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BUSINESS CONTINUITY AWARENESS

for Human Service Providers

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Goal

The purpose of this webinar is to **increase awareness** and knowledge about the need for disaster/emergency continuity planning for organizations providing services to individuals with disabilities. **This is only an awareness training and is not a training on completing or customizing your plan.**



Today we will...

- Review different types of emergency situations
- Differentiate between large & small scale disasters & emergencies
- Identify potential impacts of disaster on providing agencies
- Identify challenges faced by people with disabilities and Human Service organizations who serve them in emergency events
- Define key terms related to business continuity
- Recognize what is business continuity planning
- Establish conditions under which a business continuity plan might be implemented
- Introduce the initial steps needed to develop a business continuity plan



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Emergency 101



Different Types of Emergency Situations

Some examples of potential emergency/disaster situations are:

- Hurricanes
- Nor'easter
- Hazardous Materials
- Terrorism
- Flooding
- Pandemic Flu
- Power Outage
- Fire
- Wild Fire or Brush Fire
- Blizzard / Ice Storm
- Earthquake
- Tornado
- Biological



Differentiate Between Large & Small Scale Emergencies and Disasters:

- Incident - Minor disruption
- Major emergency – localized / community event causing destruction and disruption to daily life and loss of life.
- Disaster – serious destruction disruption to community services regional impact and loss of life.
- Catastrophe – catastrophic devastation, widespread regional impact state and/or national emergency.
- Extreme Event – serious threat to national existence.



Potential Impacts of Large Scale Emergencies and Disasters on Service Providing Agencies

- Health and safety of consumers/clients
- Adverse impact on daily/regular support for consumers/clients
- Loss of records and data
- Public transportation for consumers/clients and employees
- Potential large scale increase in activity
- Equipment failure (includes IT hardware)
- Disclosure of sensitive information
- Facility & neighborhood hazard
- Employee morale
- Legal & financial issues



Challenges Faced by People with Disabilities in Emergency Events

- More time for preparation
- Visual warnings for deaf and those with hearing loss
- Service animals may become confused
- Transfer and carry of wheelchairs users
- Elevators and cell phones not working
- Persons with cognitive disabilities – understanding situations
- Respiratory illnesses aggravated by stress
- Individualized medication regimes may be interrupted
- Loss of electrical power – respirators, motorized wheelchairs
- Inaccessible shelters
- Transportation, Para-transit issues
- Aides – access to consumers in affected areas



Strengths of people with disabilities that are helpful in the planning process

- May have a psychological advantage Many cope with altered/limited/difficult environments on a daily basis
- Are natural planners
- “...understand that life goes on under the most difficult of situations.” (Kim Snyder, Film Maker).



What is Business Continuity (BC) & Continuity of Operations Plan (COOP)

- The terms “Business Continuity Plan” and “Continuity of Operations Plan” are interchangeable.
- Business Continuity:
 - Is a continual process, not a finished project
 - Is a collective effort, not an individual task
 - It will make life simpler, not more difficult



A first-rate Business Continuity Plan is an ongoing process.

- Ensures continuous system availability so that agencies are able to continue performance of essential functions/operations as expected under a broad range of circumstances
- Ensures continuation of leadership by establishing an order of succession for key operational personnel/management
- Specifies plans for delegation of authority and devolution in the event an agency experiences total dismantlement.



- BC activities include: Plans and procedures to ensure that essential functions are performed. Tests, training, and exercises are essential for ensuring a viable business continuity planning capability

- BC planning is a good business practice. It enables agencies to continue their essential functions across a broad spectrum of disasters, hazards and emergencies:
 - Natural, includes localized acts of nature
 - Manmade, includes accidents
 - Technological or attack related emergencies
 - National security emergencies



BC plans for human service providers are intended to ensure the “operational-ability” of organizations serving/ supporting individuals with disabilities during disaster / emergencies and will:

- Minimize the impact on your consumers/clients
- Limit the magnitude of any loss
- Minimize the length of service interruption
- Facilitate damage assessment activities
- Identify & recover critical data
- Provide for management of recovery activities



- Continuity planning should include the planning with and the activities of individual departments
- Continuity planning should include partner agencies, sub-contractors to ensure that their essential functions are performed
- Continuity planning ensures the continuation or rapid resumption of essential functions during a continuity event
- A continuity plan prepares agencies and their personnel for the possibility of relocating and being operational within 12 hours of continuity activation



BC should be part of every human service providers fundamental mission and when implemented will help agencies to:

- Continue delivery of vital services and supports for clients/consumers
- Reduce loss of life/minimize property damage
- Ensure succession of key leadership
- Reduce/mitigate disruptions to operations
- Protect essential facilities, equipment, records and assets
- Achieve timely recovery/reconstitution



Continuity plan implementation takes place in four phases:

- Phase I: Readiness and Preparedness
- Phase II: Activation and Relocation (0–12 hours)
- Phase III: Continuity of Operations (12 hours–30 days or until resumption of normal operations)
- Phase IV: Reconstitution (recovery, mitigation, and termination)



In Summary

- BC and COOP are interchangeable terms
- A first rate plan is an ongoing process
- Business Continuity should be a part of every providers fundamental mission
- Business Continuity is good business practice
- Make sure plan includes all partners
- Continuity Planning takes place in four phases



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Business Continuity

How Do We Do It?



Business Continuity Planning Process Overview:

Through the steps of the planning process, the continuity planning team:

- Identifies essential functions that must be performed.
- Analyzes and prioritizes potential hazards.
- Designs and builds the continuity plan.
- Tests, trains, and exercises the functions identified in the plan.
- Distributes and maintains the continuity plan.



Business Continuity Plan Implementation and Content

Step 1: Initiating the Continuity Planning Process -

- The agency head initiates the continuity planning process by designating a continuity program manager to direct the continuity program.
- The continuity program manager needs to build a continuity planning team that includes key stakeholders and representatives from each involved department.



The following functional areas also should be involved:

- Information Technology & Records Backup/Storage
- Human Resources
- Facilities Management & Security
- Procurement and Acquisition
- Public Information
- Legal & Financial
- Board of Directors
- Case Managers
- Program Coordinators
- Emergency Preparedness Coordinators



Essential functions enable the organization to:

- Provide vital services & information
- Maintain the safety and well-being of clients/consumers & employees
- Sustain critical business & financial operations in an emergency, including suppliers & contractors
- Maintain equipment, facilities & supplies
- Assist & partner with local emergency responders
- Assist & partner with other Human Service Providers



Step 2: Determining Essential Functions

- Essential functions are the critical activities performed by organizations, especially after a disruption of normal activities.



Step 3: Conducting a Risk Analysis

- Determine vulnerability to hazards, including human-caused
- A risk analysis helps to determine an organization's incidents that pose a threat to the facility, personnel or clients/consumers
- Factors to consider when comparing hazards are the:
 - Frequency of occurrence
 - Potential magnitude and intensity
 - Probable spatial extent and duration
 - Speed of onset



Step 4: Designing and Building the Plan

Foundation information in the continuity plan includes:

- Orders of Succession that specify the conditions under which succession will take place, the method of notification, and any limitations of authority
- Delegations of authority that identify the channels of authority for policy determinations and decisions when normal channels of direction are disrupted



The Concept of Operations that details:

- How the continuity plan will be implemented
- How the continuity plan addresses requirements
- Instructions for the Emergency Relocation Group (ERG) and non-ERG personnel
- Utilizing the employee emergency contact information

Evacuation or Shelter in Place identifies the plan for operating at an alternate location or if confined to the existing location

Writing the Continuity Plan

- Support requirements
- The planning team
- The actual writing of the continuity plan



Step 5: Testing, Training, and Exercising the Plan

Continuity testing, training, and exercise (TT&E) program needs to identify all positions requiring training or cross-training. The program should cover:

- Individual and team training
- Internal agency testing and exercising of continuity plans and procedures
- Refresher training for continuity personnel
- Interagency exercises, as appropriate
- Review individual client/consumer preparedness



For Example: Three Exercise Types

- The plan review
- Table-top exercise
- Simulation exercise



Plan Review

In a plan review, the business continuity plan owner and business continuity team discuss the business continuity plan. They look for missing elements or inconsistencies within the plan or with the organization. This type of exercise is comparable to plan auditing, and is useful to train new members of a team, including the business function owner.



Table-Top

In a table-top exercise, participants gather in a room to execute documented plan activities in a stress-free environment. Table-top exercises can effectively demonstrate whether team members know their duties in an emergency and if they need training. Documentation errors, missing information and inconsistencies across business continuity plans can be identified in a table-top exercise.



Simulation

To determine if business continuity management procedures and resources work in a realistic situation, a simulation exercise is desirable. This exercise uses established business continuity resources, such as the recovery site, backup equipment, services from recovery vendors and transportation. It can require sending teams to alternate sites to restart technology as well as business functions. Errors, omissions, missing or insufficient resources, incomplete coverage, and limited vendor capabilities may surface in this exercise. Simulations may also uncover staff issues regarding the nature and the size of their tasks. The use of a scenario is highly recommended for simulations.



Step 6: Distributing, Maintaining, and Updating the Plan

Requires the efforts and coordination of a designated review team

The responsibilities of this team include:

- Maintaining overall plan currency and readiness. Procedures, equipment, systems, personnel, and rosters need to be considered
- Addressing and resolving continuity plan policy issues



- Advising the agency head and/or board members on continuity concerns
- Coordinating among related plans, such as Emergency Operations Plans
- Updating the continuity plan on a six month basis
- Revisions to the continuity plan incorporate lessons learned from testing and exercises or actual events



Items to think about/action items before starting the planning phase

- OEM Coordinators
- Look inward at the agency
- Analyze potential hazards
- Risk assessment
- Vulnerabilities
- Create a continuity planning team
- Inventory critical operations



Here are some examples you can start with for Business Continuity Planning

- Plan to stay in operation
- Emergency contact information
- Be informed
- Emergency planning team
- Plan to coordinate with others
- Our critical operations
- Suppliers and contractors



Examples you can start with for Business Continuity planning

- Evacuation plan
- Shelter in-place plan
- Communications
- Cyber security / records back-up
- Employee emergency contact information
- Annual review



Sources

FEMA www.FEMA.gov

Federal Emergency Management Administration (FEMA) Continuity of Operations Plan (COOP) Awareness Training. www.fema.gov/about/org/ncp/coop/training.shtm

FEMA COOP Awareness Training Course, (power point).
www.fema.gov/ppt/government/coop/coop_awareness_training.ppt

FEMA *IS 546a* Continuity of Operations Awareness Course. www.training.fema.gov/EMIWeb/IS/is546.asp -

U.S. Homeland Security – www.ready.gov

- “Every Business Should Have a Plan”
- “Preparing Makes Sense, Get Ready Now”
- Ready Business – Prepare, Plan, Stay Informed
- Ready Business Mentoring & User Guides, Working with Small Businesses to Prepare for Emergencies

FEMA Continuity of Operations/Continuity of Government (COOP / COG) Planning Workshop, National Preparedness Directorate (NPD) Participant Manual, State of New Jersey
http://www.fema.gov/txt/about/divisions/npd/cpg_101_interim.txt

Extension Disaster Education Network (EDEN). www.EDEN.lsu.edu

New Jersey Office of Emergency Management (NJOEM) G720 Association Conference, (CERT) Community Emergency Response Teams, “Working with the Special Needs Community”.



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