

Business Continuity Planning (BCP)

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Why Have a Business Continuity Plan?

- ▶ Bad things happen unexpectedly and pre-event planning is part of disaster preparedness
- ▶ Your community is counting on you!
- ▶ Business Continuity translates to “Job Continuity”

Reality Check—Planning to Remain in Business

- ▶ The American Red Cross states that 40% of all businesses that are forced to close their business for three days, due to a disaster, will eventually fail

4 Stages of Disaster Denial

1. It will not happen
2. If it does happen, it will not happen to me
3. If it does happen, and it does happen to me, it will not be that bad
4. If it does happen, and it is bad and it happens to me—there is nothing I can do about it

[We'll all be dead anyway]

What to be Concerned About

- ▶ Numerous hazards
 - ▶ Natural Hazards
 - ▶ Storms, Flooding, Winter, Wind
 - ▶ Mud Slides (water, clay, slope, gravity)
 - ▶ Wildfires
 - ▶ Climate Change Impacts
 - ▶ Earthquakes—types
 - Subduction Earthquake—Cascadia Earthquake
 - Surface--Portland Hills Earthquake
 - ▶ Corneal Mass Ejection—Sun Flares
 - ▶ Human Caused
 - Hazardous materials
 - Terrorism
 - **Workplace violence**
 - Cybersecurity

Limiting the Impacts of an Earthquake

- ▶ Location, location, location!!!
- ▶ Building types:
 - ▶ Unreinforced Masonry (URM) Buildings
 - ▶ Older Tilt-up Concrete Buildings
 - ▶ “Built to Code” What does that mean?
 - ▶ Drop, Cover and Hold-on
 - ▶ Essential Facility: Fire Station; Hospital; Emergency Operations Center (EOC)
 - ▶ Soil Makes all the difference—liquefaction
 - ▶ No views please!

Be Aware of Interdependencies

- ▶ You are not a self-sufficient island
- ▶ Utilities
 - ▶ Electricity
 - ▶ Liquid Fuels
 - ▶ Natural Gas
 - ▶ Water
 - ▶ Sewer
- ▶ Food
- ▶ Medicine
- ▶ Mass Transit

Process for Development of BCP

- ▶ Policy Level Direction & Support—Tough without this
- ▶ Steering Committee
 - ▶ Representative of the organization's structure
 - ▶ Large enough for different opinions
 - ▶ Small enough to come to consensus
- ▶ Planning Group

Major Components of the BCP—Decides What

- ▶ Purpose & Scope
- ▶ Situation Overview
- ▶ Planning Assumptions
 - ▶ No one is coming to help—in a regional disaster
- ▶ Security & Privacy Statement
- ▶ Concept of Operations—Four Phases
 - ▶ Readiness and Preparedness
 - ▶ Activation of the BCP
 - ▶ Continuity Operations
 - ▶ Reconstitution of Operations
- ▶ Direction, Control and Coordination
- ▶ Disaster intelligence
- ▶ Training and Exercise
- ▶ Plan Development and Maintenance

Objectives of the Plan

- ▶ Provide guidance and assist in decision making
- ▶ **Identify essential functions and restoration priorities**
- ▶ Identify tech systems that support essential functions
- ▶ Document the order of succession of critical mgmt. positions
- ▶ Identify essential staff positions, records, & equipment
- ▶ Identify alternate facilities or locations for essential functions—if relocation is required.

Essential Functions

- ▶ Not everything you do is essential
- ▶ What makes for something being essential
 - ▶ Sample from Seattle NPR
 - ▶ Stay on the air
 - ▶ Have relevant information to share with listeners
- ▶ Sample non-essential elements—in a disaster
 - ▶ E.G. Marketing
- ▶ You can base these elements on the time needed to return them to an operational status

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Activation of the BCP

- ▶ Designate who will say, “Activate the BCP!”
- ▶ Are there any automatic triggers that activate the plan?

Designation of Essential Personnel

- ▶ People key to performing the mission essential functions
- ▶ Everyone is important and those working in the following areas are specifically designated:
 - ▶ Management Team/Directors
 - ▶ Operations
 - ▶ Administration
- ▶ Everyone wants to be designated “essential” until...
- ▶ You cannot perform your mission without staff

Additional Considerations

- ▶ 24 hour operations
- ▶ Those not identified in the BCP as essential may be asked to perform other functions
- ▶ May need to staff a relocation team
- ▶ There will be special circumstances that develop!!

Personal and Family Preparedness

- ▶ **Big Disasters are “come as you are” events**
 - ▶ Earthquakes...Either you are ready, or not
 - ▶ Be prepared at home, in transit, at work
- ▶ **Two (2) Weeks Preparedness is state standard**
 - ▶ 3 Days, 72 Hours is National Standard
- ▶ **Have a plan, build a kit, get training**
 - ▶ What training might that be?
- ▶ **Remember this: “No one is coming to help!”**

Development of Procedures

- ▶ Plans identify “What” you will do, and procedures define “How and When” you will do it.
- ▶ Procedures Include:
 - ▶ Checklists for either functions or positions
 - ▶ Instructions on how to operate a piece of equipment
 - ▶ Sequence what needs to be done first, second, third...
 - ▶ Making coffee is not one of them!

What Makes a Plan Successful?

- ▶ Leadership and engagement by management
- ▶ Participation and input in development of the plan

- ▶ What will make this plan useful in the long-term?
 - ▶ Continued interest in and emphasis on continued planning, training and practicing (exercising) the plan
 - ▶ Updating the plan as lessons are learned and as staff and circumstances change

Types of Exercises

▶ Drills

- ▶ Fire
- ▶ Armed intruder
- ▶ Drop, cover and Hold—muscle memory
- ▶ Repetition is the mother of remembering

▶ Tabletop Exercise

- ▶ Written scenario
- ▶ Informed facilitator—they know the BCP!!
- ▶ Bite sized elements of the plan are examined
- ▶ These are not “tests” they are “trainings”

Bonus Item

- ▶ Run, Hide, Fight—Armed Intruders
 - ▶ Six minute video

Questions?

