"Emergencies, Crisis and Disasters; The Changing Role of Today’s Facility Professional"

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President & Principal
Aspen Risk Management Group
Business Continuity Management versus Business Continuity Planning

**BCM** – has evolved into a process that identifies an organization’s exposure to internal and external threats and blends hard and soft assets to provide effective prevention and recovery.

**BCP** – is a discipline that prepares an organization to maintain continuity of business during a disaster through implementation of a business continuity plan.

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The “Phases”

- **BCM - Phase 1:** Disaster Assessment & Mitigation
  - Identify & Mitigate “The Threats”

- **BCM - Phase 2:** Disaster Planning & Response

- **BCP - Phase 3:** Business Continuity Planning & Implementation
Phase 1 and Phase 2
Business Continuity Management

Disaster Assessment and Mitigation

1. Understand the difference between an emergency versus a disaster and the various responses an organization faces for each.

2. Identify natural, technological, human and contingent exposures or events that may impact (overwhelm) your organization.

3. Identify those natural, technological, human and contingent exposures or events that can be eliminated (mitigated) to reduce the disaster magnitude on the organization.

Disaster Planning and Response

1. Build concrete actions to address core disaster response functions based on life safety, institutional business impact and property.

2. Develop tools to support individual roles and responsibilities.

3. Identify supporting resources such as emergency services, communications; security; shelter, fire and rescue recovery.

4. Develop hazard specific information and checklists. address specific responses that are unique to a particular institution, scenario, or event.
First Things First

- **Recognize** what can harm you and your organization

- **Mitigate** (remove) what can harm you, create response plans around what you can’t remove and ultimately develop a business continuation strategy (plan)

- **Develop recovery partnerships** (can your weaknesses (gaps) be filled by another’s strengths)

- **Understand the value of long-term**, continuous planning & practice
Identify

- Emergency
- Crisis
- Disaster
- Threats
- Mitigate
- Respond
- Recover
- Recovery Partner
- Business Continuity
General types of tools available

- Qualitative
- Quantitative
### Qualitative Data

**Overview:**
- Deals with descriptions.
- Data can be observed but not measured.
- Colors, textures, smells, tastes, appearance, beauty, etc.

**Qualitative → Quality**

### Quantitative Data

**Overview:**
- Deals with numbers.
- Data which can be measured.
- Length, height, area, volume, weight, speed, time, temperature, humidity, sound levels, cost, members, ages, etc.

**Quantitative → Quantity**

#### Example 1: Oil Painting

**Qualitative data:**
- Blue/green color, gold frame
- Smells old and musty
- Texture shows brush strokes of oil paint
- Peaceful scene of the country
- Masterful brush strokes

**Quantitative data:**
- Picture is 10" by 14"
- With frame 14" by 18"
- Weighs 8.5 pounds
- Surface area of painting is 140 sq. in.
- Cost $300
The Threat Matrix
Blends Qualitative and Quantitative
Threat Categories

- Natural
- Technological
- Human
- Contingent
## Threat Matrix Sample

### Threat Table (1)

<table>
<thead>
<tr>
<th>Threat</th>
<th>Applicable</th>
<th>Probability</th>
<th>Threat Factor (1)</th>
<th>X Impact</th>
<th>= Relative Weight</th>
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<tbody>
<tr>
<td>Earthquake</td>
<td>Y</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>24</td>
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<td>Other Adverse Weather - Undefined</td>
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<td>Tornado</td>
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<td>Snow/Savera Winter Weather</td>
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<tr>
<td>Winds</td>
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<td>Rain</td>
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<tr>
<td>Flood</td>
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<tr>
<td>Employees Injury</td>
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<tr>
<td>Employees Assault</td>
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<td>Employee Behavior</td>
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<td>Product Contamination</td>
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<td>Product Recall</td>
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<td>Supply Chain Crisis</td>
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<td>Bio-Engineering Specific Concerns</td>
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<tr>
<td>Robbery</td>
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<tr>
<td>Vandalism</td>
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<tr>
<td>Fire</td>
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<td>Anos</td>
<td>Y</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>12</td>
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<tr>
<td>Intruder</td>
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<tr>
<td>Weapon-related</td>
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<td>Activist</td>
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<td>Labor Actions</td>
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<tr>
<td>Political-other</td>
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<tr>
<td>Terrorist</td>
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<tr>
<td>Kidnap &amp; Ransom</td>
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<td>Bomb-related</td>
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<td>Power Failure</td>
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<td>e-Commerce Specific</td>
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<td>System Failure</td>
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<tr>
<td>Other Business Interruption</td>
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<td>Guest Assault</td>
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<td>Guest Behavior</td>
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<tr>
<td>Guest Injury</td>
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<tr>
<td>Pollution</td>
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<td>Hazmat Oriented</td>
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<tr>
<td>Contingent Business Interruption</td>
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<td>Financial Concern/Crisis</td>
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<tr>
<td>Lifesaving</td>
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<tr>
<td>Watercraft (Executive Travel)</td>
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<tr>
<td>Aircraft (Executive Travel)</td>
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<tr>
<td>Vehicle</td>
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</tbody>
</table>
Recognize the three elements to consider....The matrix is a living, breathing document!

**Step 1:** Break into groups of about 8-10

**Step 2:** Discuss in your group, those threats that you think are your organization’s “Top 5” and why

**Step 4:** Categorize your “Top 5” as to natural, technological, human or contingent threats

**Step 5:** For the “Top 5”, work through the relative weight formula
Mitigation

Mitigation *may also mean*, for example:

- Investing money
- Changing / modifying processes or services
- Developing programs, procedures or protocols
- Facility changes (CPTED)

http://cptedsecurity.com/cpted_design_guidelines.htm
Crime Prevention Through Environmental Design

CPTED Principle #1
Natural Surveillance

"See and be seen" is the overall goal when it comes to CPTED and natural surveillance. A person is less likely to commit a crime if they think someone will see them do it. Lighting and landscape play an important role in Crime Prevention Through Environmental Design.

CPTED Principle #2
Natural Access Control

Natural Access Control is more than a high block wall topped with barbed wire. Crime Prevention Through Environmental Design or CPTED utilizes the use of walkways, fences, lighting, signage and landscape to clearly guide people and vehicles to and from the proper entrances. The goal with this CPTED principle is not necessarily to keep intruders out, but to direct the flow of people while decreasing the opportunity for crime.

CPTED Principle #3
Territorial Reinforcement

Creating or extending a "sphere of influence" by utilizing physical designs such as pavement treatments, landscaping and signage that enable users of an area to develop a sense of proprietorship over it is the goal of this CPTED principle. Public areas are clearly distinguished from private ones. Potential trespassers perceive this control and are thereby discouraged.
What we have accomplished....

- We know what can harm you and your organization,
- You have mitigated (fixed) what you could and began thinking about a possible response,
- Identified, developed and cultivated recovery partnerships,
Crisis Intervention (Reactive) Vs. Emergency Planning (Proactive)
The Emergency Plan **Does:**

- Guide the organization in effective response
- Guide key management and staff
- **Prepare for business interruption**
- Helps organize internal resources
- **Establish core functions quickly**

The Emergency Plan **Does Not:**

- Tell everyone exactly what to do minute by minute
- Prevent disaster
- Guarantee any particular staff, client, visitor or volunteer will be safe and unharmed
Regardless of disaster all plans have a common functionality:

- Alert and Warning
- Plan Activation
- Organization for response
- Emergency Operations
  - Evacuation, Lockdown, Etc.
- Administration, Logistics and Finance
- Interaction with the mass media
- Coordination with first responders, recovery partners, etc.

All Hazard Approach to Emergency Planning
Emergency Plan Structure

- Introduction
  - Background
- Purpose and Scope
- Situation and Planning Assumptions
- Concept of Operations
- Emergency Procedures
- Organization
- Administration, Logistics and Finance
- Attachments
Organization for Response

1. Someone has to be in charge!
2. Someone has to do things!
3. Someone has to support the things being done!
4. Someone needs to be looking beyond “right now” and thinking about “what comes next”

And ...

- What about safety?
- What about Coordination with other organizations?
- What about the Media?
We will shift from the “human aspects” and associated actions to “business operations” and how to restore the “functionality of the business”.
Phase 3
Business Continuity Planning

Continuity of Operations

1. Identify recovery plans for critical organizational functions

2. Create tools and forms that provide a comprehensive business impact analysis, document alternate workspace and capacity evaluations, and collect necessary site support information.

3. Develop an overall recovery strategy in a flowchart format that can be used pre and post event.
To develop an integrated strategy that can be readily executed, quickly and efficiently, enabling an organization to restore functionality within an acceptable recovery time objective.

(Plan for ‘worst case scenario’)
Business Continuity Planning

Terminology

Integrated Strategy = a high level roadmap of activities (not 'tactical')

Operations Recovery = restoring functionality (services & $)

Capacity = level of functionality

- emergency capacity ("what can we do right now?")
- temporary capacity ("interim until permanent recovery")
- permanent capacity ("full recovery at new/recovered site")
Business Continuity Planning

Organization – ____________________________

Recovery Time Objective - ________________(days, weeks, months)

Key Business Units/Core Services –

____________________________________
____________________________________
____________________________________
____________________________________
____________________________________

Critical Functions

____________________________________
____________________________________
____________________________________
____________________________________
____________________________________

____________________________________
____________________________________
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____________________________________
Business Continuity Planning

Structure For Plan

• Present A Timeline...

• Present ‘Who’ is Involved (‘functions’)

• Present ‘What’ is Expected (‘actions’)

• Keep It ‘High-Level’ and ‘Action Oriented’

Here’s one way to accomplish this...
## Business Continuity Planning

### Structure For Plan - SAMPLE

#### Operations Recovery ‘Strategy’

<table>
<thead>
<tr>
<th>Time</th>
<th>Within 24 Hours</th>
<th>Within 48 Hours</th>
<th>Within 2–7 Days</th>
<th>Within 1-2 Weeks</th>
<th>Within 30 Days</th>
<th>Within 30-60 Days</th>
<th>12 Months (RTO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function</td>
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<td>CMT</td>
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<td>Response Actions</td>
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<td>“Core Services”</td>
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<td>Facilities</td>
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</table>
Business Continuity Management versus Business Continuity Planning

**BCM** – has evolved into a process that identifies an organization’s exposure to internal and external threats and blends hard and soft assets to provide effective prevention and recovery.

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The Power of Citizen Journalism and the Impact on Crisis Management:

Leon Fuerth writes:

In the 21st Century, we face an emergent new class of problems...

This new class tends to be fast moving and unstable, in the sense that trends and events interact spontaneously with the result...... that seemly small events can lead to massively consequential results.
Thomas Baekdal, a social media researcher from Scandinavia, in a single graph, shows the fall of mainstream news channels and the rise of citizen journalism.
Tylenol 1982

History

- September 29, 1982 – 12 year old girl died after taking Tylenol capsule laced with 65 milligrams of cyanide into Tylenol capsules, Seven people in died in Chicago

Impact

- Tylenol controlled 37% of the market down to 7%
- Recalled 31 million bottles at a loss of more than 100 million dollars; halted all advertising

Actions Taken

- Johnson & Johnson followed their company “credo” – public first, property second, which proved to be its most effective public relations tool and the key to the brands survival.
- On October 5, 1982, it issued a nationwide recall of Tylenol products;
- In November 1982 - it reintroduced capsules but in a new, triple-sealed package, coupled with heavy price promotions and within several years, Tylenol had become the most popular over-the-counter analgesic in the U.S
Susan G. Komen Foundation pulls Planned Parenthood funding

One of the most prominent charities working to prevent and cure breast cancer, the Susan G. Komen for the Cure Foundation, has cut its ties with the women’s health organization Planned Parenthood, that organization confirmed on Tuesday. Reacting to the news, Planned Parenthood decried Komen for having “sacred to political pressure” related to abortion politics.

Planned Parenthood said representatives for Komen have been notifying Planned Parenthood divisions throughout the country that it will stop providing funding for breast cancer.
SETTLE THE RECORD STRAIGHT
Learn more about recent changes to our granting policies that will help us serve women and communities better.

Help us run over poor women on our way to the bank.
“Corporate Crisis: How Should the Board Prepare & Respond in an Emergency?”

Thursday, February 7, 2013 - 7:00am - 9:00am

Quote – “Don’t pay too much attention to social media, this too shall pass”
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Thank you!

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