Integrating Emergency Management and Business Continuity Operations During Activation

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The Business Continuity and Emergency Management Lifecycles

Mitigation
Mitigation refers to measures that reduce the chance of or emergency occurring and minimizing the damaging effects of avoidable emergency.

Preparedness
A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and solving to ensure effective coordination during incident response.

Emergency Management

Recovery
Recovery efforts are concerned with issues and decisions that must be made after immediate needs are addressed: efforts are primarily concerned with actions that involve rebuilding damaged property or workplaces, and the repair of other essential infrastructure.

Response
Response actions carried out immediately before, during and after a hazardous impact are aimed at saving lives, reducing economic losses, and alleviating suffering.

Maintenance
Analysis

Business continuity planning lifecycle
Testing & acceptance
Solution design
Implementation
The BC/EM Overlap

- Planning/ Solution Design
- Response/ Implementation
- Recovery/ Testing and Acceptance
- Mitigation/ Maintenance

Topics to be Covered

Planning/ Solution Design
- Coordinating Emergency Operations Center (EOC)/Business Continuity (BC) activation trigger points and decision-making protocols
- Leveraging an EOC or Command Center to actively monitor, analyze, and report hazards/threats to inform BC assessment of threats and activity that may disrupt day-to-day business operations before, during, and after the event

Response/ Implementation
- Coordinating internal and external communications before, during, and after an event
- Simultaneously manage resource requests from emergency/incident response and BC operations
About Me and My Experience

**Business Continuity Program Manager**  
The Port Authority of New York and New Jersey

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Planning/ Solution Design

Leverage an Emergency Operations Center (EOC) or Command Center to actively monitor, analyze, and report hazards/threats to inform BC assessment of threats and activity that may disrupt day-to-day business operations before, during, and after the event

- Align BC and CM/EOC activation thresholds and severity levels so that monitoring and activation can be done across disciplines
- Coordinate systems and tools
- Develop detailed response activities for each phase
- Exercise! Exercise! Exercise!
- Leverage smaller events

### 96 Hours Before an Event with Notification

**EOC**
- Activation of the following sections: Planning, Logistics, and Operations; establishing operational periods, teams, and logistics for lodging and credentialing

**BC Program Manager Actions:**
- BC PM notifies BC Coordinators and Working Group Members of storm and directs them to check the accuracy of their department/facility BC Plans and make appropriate updates

### 72 Hours Before and Event with Notification

**EOC**
- First situation reports developed, cadence of EOC meetings established and reporting begins; establish resource request process

**BC Program Manager Actions:**
- Distributes storm-related information to BC Coordinators and Working Group Members and directs them to update their department/facility BC Plans
- Distributes BC Sit Rep Form to all BC Coordinators via email
Planning/ Solution Design

Coordinate EOC/BC activation trigger points and decision-making protocols

The Incident Command System (ICS)

Goals of ICS-
1. Develop clearly defined assessment process, team, and activation and action triggers
2. Clearly define roles and responsibilities
3. Develop a succinct action plan with clear strategic objectives, assignments and operational periods throughout the event

Benefits of ICS-
Flow of information and resources within and between all teams and at all levels of the organization. (Especially helpful when an incident spans multiple locations)
1. Coordination between teams with defined objectives
2. Rapid resource mobilization, deployment, and tracking
3. Intelligence development: including trends and patterns contributing to planning

An Example of ICS in the Private Sector
How Do I Know it Works?
Case Study: Hurricane Sandy

Response/ Implementation

Coordinate internal and external communications before, during, and after an event

- Define operational periods
- Establish a communication cadence
- Use various forms of communication; do not rely only on teleconference (and verbal confirmation) but reach out to groups with written forms and surveys as well
- Lean heavily on policy and practiced procedure (especially when it is easy to improvise)
- Craft a concise, consolidated, consistent message
Response/ Implementation

Simultaneously manage resource requests from emergency/incident response and BC operations

- Executive assurance of resource allocation
- Eliminate duplication of resources
- Centralize the management of resource requests, tracking, and fulfillment
- Financial organization for reporting and forecasting
- Why the public sector does this so well...

How Do I Know it Works? Case Study: November 2015

- Twelve (12) active events in a two-week time period
- Spanned the globe (New York City, London, Mexico, Pakistan, Australia, Texas, Spain, Philippines, Japan, Lebanon, and Paris)
- Scope- emerging events (volcanic activity) to Severity Level 1 incidents (terrorist attacks)
- Managed all BC and CM response from New York City
Beirut, Lebanon - November 13, 2015

Photo Eduardo Lima/Demotix/Corbis
Wrap- Up

Questions?

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