exercise recovery of outsourcing processing capabilities/communications link.
- Exercise recovery of functional systems using off-site data.
- Exercise simulated recovery of operations
- Exercise recovery of functional department, organization and processes
- Exercise recovery at alternate site or recovery location.
- Notify customers, vendors and support providers of a simulated disaster.

EXERCISE

- Conduct Effective Tests/Exercises
- Put Realism into Simulation
  - Follow to results or conclusions:
    - “Airplane Crash & Dozer”
    - Katrina Response
      - Buses, generators, law enforcement, responders, victims, fail-safe communications
COMPREHENSIVE CONTINUITY PLANNING

- Coordinate
- Attend Meetings
- Question Effects on Continuity

Promote Total (Comprehensive) Continuity Planning

Establish/Maintain Relationships at all levels
LEPC
InfraGard
Law Enforcement for Access

Continuity Plans Change Management
Input from Organization, Functions, Configuration, DB & Application Changes

<table>
<thead>
<tr>
<th>Change #</th>
<th>Date</th>
<th>Pages</th>
<th>Description</th>
<th>Changes Made</th>
<th>Date</th>
</tr>
</thead>
</table>

Insure Plans Are Always Current & Available
BASIC CONTINUITY/RECOVERY REQUIREMENTS

- Appropriate Personnel
- Data and Vital Records
- Location/Facility/Infrastructure

We Need to Require and Champion Facility Recovery Plans & Capabilities

Ensure Each Facility Has Emergency Response & Recovery Plans

Facility/Infrastructure Disasters

- Penn Mutual
- Meridian Bank
- EDS Collapsed Roof
- OUHSC Campus
- Kerr McGee Tower
- Houston Floods
- Universities & Hospitals
- "Clean" Rooms
- County Jail Electronic Security
- Chicago Flood & Board of Trade
- State of Illinois
Facility/Infrastructure Recovery Plan
- Each Building/Facility (BOMA)
- Utility Replacement/Recovery
  - Power, Gas, Heating, Water, AC
- Equipment Sources, Availability, Costs
- Equipment Layout Access
- Diagrams, Blueprints
- System Tie-In Points

Power Solutions

Recommend 10% outlets on backup power
Ensure generator effectiveness & sustainability

CONTINUITY PLANNING REQUIRES TOTAL ORGANIZATIONAL COMMITMENT
- Time
- Funds
- Personnel
- Resources
PREPARE FOR MEGA DISASTERS

- New Madrid Fault Earthquake
- EQ>9 Earthquake West Coast
- Volcanic Eruptions: Pacific NW
- Continued Hurricanes & Tropical Storms
  - Florida
  - Gulf Coast
  - East Coast
- Tornadoes & Winter Storms
- Extended Power Failures
- Major Wildfires
- Floods
- Draughts
- Pandemics
- Terrorist Attacks (Vulnerable to Multiple)
- Horrendous Disasters: Katrina, Japan, Sandy
- Riots & Anarchy

FIRE, TERRORISM, SABOTAGE, WATER DAMAGE, POWER FAILURES, STORMS??

CRISES MGMT, BCP, COOP & EMERGENCY RESPONSE PLAN

Emergency Response
Information Services
Finance & Accounting
Operations
Customer Services
Production
Distribution

Human Resources
Facilities/Infrastructure
Safety & Security
Administrative Services
Claims
Underwriting

Access to three copies

Critical functions & systems are the heart of the mission

A Corporate or Agency Heart Attack
Emergency Response, Continuity & Recovery Plans

Each division, business and unit, or organization must plan to be prepared to survive and recover.

To insure that personnel, functions, systems, and facilities necessary to provide essential services will not become the victim, but will retain or regain capabilities necessary to provide essential services and support.

Conclusions

• Critical assets & functions
• Significant, increasing disasters & terrorist attacks
• Disaster prevention important & has a high payoff
• Total Continuity Planning is required
• It is a Key Responsibility of Executives, Management, Auditors & Staff
• Be prepared. Think outside the box
• Condensed can make great progress in short time
• Continue to Improve

Make Preventing And Recovering From Disasters a Top Priority
THANK YOU

Business & Government Continuity Services Inc.
Lloyd R. Smith, Jr., MBCP

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Oklahoma City, OK 73101
405-286-1649, 405-627-8456 cell
Lloyd@BusinessContinuity.Info
BusinessContinuity.Info

Promoting and Enhancing Corporate and Government Disaster Prevention and Business Recovery