

Business Continuity - An Inside Perspective

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Agenda

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- **Corporate Risk Management**
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Where It All Begins

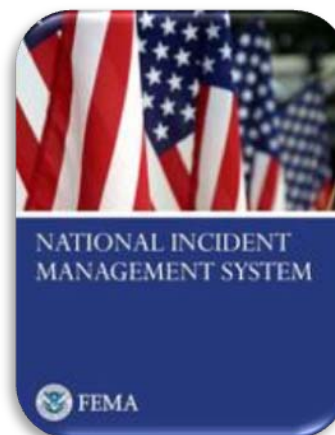
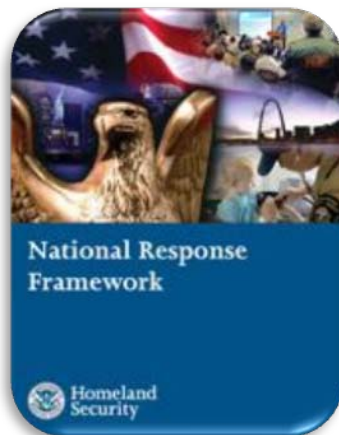
HSPD-5

Management of Domestic Incidents

HSPD-8

National Preparedness

Mandates



Gulfstream

Private Sector & Government

Administrator Craig Fugate has said,

"There's no way government can solve the challenges of a disaster with a government-centric approach. It takes the whole team. And the private sector provides the bulk of the services every day in the community."

Applicability - Business Continuity Planning

- **One Size Fits All**
 - **Per the Institute for Business and Home Safety:**
 - “An estimated 25 percent of businesses do not reopen following a major disaster”
 - **Small & medium size businesses**
 - **Educational Institutions**
 - **Elementary, middle, & high schools**
 - **Colleges & universities**
 - **Government**
 - **Continuity of Operations (COOP)**
 - **Required Executive Branch FPC-65**

A Corporate Perspective

- **Required by the Corporation**
 - **In the form of a policy**
 - **Dictates a Business Continuity Plan (BCP) & a Disaster Recovery Plan (DRP)**
 - **Assessed & audited by the corporation**
- **Insisted upon by the president of the company**
- **Direction that comes from above, makes it easier to happen**
 - **All seven vice presidents lead the charge**
 - **Rolled out to all senior staff & their immediate staff**

Beginning the Process

- **Perform a risk assessment**
 - **Internal & external environment**
 - **Potential exposures vs. preventative measures**
 - **Mitigating measures = recommended improvements**
- **Implement a Business Impact Analysis (BIA)**
 - **Understanding functions critical to business survival & resource dependencies**
 - **Financial & operational impacts of disruption**
 - **Regulatory compliance exposures**
 - **Market share & corporate image**

The Results of the BIA

- **A detailed analysis of all department needs**
 - **Equipment & machinery**
 - **Computer hardware & software**
 - **Recovery Time Objectives (RTO)**
 - **How long before an application must be up & running to restart the operation**
 - **Recovery Point Objectives (RPO)**
 - **A place in which restoration must begin to rebuild the functional status**
 - **Telecommunications – landlines, cells & satellite**
 - **People & appropriate skill sets**
 - **Facilities & Real Estate**
 - **Office materials & supplies**

Recovery Procedures

- **BIA forms the basis for the Recovery Procedures**
 - **A step-by-step procedure on how to:**
 - **Rebuild the department by priority**
 - **With limited resources – planning assumptions**
 - **Based on interdependencies**
 - **Internal and/or external**
 - **Who does the department rely on?**
 - **Who relies on department outputs?**
 - **What do they need from each other?**
 - **Assimilation of all the interdependencies**
 - **How does it all fit into the big picture?**

Drills & Exercises

- **Initially all exercises are table top**
 - **BCP & DRP annually required**
 - **Crisis Communications annually exercised**
 - **Designed to test emergency communications with parent company HQ**
 - **Learn the BCP & Recovery Procedures**
 - **Started at organizational level**
 - **Directors & their direct reports**
 - **Driven down to the department level**
 - **Teach the managers & supervisors**
 - **Provide interaction with transition from:**
 - **Emergency plan to BCP**

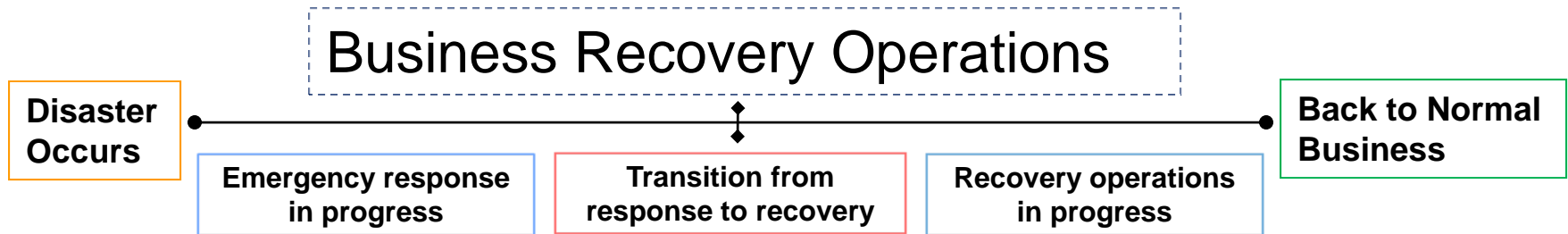
Drills & Exercises – Cont'd

- **Developed into Business Unit Drills**
 - Combined with hurricane preparedness
 - Table top/functional exercises
 - **Designed to test:**
 - Communications
 - Interdependencies
 - Organizational opportunities
 - Command & control skills
 - Coordination of emergency management team
 - Integration of emergency response teams with recovery teams
 - What does transfer of command look like

Update/Revision Process

- **An annual BIA is required**
 - **Relook at business needs & priorities**
 - **Changes to business operations**
 - **New or deleted processes**
 - **People or role changes – contact information**
 - **Grow the recovery period a week per year**
- **Exercise lessons learned included**
 - **Many opportunities to improve process**
 - **Grasping emergency management operations**
 - **Comprehending true dependency on others**
 - **Learning how to play the game**

Integration of Emergency Management



- **Business recovery begins immediately**
 - The sooner recovery is considered, the quicker the team will be prepared for transition
 - Executive Emergency Management Team remains in place throughout transition
 - Emergency Management Team transitions to Recovery Team

Cooperation with EM Agencies

- **CEMA Related Involvement**
 - **Participation in Exercises**
 - **Director & Assist. Director acted as observers**
 - **Provided guidance on housing planning**
 - **Shared ideas on a company EM EOC**
 - **Company representatives participated in:**
 - **EMAG Meetings**
 - **Severe Weather Week 2011**
- **Coastal Health District/Chatham County Health Department**
 - **Closed Dispensing Program**

Cooperation with EM Agencies – Cont'd

- **FEMA/Ready.gov Campaign**
 - **National Preparedness Month 2010**
 - **Raffled off “Go-Kits” at all company locations**
 - **United States, Mexico, & United Kingdom**

- **Airport Agencies Involvement**
 - **Savannah/Hilton Head International Airport**
 - **Hurricane Preparedness Planning meetings**
 - **2011 Airport Hurricane Exercise**
 - **Brunswick Golden Isles Airport**
 - **2011 Airport Hurricane Exercise**

Corporate Risk Management

- **Property Insurance Requirements**
 - **Understanding the policy coverage**
 - **Different event might have different coverage:**
 - **floods vs. earthquakes**
 - **Structure & property content**
 - **Awareness of deductibles**
 - **Coverage may include preparation prior to an event**
- **Business Interruption Coverage**
 - **Evaluate applicability to business operations**
 - **Determine coverages & costs**

Corporate Risk Management – Cont'd

- **Include Insurance Company in Plan**
 - **Develop timelines on inspector arrival**
 - **Evaluate what they want to see**
 - **In-person, pictures, video, and/or documentation**
 - **Before & after assessments**
 - **Reporting Processing**
 - **Financial reimbursement program**
- **Insurance Building Design Standards**
 - **Hurricane/wind standards – roofs & glass**
 - **Earthquake standards – structural**
 - **Fire protection requirements**

BCP Resources

- **Help Build Business Continuity Plans**
 - **Insurance Institute for Business & Home Safety**
 - www.disastersafety.org
 - **British Standards Institute (BSI) BS-25999-1 & 2**
 - **Business Continuity Management: Code of Practice**
 - **Business Continuity Management: Specifications**
 - www.bsigroup.com
 - **Disaster Recovery Institute International**
 - **Professional Practices for Business Continuity Planners**
 - www.drii.org

BCP Resources – Cont'd

- **Federal Emergency Management Agency**
 - **National Incident Management System Resource Center**
 - www.fema.gov/emergency/nims
- **National Fire Protection Association (NFPA)**
 - **NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs**
 - www.nfpa.org
- **Business Continuity Institute**
 - **Good Practices Guidelines**
 - www.thebci.org

BCP Resources – Cont'd

- **American National Standards Institute**
 - **ASIS SPC. 1-2009 Organizational Resilience: Security, Preparedness and Continuity Management System**
 - www.ansi.org
- **National Institute of Standards and Technology**
 - **Special Publication 800-12: An Introduction to Computer Security: The NIST Handbook**
 - **Special Publication 800-34: Contingency Planning Guideline for Information Technology Systems**
 - **Special Publication 800-84: Guidelines to Test, Training, and Exercise for IT Plans & Capabilities**
 - www.nist.gov

Conclusion

- **Business supports the community**
 - **Re-establishing business supports getting the community back up & running**
 - **Providing work - clean up & rebuilding**
 - **Restoring life to normal day-to-day**
- **Company readiness develops community readiness**
 - **Cooperation with EMA's creates a stronger plan**
 - **Supporting employees lessens burden on support emergency management agencies**
 - **Resources can be dedicated to those in need**

Thank You!

Questions?