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From the Publisher



The disaster industry is complicated!

One of my first jobs out of school was as a financial analyst for one of the largest real estate developers in the US. Several years later, I was a co-founder and general partner of a retail center development company with projects in several cities in southern California. The real estate business has plenty of complexity with financing, public zoning, design, construction, leasing and maintenance. But it ain't nothin' compared to the disaster business! Why is that?

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Being a professional in this business means you need to think about:

- people, buildings, technology, business processes, corporate reputation
- grassroots concerns and global issues
- partnerships between public and private sectors

This industry is not straightforward! This is why a One-Stop GUIDE is important. The Disaster Resource GUIDE, now in its 15th edition, is about bringing an industry together. The GUIDE is about connecting organizations with needs to organizations with solutions through print, web, e-newsletters, webinars, surveys, videos and more.

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Tommy Rainey

Executive Publisher



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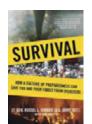
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What's New! IN THE INDUSTRY



One of the harshest lessons learned from recent disasters is that you are your own first responder.

SURVIVAL

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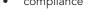
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Don't you wish

mass notification wasn't so old school?

emember the 80's when everyone walked around in acid wash jeans and neon? Pagers were big, but the hair was bigger! That was a rough time for everyone - and we don't want to go back there...

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> Deneen Stone, Denver International Airport

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defects or recalls, facilities, and so on. Each a unique need – they can't use your mass notification system as it exists today. Ah, but they can if its xMatters. Cool.

You just can't argue with a communication system that gets the right message out to the right people and puts more money in the bank. (Not even the CFO can argue with this!)

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Be the cool cat that's communicating, engaging, and enabling your teams and customers to get the most from their business day. Good-bye big hair, acid wash and neon - hello relevant information when you need it most.





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A Decade of Lessons A Time to Remember and A Time to

BY THAD ALLEN

As revelers welcomed in 2012 this past January, I doubt that many knew that 2011 was the costliest year on record for damages caused by natural disasters. The combined cost of the earthquakes in New Zealand, the earthquake/tsunami/nuclear power plant disaster in Japan, the extraordinary number of deadly tornadoes in the United States, and other events throughout the world cost in excess of \$380 billion according to the German reinsurance group Munich Re.¹

In the United States a single hurricane, Irene, held the entire East Coast hostage and then created one of the largest rain and flooding events in New England history.

In the decade following 9/11 we have witnessed the devastating tsunami in Indonesia, earthquakes throughout the Pacific Rim and in South Asia, unprecedented tropical storms in both the Pacific and Atlantic, volcanic ash that closed European airspace, increasingly violent tornadoes in the United States, drought driven wild fires, and man made events as we move into deeper water to find new sources of energy.

What's going on here? The answer is a lot. The combined effect of changing terrestrial weather patterns, seismic activity, volcanic eruptions, and shrinking polar ice caps in combination with an ever-increasing man-built environment is creating a complex interaction of forces that are challenging to predict.

At the same time radical advances in mass communication, information technology, and the 24-hour media cycle insures that any response will rapidly involve public and media participation. Non-governmental organizations have become important players along with the private sector.

Against this backdrop there is a growing demand by the public for effective, "whole of government" or "whole of community" response that in many cases is well beyond the limits of any single agency, company, or community group to accomplish. The need for collaboration, networking, and cooperation has never been stronger.

The challenge in confronting these events is to prepare, protect, respond, recover, and adapt based on lessons learned, and mitigate the impact of future events. The word that encompasses the entire life cycle of an event is resiliency. In my view, it is the capability, capacity, and competency of a community (or government) to plan for and execute an effective response and reestablish a "new normal" as quickly as possible.

To that end, we need to develop plans that focus on basic capabilities and coordinating structures that can be used across a broader spectrum of threats and hazards. We will never be certain as to what the next event will be nor its magnitude, impact, or consequences. Building organizational capability, communications networks, and trust through realistic exercises increases our resiliency against any hazard.





Look Ahead

This Disaster Resource GUIDE looks at all facets of the resiliency cycle and provides insights from a decade of experience. We have found in some cases that while we understand the problem (interoperable communications among first responders) our good intentions or legal mandates are not self-executing. The devil is always in the details. For that reason a wide spectrum of issues is addressed including planning and management, human factors, information availability and security, terrestrial and satellite based communications systems, facility issues, and crisis communications & response.

A new response paradigm is emerging. It is based on the understanding that horizontal and vertical integration of effort across the federal government, private sector, state and local communities, and volunteer organizations is the only way to achieve a whole of community response. Further, it is what the public expects. This resource guide is intended to facilitate and promote that effort.

ABOUT THE AUTHOR

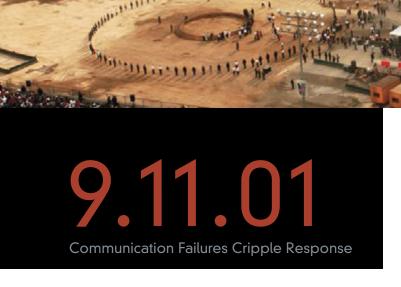
Thad Allen was appointed National Incident Commander for the unified response to the Deepwater Horizon oil spill by President Obama. He previously served as Coast Guard Chief of Staff, during which he was Principal Federal Official for the US response and recovery operations for Hurricanes Katrina and Rita. He served as the 23rd Commandant of the Coast Guard before joining Booz Allen Hamilton as a Senior Vice President managing thought leadership and client engagement in law enforcement and homeland security.

\u00e4www.theblaze.com/stories/report-most-expensive-natural-disasters-in-2011-were-unrelated-to-climate-and-weather









The evening of September 10, 2001, was just another typical end to the weekend for many U.S. residents.
But only a day later, world-changing events would reshape America's landscape forever.

By 10:30 a.m. Eastern Time on September 11, 2001, an American symbol of capitalism was gone, as aircraft piloted by terrorists hit World Trade Center Towers 1 and 2. The same day, hijackers crashed a plane into the Pentagon in Virginia and another jet was purposefully crashed into a field in Pennsylvania. Almost 3,000 died on 9/11, and life in America would never be the same again. What lessons have been learned since that tragic September morning, and how can they be applied to everyday business crisis management?

Communication Gaps Make Disaster Worse

As one of the worst disasters in America's history, 9/11 was fraught with emergency preparedness and response failures, from unrehearsed disaster plans, to nonexistent relocation strategies, to major interoperability failures. But the biggest failure during the terrorist attacks and their aftermath was a lack of communication between emergency personnel, as well as businesses, in New York City. The 9/11 Commission found that communication problems and a lack of evacuation plans hampered rescue efforts in the World Trade Center.

"Fire chiefs did not know what the NYPD knew, and knew less than what TV viewers knew," said commission chairman Thomas Kean, a former governor of New Jersey, and vice chairman Lee Hamilton, a former congressman from Indiana, in a joint statement after the Commission released its finding.

The Biggest Communication Gaps Included:

Lack of interoperability between agencies led to confusion and misinformation.

The New York Fire Department, which led efforts within the towers, had no way to communicate with the NYPD, whose police helicopter pilots had a better idea of the extent of the structure fires, according to EMS Computer Aided Dispatch (CAD) and Port Authority Radio Repeater Transcripts.

"The inability to communicate was a critical element at the World Trade Center, Pentagon and Somerset County, Pa., crash sites, where multiple agencies and multiple jurisdictions responded," according to *The 9/11 Commission Report.* "The occurrence of this problem at three very different sites is strong evidence that compatible and adequate communications among public safety organizations at the local, state and federal levels remains an important problem."

Significant progress has been made since 9/11 on communications interoperability. Both police and fire dispatchers have been moved into a central location, allowing for better coordination between agencies. Radio systems have also been adopted that are compatible with each other instead of competing with each other.

And according to www.govtech.com Associate Editor Elaine Pittman, in an August 31, 2011, article assessing National Public Safety Network changes after 9/11, "Solutions have been developed and implemented in major urban areas to facilitate voice communications between agencies. Bridging devices and 800 MHz networks have helped to make this possible, and federal programs are testing technologies like multiband radios that allow first responders to communicate with other agencies regardless of which radio band they operate on."

The 911 emergency call system was overwhelmed, and operators could not effectively direct callers because they did not know the scope of the disaster.

It took more than 11 years for a new solution to be implemented, but in 2012, and for the first time in NYC's history, 911 operators (from the police and fire departments) and the Emergency





Medical Dispatch services are located on the same floor of the Public Safety Answering Center in Brooklyn, according to www.govtech.com in a January 9, 2012, article titled "New York City Completes Major 911 System Overhaul."

Both emergency response departments are now operating on the same technology, which can handle 50,000 calls per hour, more than nine times the "peak hourly call volume" that took place on 9/11, according to www.govtech.com.

"We now have all of the city's emergency response agencies in one place and on the same system, with state-of-the-art technology that can handle the large number of calls we see during big emergencies," NYC Mayor Michael Bloomberg said in a statement.

The Emergency Operations Command (EOC) at World Trade Center 7 was out of operation due to its proximity to the WTC.

Because the center was so close to Towers 1 and 2, it lost power, caught fire, and was eventually destroyed, according to the Federal Emergency Management Agency World Trade Center Building Performance Study.

Following the loss of the EOC, emergency officials were able to use a temporary EOC which had been established at Pier 92, north of the WTC complex. This is one example of emergency officials' flexibility during 9/11. The temporary EOC had been set up for an exercise simulating a biological attack that was scheduled to take place on September 12. This temporary headquarters was utilized in the NYC rescue efforts.

NYC officials have since learned a hard lesson that the EOC should be based away from high-hazard areas and in a survivable building. Today, the command center resides in a WWII-era bomb shelter.

Applying 9/11 Lessons Learned to Private Businesses

Communication is the single most important component to any successful disaster preparedness and response plan – both before and after an event. Communicate your plan through new-hire orientation, monthly or quarterly employee meetings, e-mail updates, newsletters, or policy manual updates.

During a crisis, have all communications go through one central authority so instruction is consistent and channeled appropriately, avoiding mixed messages. Also create contingency plans in case "normal" channels of communication are disrupted, allowing for safe and effective response in any emergency situation.

Don't forget that a disaster response and recovery plan includes communication with more than just employees. Have a defined communication plan for clients, vendors, and any business partners outside of your organization.

How can businesses apply lessons learned from 9/11 to their own emergency preparedness and response plan? The bottom line, according to Mark Haimowitz, of the ABC Television Network: "Plan for what you don't know."

"Develop your plans with an all-hazards approach," Haimowitz says. "Focus less on the event and mostly on the impact. This way you can feel ready for an event that you never even imagined."

Businesses Must Continue to Improve Disaster Plans

Since 9/11 altered our perception of business and personal safety more than 10 years ago, both government agencies and private businesses have improved disaster preparedness and response. However, there is still a lot of work to be done to ensure safe and effective recovery when the next disaster event strikes. Businesses must continue to refine and streamline emergency plans for optimal disaster preparedness.

By DRG staff writer Cheryl Knight

For more resources, come to the Online GUIDE! www.GUIDErequest.com/sept11



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As one of the the costliest disasters on record in the U.S., 2005's Hurricane Katrina was also the third-deadliest hurricane in the country, according to http://geology.com.

With a total loss of life as a result of the hurricane and subsequent floods standing at 1,836 people, the damage it wreaked was estimated at \$81 billion.

Disaster Preparedness and Response Questions

While there is plenty of blame to be passed around for the lack of prompt and helpful emergency response during and after Hurricane Katrina, where did the most critical failures surface? Should the mandatory evacuation have been implemented 48 hours before Katrina hit, as experts advised, instead of the 20 hours that was actually given? Should the aid of U.S. military forces have been sought with the first call for assistance from the federal government by the governor of

Louisiana? Should FEMA have been more prepared to respond when that call was made?

Regardless of the overwhelming negative media reports surrounding the disaster response, there were many positive actions from state and federal agencies during Hurricane Katrina. The United States Coast Guard, the National Weather Service, and the National Hurricane Center were all applauded for their actions both before and during the disaster. These organizations provided accurate tracking of Hurricane Katrina and gave forecasts with sufficient lead times to respond to the changing situation as Katrina made landfall.

One of the main causes of the initial failure to respond was the way that disaster response was set up pre-Katrina. With Hurricane Katrina, specifically, little was done in the years before 2005 to reinforce critical levees even though their design was deemed questionable at the time, according to a www. washingtonpost.com article titled "Experts Say Faulty Levees Caused Much of Flooding."

Another major response failure after Katrina included a lack of relief resources for both individuals and businesses. The sheer number of those affected by the hurricane and flooding greatly outweighed relief efforts, leading to further chaos and even more casualties.

The results of both emergency response and levee design failure during Katrina were devastating.

According to the report "Is Federalism the Reason for Policy Failure in Hurricane Katrina?" by Thomas Birkland of North Carolina State University and Sarah Waterman of University of North Carolina, School of Government, "We find that some policy failures are related to policy design considerations based in federalism, but that the national focus on 'homeland security' and the concomitant reduction in attention to natural hazards and disasters, are equally, if not more complicit, in the erosion of government disaster management capacity that was revealed in Hurricane Katrina."

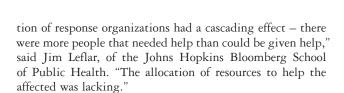
The report went on to say that while September 11 triggered "wholesale change" in federal-state emergency management relationships, the events of Hurricane Katrina have done little to alter federal attitudes toward the division of responsibilities.

Create a Culture of Preparedness

How can the lessons learned from Hurricane Katrina be applied to businesses and government agencies going forward?

"I think the real lesson from this event was that the surge of people hitting relief organizations and the poor implementa-





Having a plan of action in place beforehand can go a long way toward successfully weathering a crisis situation. This includes having an alternate business center outside of your normal operating environment, as well as the staging of necessary materials that could prove a vital part of the success or failure of surviving crisis situations. Hoping for the best, but planning for the worst-case scenario, will allow you to adjust your response according to the severity of the situation.

Also, if you see gaps in your disaster preparedness and recovery plan, don't ignore them. Address them promptly and fill those gaps. This particular lesson was learned the hard way during and after Hurricane Katrina.

"Use the plan you've developed and rehearsed. Louisiana and New Orleans officials did not do so even though they recently had tested and reviewed their plan in a federal exercise," according to Mark Haimowitz, of the ABC Television Network. "Even though your plan will not follow to the letter every disaster event, it's not meant to. It's meant to be a guide with numerous alternatives, strategies, and options to choose from."

The Role of Local Resources in Recovery

In a Businessweek.com article entitled "For Disaster Management, Louisiana Looks to Business," John Tozzi describes the state's strategy to utilize the resources of the private sector. "After enduring calamities such as Katrina, Gustav, and the Gulf oil spill, Louisiana has discovered that businesses, from corner gas stations to big-box stores, can help improve the state's response to disasters."

Officials there and at the federal level recognize that companies are often better equipped than government to help. When Hurricane Irene approached the East Coast in late August, retailers extended store hours and shipped extra generators, bottled water, and other supplies to the region. "The private sector owns an enormous amount of infrastructure that the government depends on," said Joseph Booth, a former state police official who now directs the Stephenson Disaster Management Institute at Louisiana State University in Baton Rouge.

The cornerstone of the state's strategy is the Business Emergency Operations Center at LSU, which Booth helped set up

Key Lessons

- Communities: Educate & motivate citizens to become prepared.
- Individuals & families: Take action to ensure 72-hour self-sufficiency.
- Businesses: Develop a plan to protect your employees & your business.
- Government: Get the private sector & other local resources on your team.

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last year. During an emergency the center brings together 40 representatives from critical industries, such as food, energy, transportation and communications, to help match assistance offered by companies with needs on the ground. Through e-mail and online updates, officials in the center alert a network of more than 1,300 registered businesses that may be able to supply required materials. For example, during the BP oil spill last year, the group put out a call for oil containment booms to protect the coastline from the slick. Tozzi reports that FEMA is now following Louisiana's example.

What Are the Most Important Lessons of Hurricane Katrina?

There are lingering questions and differing opinions when answering this question. However there seems to be wide-spread agreement that the most helpful resources are to be found at the grassroots level. Communities must educate and motivate their citizens toward 72-hour preparedness. The private sector must have a seat at the table with government agencies that are in charge of response and recovery.

Al Berman, executive director of Disaster Recovery Institute International, summed it up, "Recovery requires the use of local resources, not centralized government ones obtained through federal procurement. This solution has a two-fold effect in that it is more economical and it helps revitalize local community businesses."

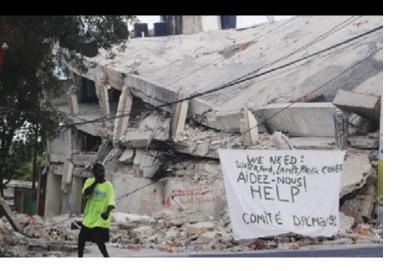
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By DRG staff writer Cheryl Knight

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When a 7.0 magnitude earthquake hit Haiti on January 12, 2010, it left untold devastation in its wake. The earthquake struck a nation that was already the statistically poorest in the Northern Hemisphere, and left approximately one-third of the country's 9 million people in need of aid.

While there have been other earthquakes of greater magnitude, the Haiti quake was particularly devastating because its epicenter was in an urban area. The U.S. geological survey estimated more than 2.3 million people in Haiti likely experienced "violent" levels of shaking.

The quake caused a humanitarian emergency on a scale that had not been seen in the Northern Hemisphere before, according to Paul Weisenfeld in a speech given to the National Academies Disaster Roundtable Workshop in March, 2011. An estimated 230,000 people were killed and 1.5 million were displaced.

Response to the earthquake was immediate and robust, Weisenfeld also said. The international community sent more than 5,000 aid workers to the area and provided more than \$1.12 billion in funding for earthquake relief.

Nevertheless, the Haiti relief efforts faced a number of challenges. Those challenges resulted in a number of new lessons for emergency response and recovery. Here are just a few:

Growing Use of Information Communication Technology (ICT)

TOUSSAINT LOUVER I

As technology grows in leaps and bounds, so, too, does our use of ICT in disasters.

In an article in The Haiti Earthquake Response, Dennis King, senior humanitarian affairs analyst within the Humanitarian Information Unit at the U.S. Department of State, looks at this very issue.

He says three loosely-connected communities of interest (including the U.S. government, the United Nations and the international community, and a new group of virtually-connected academics, humanitarians, corporate foundations, and ICT professionals) were able to collect, share, and act upon the enormous amounts of digital information made available during the crisis.

The problem, he writes, is "There is therefore never going to be one single, universally accepted website or database that contains all knowledge, serves all functions and meets the needs of all users."

That is because each community he cited has different needs. "Some users need information for operational purposes: planning, coordinating and implementing a humanitarian response or programme. Other users want information to provide them with synthesized situational awareness or strategic analysis."

What can be done in this new world of ICT? King says a start is to use unclassified information whenever possible in a disaster situation to help government agencies share



information with ICT organizations like Google, Thompson Reuters, Microsoft, and even portals like CrisisMappers.net.

That's what the Defense Department and SOUTHCOM both did to share information in the Haiti response and recovery, allowing virtually-connected volunteers access to information they needed to deploy a response.

Social Media Now Plays a Key Role in Disasters

Whether it's Facebook, Twitter, Tumblr or any other form of social media, the Haiti earthquake taught us how to use social media to help in a disaster.

According to Geoff Livingston, an author and co-founder of Zoetica, social media helped the world witness the devastation in Haiti first-hand. In an article on the Mashable.com website, he says social media also gave people across the globe the opportunity to offer their support. In no way was this more evident than in donating funds.

"Overall, Americans raised more than \$200 million to benefit Haiti, roughly the equivalent of what was donated to Thailand after the tsunami in 2004," he writes.

"The use of mobile media to drive fundraising was unprecedented." he adds.

But social media is about more than just fundraising; it was also used in Haiti to launch response and recovery efforts. "People got to experience the disaster and the relief efforts through the eyes of those on the ground, and felt compelled to act," Livingston writes. "Many people used social media to create Crisis Camps and organize widespread efforts... Online, non-profits and activists scrambled and successfully created many different ways for concerned individuals to act immediately."

The benefits of social media also brings some drawbacks to response and recovery. "At the same time, tweets, texts and Facebook updates did not tell a larger story – the depths of Haiti's incredible poverty," Livingston writes.

"Online media's ability to create compassion was compelling, but at the same time lacking when it came to the plight of the Haitian people, at least so far."

Human Factor and Disaster Response

Emergency response has always dealt with the human factor during a disaster. But Haiti showed us we haven't fully taken into account that we need to understand the cultural environment when delivering aid.

Dee Grimm, associate executive director, national preparedness for the non-profit BCFS, Emergency Services Division, was part of a response team in Haiti and said the country's vastly different social structure made response an even greater challenge.

"For example, when we went to the orphanage, we were asked not to wear shorts or blue jeans out in public," she says. "Skirts would have been preferable for the women, but our scrubs were acceptable."

Similarly, Grimm says her team couldn't take pictures of anyone without their permission, and most people wanted to see the pictures after they were taken.

"In a country experiencing the worst disaster in their history, politeness and social etiquette were still critical," she says. Responders also had to work with religious beliefs and work with local Haitian medical treatments.

By DRG staff writer Alison Dunn

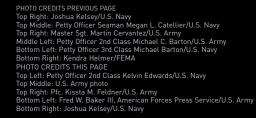
The Human Factor: Lessons Learned

Human dynamics affect how we respond to disasters, and there is a strong need for first responders to maintain situational awareness of the stressors that will affect them in catastrophic events. In "The Human Factor – Lessons Learned from the Haiti Response," Dee Grimm, RN, JD, associate executive director, national preparedness, for BCFS, Emergency Services Division, talks about her experiences on the ground in Haiti and how to better respond to the human factor.

Responder Lessons and Questions

In "Haiti Earthquake 2010: Lessons Learned and Essential Questions," the International Rescue Committee examines a number of the issues responders in Haiti faced, including: participation and communication, shelter and construction, coordination, local economic development, inequalities, disaster risk reduction, social capital in recovery, and food security. The organization also raises a number of essential questions emergency managers should ask to better respond to future disasters.

Come to the online GUIDE to read these articles: www.GUIDErequest.com/Haiti







A Decade of Lessons A Time to Remember and A Time to

BY THAD ALLEN

As revelers welcomed in 2012 this past January, I doubt that many knew that 2011 was the costliest year on record for damages caused by natural disasters. The combined cost of the earthquakes in New Zealand, the earthquake/tsunami/nuclear power plant disaster in Japan, the extraordinary number of deadly tornadoes in the United States, and other events throughout the world cost in excess of \$380 billion according to the German reinsurance group Munich Re.¹

In the United States a single hurricane, Irene, held the entire East Coast hostage and then created one of the largest rain and flooding events in New England history.

In the decade following 9/11 we have witnessed the devastating tsunami in Indonesia, earthquakes throughout the Pacific Rim and in South Asia, unprecedented tropical storms in both the Pacific and Atlantic, volcanic ash that closed European airspace, increasingly violent tornadoes in the United States, drought driven wild fires, and man made events as we move into deeper water to find new sources of energy.

What's going on here? The answer is a lot. The combined effect of changing terrestrial weather patterns, seismic activity, volcanic eruptions, and shrinking polar ice caps in combination with an ever-increasing man-built environment is creating a complex interaction of forces that are challenging to predict.

At the same time radical advances in mass communication, information technology, and the 24-hour media cycle insures that any response will rapidly involve public and media participation. Non-governmental organizations have become important players along with the private sector.

Against this backdrop there is a growing demand by the public for effective, "whole of government" or "whole of community" response that in many cases is well beyond the limits of any single agency, company, or community group to accomplish. The need for collaboration, networking, and cooperation has never been stronger.

The challenge in confronting these events is to prepare, protect, respond, recover, and adapt based on lessons learned, and mitigate the impact of future events. The word that encompasses the entire life cycle of an event is resiliency. In my view, it is the capability, capacity, and competency of a community (or government) to plan for and execute an effective response and reestablish a "new normal" as quickly as possible.

To that end, we need to develop plans that focus on basic capabilities and coordinating structures that can be used across a broader spectrum of threats and hazards. We will never be certain as to what the next event will be nor its magnitude, impact, or consequences. Building organizational capability, communications networks, and trust through realistic exercises increases our resiliency against any hazard.





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BP Oil Spill

A Crisis in Leadership and Management

On the eve of Earth Day 2010, British Petroleum's (BP) Deepwater
Horizon oil platform in the Gulf of
Mexico exploded, leading to the
tragic loss of 11 lives, the injury of
17 others, and the largest oil spill
in U.S. history.

By the time the oil well was finally capped on August 4, 2010, more than three months had elapsed, 4.9 million barrels of crude oil had spilled into the Gulf of Mexico, and a halt had been called for all oil drilling in waters deeper than 500 feet for six months. The subsequent public relations nightmare created by the incident severely hurt BP's image and brand reputation, mainly as a result of the initial response by company leadership to the crisis.



BP's Risk Management Questioned During and After Spill

The major lessons learned during and after the BP oil disaster included failures in risk management and a lack of effective crisis communication. The major failure that led to the disaster initially, according to The National Commission on the Deepwater Horizon Oil Spill and Offshore Drilling assembled by President Obama, occurred as a result of serious risk management failures.

"The immediate causes of the Macondo well blowout can be traced to a series of identifiable mistakes made by BP, Halliburton and Transocean that reveal such systematic failures in risk management that they place in doubt the safety culture of the entire industry," reported the commission report, *Deepwater: The Gulf Oil Disaster and the Future of Offshore Drilling.*

The commission proposed new federal regulations and the creation of a new industry safety group that would work to fix the systemic problems identified in the commission's report. "The oil and gas industry must adopt a culture of safety," the commission wrote in a press release outlining its recommendations. "Much as the aviation, chemical and nuclear power industries have done in response to disasters, the oil and gas industry must move toward developing a notion of safety as a collective responsibility."

Another critical failure during and after the disaster by BP leadership was a series of public relations miscues, leading to intense negative feedback from U.S. state and federal governments, as well as residents who lived in the area affected directly by the spill. BP made a huge error after it downplayed the initial oil spill's severity and duration. Crisis communication, which is an important part of any enterprise risk management plan, broke down on every level during this disaster, according to the White House oil spill commission.

Applying Lessons Learned From the BP Oil Spill

What can be learned from BP's risk management and communications failures following the oil spill, and how can those lessons be applied to how businesses handle safety and communications before, during, and after a crisis?

Leaders must bring safety assessment and risk management to the forefront of disaster preparation plans, implementing





these vital areas into the organization's overall management. Doing so will further mitigate the chances of loss following a disaster or crisis, according to www.epa.gov.

Another aspect of an effective risk management plan is a crisis communication model. Timely and honest communication following a disaster is extremely important to an organization's overall reputation and brand.

"No matter how well you manage a disaster, you can be judged as a failure for poor crisis communication," said Greg Shaw, of the George Washington University Institute for Crisis, Disaster & Risk Management.

Consumers and shareholders are more apt to forgive a misstep if company officials are up front about the situation. Show that the situation is in hand by giving accurate details about what your company is doing to alleviate the crisis. Appoint a crisis response team to carry out preplanned communication strategies.

It is also important when dealing with the public or shareholders to show empathy for the situation at hand, according to risk communication speaker and consultant Dr. Peter Sandman's report on *Empathy in Risk Communication*. Nothing is worse than coming across as being "put out" by a crisis when others are dramatically affected, even to the point of loss of life. Such was the case with BP leadership during the Gulf oil spill.

Business leaders must also embrace social media during a crisis, according to www.redcross.org. "Social media is becoming an integral part of disaster response," said Wendy Harman, director of social strategy for the American Red Cross, in a recent American Red Cross statement.

This growing area can be used effectively in disaster management. By being proactive in what your company has to say, you have more immediate control over the situation. Don't let others set the tone of your initial crisis management efforts.

"As the numbers of people using these new technologies in disaster situations continue to increase, response agencies, including the Red Cross, have a tremendous opportunity to engage the public where they are spending time," said Harman. "Through social media, we can listen to, inform, and empower people prior to emergencies, providing them with useful information about evacuation routes, shelters, and safety tips before disasters strike."

Key Lessons Learned

Crisis Communication

Communicating effectively in the face of a crisis is just as important as having a disaster plan in place. Being truthful and keeping the public up to date on your efforts is an important part of implementing an effective crisis recovery plan.

Social Media

With Facebook and Twitter becoming an increasing part of our everyday world, businesses need to use social media in their crisis management plan. Use social media to your advantage during a crisis, or others will use it against you.

Reputational Risk

Reputational risk management plays a crucial role in crisis management. Protecting your brand image is just as important as backing up your data and in some cases is more important.

For more resources, come to the online GUIDE! www.GUIDErequest.com/bp

Businesses Must Face a Crisis Head-on

Remember, reputational loss is a viable area of concern when facing a crisis. Loss of reputation and brand confidence can lead to permanent damage of your company's image, making it hard to recover the trust of your customers and, ultimately, costing your organization significant revenue. It is also important to revisit safety procedures and standards as an ongoing part of your risk management program.

By DRG staff writer Cheryl Knight



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Nashville Floods

In early May, 2010, torrential thunderstorms dropped more than 13 inches of rain on Tennessee, Kentucky and Mississippi in just two days.

The downpour caused the Cumberland River, which runs through Nashville, to overflow its banks, displacing thousands of residents and flooding hundreds of businesses.

Among the wreckage was damage to the Grand Old Opry, the Schermerhorn Symphony Center, the Gaylord Opryland Resort and Convention Center, and the Opry Mills shopping center. News helicopters captured shocking images of the devastation. The Opry Mills, in particular, bore the brunt of the floods as electrical systems, walls, and merchandise were ruined as floodwaters poured throughout the facility.

The devastation of the Opry Mills Mall alone was enough to jolt the economy. In an article in the *Nashville City Paper*, Pierce Greenberg observed that the mall, which totaled \$279 million in sales in 2009, generated roughly \$26 million in sales tax and more than \$4 million in annual real estate tax. The mall didn't reopen until March 29, 2012 – which meant the city and state were short that revenue for almost two years.

Dealing with flood emergencies, though, is nothing new for emergency planners. Planners, particularly in the 100 year floodplain, have long known that creating a comprehensive plan is critical, and not every business in the Nashville area suffered the same fate as the Opry Mills Mall. Here are a few of the lessons observed from the Nashville floods.

Planning Matters

It's a truism in emergency management, but the Nashville floods were a critical reminder: The time for creating an emergency plan is not during an emergency.

"One of the most obvious preparations that can be done is to prepare an emergency manual that outlines the potential 'events' and 'responses,'" Colin Reed, chairman and CEO of Gaylord Entertainment, told the Nashville Chamber of Commerce in a speech in August, 2010.

Reed should know. Like the Opry Mills Mall, the Gaylord Opryland Resort and Convention Center was right in the path of the floodwaters. But unlike the mall, the resort had a plan that worked.

"They [resort staff] had an emergency plan in place and acted on it, quickly moving 1,500 hotel guests to safety," meeting and event planner Allison P. Kinsley wrote on her company's blog after the flood. "In media interviews, their guests praised hotel staff for their care and efficiency."

Just five months after the flood, the resort was finished rebuilding and held a grand opening ceremony, a contrast from the almost two years it took to reopen the Opry Mills mall.

Insurance Doesn't Take the Place of a Good Plan

While the Nashville community benefits from the re-opening of the Opry Mills mall, which is expected to bring more than 3,000 jobs back to the area, there's still the issue of a multibillion-dollar lawsuit between the group that owns the mall and the insurance companies.

In November, 2010, Simon Property Group, which owns the Opry Mills mall, issued a statement on the reason mall reconstruction was moving slowly.

"We have already spent \$50 million to clean up the mess left by the flood water, but unfortunately, because of the failure of the various insurance companies to live up to their contractual duties and fund this loss, there is no money left to complete the reconstruction work," the statement read.

At the heart of the lawsuit are the mall's owners and 16 insurance companies, according to Greenberg's article. Mall owners say the insurers owe an additional \$150 million to help with cleanup and restoration efforts. At least 14 of the insurers, however, say the mall was clearly located in a floodplain and owners are only entitled to the \$50 million already received.

The case highlights the difficulties of trying to rely on insurance as part of a recovery effort. The lawsuit is expected to drag into the summer, with a three-week jury trial set for July, 2012. Similarly, the mall itself took almost two years to reopen, which is a scenario other businesses may not be able to afford.

By DRG staff writer Alison Dunn

For more resources, come to the online GUIDE! www.GUIDErequest.com/nashville



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On March 11, 2011, a 9.0 magnitude earthquake occurred 80 miles off the coast of Honshu, Japan's most populous island.

The quake set off not just one, but three major disasters in a short period of time. After the earthquake and its aftershocks, a massive tsunami swept the northeast coast of Japan, flooding hundreds of square miles of land.

The earthquake and tsunami alone affected more than 15 million people, with 28,000 listed as dead or missing. Roads, bridges, ports, railroads, buildings and infrastructure were damaged, and it is estimated the damage would cost anywhere between \$122 billion and \$305 billion.

But the disaster didn't end there. The quake damaged the electrical grid at the Fukushima Daiichi nuclear power station, and the plant lost the electrical power that supported plant operations. Flooding from the tsunami disabled generators that powered the cooling systems in the reactors, and the reactors overheated, releasing radiation into the air, ground, and

water. Officials ordered mass evacuation of the local population, but some were ordered to shelter in place because of lack of transportation and the risk of exposure to radiation.

But despite the devastation, the response and recovery in Japan are both a good example of planning and an opportunity to observe some lessons to help in preparing future response and recovery plans. Here are just a few of those lessons.

A Culture of Preparedness Works

Much talk in the emergency management sphere is centered around creating a culture of preparedness. Japan has cultivated such a culture over the years. In the aftermath of the earthquake, tsunami, and nuclear emergency we see very clearly their success. Their efforts put an early warning system in place and educated citizens to follow warnings issued before, during, and after alerts.

In an article for the Heritage Foundation, James Jay Carafano, Ph.D., says planning enabled the government to organize a "massive, speedy response." Despite the hardships brought on by infrastructure damage, "the Japanese culture of cooperation facilitated the nation's ability to deal with disaster."

It wasn't just planning and a compliant population, however, that helped Japan withstand the disaster. "Japan's rigorous building codes... meant major buildings survived even in close proximity to the earthquake's epicenter, and buildings constructed since design laws were overhauled in 1981 were rarely destroyed," Alexander Campbell wrote in *Operational Risk & Regulation*.

But how do we implement that same type of culture in North America? "The federal government, particularly when coordinating with states and major metropolitan areas, should emphasize catastrophic disaster planning, which has languished in recent years," Carafano says.

Complex Disasters Present New Challenges

"Japan – a rich, peaceful country with extensive historical experience of earthquakes and tsunami – should have been better prepared than any other nation for the events of March 11," Campbell observed. And, he points out, it would have, had the country simply been faced with an earthquake.

Instead, the nation also had to deal with the tsunami and the nuclear fallout at Fukushima.





"The multiple disaster scenario – earthquake, tsunami, nuclear power sources, and then the aftershocks that are continuing – which disaster do you plan for?" John Jackson of Fusion Risk Management told *Continuity Insights*, in May 2011.

It's not easy to plan for complex disasters, he added. "When people reflect back on this, they're going to see that it was an event beyond all expectation, that it's not necessarily one you can plan for or against. In this situation of a series of catastrophic issues, there is no way to guard against them or plan around them."

That means we need to ensure your plans consider things outside your sphere of influence, Jackson said. "Everybody focuses on what happens if your data center goes down, but your business is not an island."

"Multiple and cascading disaster events do happen and need to be rehearsed," agrees Mark Haimowitz, CBCP, FBCI, Business Continuity Planning Director at Disney ABC Television Network and member of the Disaster Resource GUIDE editorial advisory board. "Tests should include complicated and multiple layered scenarios to bring out issues of critical resources and varied impacts. And see if your recovery strategy would become obsolete with a cascading disaster scenario."

Supply Chain Disruption – An Important Story

The complexity of the Japanese disaster also led to the conclusion that organizations must consider continuity of the supply chain in ways they had not thought of before.

When disaster struck, companies around the world were impacted if they couldn't get parts or items from their suppliers in Japan. Apple, for example, wasn't able to get chips as easily (or as cheaply) for the iPad, and GM was forced to shut down a production line for days because parts weren't coming out of Japan.

"Even Toyota, known for its superior business management practices, was caught flat-footed after the earthquake/tsunami," says Denise Harrison, vice president and COO of the Center for Simplified Strategic Planning.

It wasn't even a huge part missing, she adds. It was simply that chemical giant Merck, who supplied Toyota's pearl luster pigment, Xirallic, was located in the region affected by the disaster. No Xirallic meant Toyota was left scrambling to meet its production schedules.

There's a need to prepare for supply chain disruptions ahead of time, Harrison says. Start by identifying suppliers who are the sole source of an item (those who are the only ones capable of producing the product or service) and those who are single source suppliers (those who are your only source of a product, but other suppliers also make the same product).

Then, figure out how fast a disaster would interrupt your production line, and plan alternatives in the event your supply chain is disrupted by an unforeseen disaster.

"An earthquake/tsunami in Japan or a volcano in Iceland or floods in Thailand – no matter what your threat looks like, you should understand the impact that the threat has on your business and develop plans to mitigate your risk," Harrison adds.

By DRG staff writer Alison Dunn

Dealing with Supply Chain Disruptions

One of the paramount lessons observed in the aftermath of the Japan earthquake and tsunami was the need for greater preparation throughout the supply chain. Many supply chain managers scrambled to determine which suppliers were affected by the disaster, resulting in alternative plans.

Planning for those alternatives is key to preparing for supply chain disruptions.

The Goodyear Tire & Rubber Company Case Study

The March 11 earthquake and tsunami put tremendous strain on many global operations. In this article, Michael W. Janko, Goodyear's manager of Global Business Continuity, discusses the company's business continuity process. It is a strategy for operating under adverse conditions, and uses an all-hazards approach to planning for supply chain disruptions. The company's checklist of response, recovery and gap analysis is available online.

Supply Chain Checklist

Japan's Earthquake and Tsunami Teach Important Lessons: This article by Denise Harrison, vice president and COO of the Center for Simplified Strategic Planning, offers a checklist of questions you should ask when trying to mitigate risk throughout your supply chain.

Come to the online GUIDE to read these two articles as well as many others: www.GUIDErequest.com/japan

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A Culture of Preparedness

BY LT. GEN. RUSSEL L. HONORÉ (U.S. ARMY RET.)

Being prepared pays off because it can save your life as well as save you money. For every dollar we spend on preparedness in America, we save twelve dollars in response.

Family preparedness is not an option, it's a responsibility. It is a practice that builds resiliency, the ability to quickly bounce back from disasters. Take time to care for your family, neighbors, and coworkers. Taking time to gain knowledge of what actions to take in a disaster WILL save your life and the lives of others. Being prepared can empower you to take part in one of the most gratifying experiences you can imagine, saving somebody's life.

On any given day, Mother Nature can destroy anything built by man. We must be ready for anything she throws at us whether at home or in the workplace.

Basic preparedness starts with the simple mindset that a disaster can take place anywhere at any given time. The American Red Cross provides a helpful guide at RedCross.org/HomePreparedness.

The Red Cross Lays out 3 Easy Steps for Preparedness

- 1. Get a Kit
- 2. Make a Plan
- 3. Be Informed

It also recommends getting a NOAA Weather Radio for your home and your workplace. Take heed to the severe weather alerts put out by the National Weather Service.

A culture of preparedness isn't built on fear. It isn't built on any major sacrifices or other draconian measures. All it takes is a small investment of time and consideration to prep your home and community. For example, on Mother's Day instead of buying Mom that fancy kitchen appliance she'll never use, buy her a disaster kit. What in the end is more important to Grandpa? A flashy hundred dollar Italian silk tie or a survival



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kit equipped with medical supplies, clothes, 3 days' supply of food, water and cash?

After disasters happen the government's number one priority is to focus on the most vulnerable of its citizens such as the elderly, those with disabilities and the urban poor as these folks will be at the most risk following a disaster. Hurricane Katrina proved that these populations had a higher fatality rate due to the lack of transportation or funds to acquire a means to evacuate.

We can build resiliency in our communities by encouraging businesses to be prepared. Have response plans for all workplaces and ensure employees are well versed in disaster reaction. The most common thing that closes businesses following disasters is loss of electrical power. Local policy should require all drug stores and gas stations to have generators; this would be a great policy that would be a great asset in building community resiliency.

ABOUT THE AUTHOR

Lieutenant General Honoré holds one Bachelors degree, one Masters degree, and seven Honorary Doctorate degrees. He was commander of the Joint Task Force for Katrina and led the Department of Defense response to ten hurricanes. He has been awarded twenty-one medals and three badges. Retired after 37 years of active service, General Honoré speaks and consults nationally on "Building a Culture of Preparedness". For more information, visit www.generalhonore.com

Reference book **Survival: How Being Prepared Can Keep You and Your Family Safe** by Lt. Gen. Russel L. Honoré (U.S. Army Ret.) with Ron Martz

A Decade of Lessons

Come to the Online GUIDE and link directly to these articles and many more!

SEPTEMBER 11

10 Years On: Lessons From 9/11

This Continuity Insights article was written by Joe Flach, CEO of Safe Harbor Consulting. Mr Flach was living and working in the shadows of the World Trade Center on September 11. He outlines lessons related to: communications, accounting for employees, leadership styles, mental health factors, succession plans, external single points of failure, program assumptions, scope & scale, and the need for perfect practice.

To read the above, go to www.GUIDErequest.com/sept11

HURRICANE KATRINA

Hurricane Katrina Lessons Learned: Solid Recommendations By James Jay Carafano. Ph.D. and Laura Keith

The White House after-action report is over 200 pages long and has 125 recommendations. This article provides an executive summary with four main elements and perspectives on the federal response to Hurricane Katrina.

To read the above, go to www.GUIDErequest.com/katrina

HAITI EARTHQUAKE

Lessons from Haiti: Media, Information System and Communities

This Knight Foundation report examines the media and communications response to the devastating earthquake in Haiti, highlights what emerging practices showed promise and provides a series of lessons learned and recommendations for improving the effective utilization of media in disaster relief efforts.

To read the above, go to www.GUIDErequest.com/haiti

BP OIL SPILL

Impact on Children and Families of the Deepwater Horizon Oil Spill

A survey conducted by researchers at Columbia University's National Center for Disaster Preparedness in collaboration with CHF and The Marist Institute for Public Opinion shows the Gulf oil spill has significant and potentially lasting impact on health, mental health and economic stability. To read the above, go to www.GUIDErequest.com/bp

JAPAN EARTHQUAKE & TSUNAMI

Global Supply Chain Resilience:

Lessons Learned from the 2011 Earthquakes

A Business Continuity Institute study confirms the significant impact of natural disasters on supply chain strategy. With such a high number of businesses reporting disruption to their supply chain, attention has been drawn to those factors exposing manufacturers to new threats, and whether the move away from "redundancy" - idle capacity and buffer stocks, in favour of lean and "just-in-time" supply chains, has left manufacturers vulnerable in times of crisis. Link to the report on the BCI website.

To read the above, go to www.GUIDErequest.com/japan





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ity management. The App is free and available to download from app stores across three mobile platforms: Android[™], iOS[®] and Blackberry[®].

"The one constant in disasters," says Rick Isaacson, Executive Vice President of Servpro Industries, Inc, "is that there isn't any constant. Disasters are unpredictable and frequently strike without warning. That's why SERVPRO's Ready Plan mobile app is so valuable. In the confusion and panic that often surround a disaster, a property owner or manager can reach out for expert help right from the scene, using their cell phones."

The application allows both residential and commercial property managers and owners to create an Emergency Ready Profile that contains critical property information

that can help speed up response time after fire or water damage occurs. In addition to facility details, the application tracks prior loss history, utility shut off locations, and key contacts. Users also have the ability to store photos of the damage, obtain local weather forecasts and access the address and contact information for the user's preferred SERVPRO® Franchise.

Through the application, the user can quickly call SERVPRO or submit an electronic "First Notice of Loss" (FNOL) to the SERVPRO® National Call Center setting the wheels of recovery in motion. Rapid response from a disaster cleanup and restoration specialist can help the property owner evaluate options, start the insurance process and take the right steps from the beginning to bring their property back to normal, "Like it never even happened."

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THE BUSINESS CONTINUITY INSTITUTE ANNOUNCES: INAUGURAL BCI AWARDS -**NORTH AMERICA**

The Business Continuity Institute (BCI) held its Inaugural BCI Awards - North America for a packed house of business continuity professionals at Disaster Recovery Journal (DRJ) Spring World 2012 on March 27, 2012, in Orlando, Florida.

The BCI North America Awards were set up by the BCI to recognize and celebrate unparalleled achievement in 12 critical areas of the BCM discipline. A look at 2012's award recipients:

Category: Business Continuity Rookie of the Year

Winner: Jim Kellet, Director of Business Continuity at Lam Research in Fremont. California

Category: Business Continuity Management Consultant of the Year

Winner: John DiMaria, Product Manager for BSI Group America Inc and Co-author of "How to Deploy BS25999"

Category: Public Sector Manager of the Year

Winner: Michael Cummings, Private Sector Liaison at the Office of the Regional Administrator, External Affairs Division with FEMA Region IX

Category: Personality of the Year

Winner: Cassie Leigh Johnson, a Professional Continuity Practitioner working at the Department of Defense

Category: Business Continuity Manager of the Year

Winner: Reta Setrak, Manager of Business Continuity Management Programmer at Franklin Templeton Investments Corporation

Category: Business Continuity Software of the Year

Winner: eBRP Solutions, a leading provider of comprehensive BCM software

Category: Innovative Product of the Year

Winner: Fusion Framework by Fusion Risk Management Inc.

Category: BC/DR Company of the Year

Winner: Avalution Consulting, specializing in business continuity, continuity of operations and IT disaster recovery consulting, outsourcing and software solutions for public and private sector organizations

Category: Initiative of the Year

Winner: Kraft Foods Inc, a global snacks powerhouse

Category: Effective Recovery of the Year

Winner: Deutsche Bank, a leading global investment bank

Category: BC Team of the Year

Winner: Saskatoon Public Schools, the largest school division in Saskatchewan

Category: Lifetime Achievement

and visionary in the Business Continuity industry for over 30 years and founding partner Fusion Risk Management, risk management consulting services and software firm specializing in business continuity, disaster recovery, security and regulatory compliance

ISO BUSINESS CONTINUITY STANDARD 22301 HAS BEEN APPROVED

The ISO 22301 Business Continuity Management System Standard has been approved by the ISO Technical Committee (TC223). This is big news in the business continuity world.

From ContinuityForum.org

Through this vote the way is now clear for the full publication of the Standard that we would expect to be available this summer.

The structure and layout of the new Business Continuity ISO does differ from the now familiar British Standard, but the core elements are still all there. There are some terminology differences, as ISO 22301 must align across a broad framework of management system standards, and whilst it'll take a little getting used to the common sense approach taken it looks like it'll be clearly beneficial in the long run.

From Continuity Insights

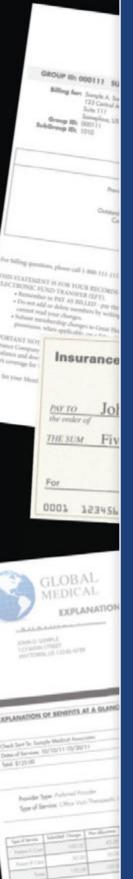
ISO 22301 Approved; What It Means For The Business Continuity Industry & BS25999

After many years of hard work by ISO's Technical Committee 223, ISO 22301, Societal Security — Business Continuity Management Systems — Requirements (the first international standard addressing business continuity management) was approved for publication by member countries. ISO 22301 is a "requirements" document, meaning it is written in a way to enable audits and certification.

Brian Zawada, member of the U.S. Technical Advisory Group to ISO Technical Committee 223, discusses the ramifications for the business continuity industry, when the standard will be available and how ISO 22301 affects those already certified to BS25999.

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Why Certify in BCM?

Certification Distinguishes You!

BY KATHLEEN LUCEY, FBCI

Business Continuity Management has made considerable progress in recent years and is now a recognized profession in most sectors, often including the Board Room and the Executive Suite. With this recognition has come an influx of those seeking to build their careers in Business Continuity Management. These new arrivals come from a variety of disciplines, including Information Technology, Audit, Human Resources, Emergency Management, and Information Security, to name a few of the background disciplines commonly found in BC Practitioners. And some come almost directly from college with no specific training.

Public Recognition of Professional Qualifications

Professional certification is the established mechanism, in BC as well as in many other professions, to distinguish experienced practitioners from new entrants to the field. As with any "proof of professional status," certification within the business continuity profession exists to provide an indication of baseline education in a knowledge base of accepted best practices in our industry. The more advanced levels of certification attest to a level of experience in the field, and the highest may indicate peer acceptance of thought leadership and contribution to the advancement of the profession.

And so you may ask yourself: "Why should I be certified in BC? What's in it for me?" We are now at a level of

development in the BCM profession that baseline certification is usually a requirement for even entry-level positions. For positions with wide scope and management responsibility, more advanced certifications are often requested, And so the answer to the question is short: certification provides increased professional opportunities.

Certification Provides Increased Professional Opportunities

For a BC professional, certification is public recognition of professional qualifications. Whether you are the BC Manager for your company, or a member of a large BC consulting group, certification can hold a variety of wide-ranging benefits for your professional development, including access to positions with greater responsibility and a higher compensation. The certification requirement for ongoing education is also an incentive to increase the level of your professional knowledge on a continuing basis: This is a requirement in many professions, but is especially important in our profession, which is changing rapidly as it goes through accelerated growth stages. Most serious professions that are governed by certification or licensing allow professionals to attain higher certification levels as they build the depth and breadth of their experience within their chosen field.

Additionally, some certification organizations offer significant membership benefits, including journals and a full array of internet communications and

news services. More recently, social networks are offering members the opportunity to network with their peers in discussion groups sponsored by certification organizations. Some certification organizations offer special services at industry conferences.

When an organization wishes to build or improve its BC program, it must ensure that its business continuity efforts are well designed and effectively managed. An organization with certified BC professionals on its staff can be confident that the business continuity program is properly focused and will provide the organization with what it needs. When an incident occurs, those certified BC professionals will coordinate response activities using the comprehensive plans that have been developed. When a BC program has been built with the guidance of certified BC professionals, an organization can be confident in its ability to successfully manage a significant disruption incident.

ABOUT THE AUTHOR

Kathleen Lucey, FBCI, is President of Montague, Inc. a business continuity consulting firm founded in 1996. She is a member of the Board of Directors of the BCI, and the founding President of the BCI USA Chapter. IBM chose her as the first winner of its Business Continuity Practitioner of the Year Award In 1998. She speaks and publishes widely in both North America and Europe. Kathleen may be reached via email at kathleenalucey@gmail.com



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ERM Led BCP to Protect the Stakeholders

BY ANDREW M TAIT, P.E.



"Of course my function is critical. We need all of our department systems back in no less than 4 hours, and we can't have more than 1 day data loss. No question about it!"

The Business Continuity (BC) resource taking the interview marks down 4 hours for the RTO and 24 hours for the RPO and moves on down the list of questions. How many times has this scenario played out, and how often do senior managers

roll their eyes when they see a department they view as less than critical demanding a very short (and therefore expensive) solution? The real underlying problem is the inability to directly translate and link the criticality of a function

to the goals of the company and convert that to a recovery time that makes sense and appropriately identifies critical functions and recovery requirements to survive a major incident. By overlaying an Enterprise Risk Management (ERM) approach to business "Criticality", the risk management or business continuity support team can go a long way in building a process which better supports the business as its develops and implements its BC/DR program.

Business Continuity (BC) and its sibling – Disaster Recovery (DR) – are two of the disciplines which, at their core, are all about leveraging assets and planning to make sure that if and when something goes wrong, enough has been done in advance to allow the company to keep its critical parts running without a 'Critical' impact to 'Stakeholders'.

Now the challenging part of this statement – what is a **Critical** impact? Who are the **stakeholders**? The answer to both of these questions is one that any engineer would love... "**That Depends**".

Addressing these questions, linking them with a process to understand what is 'Critical' and how long it takes for something to become 'Critical', and identifying which scenarios must be planned for, we suggest, establishes the foundation and is a most important first step on the road to an effective BC/DR program. Once established, a focused, logical plan can be developed by the business to build resiliency into the 'Critical' parts of the company. Just as importantly, this establishes a clear and supportable message that scarce resources should not be expended on anything other than incident management/emergency response services and baseline disaster recovery.

'Criticality' - the Heart of the Matter

At the heart of every good ERM program is an established set of criteria which helps bucket the magnitude of the impact of risk into tranches that allow a multitude of different risks to be compared, assessed, and prioritizedin order to allocate the scarce resources of time and money. Whether or not a company has implemented a full ERM program, establishing these thresholds, in the language of the company, is a very important step which can guide a broad range of internal discussions. 'Criticality', which by our definition is "an understanding of the reference points used to categorize the magnitude of the impact of an event", will have different dimensions and orders of magnitude for different companies. Simply put, it helps us understand, when proactively assessing what could happen and the associated outcomes, when things move from 'not good' to 'bad' to 'terrible'. At the primary level, it is usually the financial measure most used by the board to discuss threats and opportunities against company targets - be it Gross Revenue, Net Profit, Gross Profit, Free Cash Flow, or other.

The process of getting to these definitions is an interesting one, which first requires the company to think introspectively. Once this initial metric is identified, the organization then needs to determine the break points between 'Low' to 'Medium', 'Medium' to 'High', and 'High' to 'Catastrophic'. The various break points applied (e.g. 1%, 5%, 15%) should identify where, in general, management would perceive the increased magnitude and significance of the outcome. With a good ERM program, these become part of the foundation for discussion and filtering of issues and also become a great set of criteria to link BC/DR with management's expectations.

'Business Criticality' in the Language of the Business

Once the master set of 'Criticality' definitions has been established, the next step (and one which is often overlooked but may possibly be the most powerful

A SIMPLE BUSINESS 'CRITICALITY' ESCALATION GUIDE

'CRITICALITY' LEVEL	MANAGEMENT'S LEVEL OF CONCERN/ ESCALATION	IMPACT NET INCOME ANNUAL NET INCOME = \$100M
Low	Not great, but we could work through this ourselves. The site could handle it. Not really of importance to senior management.	Less than \$1M
Medium	We would need to notify business unit management, but we would get past this within our unit	\$1-5M
High	Our management board representative would need to be notified, and may decide to notify the board. The company would get through it.	\$5M-15M
Catastrophic	The board would need to know immediately and probably communicate this to Wall Street. This would have a serious impact on the company.	Greater than \$15M

step in building this foundation) is the creation of operational synonyms which convert these master levels of severity into the language of the operational user. Ask an employee on a production line or a research chemist at an R&D site when a breakdown in their process would cause a loss in net profit of more than \$15M and you will get a shrug of the shoulders. Ask them in the same question using their own operational language (45-day shutdown of a product line; or 90-day delay in the filing of a patent) and you will get a quick answer. Every industry and company has different terminology, but, when done correctly, this set of parallel definitions or synonyms creates a way for the heart and soul of the company to participate in the discussion of protecting critical business operations in a consistent manner. Some examples of this application of synonyms:

- Critical manufacturing line shutdown
 - Less than 1 week Low
 - 1 week to 30 days Medium
 - 30 days 90 days High
 - Greater than 90 days Catastrophic
- Research building shutdown
 - Less than 30 day delay in a critical research project – Low
 - 30 60 day delay in a critical research project Medium

- 60 180 day delay in a critical research project High
- Greater than 180 day delay in a critical research project – Catastrophic
- And many others like Reputation, Customer Contact Time, or Number of Lost Orders – can be mapped out in similar manners.

There are other very important terms both for ERM and BC/DR – including Likelihood, Onset Speed, Recovery Time Objective, and others, but properly establishing the 'Criticality' levels may have the greatest impact on the effectiveness of the process. With 'Criticality' established, the discussion referenced at the beginning of this article becomes one that immediately starts to focus on protecting the enterprise.

Stakeholders: Investors and Who Else?

The company has a fiduciary responsibility around investment and needs to be able to provide a rational explanation as to why a site did or did not have a Continuity plan. This is true on both an ongoing basis, so as to be able to justify utilization of resources, and following an incident, so as to support the recovery capability provided at both

continued on page 42



continued from page 41

critical and non-critical sites. In order to properly address the issues which would affect stakeholders, one must understand and recognize who these stakeholders are. Are they shareholders, customers, employees, or the community? The answer may be yes, yes, yes, and yes. Some of these may not be stakeholders and others may need to be identified. Considering who the stakeholders are helps us define the different angles from which 'Criticality' needs to be accessed.

CONSIDER

Shareholders: The primary stakeholders of for-profit entities. Whether publicly traded or privately held, they have financed the company. Where do the shareholders expect money to be spent? Where could funds have been better used to increase retained earnings, dividends, or fund new ventures? This group and customers directly or indirectly pay for virtually everything.

Customers: Of course customers are always important, and certainly they would drive the revenue area of any financial measurement, but there are other considerations to make here. Do you have some smaller revenue products which have life or death implications, and are thus 'priceless'? What other specific customer issues are there?

Employees: Once you have assured pro-

tection of life and limb (with an incident management process designed to protect life and the environment coordinated directly with the BC/DR programs and established at all sites), the important issue to consider for these stakeholders is long term viability and success of the company. If the company survives, it can continue to pay its employees. Poor utilization of assets, whether they be from a bad acquisition, or from overinvestment in non-essential BC, hurt the long term viability of the company and therefore exposes employees.

"Would our stakeholders expect us to have invested scarce resources in a **Business Continuity** strategy for this process?"

The community: This could be an important stakeholder for not-for-profit entities, or for some for-profits depending on footprint and structure. What environmental controls require BCP solutions to protect the community?

Others: Each industry and company may have others unique to their situation.

By thinking comprehensively about the stakeholders, it is possible to identify those areas which need to be considered to properly access 'Criticality' of an event.

Now the Business can Protect the Enterprise

Once the definition of 'Criticality' and its 'Synonyms', and the understanding of 'Stakeholders' have been developed, the foundation has been established for a clear and consistent policy upon which to build a strong BC/DR program. By directly tying into (and often taking direction from) the ERM practices of the organization, linking related disciplines, and breaking down silos so that consistency in terminology, sharing of data, and leveraging of work effort are all supporting what's in the best interest of the company, the implementation team will have optimized the effectiveness of everyone's efforts and should be able to affirmatively addresses the simple question, "Would our stakeholders expect us to have invested scarce resources in a Business Continuity strategy for this process?" With this approach we can go a long way towards building buyin and support from all levels of the organization, providing support for the development of resiliency for business critical functions, and promoting fiscal responsibility and good management.

ABOUT THE AUTHOR

Andrew M Tait, P.E., a Principal at Core Risks Ltd., has 22 years of risk management experience. He previously worked as Risk Manager for Sanofi Aventis and at its predecessor companies, where he ran BC/DR, implemented supply chain risk management and ERM programs, and coordinated the insurance purchases. Prior to that, he worked at J&H Marsh, and as a loss control engineer for Factory Mutual. He can be reached at: ATait@corerisksltd.com

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Most companies now realize that achieving an acceptable return-on-investment for their continuity dollars means finding and implementing different approaches than those used in traditional DR/BC programs. And, most agree that any new approach must support one critical objective—integrating systems availability, business continuity, disaster recovery and incident management processes into a seamless program that protects the organization from all incidents, not just from traditional "disaster" events. Link to three white papers from the William Travis Group.

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The answer is definitely "it depends"! Examine some of the generally accepted "truths" and come to your own conclusions.

The BIA Dilemma

The goal of a BIA is sound in theory—however, in practice it repeatedly fails to produce the desired results.

Come to the online GUIDE to link to these and other business continuity white papers. www.GUIDErequest.com/PM

ONLINE GUIDE EXCLUSIVES

Back to Basics with Enterprise Risk Management (ERM) By Mark Carroll

If we all know that ERM is the right direction for the future of risk management and we all agree that ERM has not had the success or mere traction that has been anticipated and predicted for years, what is at issue here? This article takes a back-to-basics look at ERM and its real value principles, making the case for ERM adoption.

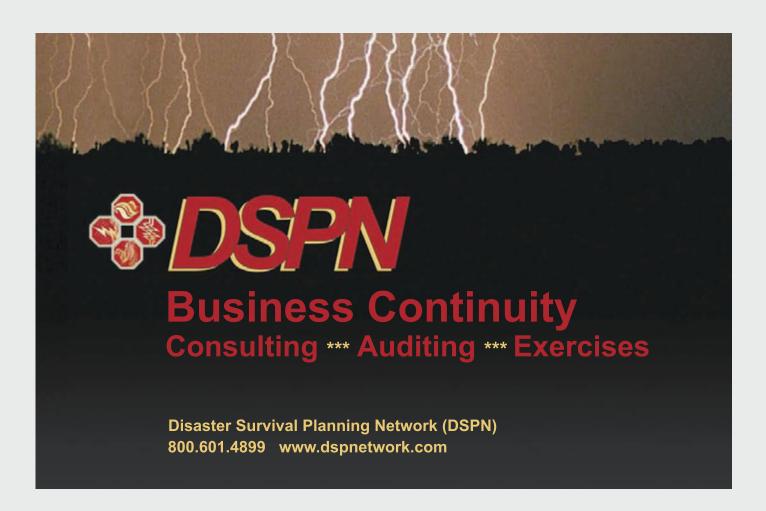
Don't Let A Bottleneck Throttle Your BC Plans, By Michael Seese

Twenty years ago, one of the critical questions a BC planner had to answer was, "In the event of a disaster at our primary facility, where will our employees work, and how will they access our data?" Today, mobile computing devices are ubiquitous. As a result, "where will they work?" is less important than "will they be able to connect?" This article explores the problems and solutions of connectivity.

Will Your Company Have Enough Cash After A Disaster? By Harvey Betan

If your company suffered a disaster tomorrow, how much money would you need before you receive something from your insurance company? Many DR and BC plans do not include considerations for the financial demands of the first 40 to 72 hours. This article explores those issues.

Come to the online GUIDE to read the above articles and many more top notch business continuity articles. www.GUIDErequest.com/PM



How Firms Should Fight Rumors

BY ANDREW HILES



What Is a Rumor?

To understand how to fight rumors, we need first to understand what a rumor is and then how and why it circulates.

There are many definitions of "rumor," but what they have in common is that a rumor comprises unverified, unconfirmed information of uncertain origin and doubtful veracity that has found its way into general circulation. It may contain elements of truth, as well as unfounded allegations. A rumor may be

positive ("This stock is going to rocket – they've struck oil.") or negative ("That restaurant serves cat as chicken.").

Rumor differs from propaganda, which is an organized campaign to promote a doctrine or practice. However, rumor may form part of a propaganda campaign.

What Makes a Successful Rumor?

The originally secret, since declassified, OSS manual Doctrine re Rumors (effectively a "How-To" manual on spreading rumors) described an effective rumor as being "self-propelled." It described five characteristics of an effective rumor:

- 1. Plausibility
- 2. Simplicity
- 3. Suitability for task for example, slogan rumors can be short and simple, building on existing situations or beliefs. New "information" may need more narrative.
- 4. Vividness
- 5. Suggestiveness

Rumors are spread by word of mouth at informal meetings over coffee or round the water cooler (referred to as the "watercooler effect"). A team of scientists and mathematicians at Rochester University came up with dynamic social impact theory — a model to calculate the spread of rumor. One of the motivations for spreading rumors is the kudos that the spreader gets from apparently being on the inside — "knowledge" is power.

With social media, rumor can be spread farther, quicker, and with more devastating effect. Wikipedia lists over 300 social networking sites, ranging

from the well-known (Facebook, with more than 850 million subscribers; Myspace, 30 million plus; and Twitter, over 175 million) to specialist sites and blogs with a few thousand subscribers. Another source lists 750 "top" sites.

Rumors may also spread by e-mail and SMS. In March 2011, an e-mail and SMS about a nuclear radiation rain shower were reported to be spreading panic across the southeast Asian region, including countries like the Philippines that are close to Japan. In Kyrgyzstan, Skype groups were reportedly validating rumors of ethnic disturbances.

The Impact of Rumor

Recent research by Convergys Corp. found that one negative customer review on YouTube, Twitter or Facebook could cost a company up to 30 customers.

The most precious asset a company has is its brand value and reputation. Often, this exceeds – in value – the tangible assets of the firm.

Brands and the goodwill associated with a company name have a real value – which is capable of being severely damaged by adverse rumor. As I wrote in The Definitive Handbook of Business

continued on page 47

HOW TO FIGHT RUMORS: LESSONS AND GUIDELINES

BE PREPARED

- Create a bank of goodwill by acting transparently, ethically and socially responsibly.
- Ask: "Who would like to see you fall?" "Why?"
 "What can you do to create a soft landing?"
- Carefully analyze your product, its contents, and its packaging and promotion. What could be misinterpreted and lead to adverse rumors?
- Identify your partners, allies and adversaries. How could they cause you problems? Sweatshops, child labor, unethical practices?
- Consider security: What security breaches could set off the rumor machine?
- Develop or review your crisis management and product recall plans to reflect rumor management aspects.
- Develop a rumor management plan that includes social media.
- · Actively monitor social media for adverse mentions.
- · Don't just hear; listen! Don't go into denial: Face the issues.

TAKE PROMPT ACTION

- Act quickly. A fire doubles in size every few minutes, and it's easier to extinguish a match than an inferno. Know the media's deadlines.
- Expect heavy traffic on your Website. Drop images, videos and Flash that consume bandwidth. Plan for upscaling

 traffic could increase on your Website, Facebook and Twitter outlets by 1,000%. Minimize inbound traffic and update information regularly and frequently.

GET - AND KEEP - ON-MESSAGE

- Pull your advertising on any products or services that are at risk from the rumor (at least until you have a rebuttal plan). Advertise other services or products instead.
- Your spokesperson should stay calm, collected and logical in the event of a rumor, no matter how outrageous it may be. Emotional outbursts give the impression of bluster and lack of control.
- Choose a credible spokesperson to represent you. A
 PR person or the CEO is not as trusted as doctors or an
 employee whom the rumor target can identify with as
 being "someone like me."
- Try to avoid reinforcing minor rumors by repeating them in order to deny them.
- Silence is not always golden it might be interpreted as proof of guilt.
- On the other hand, there may be times when ignoring a rumor – taking the moral high ground – may be appropriate, especially if the rumor is trivial.
- Preempt potential rumors and rebut the current rumor by publishing explanations and facts that undermine its credibility.
- The soccer-saying, "Play the man, as well as the ball" holds true. Take the battle to the enemy. But think hard before trying to undermine accepted authorities, especially if they are respected and independent.
- Communicate, communicate, communicate. Counter the rumors with explanations and facts. It takes three positives to overcome one negative. Consider all stakeholders,

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Case Study: The Qantas Crash that Never Was

- On November 4, 2010, Qantas A380 flight QF32 was bound for Sydney with 433 passengers and 26 crew on board, when Indonesian authorities said there had been some sort of explosion over the island of Batam, just south of Singapore, at about 9.15 a.m. local time. Local eye witnesses found aircraft debris, and pictures on local television showed the Qantas logo on some of this.
- The plane defueled and returned to Singapore's Changi Airport after the pilots were forced to

- shut down one of its four engines. Qantas said that the airliner landed at 11.45 a.m. local time. The flight landed safely and no passengers or crew were injured.
- Widespread and inaccurate rumors spread rapidly through Twitter that the plane had crashed.
- Reuters reported that Qantas had told CNBC television that a plane had crashed near Singapore and that it was an Airbus A380. Kompas, a popular Indonesian newspaper, reported on its Web-
- site that it was "suspected that a Qantas plane exploded in the air near Batam."
- On initial rumors of a crash, Qantas shares dived 15 cents, or 3%, to Australian \$2.82.
- On landing, a passenger twittered its safe arrival with a
 photograph of its damaged
 engine and wing, and Qantas
 issued a press statement.
- Shares recovered to Australian \$2.92.

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including customers, suppliers, and employees and regulators – and make the messages consistent.

- Use video where practicable: It has greater impact than statements.
- Communicate acceptable priorities: Life, health and environmental concerns need addressing before issues of profitability and supply.

MINIMIZE SCOPE FOR ERROR AND MISUNDERSTANDING

- Triple-check all facts.
- · Do not speculate.
- Consider cultural differences and their impact on how your advertising, packaging and marketing slogans may be interpreted. Avoid unintentional offense and address those differences.
- In interviews, make sure that the nonverbal language matches the words.
- Identify and actively target the likely audience(s) for the rumor.
- Don't deny the truth it might take time, but the truth will always come out.

PROTECT YOUR MARKET AND SHARE VALUE

 Act to protect your share price: Prepare and deliver statements to stock exchanges if appropriate.

TAKE RESPONSIBILITY

If at fault, don't play down the impact of problems.
 Show humility and repentance. Show care, empathy and compassion.

- Avoid the blame game. As far as the customer is concerned, if they buy from you, it's down to you to accept responsibility. You can sue the suppliers later.
- · Never lie to the media.

MAKE RESTITUTION

 If at fault, make restitution – quickly. Take prompt action to remedy a product or service defect. Simply changing the product packaging may help. In 1998, Wall's ice cream changed its logo when it was claimed that the original, when read upside down, was defamatory to Muslims.

CALL IN THE CAVALRY

Let someone else defend you. Refer to respected, independent experts to refute the rumors. Toyota chose NASA.

GET IT OUT, GET IT OVER, AND MOVE ON

If there is bad news, get it out – all of
 it. Rumors will persist like a chromic illness if bad news
 drips out a drop at a time.

BE CAUTIOUS ABOUT LAWSUITS

Think carefully before taking legal action. The media love "David and Goliath" stories. Besides, legal action is expensive, time-consuming, distracting for senior management, and can create a steady, debilitating drip of news stories that reiterate the rumor as the case drags on — maybe for many years — through judicial processes that may include repeated appeals.

In 2009, Toyota was the world's number one car manufacturer, outselling Ford and GM. Rumors spread of electronic control problems, unexpected acceleration and other defects. From fall, 2009, to spring, 2010, Toyota recalled 8.5 million cars, 8 million with potential floor mat, braking, unwanted acceleration, accelerator pedal and steering problems. The recallaffected models make up 58% of Toyota sales. During this time, many other manufacturers also recalled cars, but they attracted little publicity. Just some of the costs to Toyota:

- Reuters said that \$30 billion had been wiped from Toyota's share value.
- Brand value dropped by up to US\$11.7 billion.

- U.S. market share fell to 14% in January, 2010, putting it behind GM.
- Toyota Motor Corp.'s corporate credit rating was reduced by S&P to A-1+. Moody's downgraded Toyota to AA1.

In February, 2011, the National Highway Traffic Safety Administration (NHTSA) and the National Aeronautics and Space Administration (NASA) report found that the most common problem was drivers hitting the accelerator when they thought they were hitting the brake. NHTSA called this "pedal misapplication." Of the 58 cases reported by then, 18 were instantly dismissed. Of the 40 cases left, 39 were held to have no cause. The rest were deemed "pedal entrapment."

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Continuity Management: "That value is created by many years of advertising and good experience by the consumers of the product or service, and it can be quickly eroded. When contamination of Coca-Cola was alleged in France and Belgium a few years ago, the brand value of Coca-Cola was reported to have sunk by \$8 billion."

OTHER IMPACTS CAN INCLUDE:

- Loss of share value
- Loss of sales
- Loss of customers
- Loss of credit rating
- Cash-flow problems
- Vulnerability to predatory and opportunist takeover
- Loss or delay of the capability to market new products or services under the brand name (brand development/brand extension)
- Increase in public relations, advertising costs and legal fees to counter negative rumor and recover market share

Summary

Rumors can come from any direction, at any time. They are frequently a mix of fiction and fact, but they may also be unconfirmed fact that has escaped control; 360-degree environmental scanning is essential to provide an early warning. A predetermined strategy is needed to ignore or to combat them. A rebuttal needs to be quick and comprehensive.

ABOUT THE AUTHOR

This is an extract from Hiles, A.N. Editor and contributor, Reputation Management – Building and Protecting Your Company's Profile in a Digital World.

Andrew Hiles is founding director of Kingswell International (www.kingswell.net), consultants and trainers in crisis, reputation, risk, continuity and service management. Hiles was founder and, for some 15 years, chairman of the first international user group for business continuity professionals and founding director of the Business Continuity Institute and the World Food Safety Organization. He can be reached via e-mail ahiles@kingswell.net or at www.kingswell.net.

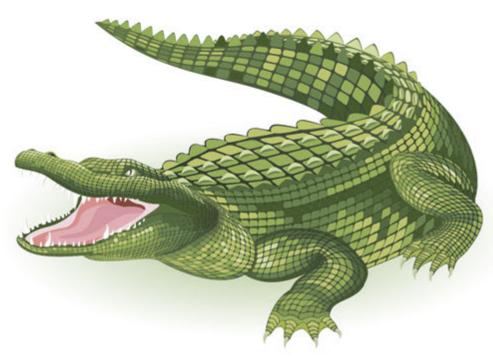
Resources include: DiFonzo; 2008; Doorley & Garcia, 2010; Hiles, 2010; McKusker, 2006

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Depending on an SLA? See-ya Later, Alligator

BY CHRISTOPHER BURTON



To some, an "SLA," or service-level agreement, represents a formal contract between a customer and a supplier. To others, it signifies a guarantee that a service will always be available and operational.

To business continuity practitioners, however, the SLA should be viewed as an opportunity to apply familiar risk management principles in order to better protect an organization from financial, operational or reputational impairment. As customers come to expect 24/7 business operations and 100% uptime, the need for "disaster-resilient" SLAs is greater than ever before.

On Thursday, April 21, 2011, hundreds of the internet's most popular websites all simultaneously failed. Millions of internet users were denied use of sites such as Foursquare, Quora, and

even portions of the NY Times. The underlying issue was quickly identified: Amazon's Elastic Compute Cloud (Amazon EC2) service had suffered a major failure despite Amazon's assurances of geographic redundancy.

Setting the Groundwork for SLAs

With the spread of outsourced processes and technology, the term "SLA" has become a part of everyday business vocabulary. Still, it's important to understand the basics prior to discussing the relationship between SLAs and business continuity/disaster recovery:

WHAT IS IT?

An SLA is the part of a service contract where key parameters of the service are formally defined. In practice, the SLA most commonly refers to a contracted delivery time, response time, or frequency of downtime. Many SLAs have penalties associated with failure to meet the requirements.

WHY IS IT IMPORTANT?

SLAs record a common understanding about services, priorities, responsibilities, guarantees and penalties between a customer and a supplier. These oftentimes legally binding contracts provide assurance (albeit sometimes false) that a service will be available when needed.

WHAT IS FORCE MAJEURE?

Literally meaning "superior force," this common contract clause protects suppliers from unforeseeable circumstances that prevent them from fulfilling a contract. In other words, the clause excuses suppliers from liability if an outside event prevents them from performing their obligations under contract.

SLAs have largely remained unchanged since they became popular in the 1980s and should contain the following components: definition of service(s), performance measurement, problem management, customer duties, warranties, disaster recovery, and termination of agreement. The latter two components, commonly taken for granted in today's "always-on" environment, oftentimes escape an organization's radar screen and contribute to unnecessary risk.

SLAs Aren't Enough

Amazon's cloud failure and many similar events are important reminders that outsourced processes and applications will sometimes fail - even when the SLA says otherwise. Here are three reasons SLAs are not enough to protect you from a business interruption:

- 1. "High availability," especially when referring to cloud computing, is oftentimes confused with "disaster recovery." While high availability helps mitigate the risk of individual server, disk or equipment failure (typically, but not always, in the same physical location), it's important to remember that nothing is perfect. As such, the decision to add disaster recovery arrangements to an SLA should be aligned to organizational risk appetite and availability requirements.
- 2. SLAs with wording like "100% uptime" imply that the possibility of downtime is near zero. However, without specific business continuity and disaster recovery arrangements in place (i.e., geographically dispersed sites that provide application and data availability/protection within defined recovery objectives), 100% uptime does not protect from catastrophic failures. Most organizations advertising a 100% uptime SLA are using "high availability," not "disaster recovery." Organizations must understand the fine print in the SLA to understand the difference between perception and reality. For example, Amazon provides several "Availability Zones" (separate data centers) around the world that each commit to a 99.95% uptime. Based on this reliability and Amazon's recommendations for implementation, customers typically use two availability zones to ensure disaster recovery. While these zones are supposed to fail independently of each other without bringing the whole system down, just the opposite happened on April 21, 2011. Amazon's failure to deliver on its availability promises affected numerous organizations that relied solely on Amazon to provide disaster recovery.
- 3. Most importantly, most SLAs today include penalty clauses that reimburse a customer when a supplier fails to meet the requirements specified in the contract. While a penalty clause is important, as it gives sup-

TIER PRODUCT/SERVICE TYPE

Supplier provides a product or service that has a direct impact on the delivery of core outputs (i.e., single-source supplier of a required material).

Supplier provides a product or service that has a significant impact on the delivery of core outputs (i.e., SaaS e-mail provider).

Supplier provides a noncritical product or service that has no impact on the delivery of core outputs (i.e., office supply retailer).

RECOMMENDED ACTION

Ask the supplier to demonstrate its capabilities and availability through failover testing.

Ask the supplier to complete a survey that subjectively captures its business continuity and disaster recovery capabilities; follow up with interviews as needed.

Apply common procurement/ purchasing treatments, such as a contract or SLA.

pliers incentive to deliver on their SLA, the reimbursement (typically limited to one month of service fees) is often miniscule compared to the negative financial, operational and reputational impact the outage can have on an organization. For example, imagine hosted e-mail, ERP or CRM systems being unavailable for one week — is the prolonged impact of the outage equivalent to one month of service fees? Probably not.

For companies like Reddit and Hootsuite, which are hosted on Amazon's high-availability "cloud," sole reliance left their customers in the dark. For other companies, like Netflix, Simple-Geo and SmugMug, having third-party disaster recovery arrangements in place at the time of the cloud failure enabled them to continue to deliver their products and services without interruption (and without all of the negative press).

Addressing Supply Chain Availability Risk

Business continuity and disaster recovery practitioners, armed with their knowledge and understanding of risk management, have an opportunity to positively impact organizational resiliency and recovery through their active involvement with supplier SLAs. Business continuity and disaster recovery practitioners can take action in several ways:

1. Partner with internal procurement and purchasing owners, as an advo-

- cate and advisor, to drive change with existing and new suppliers.
- 2. Evaluate suppliers currently under contract using risk assessment and measurement techniques similar to those used to evaluate internal activities evaluating impact of failure.
- 3. Consider establishing criticality tiers for suppliers. (See table.) These tiers, based on the impact of failure identified through risk assessments, organize suppliers into tiers based on their direct impact on the organization's ability to deliver its critical products and services. Supplier rankings will vary widely between organizations and industries based on their maturity, core outputs, and even regulatory requirements. The organization's most important suppliers (tier one suppliers) receive the greatest scrutiny on their ability to deliver on their SLAs.

For tier one suppliers, a demonstration of their ability to operate from a disaster recovery site is the only way to truly confirm their ability to recover. Even then, many organizations will retain third parties that are ready and able to step in if the service cannot be restored. Due to their importance, business continuity and disaster recovery practitioners should spend roughly 80% of their supply chain continuity time on tier one suppliers.

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TOP 5 QUESTION TO ASK SUPPLIERS

- Are business continuity strategies in place to recover business activities associated with the products and services you deliver to our organization?
- What is the maximum amount of downtime you would expect following a disruptive event impacting the business activities responsible for delivering products/services to our organization?
- How do you know these business continuity strategies will work?
- How do you track expected business continuity performance and continuous improvement opportunities?
- How would you coordinate with our organization during a disruptive event?



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For tier one and tier two suppliers, a simple and cost-effective survey may be used to gather information regarding their internal processes, planning, and attitude toward business continuity. (See table.)

4. Leverage existing processes and resources to improve the SLA process through the creation of a supplier continuity program. This program, involving both business continuity/disaster recovery and procurement/purchasing processes, helps ensure that contracting activities are aligned with the overall risk appetite and availability requirements of the organization.

As consumers come to expect 24/7 business operations and 100% uptime, the need for disaster-resilient SLAs is greater than ever before. Business continuity and disaster recovery practitioners are perfectly positioned to leverage their knowledge of risk management in order to partner with procurement/purchasing activities and positively impact existing and future supplier contracts. In doing so, they can increase organizational resiliency by reducing the potential for negative financial, operational and reputational impact resulting from a supplier's inability to deliver products or services.

ABOUT THE AUTHOR

Christopher Burton is a senior consultant at Avalution Consulting, where he specializes in the development of business continuity programs and solutions for organizations in both the public and private sectors. Christopher is a Member of the Business Continuity Institute (MBCI) and member of Contingency Planners of Ohio. He serves on the Technical Committee to develop an American National Standards Institute (ANSI) Standard entitled, "Organizational Resilience Maturity Model - Phased Implementation." In addition to serving as a consultant, Christopher is a frequent author and speaker. Christopher can be reached via phone at 866.533.0575 or via email at christopher.burton@avalution.com. www.avalution.com

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Infusing Pragmatism in Real-world DR and BC

When the planning process is looked at for decades through the multidimensional lens of hundreds of different organizations...the obvious shortage of pragmatism is shocking.

Should You Buy an Automated Planning Tool?

The answer is definitely "it depends"! Examine some of the generally accepted "truths" and come to your own conclusions.

The BIA Dilemma

The goal of a BIA is sound in theory—however, in practice it repeatedly fails to produce the desired results.

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ONLINE GUIDE EXCLUSIVES

Back to Basics with Enterprise Risk Management (ERM) By Mark Carroll

If we all know that ERM is the right direction for the future of risk management and we all agree that ERM has not had the success or mere traction that has been anticipated and predicted for years, what is at issue here? This article takes a back-to-basics look at ERM and its real value principles, making the case for ERM adoption.

Don't Let A Bottleneck Throttle Your BC Plans, By Michael Seese

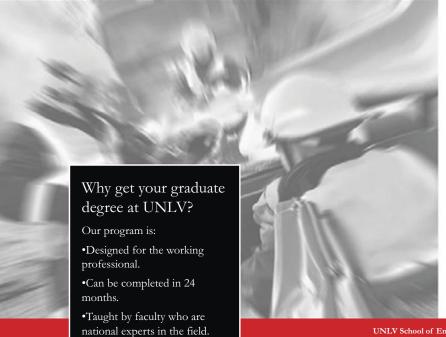
Twenty years ago, one of the critical questions a BC planner had to answer was, "In the event of a disaster at our primary facility, where will our employees work, and how will they access our data?" Today, mobile computing devices are ubiquitous. As a result, "where will they work?" is less important than "will they be able to connect?" This article explores the problems and solutions of connectivity.

Will Your Company Have Enough Cash After A Disaster? By Harvey Betan

If your company suffered a disaster tomorrow, how much money would you need before you receive something from your insurance company? Many DR and BC plans do not include considerations for the financial demands of the first 40 to 72 hours. This article explores those issues.

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A Few Simple Gadgets for Your Exercise Toolbox

They Hold the Key to Your Exercise Success!

BY REGINA PHELPS



Exercises are the "bread and butter" of emergency management. They are the way we train our staff, validate our plans, and prove that we can recover our company, organization or agency.

What I have observed in my years of professional practice is that although many companies hold exercises - and the organizers may be emergency response subject matter experts – the organizers don't necessarily excel in the discipline of conducting the actual exercises, which means the company simply doesn't get the best results out of the effort.

With a bit of careful planning, creativity and vision, you can develop not just a good exercise, but a great exercise that will really help you develop your program, build your plans, and mature your team.

The Exercise Toolkit

What do you want to have in your exercise toolkit? I highly recommend these four "gadgets" to ensure your exercise success:

- 1. The Right Question
- 2. The "Secret Weapon"
- 3. The Right Type of Exercise
- 4. The Simulation Team

The Right Question

The first important tool in your toolkit is a question. It's one question you will want to ask yourself, your colleagues, your Design Team, and others having a role in the exercise over and over again during the design process. This question will help you stay on track and keep your vision from start to finish. The question? "Why are we doing this exercise?" Don't be turned off by the simplicity of that question; the answer holds the key to your exercise.

Years ago, as a result of one such exercise design process deteriorating into a participant's personal agenda, I came up with the idea of asking, "Why are we doing this exercise?" as a regular part of the planning process. When it seems like the exercise is heading in the wrong direction, I just ask this simple question. The discussion that inevitably follows helps to realign the energy and makes sure we deliver on the exercise objectives.

In addition, when embarking on the design process, this simple question can help:

- Determine what type of exercise will likely deliver the best results.
- Develop the exercise goal, scope and objectives.
- Determine which narrative will yield those results.

• Keep you and the Design Team on track.

The Secret Weapon

Now that you know the simple, and yet powerful, question, you need to learn about the secret weapon in exercise design: the Design Team. Many emergency management professionals tell me they design their exercises by themselves. I don't care how smart you are, how long you have been at the organization, or how many exercises you have done in the past; you can't know or think of everything. What makes an exercise hit home and really sizzle is a narrative and highly specific injects (additional problems) tailored to your company. You can't do that alone; you need some help. Your Design Team has two main jobs - to validate the narrative and to develop the injects.

It also turns out that in addition to helping you validate the narrative and develop the injects, there are great side benefits to having a Design Team:

The design process is a great way to bring more people "into the fold" and into your program. The Design Team members become believers, and they share their belief with others.

The Design Team learns so much when they are involved in designing an exercise. They learn about the strengths and weaknesses of the processes and the plans.

The insight that the Design Team gains by being part of the exercise design process can help build awareness in their sphere of influence, along with engaging and exciting others to make the plans and the program better.

Who Should Be on the Design Team?

A top-notch Design Team member will have several qualities:

- They will have a good basic knowledge of the overall business.
- They will have been with the company for a year or more in order to know some of the ins and outs of the place.
- They will be a subject matter expert in an area you will likely be touching on in the narrative.

A typical Design Team will include members from the following departments:

- Facilities (critical if doing a "hard incident").
- IT (essential if impacting any technology).
- Security (often knows lots of interesting tidbits).
- Human Resources (especially if there are lots of "human capital" issues).
- Representatives from the affected key departments or key lines of business (to help you develop highly specific injects).

Note that the departments listed above are typical to Design Teams. Your organization may benefit from having team members representing a different "slice" of your business.

Here's an example to illustrate why it's important to have all the right players. I once did an exercise where the client wanted the exercise narrative to be a fire. I thought that wasn't an effective narrative; after all, they were in a contemporary high-rise building with full sprinkler fire protection. He still was very eager to have a fire scenario. After pondering a bit, I suggested we first introduce a water main failure. This would disrupt water delivery to the building for 24 hours while it was being repaired. Then the fire could occur, maybe even be considered "suspicious."

I asked the client if the building had a fire cistern. (These are reliable water sources for fire-fighting efforts; it is a common high-rise back-up water supply for just such an occasion.) When he said "no," I insisted we get a Facilities person on the Design Team to validate that, along with other building assumptions we were making. Sure enough, our Facilities rep. confirmed they had a cistern with 25,000 gallons of water available at a moment's notice. By calling in additional "brain power" to the design process, we learned that a fire scenario simply wouldn't have worked for this exercise.

This is a good example of why you need a Design Team, and who to consider being part of that team. If you launch a narrative or insert an inject into your exercise that is incorrect or poorly vetted, your exercise can go flat and you lose credibility. Your Design Team will help ensure that the information is accurate.

What Makes a Good Exercise Design Team Member?

As you are reading this section, you might be getting an idea of who would make a good team member. When picking Design Team members, look for the following skills:

- Creativity
- Meets or exceeds deadlines

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YOUR EXERCISE TOOLKIT



continued from page 53

- Detail-oriented
- Can think on their own
- Can keep a secret
- Are not on the exercise team

The Right Type of Exercise

Selecting the right type of exercise is also an important tool for your success. I always ask myself three questions to help me decide which type is the best:

- The first question is always, "Why are we doing this?"
- Second question: "What is the maturity of the program and the plan?"
- Third question: "What is the experience level of the team being exercised?"

Once you have the answers to those questions, you should be able to determine which exercise type will yield the best results:

- Orientation
- Drill
- Tabletop (basic or advanced)
- Functional
- Full-scale

Exercises are iterative in nature. You always start a team with the most basic – orientation – and then progress them through the other styles. Most planners conduct tabletop exercises the majority of the time, so my comments will focus on that style.

Tabletop Exercises – Basic or Advanced?

That question might sound like the refrain you hear at the grocery check-out line ("Paper or plastic?"), but it requires more thought to answer. There are significant differences between the two types of tabletops.

Basic Tabletop Exercises are, by far, the most commonly held exercise. A Tabletop – even a Basic Tabletop – is a bit more realistic than an Orientation Exercise and is highly malleable. It can also be "spiced up" a bit by turning it into the Advanced Tabletop version (which has the Simulation Team present in the room). There are several different ways to construct and deliver a tabletop – it all goes back to our favorite question, "Why are we doing this exercise?"

- Basic Tabletop:
 - Straightforward narrative
 - Several injects
 - Discussion-based
- Advanced Tabletop:
- More detailed narrative
- More injects (delivered on a Message Center form for a bit more realism)
- A Simulation Team in the room, acting as "the outside world"

The Simulation Team

In an Advanced Tabletop, a Simulation Team (or Sim Team) is used to interact with the players. They play two roles: (1) They act as the outside world; and (2) They are there to react to the players when the players are responding to exercise injects. The biggest benefit of the Sim Team is that it gives the players someone to talk to! If there is no Sim Team, the typical player will simply snap their fingers when challenged with a resource request and magically get everything that they want. As an exercise designer, I just can't have that! If they always get everything they want, they will never grow and develop as a team or really develop their plans.

What are some exercise suggestions you can give to your Sim Team to enhance their performance?

- For a scenario where you are the only disaster in town, when they are asked for resources by the players, I advise them to give only 80–90% of what is being requested, but never everything they want. Simply handing over every resource they asked for doesn't help the teams mature or grow their thinking.
- If the scenario is a massive regional event, like an earthquake, give them no more than 25% of what the players ask for. In a real-world situation like this, supplies will be in critically short supply. The players need to feel that shortage to really understand their planning needs.

Fill Your Toolkit

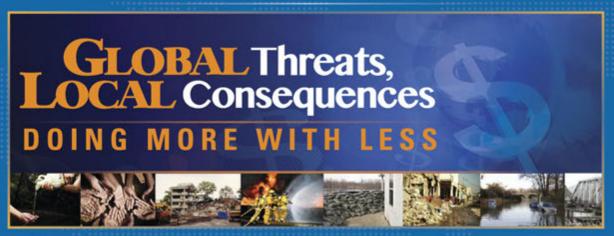
Fill your exercise toolkit with these powerful tools to mature and deepen your plans and your teams. In no time, you will be a master exercise designer!

ABOUT THE AUTHOR

Regina Phelps is an internationally recognized expert in the field of emergency management and contingency planning. She is the founder of Emergency Management & Safety Solutions and has provided consultation and speaking services to clients in four continents since 1982. Phelps is the author of Emergency Management Exercises: From Response to Recovery — Everything You Need to Know to Design a Great Exercise, just released from Chandi Media. She can be reached at Regina@ems-solutionsinc.com, www.ems-solutionsinc.com

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How to Audit Business Continuity Programs

BY DAN SWANSON



Being able to continue critical business functions while responding to a major disaster, and then to return to normal operations efficiently and cohesively afterward, is a critical success factor for all organizations. Effective Business Continuity Programs (BCPs) and Disaster Recovery (DR) programs are vital and have become a necessary cost of doing business.

Internal audits of the BCP and DR programs are highly recommended. The Board and management need assurance regarding the effectiveness of those efforts. They want to know that the DR plan will work when needed, the investments in BCP and DR are obtaining good value, and a disaster will not bring the business to its knees. An independent assessment of the BCP and DR programs by internal audit can provide

objective feedback that helps ensure the programs are adequate to prevent a business failure. Think about it: While everyone has focused on the requirements of Sarbanes-Oxley for almost five years, have your DR and BCP efforts kept pace with today's new challenges and expanding requirements? Have an answer, because your board is increasingly likely to ask.

An audit of the BCP and DR program can take many forms. At its simplest, auditors can conduct a quick "BCP/DR health check," reviewing the plans and interviewing key stakeholders. At its most complex, the audit team can analyze almost every aspect of the program, evaluate the risk-based planning, observe BCP/DR tests, assess the completeness of the business-impact analysis, and so forth. The type and the extent of auditing performed depend on the risks involved, management's assurance requirements, and the availability of audit resources. External specialist resources may be useful on occasion. The auditors might participate as formal observers in mock drills or review the program's documentation and assess its comprehensiveness and completeness. Your options are numerous.

Internal auditors normally will review what has been planned and achieved against management's expectations and then compare to generally accepted best practices in the field. This is where audit objectivity comes to the fore: The auditors have a legitimate purpose to assess whether management's expectations are reasonable and sufficient, given the level of risk to the organization and in relation to other similar organizations. The following advice covers the main phases of any audit: scoping, planning, fieldwork, analysis and reporting. BCP and DR programs, however, come in many shapes and sizes, so the specific details of any given audit will vary according to the situation.

Audit Scoping Phase

As with any audit, defining the goals and objectives for a review of the BCP and DR programs is the auditor's first task. Scoping is best conducted on the

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basis of a rational assessment of the associated risks. The following aspects are generally worth considering when scoping a BCP and DR audit:

Overall program governance: How are the programs managed? Are they given appropriate strategic direction and investment? (That is, does the organization place sufficient emphasis on BCP and DR?) Are suitable sponsors and stakeholders involved, representing all critical parts of the organization? Do they take sufficient interest in the programs, demonstrating their support through involvement and action? Most importantly, who is accountable for their success or failure?

ONGOING PROGRAM MANAGEMENT

A critical success factor in every BCP and DR effort is the way in which the programs are planned and driven to ensure that they meet objectives, despite the organization's inevitable competing priorities. Does program management balance consideration of the many conflicting priorities managers face with the critical need that corporate resiliency efforts be appropriate? This is not a oncea-year exercise anymore; being prepared is an ongoing, day-in and day-out effort.

DEFINITION AND ACCURACY OF THE BCP AND DR OBJECTIVES

Have the programs' requirements been clearly and fully defined by management? Has a comprehensive business-impact analysis been completed? Is it regularly updated?

COVERAGE OF THE BCP AND DR PLANS

Have all the critical business processes been identified and suitable plans prepared? Do the plans take sufficient account of the need to maintain or recover the supporting infrastructure (IT servers and networks, for example)? Are the plans reasonably "tidy," or are they cluttered with nonessential processes, systems and activities? Are significant outsourced activities adequately covered? Do they need validation as well?

MANAGEMENT OF ANY SYSTEM OR PROCESS CHANGES

Inevitably, changes will be required to implement BCP and DR arrangements. Is change management managed effectively to provide the best assurance that changes are tracked and addressed within the live and DR environments?

ROBUSTNESS OF THE BCP AND DR

DR testing processes: Program managers need to demonstrate the organization's preparedness, build management confidence, and, most importantly, strengthen the organization's BCP and DR capabilities. Is "people participation" identified, approved and tracked to provide the best assurance that the drills and tests are actually attended and that those results meet your BCP and DR objectives?

Plan maintenance: How is the changemanagement process that keeps the plans up to date governed, even as the organization changes? Are roles and responsibilities allocated within the organization for developing, testing, and maintaining BCP and DR plans?

BCP and DR procedures: Consider the procedures and associated training, guidelines, and so forth to make managers and staff familiar with the process to follow in a disaster.

In addition to defining what aspects fall within the audit's scope, equally important is that management and the Board clarify any aspects that are out of the scope. A natural part of the scoping phase is to identify one or more management sponsors for the audit. Audits are conducted for the benefit of the company's management, rather than for audit's own purposes, so it is important to know who will receive, accept and act upon the final audit report.

Audit Planning Phase

Having defined the scope, the audit team needs to plan the audit within the constraints of available resources from the audit department and from the business as a whole. Resourcing decisions are largely risk-based, taking account of factors such as the program management's experience, the level of management involvement in the program efforts, the size and complexity of the program, and the potential effects on the organization if the program fails.

Audit teams combining business and IT auditors are recommended wherever possible, since BCP and DR span both fields of expertise.

This is also a good time for the auditors to identify and contact the primary auditees. Securing their assistance with the audit fieldwork is easier if they

have an opportunity to comment on the timing and nature of the work required - provided that the audit department's independence and objectivity are not unduly compromised in the process! The audit approach also needs to be decided during the audit planning. For instance, will it be feasible to review all BCP and DR plans, or is it necessary to sample the plans? If so, on what basis will the sample be selected? Should auditing of BCP and DR efforts be separate and distinct audits?

Most auditors generate an audit checklist at this stage, converting the agreed audit scope into a structured series of audit tests that they plan to conduct. In addition, before fieldwork commences, audit management should review the audit plans and checklists to ensure that all of the key issues identified in the scope have been given sufficient consideration to satisfy management's assurance needs.

Audit Fieldwork Phase

In this phase of the audit, the auditors examine the BCP and DR program based on the goals and methods decided upon in the earlier phases. BCP helps the organization to survive a disaster by keeping critical business processes operating during the crisis, whereas DR restores the other less-critical processes following the crisis. Audit testing during the fieldwork phase gathers sufficient evidence to assess whether the program is able to meet these two fundamental requirements.

AUDIT TESTS OF A BCP AND DR PRO-GRAM MAY INCLUDE THE FOLLOWING:

- Interviewing key stakeholders and participants in the program
- Reviewing business-case-, planning-, and IT-related documents
- Reviewing individual BCP and DR plans by ensuring that they are complete, accurate, and up to date.
- Looking for defined recovery times and whether there is evidence that they can be met
- Examining training materials, procedures, guidelines, and so forth, plus any management communications regarding BCP and DR situations that might occur and what employees should do
- Reviewing testing plans and the results of any tests already conducted

- Evaluating relevant employee preparedness and familiarity with procedures
- Reviewing impact of new regulation on plan
- Reviewing contractor and service provider "readiness" efforts

Details of the tests are normally recorded in the audit checklist. They are accompanied by a file containing the corresponding audit evidence, such as annotated copies of BCP and DR plans, test results, and other materials that the auditors have reviewed.

Audit Analysis and Reporting Phase

Audit reporting is a straightforward process, at least in theory. This is where the auditors analyze the results of their tests, formulate their recommendations, and prepare and finally present a formal audit report to management. In the report, the auditors explain:

What they set out to do: This part of the report will introduce the risks and recap the audit scope.

The audit methods: This will describe how the auditor went about meeting the objectives.

What they found: This typically covers the key issues identified, if not the full gory details.

The recommendations: This will entail advice to management on how to address the issues identified.

A description of the actual BCP and DR program, including its scope, mandate, role and accomplishments also would be useful in getting everyone on the same page regarding organizational investments in BCP and DR efforts.

Audit reporting requires a careful balance between the somewhat idealistic outlook of some auditors and the realities of managing the organization with limited resources and competing priorities. At the end of the day, it is management – not the auditors – that is responsible for deciding which, if any, recommended improvements to the BCP and DR program they intend to make.

The Bottom Line

Is your investment in resiliency appropriate? What measures have been implemented to track your progress? And, finally, is management regularly assessing and improving the organization's "preparedness" capabilities in the event of a disaster?

ABOUT THE AUTHOR

Dan Swanson is a 26-year internal audit veteran, who was the director of professional practices at the Institute of Internal Auditors (IIA). Prior to his work with the IIA, Swanson was an independent management consultant for more than 10 years. He has completed audit projects for more than 30 different organizations, spending almost 10 years in government auditing, at the federal, provincial, and municipal levels, and the rest in the private sector, mainly in the financial services, transportation, and health sectors. For more information contact Dan at dswanson_2008@yahoo.ca

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The Importance of Managing Human Factors During a Workplace Crisis

Crisis Care Network President, Bob VandePol, partnered with Cal Beyer, Head of Manufacturing for Zurich North America Commerical, to examine the significance of responding to the human factors involved in critical incidents.

FROM EXTREME BEHAVIORAL RISK MANAGEMENT (XBRM)

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Type V Workplace Violence and the "New Terrorist": **Exploring the Active Shooter Threat**

Classic workplace violence scenarios and terrorism scenarios are becoming increasingly similar. The convergence of motives and methods for extreme violence in the workplace calls for a new look at preparedness, response and recovery. The team approach may be more important than ever in confronting this evolving threat, but it may be time to revisit roles and responsibilities on these teams.

From Bourbon Street to Wall Street: Managing the Emotional Consequences of the Financial Crisis-Lessons Learned in **Natural Disasters**

This paper explores the emotional and behavioral reactions common in natural and economic disasters and provides guidance in managing the emotional consequences for the individual and organization. Strategies and resources for mitigating the emotional effects of the crisis are also provided.

THE PSYCHOLOGY OF DECISIONS

FLIRTING WITH NATURAL DISASTERS: WHY SOME COMPANIES RISK IT ALL

This FM Global report explores the emotional and behavioral reactions common in natural and economic disasters and provides guidance in managing the emotional consequences for the individual and organization. Strategies and resources for mitigating the emotional effects of the crisis are also provided.

The project sought to examine the reasons why some organizations prepare for the risk of natural disasters and why others do not. The objective was to determine the human perceptions and behavioral barriers that obstruct organizations from addressing their vulnerabilities to natural disasters. In learning these impediments, more organizations may take appropriate action to strengthen their physical risk management practices.

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Hunting the Black Swans in Your Continuity Program

Quarry #1 – Employee Availability

BY KATHLEEN LUCEY, FBCI



This is the first in an ongoing series regarding hunting and mastery of the black swans in your continuity program. Read the Continuity eGUIDE (1st Wednesday of each month) for more black swans.

Those of us who manage complex Business Continuity and Emergency Management Programs sometimes have our blinders on, preventing us from seeing the "black swans" that could be most deadly when we need our interruption response capability most. These may not always fit the complete definition of Taleb's' black swans, in that they may not normally be considered outliers. But these situations certainly do meet the criteria of remaining outside the range of our normal expectations, and may produce a significant negative impact. For reasons of budget, culture, or simple lack

of awareness, we are effectively prevented from seeing and dealing with these potentially devastating exposures in our enterprise continuity capability. And so while they may not be true outliers, they might as well be, because we cannot see them. This series of articles will deal with some of the most common of these "black swans" in business continuity programs, those that are really staring us in the face and screaming for attention.

Quarry 1: Employee Availability for Response Activities

Our quarry for this installment is Employee Availability for interruption response activities. Most organizations with Business Continuity Programs make the assumption that critical employees will be available to assist in response activities associated with a major business disruption. But really, why do these organizations believe that these resources will be available?

We begin with the almost universally unexamined assumption: our employees with critical skill sets will respond to calls for assistance after the event and will participate in the recovery. We will deal with two of the most important aspects of this assumption in this first article: 1) availability of employees and 2) employee willingness/capability to perform such emergency response work. We will then talk about specific programs that can provide the assistance that will enable these important contributors to the success of the response effort be more available when needed for critical response activities. Both of these together will provide specific weapons against this Black Swan.

Employee Physical Availability

The employees that we need are available:

- They are able to reach the recovery site from their current location (local and otherwise).
- They have not been seriously injured or killed in the same event.
- They feel that it is safe to leave their homes. In a large regional event, looting may threaten unoccupied partially damaged structures, causing them to want to stay in their property.
- They feel that it is safe to leave their families. In a large regional event,

they may want to stay in shelters with their families or they may have evacuated beyond the immediate area and cannot return until transportation paths re-open.

In a large regional event, all of the above conditions may come into play, preventing designated recovery staff from being able to perform these duties.

Employee Willingness/Capability to Contribute to the Organization's Response

The employees that we need wish to assist in the recovery of the organization:

- Their more immediate needs for food, water, shelter, medication, etc. are being met by the organization or other authorities.
- The organization is working with authorities to assure that all efforts are being made to locate missing family members of the employees needed for the recovery.
- The organization is providing employees working on the recovery with the assistance necessary to procure federal or other assistance so that key employees have the available time to work on the recovery.
- The organization will assure that assistance is provided to deal with insurance adjusters or others so that employees may be free to work on the recovery.

The organization's HR or other employee support department will have deployed a number of special programs to assist employees and their families who may be physically or psychologically affected by the event. These programs should have as a priority the support of employees who have critical response roles and their families.

In the earliest days of disaster recovery, we were looking primarily at power outages and so-called "smoke and rubble" fire or explosive events. Now that we understand that many scenarios are regional, and may affect employees' lives and those of their families as well as their property.

And so we as Managers of BC Programs need to consider these and all of the other interruption-specific support

activities that we will need to provide if we want to ensure both employee availability and employee capability to work on response activities. It is not enough just to assume availability; an ongoing organizational capability, involving specific actions and programs, to meet the emergency needs of employees and their families must be in place. That is, unless you want your response capability to depend on a roll of the dice.....

Here Are Some of the Specifics That We Should Consider to Counter Potential Staff Unavailability

MULTIPLE PEOPLE FOR EACH CRITICAL RESPONSE TASK

- Have significant "bench depth" in your critical response staff. At least 3 employees should be named for each critical response activity.
- The BC Program Manager should develop a detailed map that includes the pinpointing of residential addresses for all employees critical for the response effort. If those for a single activity are co-located within the same neighborhood or affected by the same roadway or other transportation failure, additional staff living in other areas should be trained.
- Track vacations of people assigned to the same critical response activity and whenever possible, do not schedule concurrent vacation time out of the area.

SPONSORSHIP OF EMERGENCY FAMILY PREPAREDNESS

 Provide required training in emergency family preparedness for all employees.

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- Provide continuous awareness activities regarding local community resources.
- Provide continuous awareness activities regarding the organization's employee response support programs.
- Create an awareness of the organization's responsibilities and the employee's responsibilities.
- Consider providing home advisory visits on request for essential response staff members to train on individual family preparedness.
- Consider providing at least partial subsidy for emergency equipment and supplies.

DETAILED RESPONSE TRAINING FOR ALL CRITICAL RESPONSE STAFF

- BC exercises will involve all of the multiple people responsible for execution of critical response activities, not just the "A" team.
- All those team members responsible for key response activities will participate in exercise debriefings involving their teams, even if they did not participate in the specific exercise.
- A key early deliverable for the BC Program should be the ongoing

training of all critical response staff in their specific responsibilities.

EMPLOYEE SUPPORT TEAMS

- HR or another area within the organization should develop, fully implement and exercise specific support programs designed to assist employees in management of the challenges to themselves and their families during a regional emergency.
- Employees charged with key response activities should be known to these support teams and should receive priority so that the emergency response essential for continuation of the organization's essential activities can be implemented.
- Ensure that the organization has built its connections with local,

- state, and federal relief groups so that the organization can assure that support for key response employees and their families will be provided in a timely manner.
- These specific support programs should be regularly rehearsed in scenario-based table-top exercises involving external authorities and support groups.

There are many refinements you can make to ensure that your critical response staff members are available when you need them most. What you see above is just your opening salvo.

You will begin to "see" what these additional items are when you start to look at an emergency from the employee's point of view. And when you cease to take employee availability as a given, then you will begin to weaken this particularly important Black Swan.

ABOUT THE AUTHOR

Kathleen Lucey, FBCI, is President of Montague Risk Management, a business continuity consulting firm founded in 1996. She is a member of the Board of Directors of the BCI, and the founding President of the BCI USA Chapter. IBM chose her as the first winner of its Business Continuity Practitioner of the Year Award In1998. She speaks and publishes widely in both North America and Europe. Kathleen may be reached via email kathleenalucey@gmail.com.

¹ Taleb, Nassim Nicholas, **The Black Swan: The Impact of the Highly Improbable**, April 2007, Random House.

A NEW BLACK SWAN – FIRST WEDNESDAY OF EACH MONTH

Kathleen Lucey will help you detect and slay Black Swans in your BCM program. What is a BCM Black Swan? It's an unidentified or untreated single point of failure capable of unexpectedly derailing a continuity response. Black Swans may exist in any aspect of a BCM program, from scope to culture to funding to communications planning to critical details in BCM response plans. Included may be a single point of failure, an inadequate exercise program, or inadequate communications "interlock" among operational plans....or any one of many unseen or unacknowledged operational inadequacies in your BCM capability.

Check out the Continuity eGUIDE on the first Wednesday of each month for a new Black Swan. Over the next year, you will learn to identify and address the many hungry Black Swans hiding in plain sight in your continuity program. www.disaster-resource.com/freequide



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- Solar Dynamo Radio w/ flashlight
- Super Bright Dynamo Flashlights
- 12 Metal Whistles with Lanyard
- 20 Large Solar Blankets (84"x52")
- 2 Commander Walkie Talkies (each)
- 10 Light Sticks (12-hour)
- 2 Distress Banners (15"x36") with Poly Bag

Sanitation & Hygiene

- 1 Vinvl Tarp (20'x24')
- Plastic Sheeting (10'x25')
- Showers in a Bag (8/package)
- "C" Size Alkaline Batteries
- Folding Port-a-Pottie w/ Liners
- Deluxe Personal Hygiene Kit
- Bio-blue Toilet Chemicals (12ct)
- 1 Deluxe Privacy Room Cabana
- 1 Roll Toilet Paper

K2020 Office Kit on Wheels-20 \$739.00 (165 lbs)

Deluxe Emergency Honey Bucket Kits - 4 Person Kit

Great for Home, Work or Auto!



Food & Water

- 4 Food Bars (2400 Calories ea)
- 4 Solar Blankets
- 24 Water Pouches
- 50 Water Purification Tablets

Medical Support & Sanitation

- 1 First Aid Kit (54 pieces)
- Honey Bucket w/Lid
- Pack of Liners (12ct)
- Wet Naps
- T-5 Chemical Toilet Disinfectant

Light, Warmth & Communication

- 4 Ponchos
- 1 Light Stick (12-hour)
- Dynamo Flashlight/Radio
- 1 5N1 Whistle

Tools & Miscellaneous

- 1 Roll Duct Tape (10yds)
- Gas & Water Shut Off Tool
- Pry Bar (15")
- Dust Masks
- Pair Leather Palm Gloves
- Utility Knife

K2075 Deluxe Bucket Kit-4 \$79.00 (23 lbs)

Road Warrior Deluxe Kit

Great for Home. Work or Auto!



- Reflecting Triangle
- Folding Snow Shovel
- Jumper Cables (12') Revolving Sign Light
- Flat Tire Fixer
- Tow Rope
- First Aid Kit (54 pieces)
- High Visibility Yellow Highway Blanket
- Safety Vest
- Distress Banner
- 1 Utility Knife
- 1 14N1 Pocket Tool
- 1 Duct Tape (10 yds) 1 Ice Scraper with Glove
- Flashlight w/ 2 D-cell Alkaline Batteries
- 1 Body Warmer

- 1 Solar Blanket
- 1 Adult Poncho 1 Adjustable Wrench (10")
- 1 6N1 Screwdriver
- Heavy Duty Work Gloves 1 Deluxe Sports Bag w/ Pockets Compartment & Shoulder Strap
 - 2 Light Sticks (12-hour)
 - 2 Pair of Hand Warmers

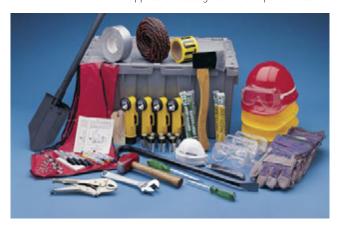
K2085 Deluxe Road Warrior \$99.00 (17 lbs)

PROTECT YOUR ORGANIZATION

Search & Rescue

BASIC SEARCH AND RESCUE

The essentials in one economical kit; packed in a sturdy, stackable and lockable container. Supplies are designed for a 4-person team.



LIGHT & COMMUNICATION

- 4 Anglehead Flashlights
- B D-cell Alkaline Batteries
- 8 Lightsticks (12-hour)
- 4 Whistles

PERSONAL SAFETY GEAR

- 4 Hard Hats
- 4 Pair Leather Palm Gloves
- 12 Dust Masks
- 4 Safety Goggles
- 4 Disposable Orange Vests

TOOLS

- 1 Barrier Tape (3"x100')
- 1 Trucker's Rope (3/8"x50")
- 1 Folding Shovel
- 1 Lock Grip Pliers
- 1 Hammer (3 lb)

- 1 Hatchet
- 1 Crescent Wrench
- 1 Phillips Screwdriver
- 1 Flat Screwdriver
- 1 Wrecking Bar (24")
- 1 Duct Tape (2"x50yds)
- 1 Utility Knife

SANITATION

4 Infectious Waste Bags

MISCELLANEOUS

10 Marker Tags

- 4 Lumber Crayons
- 4 Marker Pens
- 2 Writing Tablets
- 2 First Aid Guides
- 1 Storage Crate
- 7 Tamper Evident Closures

K1160 Basic Search & Rescue \$244.50 (32 lbs)

Employee Support

CORPORATE EMERGENCY KIT - 10 Persons, 3 Days

A great kit to meet basic needs for your company. Choose 10-person or 5-person kit, with or without water. Packed in high quality cordura carrying case with liner.



MEDICAL RESPONSE KIT FOOD & WATER

10 Foodbars (3600 Cal ea) 60 Water Pouches (4.22 oz ea)

LIGHT, WARMTH & COMMUNICATION

- 4 Lightsticks (12-hour)
- 1 Anglehead Flashlight
- 2 D-cell Alkaline Batteries
- 1 AM/FM Radio with Batteries
- 1 Whistle
- 10 Mylar-type Blankets

SANITATION

- 3 Waste Collection Bags
- 30 Infectious Waste Bags
- 2 Toilet Deoderant (2 oz)
- 10 Tissue Packs
- 120 Pre-moistened Towelettes
- 10 Toothbrush & Paste Sets

MISCELLANEOUS

- 1 Disaster Guide
- 5 Tamper Evident Closures
- 1 Splint (18")

PREPARE FOR HOURS

K1220 Corporate Kit - 10, No Water \$274.50 (30 lbs) K1230 Corporate Kit - 10, With Water \$294.50 (49 lbs)

DELUXE CORPORATE EMERGENCY KIT - 10 Persons, 3 Days

Includes the same contents as K1230 (above) with the addition of the search and rescue tools listed below.

TOOLS

1 Wrecking Bar (24")

1 Lock Grip Pliers

Trucker's Rope (3/8"x50')

- 1 Phillips Screwdriver1 Flat Screwdriver
 - 1 Roll Duct Tape (2"x50yds)
- PERSONAL SAFETY GEAR
- 2 Hard Hats
- 2 Pair Leather Palm Gloves
- 6 Dust Masks
- 2 Pair Safety Goggles
- 2 Disposable Orange Vests
- 1 Additional Whistle (2 total)

K1240 Deluxe Corporate Kit \$334.50 (59 lbs)

PROTECT YOUR EMPLOYEES

Insuring that your facility is self sufficient for 72 hours! Medical...Search and Rescue...Water...Food...Light...Warmth...Communication...Sanitation

Quality

Our kits have top quality products, in quantities recommended by experts. Excellent value!

Experience

We have helped major banks, law firms, and other organizations get ready since 1985. We have sold over a MILLION kits. We export to Japan, Mexico, Canada and worldwide.

Contents

Not all kits are created equal! For example, most of our kits include 3600 calorie USCG approved foodbars. This is 50% MORE THAN what some companies consider adequate! Our kits include more water per person than most other kits. Do you want to cut corners on your preparedness?

Pictures

The kit pictures are for artistic purposes only. Refer to contents lists for components. Prices subject to change.

MEDICAL RESPONSE



Photo is for artistic purposes. Refer to contents list.

How to Evaluate Medical Kits for First Response

An industrial first aid kit is not a disaster medical response kit. Industrial kits address daily workplace injuries with the assumption that "911" would be called in for major problems. After some disasters, (major earthquake), calling 911 will do little good. During the first 72 hours, you may need to be self-sufficient. Most emergency management agencies recommend that you plan for 20-30% injuries in an office environment. If you have 100 people working in an office setting, you should expect around 25-30 injuries of various kinds and should purchase a medical kit for 25-30 injuries.

K1100 5-8 injuries \$85.50 (7 lbs) K1110 15 injuries \$151.50 (14 lbs) K1120 25 injuries \$223.50 (18 lbs) K1130 50 injuries \$374.50 (29 lbs)



	K1100	K1110	K1120	K1130
CLEANSING & FLUSHING				
Antiseptic Wipes, BZK	20	40	100	200
Isotonic Solution (4 oz)	1	1	2	3
REDUCING INFECTION				
Antibiotic Ointment (½ g)	9	15		-
Antibiotic Ointment (½ oz)	-	-	1	2
DRESSINGS				
ABD Sterile Pads (5"x9")	10	8	12	24
ABD Sterile Pads (7½"x8")	-	6	12	24
Multi-trauma Sterile Pad (10"x30		1	2	4
Sterile Gauze Sponges (4"x4")	10	14	26	50
Gauze Sponges (4" x 4")	200	200	200	400
Sterile Wet Dressings	2	-	4	6
Sterile Burn Sheets (60"x96")	-	1	1	2
BANDAGING				
Sterile Adhesive Bandages (3")	10	30	50	100
Sterile Gauze Roll (3")	6	-	-	-
Non-sterile Gauze Roll (4")	-	12	12	24
Triangular Bandages Tape (1"x10yds)	2 1	4	6 3	15 5
Butterfly Bandages	5	5	10	10
Splints (12")	2	1	2	4
Splints (18")	-	2	3	6
Finger Splints	2	3	5	10
SANITATION				
Pre-moistened Towelettes	10	20	50	100
Infectious Waste Bags with Ties	1	2	3	5
Single Latex Exam Gloves	10	30	50	100
Paper Towels	25	75	150	300
MISCELLANEOUS				
Mylar-type Blankets	2	4	6	12
Cold Packs	2	3	8	15
E.M.T. Shears (7¼")	1	1	1	2
Tweezers	1	1	1	2
First Aid Guide	1	1	1	1
CPR Mask	1	1	2	3
Tamper Evident Closures	5 1	5 1	5 1	5 1
Writing Tablet with Pen Triage Tags	1	15	25	50
Marker Tags	- 5	-	-	JU -
Marker rags	J			

PREPARE AT HOME

PREMIUM Family Emergency Kit - 4 persons, 3 days

All components are packed in a sturdy carrying case with plastic liner. Water is now packed in pouches. Extra space allows the addition of clothing and other personal items. Is your family prepared?



Pictures are for artistic purposes. See contents list.

FOOD & WATER

- Foodbars (3600 Cal ea)
- Collapsible Water Container (5 gal)
- Bottle of Water Purification Tablets (50ct) 1 Toilet Deoderant
- 54 Water Pouches (4.22 oz ea)

LIGHT. WARMTH & COMMUNICATION

- 4 Mylar-type Blankets
- 10 Candles
- 1 Box Waterproof Matches (20ct)
- 1 Anglehead Flashlight
- 2 D-cell Alkaline Batteries
- Lightsticks (12-hour)
- 1 AM/FM Radio with Batteries

FIRST AID KIT (K1440)

SANITATION

- 1 Tube of Soap
- 4 Tissue Packs
- 148 Pre-moistened Towelettes
- 3 Waste Collection Bags
- 12 Infectious Waste Bags
- 4 Toothbrush & Paste Sets

MISCELLANEOUS

- 1 Manual 3-in-1 Can Opener
- Polypropylene Rope (1/4"x50')
- Pocket Knife
- Whistle
- 2 Dust Masks
- Tarp (8'x10')



K1420 Premium Family Kit, with water \$214.50 (39 lbs) K1410 Premium Family Kit, no water \$204.50 (22 lbs)

Deluxe First Aid Kit

Packed in nylon roll bag with clear plastic dividers, which allow easy access to medical supplies.



CLEANSING MINOR WOUNDS

12 Antiseptic Wipes

REDUCING INFECTION

6 Antibiotic Ointments (½ g)

DRESSINGS

- Sterile Gauze Sponges (2"x2")
- Sterile Gauze Sponges (4"x4")
- Sterile ABD Pads (5"x9")

BANDAGING

- 4 Gauze Bandages (3"x4.1yds)
- 10 Adhesive Bandages (3")
- 1 Triangular Bandage
- 5 Butterfly Bandages 1 Tape (½"x10yds)
- 2 Finger Splints

MISCELLANEOUS

- 1 Mylar-type Blanket
- 1 Cold Pack
- 1 Scissors
- 1 Tweezers
- 2 Single Latex Exam Gloves
- 1 First Aid Guide

K1440 Deluxe First Aid Kit \$31.50 (2 lbs)

Deluxe Family Kit -4 Persons, 3 Days

Packed in a compact carrying case. A great gift for people you love!



FOOD & WATER

- 4 Foodbars (3600 Calories ea)
- 48 Water Pouches (4.22 oz ea)
- 1 Bottle of Water Purification Tablets (50ct) 3 Waste Collection Bags

LIGHT, WARMTH & COMMUNICATION

- Standard Flashlight
- D-cell Alkaline Batteries
- AM/FM Radio with Batteries
- 4 Mylar-type Blankets
- 2 Lightsticks (12-hour)
- 10 Candles
- Box of Waterproof Matches (20ct)
- Whistle

SANITATION

- 48 Pre-moistened Towelettes
- 12 Infectious Waste Bags
- 4 Tissue Packs
- 1 Tube of Soap
- 4 Toothbrush & Paste Sets
- 1 Toilet Deoderant (2 oz)

FIRST AID KIT

MISCELLANEOUS

- 1 Pocket Knife
- 1 Manual 3-in-one Can Opener
- 2 Dust Masks

K1400 Deluxe Family Kit for 4 \$152.50 (29 lbs) K1402 Deluxe Family Kit for 2 \$122.50 (17 lbs)

The K1402 has 2 foodbars, 2 blankets, 2 personal sanitation kits and 24 water pouches, 4.22 oz ea, other items same as K1400.

PREPARE FOR THE ROAD

Every Automobile Needs a Survival Kit!

An emergency/survival kit is a practical item that no car should be without.

The kit can provide the essentials of life – food, water, medical, sanitation – at a time when needed most. Our kits are compact and durable. The food and water have 5-year shelf life. A Survival Kit is a terrific way to show you care.

Include your company logo and you'll have a new marketing tool.

THINK ABOUT

...giving each of your employees a kit as a gift for a special occasion.



...using an emergency kit as a safety incentive.

...setting up an "Employee Discount Program" for your employees to order at reduced prices.

Survival Kit I - 1 Person, 3 Days

Every automobile needs one of these! Packed in a high quality backpack. Water now packed in pouches.



Pictures are for artistic purposes. See contents list.

FOOD & WATER

1 Foodbar (3600 Cal ea)24 Water Pouches (4.22 oz ea)

SANITATION

- 3 Infectious Waste Bags
- l Tissue Pack
- 12 Pre-moistened Towelettes
- 1 Toothbrush & Paste Set

FIRST AID KIT

LIGHT, WARMTH & COMMUNICATION

- Mylar-type Blanket
- 2 Lightsticks (12-hour)
- 1 Standard Flashlight
- 2 D-cell Alkaline Batteries
- AM/FM Radio with Batteries
- 1 Whistle

MISCELLANEOUS

- 1 Pair Leather Palm Gloves
- Dust Mask

K1300 Survival Kit I for 1 Person \$79.95 (13 lbs) K1302 Survival Kit I for 2 Persons \$94.95 (15.5 lbs)

The K1302 kit has 2 foodbars, 2 blankets, 2 dust masks and 2 personal sanitation kits. All other quantities the same as K1300.

Survival Kit II - 1 Person, 3 Days

Another great kit for the automobile. Packed in a sturdy waist-pack for hands-free portability.



FOOD & WATER

- 1 Foodbar (3600 Cal ea)
- 12 Water Pouches (4.22 oz ea)

SANITATION

- 3 Infectious Waste Bags
- 1 Tissue Pack
- 12 Pre-moistened Towelettes
- 1 Toothbrush & Paste Set
- 1 Dust Mask

LIGHT, WARMTH & COMMUNICATION

- 1 AM/FM Radio with Batteries
- 1 Lightstick (12-hour)
- 1 Standard Flashlight
- 2 D-cell Alkaline Batteries
- 1 Whistle
- 1 Mylar-type Blanket

FIRST AID KIT

K1310 Survival Kit II \$54.95 (8 lbs)

Survival Kit III - 1 Person, 3 Days

This kit can be easily stored in the desk, school locker, automobile or R.V. Use your company logo and colors for a unique corporate gift or award!



FOOD & WATER

- 1 Foodbar (3600 Cal ea)
- 12 Water Pouches (4.22 oz ea)

LIGHT, WARMTH & COMMUNICATION

- Mylar-type Blanket
- Standard Flashlight
- 2 D-cell Alkaline Batteries
- 1 Whistle

SANITATION

- 3 Infectious Waste Bags
- 1 Tissue Pack
- 12 Pre-moistened Towelettes
- 1 Toothbrush & Paste Set
- 1 Dust Mask

FIRST AID KIT

K1316 Survival Kit III \$39.95 (7.5 lbs)

YOU CAN BE READY

Emergency Lifeline is Here To Help You!

Call today! (800) 826-2201



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For less than one dollar per person per month.

- A small price to pay. Can you afford NOT to be prepared?
- Since 1985, we have sold over a million kits to companies large and small, government agencies coast to coast, and families around the globe. We export worldwide.
- We were producing kits 15 years before people knew about "Homeland Security!"

- Top quality contents
- Best value anywhere
- Custom kits to your specs
- Employee discount programs available
- C.E.R.T. kits

Q&A on Social Media and Crisis Management

AN INTERVIEW WITH OLIVER S. SCHMIDT

While social media offers new ways to communicate, it must be systematically monitored to enable effective social media use in times of crisis. Following is a Q&A session with Oliver S. Schmidt, managing partner of C4CS.

Q: Mr. Schmidt, how do you define social media and is social media going to have a lasting impact on crisis management and related fields?

A. The term social media stands for online social networking services such as Facebook, Twitter, and YouTube, to name a few well known ones. Social media offers new ways to communicate with others and build relationships without ever having to physically meet. That applies to personal as well as business relationships, including those that are forged in preparation for or as a result of a natural disaster, an epidemic outbreak, or an industrial accident.

No doubt about it, social media is here to stay. This year smart phones will likely take over as tech device number one for social sharing, which means more and more people will use social media on the go. Professionals in business continuity planning, crisis communication, emergency management, and related fields will ultimately follow the users and embrace social media's capabilities including open communication and crowdsourcing in order to engage stakeholders.



Q: For years, you have spoken about the need to systematically monitor the Internet due to the risks posed by instant, global and uncensored online communication. How has the rise of social media affected this need to monitor online content?

A. The need to monitor online and especially social media content has dramatically risen over the past ten years and will continue to increase. My concerns in regard to the risks posed by social media are closely related to two challenges. First, we must always be aware of the potentially damaging characteristics of social media. And second, in order to employ social media effectively, crisis managers must develop and

implement social media strategies that are tailored to the specific organization.

Q: What aspects of social media are you particularly concerned about?

A. You mentioned it in your previous question. Social media is instant, global and uncensored. Each of these characteristics has tremendous benefits when it comes to crisis management, but there are drawbacks, too. For example, a large and steadily growing number of stakeholders not only consume crisis related information online, but they also engage in citizen journalism. That means they generate their own subjective and sometimes deliberately inaccurate or misleading online content

continued on page 76

which may be distributed globally in a matter of seconds. Unfortunately, traditional mass media are compounding the problem because reporters are scanning social media for story ideas as well as crisis related information and may end up publishing false information that can trigger or exacerbate crises.

Another social media trait that can hinder an effective crisis response and create long term reputational issues is the fact that while social media content can easily be created and syndicated, it does not automatically vanish after a certain period of time. Once it has been published, inaccurate information, including rumors and false accusations, can spread rapidly, for instance via RSS and "retweeting". And once mass information sharing via social media has begun, it cannot be stopped or undone unless the negative content is removed by each individual user or, as almost never happens, by the particular social networking service. Incorrect and damaging social media content will hence continue to spread and is unfortunately going to be available and searchable online indefinitely.

Q: What goes into the development of a social media strategy so it fits the needs of the organization?

A. Those involved in crisis management and related fields must first identify which social media tools the organization's stakeholders, including its employees, are using. Knowing what is happening online, establishing a Social Media Policy, identifying and engaging relevant influencers who double as information hubs, and creating a strong social media following across various stakeholder groups are essential steps on the way to effective social media use.

Furthermore, realistic goal setting, senior management support, qualified internal and external project management, and a holistic approach to crisis management that incorporates functional areas such as operations, business continuity planning, corporate communication, IT, etc. are required. Depending on the needs and priorities of these functional areas, technical aspects, questions regarding stakeholder management, legal issues, etc. must be discussed and flow into a social media strategy that serves as

an integral part of the crisis management strategy and is linked to the organization's strategic goals.

Q: And finally, what must an organization do in order to use social media effectively once a crisis occurs?

A. While the specifics always depend on the particular organization and a thorough situational assessment, an effective crisis response will ideally come down to executing a crisis management strategy that includes a comprehensive social media component.

It is important to remember that stakeholder engagement via social media must be geared toward building social capital and stakeholder trust well before a crisis occurs. This should be done through continuously reaching out to and fostering strong relationships across various stakeholder groups so that in the event of a crisis the affected company, government agency or nonprofit organization is viewed not as an adversary, but as a trusted partner its stakeholders turn to in order to receive crisis related information and support.

ABOUT THE EXPERT

Oliver S. Schmidt is the Managing Partner of C4CS® (www.c4cs.com), a consulting firm headquartered in Pittsburgh, Pennsylvania, which has worked with client partners in the Americas, Asia and Europe. For more information contact him via email: schmidt@c4cs.com.

STEPS THAT SHOULD BE TAKEN IN PREPARATION FOR AND IN RESPONSE TO A CRISIS

- Establish, communicate and enforce a customized Social Media Policy that specifies what employees are permitted and not permitted to do concerning social media.
- Determine what engaging stakeholders via social media should accomplish.
- Continuously monitor Internet and especially social media content using free online tools such as google alert, socialmention.com, touchgraph.com, and twitter alert.
- Engage a broad range of stakeholders by way of peer-topeer conversation using various social media tools.
- Carefully listen to and act upon stakeholder feedback provided via social media.
- Identify and connect with key online influencers so they distribute your carefully crafted stakeholder messages.
- Rebut false claims and accusations appearing in social media.
- Refrain from engaging in pointless debate with negative posters (social media trolls).
- Link up your organization's website and social media tools.
- Evaluate your crisis response and make necessary social media adjustments.

Social Media Risk Monitoring: Don't Let Your Company Be Gazopted*

BY KAREN MASULLO

*Gazopt: the act of having your reputation, your brand, your message, your identity, or a confidential communication co-opted by an unauthorized person or by one who is violating a confidence or trust.

Social media magnifies business impacts in disasters and crises. It is no longer enough to view social media as solely another marketing medium. The failure to monitor social media risk may mean the end of your business, reputation, or brand.

Social media risk is an identified vulnerability and needs to be included in every BIA and Business Continuity Plan. The National labor Relations Board (NRLB) has created significant new social media risk requirements. Federal regulators, including The Financial Industry Regulatory Authority (FINRA),have issued guidance and regulatory notices for Social Media Risk Plans which include mandatory monitoring, 3-year record retention, personal liability, training, and predetermined red flag triggers. Look for additional regulators to follow suit.

The effort to manage a solid Social Media Risk Program can be time-consuming and challenging. As a result, a broad range of measurement and analytic tools have evolved to meet the needs of Social Media Risk Management.

WHY MONITOR?

As the audience continues to increase, and new social media tools continue to emerge, there are new risks that arise from this communication and interaction. Communications and interactions are instantaneous and broad in reach. Social media risk mitigation is fast becoming a field of expertise unto itself. Facebook, Twitter, Google+, LinkedIn, vanity websites, blogs and other forms of social media are virtual (and permanent) warehouses of evidence. Understanding how to monitor these communications and interactions will enable you to both assess the risk and reap greater rewards through richer engagement.

Also notable is the ever increasing body of case law emanating from social media risk, including claims of defamation; copyright infringement; discrimination; breach of noncompete agreements; ethical violations in advertising, employee misrepresentation on social media sites,— all with significant consequences, including associated judgments, fines and penalties.

WHAT IS MONITORING?

Monitoring is the process that keeps you on top of what others are saying about your company, your brand, your results; it alerts you to on-line customer requests and comments, and when on-line responses are expected in return. A broad range of measurement and analytic tools have evolved to meet the needs of Social Media Management.

- Different social tools are used by varied audiences. Robust social media monitoring tools provide:
- a logical workflow that makes it simple to alert the right person within an organization to take action as appropriate;
- real-time alerts to foster immediate engagement;
- the ability to assess the results of your marketing efforts;
- the ability to quickly respond to damaging statements or comments posted by third parties, competitors, employees, customers that will 'gazopt' your reputation.

Media Monitoring Tools are effective and integral to a social media strategy. But, in the end, their effectiveness is integrally tied to the human beings who are charged with the use of these tools. Understand what you are monitoring and why, and know what the 'triggers' are to take action. Designate the team that will respond; document and train on the action steps, and be ready to implement immediately. Without these plans and procedures in place – tools are just tools- like those gathering dust in your garage.

ABOUT THE AUTHOR

Karen Masullo is Firestorm Solutions EVP, Social Media with specific emphasis in Social Media Risk Monitoring and Management. She also serves as Firestorm Solution's own inhouse social media advisor, and performs social media risk services for Firestorm clients

The above article has been excerpted from an extensive white paper entitled "Social Media Risk Monitoring: Has Your Organization Been Gazopted'?" To read the entire white paper go to www.GUIDErequest.com/HC







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Practices for Cloud-based Recovery

Recovery-as-a-Service (RaaS) has been available for some time, and has leveraged a number of infrastructure options and recovery platforms. Many of these options have provided a recovery solution that is flexible, scalable, and secure. And in some cases, service providers offer fully managed solutions with the expertise to support heterogeneous IT environments.

Managing Recovery

Most organizations lack three fundamental components essential to managing recovery from a disaster: continually updated recovery processes, staff availability for test and recovery, and on-staff recovery expertise. Finding the right service provider with the experience necessary to deliver effective recovery management covers that gap effectively and efficiently.

Five Simple Steps for Transforming Your Application Backup with Online Recovery Services

Businesses today operate in an environment where significant application downtime and data loss lead easily to lost productivity, lost revenue and lost customers. A better backup and recovery process is within online reach of your business.

Mastering Recovery

Organizations everywhere are discovering that it's not easy managing IT requirements these days. Technology is moving forward at an unprecedented rate and our dependence on it continues to grow. Management is under the gun to evaluate and achieve best-in-class solutions for everything from system maintenance to ongoing operations. Not only that, but the technical infrastructure is the very foundation for most routine aspects of business, so you simply can't function without your computing and telecommunications resources. However, budgets remain flat, forcing everyone to do more with less.

Planning to Stay in Business: Strategies for Tiering Applications and Data for Maximum Availability

Today's competitive, regulated and economically stressed business landscape means IT organizations may be living on a razor's edge where they are challenged to address increasing internal and customer demands with flat - or decreasing - budgets. CIOs and IT departments face daily pressures to improve application and data availability while also balancing costs and risks for the IT infrastructure that runs critical business processes.

Risk Never Sleeps: Managing Risk in an Uncertain World

An IT manager starts off the week with a hardware failure on a server running the firm's CRM application. Sales and marketing, as well as senior management, are flustered - they can't access the application to contact key customers regarding a change to a scheduled product delivery date. The IT manager had a replacement server on hand - a rarity in today's tough financial environment - and was able to get the new hardware

up and running quickly. The IT team needed to cut some corners in the interest of time - they decided security checks and data de-duplication efforts could wait. They were able to meet their prescribed recovery time objective, and more importantly, the business managers stopped complaining, so the IT team felt the crisis was resolved positively.

Lessons Learned from Hurricane Katrina: How to Maintain Operations During a Regional Disaster

The intensity of the 2005 hurricane season was unprecedented - with storms hitting at more than twice the frequency and severity of typical seasons. The normal seasonal average is 10 named storms, six hurricanes and two major hurricanes, according to the National Hurricane Center. But from the beginning of June to the end of November, there were 27 named storms - surpassing the record of 21 set in 1933. Thirteen of these storms were classified as hurricanes, edging out the previous record of 12 set in 1969. And three reached Category 5 status with wind speeds greater than 155 m.p.h. at some point during the arc of the storm.

ONLINE GUIDE EXCLUSIVE

7 Ways in Which Becoming PCI-DSS compliant Can Reduce Your Company's Recoverability

By Daniel Dec, CISA, CISM and Martin Welsh, CBCP, MBCI

Becoming compliant with regulations such as PCI-DSS can be disruptive to an IT environment. This disruption, while beneficial in the overall improvement of security controls, has been known to adversely affect a company's recoverability capability. This article will describe 7 ways in which this can happen and provide recommendations to mitigate.

WHITE PAPER FROM ISACA

Incident Management and Response

Incident response is a key component of an enterprise business continuity and resilience program. This white paper examines incident response from security, risk, privacy and assurance perspectives; identifies some key issues to be considered in an incident response program; and outlines where the COBIT 4.1 framework can be applied to the development of an effective incident response capability.

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The State of Disaster Recovery 2012



NEW TECHNOLOGIES - CHAMPIONS ON A WHITE HORSE. REALLY?

A survey released last year by PricewaterhouseCoopers showed a decline in disaster preparedness among the companies polled. The percentage of firms claiming to have tested disaster recovery plans had declined from about 50% to 39%.

Many explanations have been proffered in the trade press and at conferences for this result, ranging from staff downsizing during the recession (which seems to have captured entire continuity planning teams in its net), to hype around hypervisor based computing (suggesting that the need for continuity planning

has been trumped by high availability technology), to a growing concern that such plans do little to ensure the success of recoveries from CNN-style disasters (hurricanes, tsunami, nuclear meltdowns, etc.) that is engendering a different risk posture in New Millennium companies.

It might just as well be a result of the growing belief that the Mayan Apocalypse is coming on December 21st - though a correct reading of the engravings on the Pre-Columbian stele, according to the majority of scientists, places that catastrophe somewhat beyond that date: 41 Octillion (41 x 10²⁷) years in the future. For reference, cosmologists currently theorize that this is 3 Quintillion (10¹⁸) times the age of the universe that we live in today.

The sad fact is that there are some elements of truth in all of these explanations, depending on who you ask. Over the past two or three years, the amount of email traffic circulated by unemployed planners looking for new gigs has certainly increased, demonstrating that austerity budgets and belt-tightening has had an impact. And, of course, the proliferation of Big "D" disasters — natural and man-made — may well have challenged the faith of many business leaders in the efficacy of continuity planning.

But, the explanation that really sticks in my mind, reinforced by conversations I have had with IT and business folk over the past year, is the impact of the oversell of the latest technologies as "silver bullets" believed by some to obviate the need for traditional disaster recovery or business continuity planning. Otherwise smart people have claimed unabashedly that server virtualization, or de-duplicating virtual tape appliances, or cloud technology eliminates the need for "old fashioned" DRP/BCP. Their only evidence: "The vendor said so." A closer examination suggests otherwise.

Virtual DR? Really?

Server virtualization, introduced in the mid-Aughties with a chorus of analyst enthusiasm and support, has made significant inroads into information technology environments worldwide. On the plus side, the technology has enabled companies to consolidate application workload on fewer servers and to move applications on demand from one server to another within a LAN, providing a measure of high availability that safeguards operations from the failure of a particular hardware platform. With addin software and a WAN, the model can be extended over distance - providing another way to perform "geo-clustering" pioneered by "failover software wrappers" like CA Technologies Replicator (formerly XOSoft), NeverFail Group's NeverFail, and others in the late 1990s.

In fact, collaboration between the server hypervisor vendors and geo-clus-

tering vendors have produced some good tools for DR. One university in Texas that happens to be located in the path of just about every hurricane that comes into the Gulf of Mexico is using both technologies to recover its 40,000 mailbox email system — failing over from a physical server in Brownsville, TX to a virtual server at an ISP in Austin, TX whenever a weather threat rears its head. In their case, the use of virtualization at the remote server eliminates the complexities of failover, which typically requires identical gear at both locations.

That said, server virtualization has also come at a high cost that has limited its adoption to only about 17 to 20 percent of servers worldwide, well below the market penetration goals of its vendors. Unfortunately, this limits the delivery of high available clustering to only a subset of applications, and usually not the most mission critical ones because companies have been hesitant to migrate their most important apps to a technology platform that by all accounts is still working through its bugs.

Bottom line: high availability technology, whether delivered via server virtualization or something else, has always been part of the disaster recovery planner's tool set. However, it is not a one-size-fits-all approach, whether from the standpoint of efficacy or cost. Most certainly it is not a replacement for disaster recovery planning overall.

De-Duplicating VTLs Killing Tape Backup? Really?

De-duplicating virtual tape appliances have also been touted as a game changer, a replacement for tape backup and other "old fashioned" forms of data protection. These products are storage arrays containing high capacity, low cost disk drives "enhanced" by software that emulates a tape library and "reduces" data using a proprietary algorithm to increase the amount of data that each disk can store. One observer referred to them as waste management systems for backups, since the earliest models aimed at enabling companies to store between 30 and 90 days worth of backups in a near-line state and with an economy of physical space. Data stored

on the platform could be accessed more rapidly than tape-based data, enabling quick response to data corruption events brought about by virus attacks, application faults, user errors, etc.

The idea had merit, following as it does on the model of disk based Virtual Tape Libraries that have been around for 30 years, and found a home in many IT shops. Originally, it fit with traditional tape backup — an in-between measure for providing increased defense of data. Over the past couple of years, however,

High availability technology...is not a replacement for disaster recovery planning overall.

vendors have pushed the model as a tape replacement, suggesting that purchasing a second appliance and placing it at a recovery site, then connecting both the primary and the secondary array together with a WAN, eliminates the need for tape altogether. Suddenly, de-duplicating virtual tape appliances are being touted as a "silver bullet" for data protection.

There are, again, many caveats that need to be fully explored in this model. First is the legal acceptability of data that has been reduced by de-duplication. Some of my financial services clients are steering clear of the technology out of concern that de-duplicated data — say, financial data required by the SEC to be provided in "a full and unaltered state" — may not pass muster with the regulators as "full and unaltered." They don't want to pay the court costs that would accrue to a challenge on that point.

Secondly, moving data across a WAN for protection is a dicey proposition. For every 100 kilometers (60 miles) of distance, deltas (differences in the state of data between the source and the target disk) equivalent to a minimum of 12

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read/write operations accrue. These deltas can have a terrible impact in the case of transaction oriented systems, as anyone who has done distance mirroring of storage can attest. Smaller data payloads, created through de-duplication, do not help, since shared WAN services have their own traffic jams and other delays that are collectively termed "jitter."

Again, distance mirroring and data vaulting are as old as the proverbial hills and replicating de-duplicated virtual tape data, a variation on that theme, is doable. But touting this strategy as a one-size-fits-all replacement for tape backup is foolhardy. The expense of the strategy - including the acquisition cost for two (or more) appliances costing 100 times the sticker price of the hard drives they contain and locking in the consumer to the same vendor's rig at each target location, the cost of a permanent location for the target box, and the on-going expense of the WAN service in between - would sensibly limit its applicability only to the data supporting the most mission critical applications. Even then, taking a backup of the data on portable tape would make sense as a hedge against the timehonored truth that there are two kinds of disk drives: those that have failed and those that are going to.

Can DR be Outsourced to the Clouds? Really?

That brings us to the third "game changing" technology solution for DR:

cloud technology. This is the third time in my 30+ year career that outsourcing has been re-contextualized and marketed as a new thing. A couple of decades back, we talked about service bureau computing as the new DR, then in the late 1990s it was Application Service Providers (ASPs).

Aside from the fact that there is no agreed-upon definition of what a cloud is, the service still labors under the aforementioned challenges associated with WANs, and adds in more concerns with respect to service level guarantees and security. In general, outsourcing works well when the process or activity that is being outsourced is predictable or routine, as is the case with payroll check processing or Salesforce. com. However, when it comes to the outsourcing of a problem or challenging process or activity (including disaster recovery), the outcomes tend to be less than satisfactory.

The record of cloud based services to date is punctuated by epic failures: an on-line backup vendor that loses all client data because of a storage firmware problem, engineering designs for the latest fighter aircraft stolen from a DoD cloud, the inability of a cloud storage vendor to return data in a timely way to its many customers impacted by Hurricane Katrina. The list goes on.

Can clouds be employed effectively as components of a DR strategy? Of course. One could see how virtual desk-

tops provisioned from a cloud could provide a great way to reconnect users to their applications following a facility disaster. But simply outsourcing all disaster recovery responsibilities to a cloud service provider seems like a real leap of faith.

Early in my career, when the first hot sites appeared in the market, there was a fellow selling subscriptions to customers for an imaginary datacenter recovery facility. He took the money from the gullible folks and split to a non-extradition country to relax on the beach. Today, nearly every nascent cloud service provider claims to be in a "Tier 1" data center, replicating its infrastructure and data to another "Tier 1" data center as a hedge against a disaster. Some are exaggerating. Yet, few consumers actually visit any facilities to confirm that they exist. That would seem to be a disaster waiting to happen.

Conclusion

Bottom line: disaster recovery planning is a complex task that needs to be worked through methodically and tenaciously. The goal is to prevent avoidable disasters and to develop strategies that ① will help to recover from unavoidable outages in an expedient manner while 2 availing themselves of testing and change management, and 3 work within budgets that are typically very constrained. While there are many technology tools that may be fit specific recovery strategies, respecting these three criteria, none are reasonably portrayed as silver bullets that eliminate the need for actual planning.

Hopefully, 2012 will not be the year that provides many proof points to underscore these observations.

ABOUT THE AUTHOR

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to get details on an upcoming online forum to discuss ideas in Jon Toigo's article. www.GUIDErequest.com/IT

ONLINE GUIDE EXCLUSIVE

Which Comes First, Business Continuity or Security?

Mary Carrido, MLC & Associates, explores the relationship between business continuity and security. Both programs have four key components: people, processes, technology and facilities. The article discusses both – the case for security or the case for business continuity as the overall driver (or umbrella). The article details the risk of each – a "security first" or a "business continuity" first approach.

FROM DRJ & FORRESTER

The State of BC/DR Preparedness

For several years, DRJ has teamed with Forrester Research to produce a number of market studies in business continuity and disaster recovery. Each survey contains data for company comparison and benchmarking. The aim is to promote research and publication of best practices and recommendations for the industry.

FROM BUSINESS CONTINUITY INSTITUTE

2012 Horizon Scan: Cyber Attacks and Data Breaches Threaten Company Resilience and Reputation

A new 'Horizon Scan 2012' survey from the BCI asked 458 organisations across 49 countries to rate their levels of concern against a range of threats to their business, based on their own risk assessment. The top five threats evaluated through risk assessment, based on those registering extremely concerned and concerned, are as follows:

- Unplanned IT and telecom outages – 74%
- Data breach (i.e. loss or theft of confidential information) – 68%
- Cyber attack (e.g. malware, denial of service) – 65%
- Adverse weather (e.g. windstorm/tornado, flooding, snow, drought) – 59%
- Interruption to utility supply (i.e. water, gas, electricity, waste disposal) – 56%

FROM CHARTERED MANAGEMENT INSTITUTE

The 2012 Business Continuity Management Survey

The report, published in association with Aon, the British Standards Institution (BSI), the Business Continuity Institute (BCI) and the Civil Contingencies Secretariat in the Cabinet Office, examines how prepared organisations were for unexpected and damaging disruptions to their day-to-day operations over the past year. In addition to the disruptions listed above, 19% of organisations (rising to 25% in the private sector) were affected by natural disasters, such as the Japan earthquake and tsunami; and 18% of organisations (rising to 24% in the not-for-profit sector) were affected by international social and political unrest such as the Arab Spring uprisings.

FROM TECHTARGET

Using Virtual Servers for Disaster Recovery: The Pros and Cons

Virtualization technology is changing the face of disaster recovery (DR). Traditional DR-based backup and restoration techniques typically imposed high IT costs as administrators anguished over delicate hardware dependencies – often forcing some companies to ignore or overstate their DR preparedness.

Storage and DR Take Virtualization Center Stage in 2012

Storage and disaster recovery will be on the front lines of the battle to virtualize the data center in 2012.

Virtualization Disaster Recovery Tools: No Silver Bullet Solution

Virtualization disaster recovery tools ease the barriers surrounding DR, but an effective disaster recovery plan also requires tough analytical and technical decisions

Join the Discussion

What are your concerns and questions on the subject of virtualization and disaster recovery? We want to hear from you!

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Information Availability: How to Utilize and Reference Architecture

BY DAMIAN WALCH

In the preponderance of the organizations we support, a key impediment to effective Disaster Recovery is the fact that it is an afterthought in the system lifecycle — rather than a component of the overall solution architecture.

This results in tactical Disaster Recovery solutions, implemented after the fact, seen as "additional costs" to the system itself. Reference architectures, that include availability and recoverability as part of the overall solution set, enable more proactive investment and a more effective solution.

It seems that the health of US corporations improves (ever so slightly) each quarter. IT spending has come along for the ride. After many budgets shrunk from 2008 to 2010, Gartner reports that spending on Information Technology grew 6.9% in 2011, but they are projecting a smaller percentage increase (3.7%) in 2012. Corporate leadership is looking for more intelligent spending and leverage of new innovations. They are looking for returns from past investments in Information Lifecycle Management (ILM), deduplication, virtualization and cloud computing.

Those innovative technologies have each come with some promise of helping availability and disaster recovery. They have collectively smoothed out



the "spectrum of availability" – from incidents, disruptions, outages and disasters. This result of this has been the virtual elimination of end-user and customer tolerance for outages. Regardless of whether the application is a consumer website, a hosted logistics system or software as a service CRM application the person accessing it will not understand. The problem is that availability comes at a cost to the company.

As recently as 5 years ago there was still a divide between the availability of production applications and disaster recovery of those same applications. The production operations teams talked about 99.999% availability and Minimum Operating Levels (MOL) while the Disaster Recovery team would measure recovery times and points. In most cases there were two separate disciplines, organizations, architectures and responsibilities. Another manifestation of that divide was terminology confusion - fault tolerance, availability, disaster recovery, and then of course the ultimate goal: resilience.

That disconnect and confusion results in inefficiencies that create overhead and increased cost to the organization. The terminology confusion makes it very difficult to communicate to business management and executives about functional requirements, technology investments and risk management. Business leadership has been reticent to allocate sufficient budget to availability and recovery because IT organizations have poorly represented it — trying to build a business case with fear, uncertainty and doubt instead of objectivity. It really is a vicious cycle.

A tool that will help to bridge the gap just described is reference architecture. In its simplest form it provides a common vocabulary with which to discuss implementations. A reference architecture – sometimes called enterprise architecture –is a communications vehicle that helps simplify and drive decision-making in the organization. Let's take a closer look at a reference architecture that would be applicable to the availability and recovery discussion.

To reemphasize - the goal of the reference architecture is to bridge the gap between availability and disaster recovery while also providing a set of common terminology to decrease confusion. The example architecture below describes the different tiers of criticality, but it describes them in terms of both availability and recovery. It uses the Impact to Critical Business Functions as the common terminology to assign the applications to tiers. While most readers will be familiar with the Recovery Point Objective (RPO) and Recovery Time Objective (RTO), some may not know about the Minimum Operating Level (MOL). The MOL is the lowest operating level that must be met to support business processes.

The reference architecture should be developed by the IT organization. It is best when an operations function is a key member of the development. However, the operations group will have to work with storage, server, and disaster recovery teams to develop the initial cut of their reference architecture. There

should be multiple discussions about the appropriate tiers, characteristics and parameters in the reference architecture. Once it has been thoroughly vetted (not finished) it can be used to collaborate with the business.

IT now has a tool to foster discussion (workshops and interviews) with the business. By collaborating with the business and possibly educating the business on terminology such as MOL, RTO and RPO an organization will improve the chances that they are not confused by these drivers or the terminology. By explaining the scope and business criticality associated with each tier, the business leaders will understand the availability and recovery requirements. They will make more logical decisions about potential investments required in the future.

Depending on the tier in which the applications are placed it will determine the type of availability and recovery strategies that are deployed. The important point is that these strategies will be better synchronized because the differ-

ent groups implementing them have a common medium – they will speak the same language.

These strategies for availability and disaster recovery will cut across facilities, networks, servers and storage. The reference architecture will serve as the foundation for creating other architectures like computing, network and storage architecture. The figure below shows the characteristics across each of those elements.

Once the reference architecture is completed you can use it for many purposes. The recovery architecture can help improve executive decision-making by providing that common terminology. That in turn can provide the foundation for initiating strategic changes. Strategies can be helpful in building availability and recovery into future environments. This can be accomplished by taking some basic steps:

1. Obtaining the capacity forecast for storage, servers, and the network.

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		Tier 1	Tier 2	Tier 3	Tier 4
	Category	Mission Critical	Business Critical	Operations Critical	Supporting
	Business Scope	Global, mission- critical, business processes tied to core competencies	Single-geography, mission-critical business processes	Global- or single- geography, business- supporting processes	Non-critical and non- essential business applications
	Impact to Critical Business Functions (Finance, Customer Service, Manufacturing-Quality, Traceability, to Tracking Distribution, Planning/ Production Demand, Supply Network Planning)	Immediate and significant (material) financial impact Immediate and significant customer service impact Immediate non-compliance to key regulations	Moderate to high financial impact Moderate to high customer service impact Key product manufacturing and supply chain impact	Low financial impact Necessary or tactical and operational decision support Required to support necessary back-office operations and compliance	No financial impact No operational impact Necessary for future decision support and planning
Disaster Recovery Requirements	Recovery Point Objective (RPO)	Near 0	Up to 1 Hour	Up to 24 Hours	Up to 1 Week
	Recovery Time Objective (RTO)	Up to 4 Hours	Up to 24 Hours	Up to 72 Hours	Up to 2 Weeks
	Minimum Operating Level (MOL)	75% +	50% +	20% +	0-20% +
Availability Requirements	Standard Service Hours (Annual)	24 x 7 x 365	16 x 7 x 365	10 x 5 x 365	8 x 5 x 365
	Technical Availability	99.749%	99%	96%	97%
	Unscheduled Downtime (Annually)	22 Hours	3.6 Days	7.4 Days	11 Days

- 2. Applying those capacity forecasts to the appropriate applications in each of the tiers.
- 3. That forecast will then help the management team determine future expenditures.

By doing this in a regular cadence (e.g. annually or bi-annually) an organization will increase their return on those business and IT investments. The investments will be more closely aligning them with business needs (i.e. impacts). During challenging financial times for a company - something many companies went through recently - the reference architecture can help identify areas for consolidating and reducing costs. However, the business leaders will also understand the trade-offs when reducing costs. In other words, they will understand the impacts to availability and recovery. This is enabled by that common language.

An IT organization can use its baseline and current state for computing, storage and network and the starting point for transformation. Using the reference architecture as the requirements definition it can serve as the integration point for future design - architectures and roadmaps. The roadmaps will be thoughtout and have traceability to decision-making.

There are many business transformations that are made smoother by using these reference architecture concepts. It is an important gear, whose cogs help turn other gears. Those gears include high availability, disaster recovery, data center design, and new innovations. There reference architectural can be extremely powerful in helping shape the future design of corporations in a cost efficient manner.

ABOUT THE AUTHOR

Damian Walch is a Director with Deloitte. He has focused on data center resilience, disaster recovery, and information security in his 22 years of experience. Consulting Magazine recognized this by naming him one of the Top 25 Most Influential Consultants of 2003. He can be reached at dwalch@deloitte.com

	Tier 1	Tier 2	Tier 3	Tier 4	
Application	Cluster aware Load balanced Ability to switch data sources with no to minimal intervention	Cluster aware Ability to switch data sources with minimal to moderate intervention	Manual failover and configuration of application	• Tape-based rebuild of application	
Computing Configuration	 75% or greater pre-positioned computing capacity at DR facility Failover between sites will occur within RTO/RPO limits Multiple I/O (NIC/HBA) for each DR server 	50% or greater pre- positioned computing capacity at DR facility Failover between sites will occur within RTO/ RPO limits Multiple I/O (NIC/HBA) for each DR server	20% or greater pre-positioned computing capacity at DR facility Capacity supplemented with drop-shipment as needed Failover between sites will occur within RTO/RPO limits	Hardware ordered at time of need at secondary site Installation and configuration will be necessary	
Storage/Data Replication	 Near-zero/synchronous data replication to DR Point-in-time backups of database data 	Leverage Tier 1 storage replication approach	Tape-based (physical or virtual) recovery for DR	Leverage Tier 1 storage recovery approach	
Network – Internal Service	 Redundant switches, firewalls and routers out to distribution switches 	Investment leveraged for to accommodate remote o	all DR service tiers and scalabili expandability of DC2	ity	
Network – External Service	Redundant ring connectivity between Production and alternate data center Redundant providers of Internet service Delivery of WAN service through redundant Central Offices Multiple entry points (trenches) and demarcation for facility connectivity	Investment leveraged for availability/High availabili	all DR service tiers and improve ity for Production data center op	ed erations.	
Facility	Tier 2+ classification for alternate data center	Investment leveraged for all DR service tiers and support for remote expandability of DC2			



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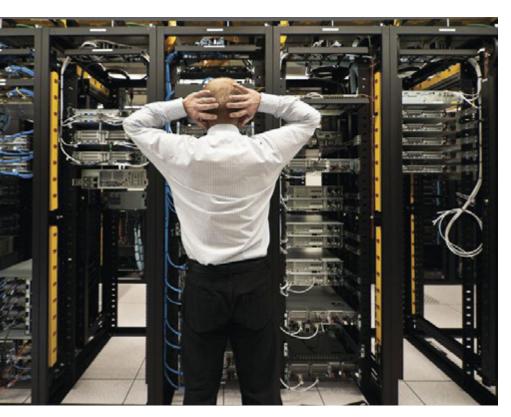
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The Anatomy of a Disaster

(and how to prevent one)

BY ROSS CLURMAN



The word disaster should not be thought of as literal in the term "Disaster Recovery Planning," but instead as more of a generic term for "downtime." And, no business owner likes downtime, because time lost usually translates to money lost.

So, when planning for disasters (or downtime), it is important to understand the stages of a disaster and how each relates to your overall prevention strategy.

Disaster Scenarios

There are two scenarios in which "disasters" occur. There are planned disasters and unplanned disasters.

Planned disasters include server maintenance, upgrades, system tests, etc. In the case of a planned disaster, your data is (hopefully) backed up and you have the staff in place to address any issues that may arise.

In most cases, planned disasters are simply categorized as downtime and can be recovered from without problems – if you are prepared.

Unplanned disasters include natural disasters, power outages, bugs, and human errors — someone spills their coffee on the server rack, powers down the wrong server, etc.

Unplanned disasters can cause data loss, extensive downtime, and can be very disruptive to your business and your end users. They also tend to happen at the most inconvenient times possible, further compounding the frustration surrounding the event.

Four Stages

In either case, there are four identifiable stages that take place, and if your business relies on functioning Tier 1 applications, it is important to understand the characteristics of each stage. Knowing these characteristics will in turn enable you to understand how to effectively deal with issues that arise and how to plan for (and prevent) disasters.

STAGE 1 - A PROBLEM OCCURS

The power fails. The application unexpectedly quits. The network goes down. Regardless of the problem, this is how a disaster starts. Your DR solution should monitor the following:

- Hardware and power failures
- Operating system performance
- Application configuration and stability
- Network congestion and isolation
- Data availability, access, and corruption

In addition to monitoring them, you should be able to set tolerance levels and define the key performance indicators (KPIs) for each of these areas.

STAGE 2 – YOU (OR YOUR END USERS) REALIZE THERE IS A PROBLEM

Email is hanging. Your database is not accepting write commands. In many cases, this is the longest stage of a disas-

ter and can be the most disruptive if your customers, or end users, experience any downtime.

For that reason, it is also important that you are automatically notified of issues. If not, your users are likely to notify you, and they can be slightly more abrasive.

The best DR solutions don't simply rely on email as a notification system, because an email won't reach the recipient if your network is down. Some systems can send a page and/or SMS notification, in addition to an email.

STAGE 3 – DETERMINING THE COURSE OF ACTION

Now that a problem has occurred, and you are aware (either by an angry voice, or an automatic notification), you must now determine how to address it. Due to the varying nature of disasters and unlimited number of solutions, it is impossible to say which solution is right for your organization. Some things your organization should know prior to determining the appropriate course of action:

- The cost not only in terms of time, but how that time converts into dollars
- The steps to implement and how long it will take
- The benefits of one method versus another
- The alternatives if there is a better, more permanent solution which can be implemented

Don't spend too long determining a solution, because every second counts (and costs you money).

STAGE 4 – FAILOVER AND RECOVERY OCCURS

The fourth and final stage of a disaster involves implementing the solution. This stage is the home stretch, but depending on the disaster, may be as taxing as the prior three.

It may involve enabling an emergency power supply, replacing a network switch, loading a set of backed up data or rebuilding an entire server farm.

Depending on the disaster, and the solution used to recover, you may still have work to do. Some disaster recovery involves failing over to a secondary or remote server. Be sure to accommodate

SIX COMMON OVERSIGHTS OF DR PLANS

- Don't underestimate the smaller disasters. Organizations often plan for earthquakes, floods and fires, but rarely plan on application failures and server outages, which are just as damaging as natural disasters and occur far more often.
- In an active/active scenario, one server should have the capacity to handle both loads. If both servers are running at 50% capacity, that's too much because that means one would run at 100%.
- Go beyond basic OS and hardware monitoring and data replication. These DR solutions cannot detect data corruption, application bugs or decreases in performance.
- Monitor your backup servers as closely as you monitor your active servers. This is especially important for physical and virtual machines that can go down more often than failing over to the cloud.
- Regularly test your DR solution and update the documentation needed to perform a failover (and fail back) as your business grows, networks are updated and requirements change.
- Your failover server should be as good, or better than, your production server. In terms of storage capacity, hardware, software and security a disaster can be exponentially compounded by degraded performance and security breaches.

the process of getting back to the primary site in your recovery plan.

Your DR solution should proactively monitor KPIs and allow you to set the tolerance levels. In addition, you should be able to perform a manual failover and failback with relatively the same amount of effort — one should not be more taxing on your system and staff.

Your solution should reduce the amount of work required to recover from a disaster. This could include automatically updating internal DNS to reroute users to the "new" production servers, logging the exact point of failure so the amount of data lost can be determined, and even something as simple as notifying users that there was

an outage, and that they may experience slower load times and degraded performance as repairs are made.

Whatever the solution – make sure you fully understand the anatomy of the disaster, so you can prevent future occurrences. Disaster recovery is never a perfect science, so review what went well and what didn't so that you're better prepared for the next disaster.

ABOUT THE AUTHOR

Ross works with Neverfail to better align the product strategy of their award-winning suite of DR, high/continuous availability, and migration assistance software solutions. For more information, you can reach Ross via email rclurman@neverfailgroup.com or by telephone [512] 327-5777. www.neverfailgroup.com



BY KEVIN BEAVER



Incident response – the art and science of responding to computer and network security breaches – is an often overlooked component of business continuity. For whatever reasons, the procedures associated with handling network intrusions and insider shenanigans are often put aside until the you-know-what hits the fan. In the relatively small number of enterprises I come across that do have a viable incident response plan, it's often not properly integrated with the business continuity function.

When performing my security assessments, I've seen some interesting gaps in information risk management programs. One of the most common gaps is the assumption that a business continuity plan that deals with the physical side of IT is sufficient. It's simply not true. You've got to be prepared to address security incidents across the board from your network infrastructure to your servers, databases, applications and mobile devices – really any system or device that can lead to an information security incident.

WHAT MAKES FOR A GOOD INCIDENT RESPONSE PLAN?

The following is a great starting point:

- Overview that outlines the goals, scope and assumptions
- Roles and Responsibilities outlining who does what including executive sponsor, media relations and technical roles
- Incidents Requiring Action outlining when the plan should be put into motion
- Current Network Infrastructure diagram and supporting documentation
- Existing Security Safeguards that are providing protection and can assist with detection and prevention
- Detection, Investigation and Containment procedures for responding to the incident
- Eradication, Cleanup and Recovery procedures for getting the affected systems back up and running
- Follow-Up for reporting and documenting lessons learned
- Call List so you can quickly contact the people and vendors to get involved outside of your traditional business continuity team
- Training and Awareness for IT staff and end users
- Testing procedures
- Revisions to the plan to ensure it's kept current and keeping track of who did what

Security incidents show up in the headlines and breach statistics databases such as the Chronology of Data Breaches (www.privacyrights.org) on a seemingly daily basis. Imagine if you simply spent a bit of time up front putting together some incident response procedures so you can respond to issues that arise in a professional and methodical manner? Interestingly that's all it takes. I'd venture to guess many of the businesses who've been on the receiving end of these breaches wish they had put a better flight plan in place beforehand.

At their core, security incidents are made up of three components:

- A stimulus (i.e. an external hacker or malicious insider)
- An outcome (i.e. a vulnerability being exploited)
- A consequence (i.e. the exposure of sensitive business data)

Some of the significant issues are:

 Phishing attacks and related malware outbreaks that create network infections

- Weak passwords that lead to unauthorized access
- Lost or stolen laptops and smartphones without encryption or passwords

All of these incidents can be carried out by an external attacker or rogue insider with very few resources required of them. Keeping incident response out of the business continuity loop can compound these problems ten-fold. In other words, if you don't consider incident response as part of your overall business continuity program, and an incident occurs, then you'll no doubt get hit with some unexpected incident response and investigation costs.

The priority is to make sure you've fully documented your environment and you're keeping all the proper systems on your radar for incident monitoring. Next, do what you can to ensure your business has a reasonable set of incident response procedures so that the what, when, where, why and how of security incidents are properly covered.

These things can happen on your own LAN or they can happen in the cloud. Think long term about how you're going to respond. Gain control of incident response and make sure you're doing it well. As the saying goes "good enough" hardly ever is.

ABOUT THE AUTHOR:

Kevin Beaver is an information security consultant, expert witness, and professional speaker with Atlanta-based Principle Logic, LLC. With over 23 years of experience in the industry, Kevin specializes in performing independent security assessments revolving around information risk management. He has authored/co-authored 10 books on information security including the best selling Hacking For Dummies. Kevin can be reached at www.principlelogic.com and you can follow in on Twitter at @kevinbeaver and connect to him on LinkedIn at www.linkedin.com/in/kevinbeaver.

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The Importance of Cyber Security Within Your Organization

BY TED BROWN

You know that Cyber
Security is an important
Business Continuity
Planning (BCP)/COOP
issue, but like everything
else in the BCP/COOP
world, unless you get
buy-in across the board,
Cyber Security policies
and procedures will be
ignored.

So the purpose of this article is to prepare you to articulate the importance of Cyber Security, to gain allies to implement procedures, and to justify the value of a Cyber Security Audit. After all, Cyber Security concerns more than the Information Technology (IT) and BCP/COOP departments.

As the world becomes increasingly interconnected, Business Continuity/ COOP professionals must pay more attention to the security of their organization's connections. It seems like every week there are new headlines about hackers bringing an organization to its knees. The stolen funds, bad publicity, and embarrassing revelations are front page news. How can you protect your organization from these issues? The best protection is to implement plans and procedures. And the best way to demonstrate the needs for those procedures is to perform a Cyber Security audit and implement the resulting recommendations.



Cyber Security Audit

A Cyber Security audit can be performed internally, but it is almost impossible to effectively audit yourself. Sending a clear Request For Proposal (RFP) to potential audit suppliers will move the process forward quickly.

An outside cyber security audit RFP should cover the following areas:

- Your organization your IT infrastructure, basic organization details, etc.
- The RFP process selection criteria, timeline, submission guidelines, supplier qualifications (especially independent certifications)

- Scope
 - An independent external scan and vulnerability assessment (penetration testing) at the beginning of the engagement
 - Additional external scan and vulnerability assessment after remediation
 - Inventory of Devices both authorized and unauthorized. Organizations have numerous servers, routers, switches, wireless devices, modems, firewalls and other devices that can be utilized by hackers. First you need to know what you have, then you need to update all systems to best practices, and finally you need to ensure best practices are performed into the future.
 - Inventory of Software both authorized and unauthorized. Software concerns are similar to device concerns
 - Verification of best practices for secure configurations of laptops, workstations, and mobile devices.
 - Internal security software assessment— you have purchased anti-virus, anti-malware, and other software for protection. Are they functioning correctly?
 - Assess if your current data backup and recovery policies allow you to recover from a major breech
 - Assess administrative privilege controls
 - Assess your incident response capability
- Deliverables type of reports, discussions, training, remediation details, etc.
- Standard Terms and Conditions including non-disclosure

Work with your IT department to ensure that implementing the resulting recommendations will make your organization more secure. Like most criminals, hackers look for easy targets. If your organization has easy to exploit security issues, hackers will dive right in. If your organization implements the resulting recommendations, hackers will become frustrated and move on to the next easy mark.

A subset of a Cyber Security audit is a Payment Card Industry (PCI) audit. PCI audits are required for organizations that process credit card transactions. A Cyber Security audit does not replace a PCI audit and a PCI audit does not replace a Cyber Security audit. Failing a PCI audit can result in revocation of your merchant account and/or fines starting at \$5,000 a month. Worst case is a data breech with fines starting at \$182 per data record. If you process credit card transactions, you need both a Cyber Security audit and a PCI audit.

Developing Cyber Security Plans and Procedures Allies

Educate the decision makers – the lack of Cyber Security often has serious consequences.

A new report from the Privacy Rights Clearinghouse (PRC) notes 535 breaches during 2011, involving 30.4 million sensitive records. But that's a conservative estimate, since not all data breaches see the light of day. "Because many states do not require companies to report data breaches to a central clearinghouse, data breaches occur that we never hear about," said PRC director Beth Givens.

In addition to theft of organization funds, data breeches have HIPAA, SOX, credit card, privacy, and public relations issues. A data breech can quickly add up to millions in regulatory fines. You will usually find that Cloud suppliers take no responsibility for data breeches. Even if regulated data is not disclosed, a large data breech usually results in large additional costs and loss of customers.

Recruiting Allies

Other departments within the organization also have Cyber Security concerns. Below is a partial list of departments who may be interested in becoming allies on the Cyber Security issue:

- Information Technology This department may see Cyber Security as only an IT issue. They may welcome the support of additional departments and would be willing to be the lead department during the implementation. You must engage with this department since they will be needed to implement many of the resulting recommendations.
- Finance is one of the main beneficiaries of a Cyber Security audit.

- Engage them by talking about how a Cyber Security audit is insurance that protects the organization's assets and improves SOX compliance.
- Security Not all breaches are about money or data. Sometimes breaches are about creating access to the organization's facilities or threatening employees.
- Legal and Compliance Approach this department with SLA, contract, and other legal exposures and they should be willing to assist.
- Sales and Marketing Discuss the public relations fiasco they will have to deal with during a data breach and they should come on board.
- Customer Service Ask them what kind of call volume they would expect once a data breach became public knowledge. You need to have a reliable estimate and the question will open their eyes.
- Human Resources HIPAA compliance and possible threats to employees may motivate HR to become an ally.

Conclusion

A Cyber Security audit is a great investment and improves your BCP/COOP. It works best when you have the support of several internal departments, especially IT. The cost to perform a Cyber Security audit, at a single location organization, conducted by an outside firm, can be as low as several thousand dollars. But, it's of no value if IT and the rest of the organization won't implement the recommendations. We hope the techniques above will help your organization to have a better BCP/COOP and avoid a Cyber attack.

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GVF (Global VSAT Forum)

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GVF is the international, non-profit association of the satellite communications sector. GVF promotes discussion between members and their user communities through workshops, symposiums, publications and e-media. GVF offers interactive, animated on-line, industry recognized satellite communications courses, including a global VSAT Installer Certification program. For more information visit http://gvf.coursehost.com/



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SATELLITES AND DISASTER RESPONSE

From Japan Security Watch: Japan's Earthquake Revealed Key Satellite Gaps

When Japan's earthquake struck, Japan's wired and wireless communications were quickly knocked out as the telecommunications infrastructure in the impacted zone collapsed. While much has been said about the importance of wireless social networking in such dire circumstances, the reality is that Japan's emergency communications grid soon proved to be inadequate.

Elements of the U.S. military also found themselves cut off and scrambling to restore their communications links - doing so at a time when the U.S. Department of Defense is spending billions of dollars on new, high-bandwidth satellite links in the Asia - Pacific region and elsewhere.

From Japan Security Watch: Japanese Satellites Performed Perfectly, but Once the Ground Stopped Shaking...

The Government of Japan's Nuclear Emergency Response Headquarters has released its findings entitled, "Report of Japanese Government to the IAEA Ministerial Conference on Nuclear Safety - The Accident at TEPCO's Fukushima Nuclear Power Stations".

While the report is geared for a specific technical audience, it has revealed that the Japanese government may have stumbled into a satellite black hole. This admission that the Japanese government and disaster response personnel in particular soon found themselves overwhelmed and cut off - a situation that applied to upper level incident managers in Tokyo as well as personnel in the field - represents an important step as the Japanese government assesses the strengths and weaknesses of its emergency communications grid.

From Newswise: Virtual Communities Tap Satellite Technologies for Disaster Response

Matching the power of satellite technology to disaster risk reduction and emergency response here on earth is the subject of a new publication issued by the United Nations Office for Outer Space Affairs' Space-based Information for Disaster Management and Emergency Response (UN-SPIDER).

The report - Space-based Information for Crowdsource Mapping - Report of the Secretariat - stems from expert meetings that individually engaged the talents of over 80 experts and practitioners from over 20 countries.

From ESA: Satellites to Strengthen UK Disaster Response

An IAP feasibility study has been recently started on 'Integrating Space Assets for UK Civil Resilience'. The study aims at defining a space-based service for UK civil emergencies. The UK civil resilience community is tasked with responding to and recovering from UK disasters and emergencies. The study's main focus will be flood scenarios due to the

of thousands of homes losing power or water. From www.army.mil: U.S. Army Provides Mobile Satellite Communications for Disaster Response

Sometimes the enemy isn't an insurgency - it's a storm surge. Just ask Col. Quill Ferguson. "When you enter into a crisis situation, normally one of the first things to go is your communications," said Col. Ferguson, G6 for U.S. Army North, which frequently responds to natural disasters. "Having a satellitebased network allows you to bridge some of that infrastructure damage that you normally get, whether it's an earthquake, a hurricane or another man-made or natural event."

In the years since Hurricane Katrina exposed dangerous information gaps between various government responders, the Army has developed high-tech capabilities that enable rapid, inter-agency communications during an emergency. One of those systems, the Joint Incident Site Communications Capability, or JISCC, has been deployed in response to wildfires in California, the earthquake in Haiti and other disaster areas.

FROM SAFECOM

10-Year Anniversary of 9/11 Working Group:

SAFECOM is an emergency communications program of the Department of Homeland Security's Office of Emergency Communications (OEC). SAFECOM and OEC work together to host a number of working groups. Currently the 10-Year Anniversary of 9/11 Working Group is underway. The purpose of the 10-Year Anniversary of 9/11 Working Group is to partner with OEC in reflecting on the accomplishments made in improving emergency communications. To honor efforts and highlight the advancements made in interoperable communications, the working group is working on the following project: "The Public Safety Interoperability Timeline".

The purpose of the "Public Safety Interoperability Timeline" is to capture and illustrate the thousands of meaningful milestones state, local, and tribal emergency response stakeholders have worked diligently to achieve. Members of the public, press, congressional staff, etc. can access "The Public Safety Interoperability Timeline" to get a glimpse into the reality of strengthening interoperability. Stakeholders are encouraged to visit this timeline to document their efforts.

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The Disaster Preparedness Satellite Registry

BY DAVE HARTSHORN. Coordinated by GVF in Conjunction with the International Satellite Communications Industry



earthquakes, and from tsunamis to volcanic eruptions, the brutal calculus of cost - whether it's measured in financial terms or in human lives is being mitigated through new collaborative efforts of stakeholders in the public and private sectors. This is particularly evident in the way that wireless, fiber and other satelliteenabled information & communication technology (ICT) solutions are being applied by the United Nations' aid agencies, non-government organizations (NGOs), host-nation governments, military, and the private sector to address mission-critical disaster preparedness and long-term development requirements.

From hurricanes to

CLO

However, a persistent challenge that has severely inhibited the public and private sectors' efforts is the need for "pre-positioning" of ICT solutions that are local to the disaster zone and can be quickly used to support a disaster response effort. Further, how to link those same pre-positioned systems so they can not only be used for disaster response, but also repurposed after the disaster relief effort to achieve medium and long-term development objectives has not been realized at a satisfactory level.

Indeed, major challenges have thwarted a comprehensive global program designed to provide a pre-positioned solution. Not least among those challenges is the difficulty for any organization to cost-justify investment in communications systems that are pre-positioned and which are either unused or under-utilized until a disaster occurs. This investment challenge is considerable in one region of a single country; it is overwhelming when considering a global pre-positioning solution.

Added to the cost-justification hurdle are other significant obstacles: Pre-positioned systems need to be maintained, which involves further expense. Often, licenses must be secured and kept current. Having locally trained technicians identified and available to deploy and/ or operate the systems and services is essential and comes at a further cost. And for the most part, disaster-response stakeholders often do not have an ICT approach that addresses the more robust on-the-ground collective solution that can also be transitioned into a medium and longer term infrastructure with scale capabilities - or that can eventually be transitioned into a permanent, locally-operated, commercial enterprise.

The following proposal is a solution that can be applied to address each of these challenges throughout a significant portion of the world; the first phase can be implemented with nearly immediate effect.

The GVF Disaster Preparedness Satellite Registry

GVF (Global VSAT Forum) is the global non-profit association of the satellite industry. Among its approximately 230 Member companies are all of the world's major satellite-bandwidth suppliers and

KEY ADVANTAGES OF THE GVF REGISTRY

- Immediate Access to Global Infrastructure: The systems, services and other resources are already "pre-positioned" in hundreds of thousands of locations in every major world region.
- Existing Linkage with Development: The systems and services are, in many cases, already instrumental in promoting local development through the enterprise and social applications that they routinely support.
- Local Participation: The systems, services and other resources are often maintained and operated by local companies, which could be involved in response efforts but which are often unknown to first responders.
- Immediate Access to Qualified Technicians: GVF already has a public database that could be linked to the GVF Registry and which already includes hundreds of Certified VSAT Installers throughout the world, who can be contacted directly to support disaster response satcom deployments.
- Repurposing for Development: Once applied, the Registry's resources can be
 more closely coordinated not only for preparedness and first-responder efforts,
 but also for medium- and long-term development. These options increasingly
 include "leave-behind" infrastructure for local partners, which can use the solutions to jump-start host-nation ICT infrastructure recovery and reconstruction
 and provide commercial opportunities to seed economic revitalization through
 ICT infrastructure development.
- Rapid Online Implementation: The online GVF Disaster Preparedness Satellite
 Registry can begin to be made available globally within a short timeframe (2-3
 months), with the first phase consisting of a new search designation in the GVF
 Member Directory, entitled "GVF Disaster-Preparedness Registry".
- Coordination: GVF already has partnerships with NGOs, UN aid agencies and other stakeholder groups that would be welcome to utilize the resource.

satellite equipment manufacturers, as well as many local and international connectivity providers. Collectively, these companies and their customers and contractors supply, install, maintain and operate more than one million earth stations located throughout the world.

These systems and services are currently being maintained and operated "sustainably", which is to say that their use enables their owners to generate enough funds to keep the local operation running and, in most cases, to earn a profit. This profit enables further expansion of the networks to other locations throughout the world and strengthens development. Many of these systems and services are being used to support applications that are essential to development,

including banking and financial services, agriculture, health, education, oil, gas & mining operations, mobile communications, fibre and other terrestrial last-mile extension, and much more.

Inherent in this existing value chain is a powerful solution to address the prepositioning challenge. GVF proposes to create an online registry in which all GVF Members will be invited to voluntarily identify their systems, services, and other resources that are currently operational and can be repurposed for use if/when necessary to support disaster-relief efforts. The Registry will include the asset location and contact details.

When a disaster occurs, UN, NGO and governmental disaster-response stakeholders will be able to access the continued on page 102



GVF Registry for free and use it to identify systems and services that are available locally to help support disaster response efforts. The terms and conditions pertaining to the use of the solutions are subject to agreement between the responder and the supplier.

The resources that could be included in the GVF Registry include a vast array of not only fixed and mobile satellite-based solutions, but also include all terrestrial systems that are applied by GVF Member companies in tandem with satellite communications, e.g. GSM, WiFi, WiMAX, fiber optic cable, pico and femtocells, and more.

ABOUT THE AUTHOR

David Hartshorn is Secretary General of the Global VSAT Forum (GVF), a non-profit industry association created to educate governments and enterprises about satellite communications worldwide. He can be reached at David.Hartshorn@gvf.org or www.gvf.org.

TELECOM & SATCOM NUGGETS

RESEARCH AND REPORTS FROM THE CDAD NETWORK

The Communicating with Disaster Affected Communities (CDAC) Network is a unique cross-sector initiative that brings together leading humanitarian and media development agencies alongside technology providers in a new collaboration that recognizes information and two-way communication as key humanitarian deliverables.

Policy Briefing: Still Left in the Dark?

In 2008, a BBC World Service Trust policy briefing argued that people affected by earthquakes, floods or other emergencies often lacked the information they needed to survive and that this only added to their stress and anxiety. Left in the Dark: the unmet need for information in humanitarian emergencies maintained that humanitarian agencies were increasingly effective and coordinated in getting food, water, shelter and medical help to people affected by disasters, but were neglecting the need to get often life-saving information to them.

Deepening Participation and Improving Aid Effectiveness through Media and ICTs

The Swiss Agency for Development and Cooperation (SDC) has reviewed project reports, study program evaluations and meta-evaluations. in order to distil lessons learned on how Information Communications Technology (ICT) can really help to improve development cooperation programs and more particularly to enhance voice and accountability programs.

Media. Information Systems and Communities: Lessons from Haiti

On January 12, 2010, a violent earthquake shook the impoverished island of Haiti. As with most other natural disasters, the international community pledged to support rescue and relief efforts. But the Haiti earthquake also marked the beginning of a new culture in disaster relief. Occurring several years into a revolution in communications technology, the event attracted legions of media specialists bearing new digital tools to help.

When Information Saves Lives: 2011 Annual Report - Internews

News spreads quickly around the world in the immediate aftermath of a crisis. Details, videos, and testimonials circulate on the web and via media outlets within seconds of a natural disaster or the outbreak of violence.

Let Them Speak: Best Practice and Lessons Learned in Haiti

New report published by infoasaid captures practical case studies and best practice in communications with affected communities during the 2010 responses in Haiti.

Communication Helps for the NGOs

A lack of communication is a barrier for grassroots non-governmental organizations working in developing countries. FrontlineSMS free software is a text messaging system leveraging basic tools available to most NGOs - computers and mobile phones.

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to link to the above communications research and reports. www.GUIDErequest.com/TCSC

Satellite Providers

Cobham Antenna Systems – TracStar Products

Cobham Antenna Systems -TracStar Products provides Critical Communication Solutions for use when traditional communication systems have failed or are unavailable. Our In-Motion. two-way broadband VSAT system provides video, voice and data communications On-the-Move, while more traditional On-the-Pause systems such as vehiclemount and fly-away antenna systems provide communication base points for establishing contact for large infrastructure needs. Offering back-pack antenna systems including the LVT family, we provide portable light weight solutions for use anywhere in the world. With solutions including ancillary equipment for VoIP, RoIP, Fax, Video and Data, our systems are customized to individual requirements.



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Phone System Business Continuity

BY GREG BRASHIER

Just like computers, phone systems can have backups that can take over in case of failure or disaster. A phone system is built around a Private Branch Exchange (PBX), which routes calls to individual phones in your company. A PBX is typically a hardware switch for phone lines. It connects callers to a specific extension or department based on input from the caller or a company operator. For PBX business continuity you should have a standby PBX switch ready to take over if the primary system fails.

Some Like it Hot

Business continuity demands a backup solution that is ready and able to take over the instant the primary fails. In PBX continuity, you'll want a "hot" standby system – one that is up and running and can be switched to at any time, rather than a backup that needs to be turned on and wired up to work. You'll also want the system to allow both automatic and manual fail-over, giving you control when you want it, but minimizing downtime during an unexpected event. Most toll-free and some local phone services allow Direct Termination Overflow (DTO) to automatically switch traffic to the standby PBX if the main system can't be reached.

Make it Remote

If your standby system is in the same location as your primary, a single event, or even a simple power failure, can take down both systems at once. A strong logical choice, then, would be to put your backup system in a different location from the primary you're trying to protect. If the primary system is affected by a storm, a power outage, or a building lockout, having a remotely located backup can keep you connected.

But Where Do the Calls Go?

If your PBX system is dead or inaccessible, the phones attached to it are probably unavailable, too. So a good backup solution must include the ability to route calls to alternate phones, such as cellular phones, branch offices, or employees' home phone lines. Think of where your employees can take calls if they can't get to their desks.

Mirror Mirror

When your standby system kicks in, you'll want to minimize caller confusion. Your backup PBX solution should be able to mirror your primary PBX. As much as possible, duplicate your existing phone menus and extension numbering. This way, callers can simply dial into the system normally, and they are less likely to hang up in frustration or get lost in the system.

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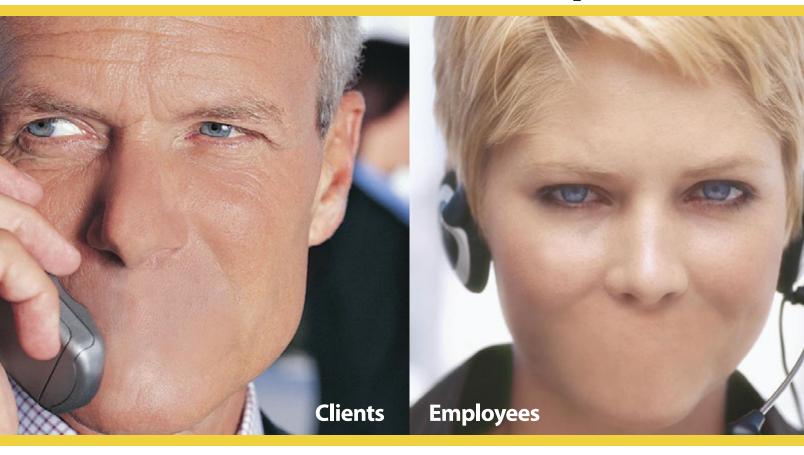
The cost for PBX Parachute depends on the number of user extensions in your system and can be as low as \$16 per year for each extension. That's less than 5 cents per day.

ABOUT THE AUTHOR

Greg Brashier. With 30 years of high-tech experience, and over 7 years at Virtual PBX, Mr. Brashier is a recognized hosted PBX expert. He currently serves as his company's CMO.

To learn more about PBX Parachute, call 888-825-0800 or send an email to info@virtualpbx.com

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UNDERSTANDING THE HAZARD: EARTHQUAKE RESOURCES

Earthquake Shake Damage

Earthquake ground-shaking can cause damage to inadequately anchored facility contents, especially tall, slender equipment that can easily overturn.

Fire Following Earthquake

Understand the devastating risk of fire in the wake of an earthquake and ways to control ignition sources and combustibles to minimize the risk.

Lack of Earthquake Bracing on Sprinkler Systems

Understand the potential of earthquake bracing for sprinkler systems to significantly reduce the risk of water damage and failure of protection for possible fires in an earthquake.

Lack of Seismic Gas Shutoff Valves

Housing flammable gas and/or ignitable liquid inside a building located in an active earthquake area creates a fire and explosion hazard. The risk posed by the presence of these fuels can be mitigated if flow is interrupted during an earthquake.

Earthquake Checklist

Helps you to quickly identify protective measures you can take both in preparing facilities and employees for an earthquake possibility and determining an effective response.

Protecting Your Facility from the Dangers of Earthquakes

Outlines the various origins of earthquake damage and actions you can take to minimize loss.

UNDERSTAND THE HAZARD: FLOOD RESOURCES

Understanding the Hazard: Flood

The key to preventing flood loss is understanding the exposure to your site and taking simple steps to protect it.

Flood Checklist

Here is an emergency checklist of actions to take when flood is imminent, and best steps to take after a flood has occurred.

Flood Emergency Response Plan

Step-by-step guide to creating a detailed FERP that meets each location's unique needs, as well as tips on how to review and update any existing FERPs.

UNDERSTAND THE HAZARD: FREEZE RESOURCES

Understanding the Hazard: Freeze

The what, why and risk loss potential explained in a four-page primer on freeze.

Freeze-Up Checklist

This detailed checklist gives actions to take both prior to freeze season and during the cold months.

Protecting Your Facilities from Winter Storms

This brochure details the hazards from all aspects of freeze, including structural collapse and freeze-ups, with proven preventative suggestions.

Protecting Your Pulp and Paper Mill from Winter Storms

Because of their high level of water use, pulp and paper mills have unique challenges in preventing freeze damage. Learn how to assess vulnerability and develop a contingency plan.

UNDERSTAND THE HAZARD: WINDSTORM RESOURCES

Understanding the Hazard: Wind from Tropical Storms

Identify the areas in a building that are most vulnerable to windrelated damage, with detailed recommendations on how to reduce the risk.

Protecting Roofing Systems against Windstorm Damage

Increase your ability to mitigate damage to roofs and roofing systems through greater understanding of the nature of wind and its destructive impact.

Protecting Your Facility against Major Windstorms

Understand wind characteristics, including speed, force and intensity. Includes loss prevention guidelines.

Wind Checklist

Detailed checklist of actions to help minimize property damage and business impact caused by severe windstorms and localized wind incidents.

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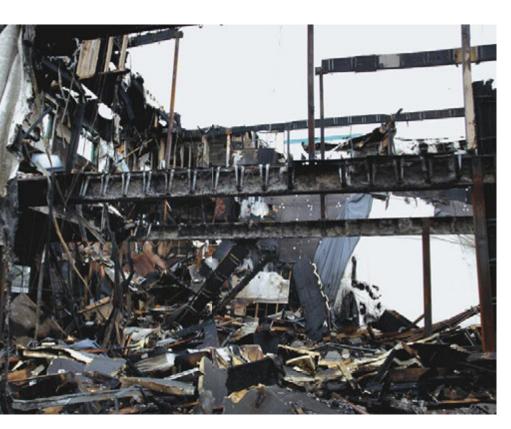


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What Will You Do When the Roof Falls In?

Protecting HQ and Other Critical Facilities

BY MARCIA KITTLER



Have you ever heard someone complain, "You sound like a broken record?" Broken records can be trying, especially when they apply to severe weather. And last year, our nation and region had plenty of broken records. And more may be on the way.

In fact, last July, the National Weather Service reported that Chicago set a new record for the wettest July in recorded history. The 11.15 inches of rain that fell in Chicago that month beat the 9.56-inch record set more than 120 years ago. The tornados of 2011 were the most deadly and destructive in decades, and this year a new season of massive storms has begun to steal lives and destroy properties.

Have the properties in your area been impacted? You bet. Will storms like this happen again and soon? You bet. It's not a matter of IF, but WHEN severe weather will impact your facilities. How can WE, as business continuity professionals, best protect our physical workspaces? Following are 5 steps that will help lead you to facility preparedness.

1. Know Your Business Requirements for Facilities

The January, 2011, blizzard that embarrassed Mayor Daley by stranding hundreds of motorists on Lake Shore Drive also closed Chicago public schools for the first time in 12 years. As 20.2 inches of snow fell in Chicago's thirdlargest winter storm on record, a large manufacturer with an office, factory and warehouse facility in northwest Chicago was activating its BC/DR plan to deal with a power outage. Responders busy protecting IT resources weren't paying much attention to the snow piling up outside. Soon, their dock area was clotted with large drifts. Overnight, compacted snow was plowed onto their property from neighboring driveways, and the sub-zero temperatures that followed the storm turned the mess into ice. Early the next morning, the facility manager found the ice impossible to move with the company's old snow blower. The dock was impenetrable.

This firm's business continuity team had failed to consider the impact that the dock and other lost facility resources could have on the business. During the two weeks it took to reopen the dock doors, the company lost thousands of dollars in revenues, disappointed customers, and took a hit to their reputation. What an opportunity to benefit from lessons learned!

Can you enhance your business continuity plan with facility-specific mitigations, RTOs and recovery strategies?

Just like any building, every contingency plan requires a sound foundation. Reliable recovery plans are founded on comprehensive risk assessments and impact analyses that establish prioritized recovery objectives in support of business requirements.

When facility assets are included in risk assessments and impact analyses, facility availability and recoverability are optimized. Such assessments and analyses require a sound understanding of the facility.

2. Know Your Facility

Reliable facility recovery plans are also founded on up-to-date inventories of the facility's features, assets and resources. There are many to consider. Behind those snowed-in dock doors, for instance, were the organization's staging areas - which are crucial to the company's shipping, receiving and handling functions. Recognizing the functional value of such facility elements (workspaces, storage, equipment, utilities, etc.) facilitates the development and execution of holistic recovery strategies that recognize the interdependence of all organizational resources - physical as well as virtual and human.

DESIGN

Recognizing the benefits of the facility's design is as valuable as identifying facility hazards and risk. For example, appropriate use of fire barriers and air handling (intake/exhaust louvers and filtration systems) can contain incidents and save lives.

Provisioning ready access to information about the structure promotes response and recovery successes. Maria Vergara, AVP of Business Continuity Management at RBS, shares her experience with the horrific 2004 LaSalle Bank headquarters fire. Because information about the structure was readily available to first responders, the fire department did not waste time considering whether to drill through the ceiling as part of the firefighting strategy.

"Our facilities team worked closely with the Chicago Fire Department before the disaster, and the building blueprints were already on file with the City before the incident. During the fire, the teams were well aware that drilling through the thick concrete floors would not work, and they had to plan their strategy around that," says Maria. "Working with your city to make sure current blueprints are on file and building a relationship with your

local emergency services are key. Also key would be for your security and facilities teams to have blueprints locked and stored, but easily accessible in the event of a disaster."

CONTENTS

The facility recovery plan will incorporate mechanical equipment protections and replacement priorities. Warranties, service schedules, and contact information for installers and maintenance providers should be included, as well as safety features noted (e.g., elevator recall capabilities and shut-off switches).

Identifying multiple, reliable sources and lead times for critical equipment and parts contributes to facility recovery success.

UTILITIES

What utility companies provide service to your facility? Training the facility team about the utility equipment, service entry points, and shut-offs for electricity, natural gas, water and sewage is a wise investment. Business requirements, examined closely, may identify the need for multiple points of entry, emergency sources or alternate suppliers.

Water supplies also require protection to provide for hygienic drinking, sanitation, fire suppression and engineered systems (e.g., cooling). Obtaining bottled drinking water may seem easy enough, but what are viable options for other water needs? For example, when a food manufacturing plant has insufficient water to satisfy its legal requirements (e.g., HACCP, USDA), facility relocation may be required.

Consider the circumstances of a major metropolitan hospital that lost its water supply when a water main unexpectedly ruptured. Maintaining the ability to regularly flush toilets became the recovery manager's top priority. Fortunately, her team was able to gather enough pails, carts and personnel to form a bucket brigade to another water main which city personnel tapped for the hospital. For four hours, the brigade passed water down elevators, across hallways, out doors, and along sidewalks. Surely every hospital has a water contingency plan in place. Might your organization need one too?

FIVE STEPS THAT LEAD TO FACILITY PREPAREDNESS

- 1 Know Your Business Requirements for Facilities.
- 2 Know Your Facility.
- Know Your Vulnerabilities.
- Know Your Resources and Opportunities.
- 5 Know Your Plan

POWER (Electric/Gas)

Power availability is an instrumental and fundamental element of most contingency plans. The comprehensive facility plan will consider storage tanks and lines, transformers, switchgear and circuit controls, along with reliable service contractors, generators, reserve supplies and spare parts.

3. Know Your Vulnerabilities

The threats, vulnerabilities and risks a particular facility is regularly exposed to are typically taken into account during a comprehensive risk analysis. What about additional risks that may present themselves during a disaster, e.g., when the facility boundaries have been compromised?

When the facility is surrounded by yellow tape, established relationships with first responders and proper credentials can help ensure the facility recovery team gains entry into the property. Well-timed, disaster-appropriate facility security services and access controls are effective mitigations.

HAZMAT

Facility recovery teams must be aware of the intermittent and frequent presence of hazardous materials in, on and near the property. Types, locations, quantities and reference numbers are most helpful, as is responder access to MSDS sheets, protective garb and other safety materials.

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4. Know Your Resources & Opportunities

The resources that can be employed to mitigate facility risk and promote facility recovery success are most effective when catalogued and kept handy. These resources might include, as appropriate:

Do you have contact information for your landlord's contractors written into your BC plan?

LANDLORDS/PROPERTY MANAGERS

Careful pre-incident reviews of leases and agreements help ensure that planned facility recovery roles and responsibilities appropriately dovetail with, and take full advantage of, contractual commitments for security, maintenance, restorative repairs, etc. Contact information for the landlord's contractors should be included

in the plan; in the event such support is needed when the landlord cannot be reached, using the landlord's contractors is an excellent choice.

EMERGENCY SERVICE PROVIDERS

Water/fire/mold remediation services are wonderful resources during times of disaster. Having formal relationships and agreements in place minimizes the risk that your organization will end up at the bottom of long waiting lists created by excessive demand. Several days after a recent storm, Mike Collins of J.C. Restoration (JCR) reported that more than \$5 million in storm remediation requests overwhelmed JCR's capacity to deliver within the narrow timeframes necessitated by flood cleanup. "We've referred almost \$2 million in our clients' work to restoration contractors who came from across the country to help JCR's clients and others in need," says Collins.

INTERIM SERVICE PROVIDERS

Anticipating temporary needs likely to arise during the interim between disaster response and restoration needs (e.g., waste disposal, enhanced security) enables proactive procurement of necessary temporary services.

NEIGHBORS

Not only are neighbors often the first responders on a disaster scene, they are often an instrumental source of assistance. Mutual aid agreements can benegotiated in advance to create reciprocity for utility services, work spaces, fixtures, and recovery aids and amenities.

INSURER/BROKER

Keeping insurance information safe and secure will help maximize insurance benefits and expedite claims. This information includes: policies and riders, coverage limits, deductibles, claims forms, filing information, and, of course, proof of ownership and value — also, make/model/serial number and cost information for facility assets.

ARCHITECTS/BUILDING ENGINEERS

The individuals who designed, constructed and remodeled buildings and other facility fixtures often prove to be a repository of indispensable recovery information and support.

5. Know Your Plans

It's time to get back to that broken record and point out the indispensible value of up-to-date contingency plans, trained teams, regular reviews and updates, and verified strategies for preparation, response, recovery and resumption. Ensuring plans are kept in alignment with ongoing facility risk assessments and impact analyses is vital. Critical vendors and suppliers should share contingency plans as well.

Lastly, applications are available that enable teammates and managers to obtain, share and manage accurate plan information, track expenses, share communications, report progress, and create audit trails.

ABOUT THE AUTHOR

Marcia Kittler, a certified business continuity professional and enterprise strategist, prepares organizations to survive ... and thrive ... through the implementation of holistic plans and policies that recognize resource interdependencies. Marcia may be reached at MK Business Solutions, Inc. via marcia@mkbusiness solutions.com or by telephone (773) 329-3907.

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SECURITY'S ROLE DURING CRISIS EVENTS

By Don Hagerty, CPP and Kenneth Otis, CBCP

During crisis events, trained security staff led by a seasoned security manager and supported by a well-equipped Security Operations Center (SOC) can be your "One-Stop" resource for local and regional offices to report emergencies, request incident support and initiate appropriate response actions.

The SOC staff will obtain all available reported details and relay those details to the security manager. As a core member of the corporate Crisis Management Team (CMT), the security manager understands the potential impact of emergencies, the appropriate response actions and required notifications.

This article will include local and regional event management roles and responsibilities as well as post incident investigation.

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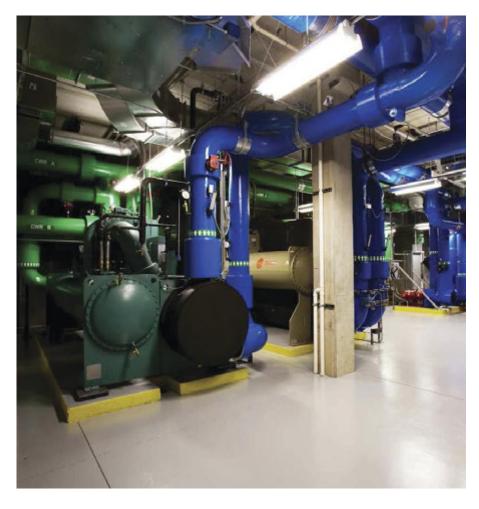
BC and Facilities Pros Working Towards Continuous Data Center Operation

BY DAVID BOSTON

Because of their highly visible role in the Information Technology hierarchy, Business Continuity professionals have a unique opportunity to help their Facilities Operations counterparts achieve long term continuous operation. Facilities related downtime events are increasingly rare, yet often result in extended downtime, because they can impact a significant portion of the operation.

A major interruption to data processing will cause much more than embarrassment for most organizations, particularly with today's level of public visibility. Has your organization adequately prepared your Facilities team to minimize this risk? A carefully implemented strategy will significantly enhance your chance of success.

Over the last fifteen years, the industry has quantified the importance of devoting considerable attention to a Facilities Operations Plan. Even though electrical and cooling system designs are



more robust than ever, typically allowing for system maintenance without a data center shutdown and often eliminating most single points of failure, these facility designs do not eliminate the risk of interruption.

Human error is consistently found to be the primary cause of facilities-related computer downtime events. As Robert McFarlane, principal and data center design expert at Shen Milsom and Wilke stated in the June, 2011 edition of Search Data Center.com: "Reputable studies have concluded that as much as

75% of downtime is the result of some sort of human error."

Creating and implementing a thorough plan for Facilities Operations is the best means to apply this knowledge and achieve optimal systems performance. Based on experience gained through more than 150 data center facilities consulting engagements and in managing the start-up of a critical data center facility, the author recommends the following strategy.

Staff Design

The design and structure of the department that operates the electrical, cooling, and fire detection/suppression systems in the data center is the first step. For example, a minimum of two trained individuals per shift on a continuous shift schedule are required to effectively intervene when a generator or cooling system fails to start automatically, regardless of facility size. This number not only helps ensure safety, it dramatically minimizes the chance of error, as long as one person reads the steps of a procedure and the other repeats each step aloud before carrying it out. Whether your computer room is 5,000 square feet in size or 150,000 square feet, if it has redundant electrical and cooling systems, a well trained continuous shift presence will enable you to avoid interruptions due to failed generator or cooling components. You will also recover much more quickly if an electrical system failure occurs.

Operating with two individuals or more on each shift also ensures each shift will be able to perform productive work, instead of simply serving as shift "watchmen." Counter-intuitively, employing two individuals per shift will actually show a cost savings compared to a single-person-per-shift plan, due to the elimination of some contracted work. A sample organization chart for this level of support follows.

Annual objectives for this group should include collective goals for consistent facilities systems uptime and successful/safe completion of all assigned preventive maintenance (PM) tasks and customer requests. Individual objectives should vary by position, allowing ownership of specific systems, tasks, and projects to be clear. The Facilities team should report to the internal organization that will ensure it receives the best ongoing communications, funding, and support in order to meet the data center's specific objectives. For many companies, this will mean the Information Technology organization; for some, the Finance department; for most others, the Real Estate group.

If your company can afford an interruption of computer operations due to Facilities
Operations
Manager

Administrative Assistant

Project Coordinator

(1) Shift Supervisor

Services Coordinator

(10) Shift Engineers

facilities system failures roughly once a year, the industry average, you should be able to operate with a substantially smaller Facilities staff. Be aware that operating without two individuals will increase the risk of error (one person will easily miss a step when following a procedure), increase the risk of injury, delay response time to an event, and render the shift(s) with only one person less productive. Ultimately, you will spend more for the same amount of work for functions such as cable installation, which will have to be contracted or performed only on a shift where you have two individuals present. There are many organizations operating with less than continuous shift Facilities Operations coverage, fewer than the optimal number of procedures, and minimal training. They must be willing to absorb the impact of an interruption to data processing when these choices permit one to occur.

New Facility Hiring Schedule

Most owners fail to hire the Facilities team early enough in the design/ construction process. Staff involvement in construction monitoring will pay off over the years you operate the new facility. For example, root cause analysis during a system failure will be greatly enhanced with detailed knowledge of system construction and configuration. This personal observation during construction can often make the difference between outage avoidance and the need to explain "what went wrong." If you are planning a new facility, several of your Facilities team members should be hired in time to participate in factory witness testing of equipment, as well as systems commissioning – once the equipment is installed at your new facility.

Procedures and Training

With a fully developed staff plan and a hiring schedule in place, your next objective should be defining site-specific procedures and training programs with detailed schedules. Just as airline pilots must be trained and certified on specific models of airplanes, data center facilities systems training must be customized to the unique systems configuration at each site. Many owners assume the general training provided by equipment manufacturers will enable the Facilities team to confidently operate infrastructure systems without error. Although critical facilities-experienced individuals should be sought as you make hiring decisions, they will need the benefit of procedures and training specific to the system configurations for which they will be responsible.

SAMPLE PROCEDURE

- 1. Find breaker control switch "GTA HVEA GEN. TIE BREAKER" in the bottom row of controls in Master Control Cubicle MC
- ☐ 2. Turn this control switch counterclockwise to the TRIP" position and then release



Depending on the complexity of your facilities systems configuration, the number of emergency response and system transfer procedures required will range from 50 - 200. If you have not contracted with your design engineer(s)

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or commissioning agent to develop these, an operations consultant should be engaged to develop, or assist one of your staff with developing the needed procedures before the building is completed. Regardless of who is responsible for development, procedures should be "tested" individually with Facilities staff members for clarity before they are finalized. The process to create and test procedures is normally a three to six month endeavor.

A clear, concise and consistent procedure format should be employed; one which includes a means to "check off" each step as it is completed. One team member must read aloud the desired step and the second individual must repeat back what they are about to do before proceeding (as a pilot and co-pilot would). Failure to follow this simple process is the cause of an alarming number of downtime events.

Training programs for your Facilities team should include:

• Initial testing of new procedures as they are developed

- Systems overviews provided by design engineers
- Manufacturers' provided training on individual systems/components installed and participation in integrated systems commissioning (when constructing a new facility)
- Repetitive site-specific training (monthly sessions)

Your Facilities group should manage and dictate the schedule for each of these training programs. Testing of procedures should be spread evenly among your Facilities staff, who will each be working with the person responsible for creating and refining the documents. Systems overview training should be presented to your team as a group, so that "how all the pieces fit together" is understood first. Completed procedures will serve as additional content.

Monthly site-specific training sessions should be developed by your Facilities team with a focus on which emergencies, typically system failures, they wish to be most prepared for. Emergency response procedures and systems overview documents will be the basis for these sessions.

SAMPLE TRAINING CALENDAR

JAN Generators, controls, & fuel systems

FEB Life safety and evacuation

MAR Cooling towers, chillers

APR UPS, UPS switchgear, batteries

MAY CRAHs, AHUs, VFDs. **VAVs**

JUN Fire detection & suppression

JUL Water treatment, heat exchangers

AUG BMS system

SEP Pumps, valves, motors

OCT MCCs, grounding, TVSS

NOV Power distribution, PDUs, RPPs

DEC EPMS system

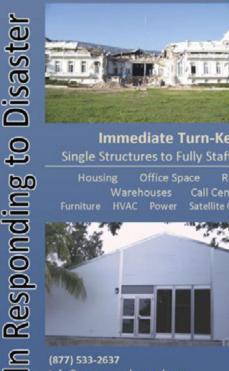
Individual "system experts," such as manufacturers' installation technicians, design engineers, service providers, and some of your own staff members should serve as initial trainers.

This program will provide an annual chance for your Facilities team to simulate the desired response when an emergency occurs. Similarly, system transfer procedures will be the basis for another form of training, as planned preventive maintenance activities are conducted throughout the year. Confidence instilled through practice will pay off. Without repetitive training, your Facilities staff will be trying to "land the plane" from only the memory of the initial training provided when construction was completed.

Preventive Maintenance

Successful data center Facilities teams adhere to a rigid schedule for planned maintenance tasks. Your Facilities group should follow a work schedule generated by an automated program, which has

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been customized by your group for your specific site. Maintenance intervals as recommended by each infrastructure system manufacturer should be compared to actual experience in the field (the experience of your Facilities staff members and those from comparable facilities you have benchmarked with). The automated program will permit you to plan PM events which require change management approval well in advance. Individual work orders should be input with enough detail that they may be printed and followed stepby-step during the PM activity. The automated system will generate a late report to the department manager when the scheduled PM date has passed without closing out the work order.

Additional Processes

In addition to a well implemented Facilities Operations strategy, every data center operation will benefit from carefully articulated control processes that apply to all who work in the facility. Business Continuity personnel should ensure their organizations have implemented the following policies:

- Specific data center work rules, which are thoroughly reviewed and signed by each individual before entering the facility the first time (and again annually)
- Limited access minimize those permitted unescorted access
- Shipping/receiving only on a planned basis – unscheduled deliveries turned away
- Computer hardware installation planned in advance by a team of IT and Facilities individuals
- Power and network cabling connections performed only by designated and trained individuals
- Team development
- Clearly defined IT and Facilities relationship, mutual expectations (or SLAs), shared incentives
- Defined Data Center Facilities and Office Facilities relationship (if other buildings on campus)

Summary

A data center facility will operate successfully if the Facilities team is provided management support, appropriate resources and site-specific systems experience. Effectively deploying this Facilities Operations strategy, and the additional recommended control processes, will provide for a much higher reliability potential over the life of the facility. With these practices in place, you may realistically achieve multiple years of continuous facilities systems availability — multi-million dollar savings when compared to the average operating experience in the critical data center industry. Business Continuity can play a significant role in facilitating the successful implementation of these practices by bringing them to the attention

of IT and Facilities management senior executives. These programs will only succeed with adequate funding and a full endorsement from the executive level.

ABOUT THE AUTHOR

David Boston was Facilities Manager for GTE Data Services for 10 years and has assisted data center management teams for 17 years as an industry consortium director and consultant. Currently, he assists clients with staffing strategies and the development and testing of comprehensive training and procedures programs. He may be contacted at [727] 595-3039 and dfboston@DavidBostonConsulting.com.



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How Thorough Is Your Evacuation Program?

BY DIANE GROSS



A thorough evacuation program can mean the difference between life and death. It is the first step to any life safety program. All occupants must know their role in an evacuation, and take it seriously. This article will review the key points for a safe and effective evacuation. Every facility should have trained Evacuation Teams with designated leaders or Floor Wardens for each floor or area, with an assistant or alternate assigned in case of absence. The Evacuation Team should consist of Sweep Teams, Stairwell and Elevator Monitors. Every Sweep Team should always be comprised of 2

members, known as the "buddy system." Pre-name the Floor Warden and alternate as part of the advanced planning process. The remaining designated Evacuation Team members will be assigned their specific team duty at the time of the evacuation, so you can be certain all positions are covered.

For example, an office building floor with 50 employees might, depending on the layout, require 10 Evacuation Team members: The Floor Warden and assistant, 2 Sweep Teams, 2 Elevator Monitors and 2 Stairwell Monitors. Therefore, it would be best to have 12 people trained in advance, to allow for 2 absences during an event. Of those 12 people, only the Floor Warden and assistant would be pre-named to their positions.

When an evacuation is initiated, all Evacuation Team members immediately meet at a pre-designated evacuation staging area on the floor, which is located away from building alarms and strobes. The Floor Warden will then

assign and deploy each of the teams, recording their names and positions.

Stairwell Monitors will oversee each stairwell for safety and to maintain order. An Elevator Monitor is assigned to each elevator to ensure that elevators are not used.

People are creatures of habit. They usually come and go through the same entrance/exit every day. During an emergency or disaster, the closest, safest exit is the way to evacuate. It is important to stay to one side of the stairwell, refrain from bringing any drinks and no talking on the phone!!

Occupants should meet outside at a pre-designated assembly area. It is best if the area is identified with signage, and it should be at least 300 feet away from the building. At this assembly area, pre-assigned Roll Takers should be accounting for the occupants, to determine the missing. Each Roll Taker should have a list of names in alphabetical order of the occupants that are

checking in. The missing names will then be identified and reported to the assigned person in charge of the building's life safety (i.e., Fire Safety Director, Building Coordinator etc.).

Sweep Teams are given a floor plan identifying their area of assignment. This team encourages all occupants to exit the building. The Sweep Team will assess every space that is unlocked (including restrooms and closets) to ensure it has been evacuated. Prior to opening a door, feel the door from bottom to top with an ungloved hand. Use the back of the hand feeling the handle last. If the door is warm, DO NOT OPEN! If the door is locked and cannot be opened, then bang on the door and shout, "the building is being evacuated, evacuate immediately." All doors are to be left closed. All areas swept are identified by placing an average size post-it (3x3), on the door.

continued on page 120

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COMMON MISTAKES MADE WHEN EVACUATING

- Pre-naming Evacuation Team member positions (i.e. Sweep, Stairwell and Elevator Monitors), prior to time of evacuation
- All Evacuation Team members NOT meeting at pre-designated evacuation staging area on floor to receive evacuation assignment
- NOT documenting Evacuation Team members names for accountability, when assigned and deployed

- NOT closing doors after sweep
- NOT checking restrooms and closets when sweeping
- Evacuation Team members NOT returning to evacuation staging area on floor for accountability after assigned duties are completed
- NOT having an accountability program outside of building for all occupants
- NOT having proper documentation forms to assist with accountability

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Once the sweep is complete, all Sweep Teams return to the Floor Warden and report any victim or damage findings. The Floor Warden and Sweep Teams then gather the Elevator and Stairwell Monitors and all team members exit the building together. Any findings need to be recorded and reported to the assigned person in charge of the building's life safety, Fire Safety Director/Building Coordinator, who in turn reports to any arriving authorities.

To assist in executing an effective evacuation program:

- Purchase two-way radios for Evacuation Team members.
- Identify occupant assembly areas and Evacuation Team staging areas.
- Identify and mark assembly and staging areas on site/floor maps.
- Develop a list of occupant names in alphabetical order (updated as needed), for each Roll Taker with a missing person's column.

Safety is always the number one priority. The above duties should only be carried out if safe to do so.

- Develop a quick reference guide of action steps for each Evacuation Team member's duties.
- Develop a team assignment document to track Evacuation Team member names.
- Identify manageable sweep areas on floor plans. Color-code each area so the Sweep Team has clear knowledge of their assignment.

- Develop a victim/damage report form for each Floor Warden to report any findings.
- Conduct annual Evacuation Team trainings and evacuation drills.

ABOUT THE AUTHOR

Diane Gross is the owner/President of Life Goes On Inc., located in southern California. She has developed, trained, executed and proctored evacuation plans and evacuations for over 20 years. She is a certified Los Angeles City Fire Department High Rise Life Safety Specialist. Diane has had experience with building structures of a wide variety, multi-building campuses, high-rise and lo-rise buildings and warehouses. She can be reached at safety@lifegoesoninc.com. Or for more information, visit www.lifegoesoninc.com

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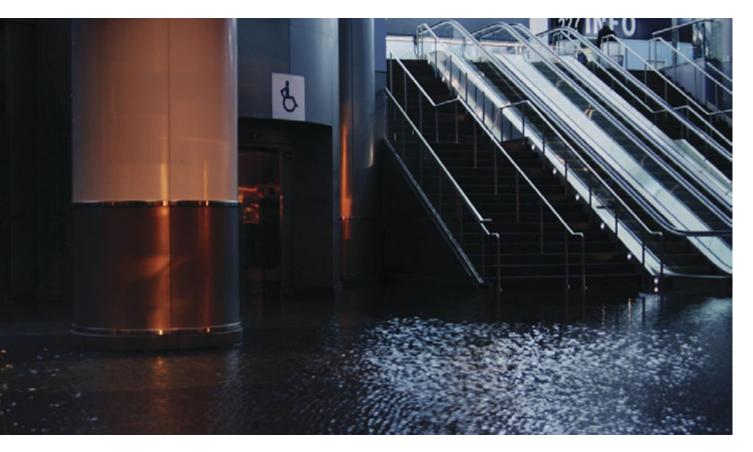
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Do You Have a Plan For Your Plan?

BY DAVID MISTICK



When a business suffers any downtime because of property damage suffered during a disaster, every second counts. Thousands of dollars can be lost every minute that a business is not operational. That is why it is important for every business to establish and frequently review a business survival plan.

Establishing a comprehensive plan for surviving a disaster tends to be more effective when completed collaboratively by all the stakeholders of the organization. It is also a process that a business should start long before a disaster has

actually occurred. That is because the process of securing first responders and a business recovering from a disaster will be much more effective and successful if the appropriate measures are put in place before anything has happened.

There are two principal sections when creating a business survival plan. The first is the business continuity plan which focuses on maintaining critical business systems. The second is the emergency response plan which protects the people and facilities with proactive responses to disasters.

Business Continuity Plan

The goal of a business continuity plan is to assist businesses in organizing the resources they will need to minimize the impacts of such events by reducing downtime, and associated financial impacts, while maintaining critical business operations.

BUSINESS CONTINUITY MANAGEMENT PROCESS

- Sets continuity planning as a critical project
- Establishes business continuity planning policy
- Identifies committee members
- Sets requirements for awareness and training
- Assures regulatory compliance
- Establishes guidelines for the protection of people, equipment, and property
- Provides the framework for disaster response
- Approves final plan documents
- Maintains and implements the plan

The business continuity plan focuses on people, critical business processes, services, suppliers, and vendors.

Emergency Response Plan

An emergency response plan lays out processes and procedures to deal with the immediate effects to a structure caused by a disaster. The purpose of an Emergency Response Plan is to provide a managed and coordinated response immediately to a property that has suffered physical damage.

PRIMARY OBJECTIVES

- Preventing injury
- Providing shelter
- Evacuating the premises

SECONDARY OBJECTIVES

- Mitigate the threat of emergency situations
- Control or terminate the emergency as quickly as possible
- Prevent a minor incident from escalating to major disaster
- Familiarize employees and staff members with procedures to follow in the event of an emergency
- Protect environment
- Protect company assets
- Determine unsafe or hazardous conditions
- Minimize impact to the business

A company's Emergency Response Plan reflects on a company's commitment to the safety and the interests of its staff, shareholders, clients, customers, and vendors.

Every business has a fundamental need for surviving and recovering

from a disaster. The responsibility to employees, shareholders, clients, and other parties with vested interest is clear. Minimizing the potential harm to people and minimizing downtime are paramount objectives. A collaborative business environment employing processes and procedures from business continuity planning and emergency response planning will provide a company with its best opportunity to meet these objectives.

ABOUT THE AUTHOR

David Mistick is currently the General Manager of DKI Commercial Solutions and has more than thirty years experience in real estate development, property management, construction, historic restoration and disaster recovery. For more than a decade his focus has been the field of disaster planning and recovery.

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NATIONAL EMERGENCY ALERT SYSTEM HAS GONE LIVE

Q&A FROM FEMA.GOV

1. What is the Commercial Mobile Alert System (CMAS) and Wireless Emergency Alerts (WEA)?

The Commercial Mobile Alert System (CMAS) is the system interface to the Wireless Emergency Alerts (WEA) service that wireless carriers are rolling out across the nation in 2012. CMAS is a partnership between FEMA, the Federal Communications Commission (FCC), and wireless carriers, to enhance public safety.

CMAS allows public safety authorities to use FEMA's IPAWS Open Platform for Emergency Networks (IPAWS-OPEN) to send geographically targeted, text-like Wireless Emergency Alerts to the public. WEAs will relay Presidential, AMBER, and Imminent Threat alerts to mobile phones using cell broadcast technology that will not get backlogged during times of emergency when wireless voice and data services are highly congested.

2. Who sends CMAS/WEA alerts?

Most CMAS/WEA alerts will be issued by NOAA's National Weather Service (NWS). The NWS can send weather-related alerts to any region in the country. CMAS will be used by the NWS only for the most imminent and severe weather conditions (e.g. tornado warnings).

Imminent Threat alerts may be issued by state and local officials who have completed a four-step application process and executed a Memorandum of Agreement with FEMA governing system security. Alerts must meet certain criteria that are established in the FCC rules to ensure that only the most urgent messages are sent over CMAS.

3. Who receives WEA messages?

IPAWS CMAS is operational now and all major cell carriers, as well as hundreds of smaller carriers, are participating in CMAS on a voluntary basis. As with all new cellular services, it will take time for upgrades in infrastructure, coverage, and handset technology to allow CMAS/WEA alerts to reach all cellular customers.

Customers of participating wireless carriers with CMAS/ WEA-capable phones will not need to sign up to receive the alerts and should automatically receive WEAs in the event of an emergency, if they are located in, or travel to the affected geographic area. Wireless customers are not charged for the delivery of Wireless Emergency Alerts.

4. What does a WEA look like on a mobile phone?

WEAs use a unique ring tone and vibration to signal that an alert has arrived. The unique vibration, which distinguishes the alert from a regular text message, is particularly helpful

to people with hearing or vision-related disabilities. Alerts will automatically "pop up" on the mobile device screen and will be limited to 90 characters.

WEAs will not preempt calls in progress. In addition, individuals will be able to opt-out of Imminent Threat or AMBER alerts. Individuals will not be able to opt-out of Presidential alerts.

5. What should I do if I get a WEA?

Due to the 90 character limit, alerts will contain only basic information. In most cases the alert will only indicate the type of event (e.g. tornado), the time until the alert expires, and recommended action. To get more specific information, the best response is to check other sources of information, including radio or television, to see if there is a corresponding Emergency Alert System (EAS) message with additional details and/or local news coverage of the event.

6. How does a CMAS/WEA alert reach a mobile device?

CMAS/WEA alerts are activated by authorized alerting authorities (generally, a local or State agency or the National Weather Service). The alerts are targeted to specific geographic areas, generally a county. If a CMAS/WEA-capable mobile device is physically located in that area, it will automatically receive and display the message.

7. Will wireless customers be charged for CMAS/WEA alerts?

Wireless customers will not be charged for the receipt of WEA messages. In addition, alerting authorities will not be charged by wireless carriers for distributing CMAS/WEA alerts.

8. Are WEAs the same as text messages?

No, WEA are not the same as text messages. WEA will not have to be opened like SMS text messages, but will "pop up" on the device's screen. WEAs avoid the congestion issues currently experienced by traditional SMS-PP alerting services, which translates into faster and more comprehensive delivery of messages during times of emergency

9. Will CMAS/WEA track a person's location?

No, CMAS/WEA will not track an individual's locations or personal data, as it uses SMS-CB, a broadcast (one-way) technology.

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U.S. COAST

Was 2011 the Costliest Year for Emergencies?

BY CLAIRE B. RUBIN AND JESSICA HUBBARD



A bronze statue located in front of St. John's Regional Medical Center in Joplin was bent approximately 10 degrees but remains erect after sustaining 200 mph winds. PhotoCourtesy of Jace Anderson/FEMA

Although most didn't dominate the national news for very long (the exceptions perhaps being the tornadoes in Tuscaloosa, Ala., and Joplin, Mo.), the cumulative effect of these events was substantial. One outcome was the greatly increased workload for public-sector emergency management personnel, the insurance industry and other segments of society. A second outcome was the cost, which was especially noticeable in a year filled with congressional arguments over the national debt ceiling and the source of supplemental funding for disaster relief.

The year was unusual both in terms of frequency of disasters and each event's high cost. In recent years, typically one or two large to catastrophic events have dominated the news – like 9/11, Hurricane Katrina in 2005 and the Gulf of Mexico oil spill in 2010. Whether 2011 with its multiple billion-dollar disasters is a trend is hard to tell, but professional emergency planners and managers should be prepared for that possibility.

The National Climatic Data Center at the National Oceanographic and Atmospheric Administration compiled data1, including total loss data, on the 12 billion-dollar disasters of 2011. The following information illustrates the historic nature of those disasters:

The **Groundhog Day blizzard** of Jan. 29 to Feb. 3 dumped one to two feet of snow across the Northeastern, mid-Atlantic, eastern and central states, resulting in 36 deaths. Total losses were more than \$1.8 billion.

During the Midwestern/Southeastern tornadoes of April 4-5, 46 tornadoes affecting 10 states caused nine deaths, more than \$2 billion in insured losses and exceeded \$2.8 billion in total losses.

The Southeastern/Midwestern tornadoes of April 8-11 included an estimated 59 tornadoes across nine states that were responsible for numerous injuries but no deaths, and more than \$2.2 billion in total losses.

On April 14-16, about 177 tornadoes across 10 states in the **Midwest/ Southeast** resulted in 38 deaths. While few of those tornadoes were considered



Ice forms around tree branches under sub-zero conditions. Most of Northern New Jersey was under an Ice Storm Warning. PhotoCourtesy of Louis Eswood/FEMA



Preliminary damage assessments begin in Snow Hill, North Carolina. Photo Courtesy of David Fine/FEMA

intense, they caused total losses greater than \$2 billion.

The **Southeast/Ohio Valley/Midwest tor- nadoes** of April 25-30 were responsible for more loss of life than any of the preceding tornadoes of 2011. An estimated 343 tornadoes across 13 states caused 321 deaths. Several major metropolitan

areas, including Chattanooga, Tenn.; and Tuscaloosa, Birmingham and Huntsville, Ala., were directly affected by several strong tornadoes, which were responsible for \$7.3 billion in insured losses and more than \$10 billion in total losses.

The Midwestern/Southeastern tornadoes of May 22-27 resulted in total losses

continued on page 130



The charred remains of a home is all that is left of a child care business in Bastrop County, TX after a fire swept through the area. Photo Courtesy of Patsy Lynch/FEMA



The pews are all that remain of the First Free Will Baptist Church of Smithville Mississippi following destructive tornadoes. FEMA is on hand to offer assistance, Howard Greenblatt/ FEMA



Greene County, North Carolina middle school suffers extreme damage during the deadly tornadoes and severe storms of April 16, 2011. Photo Courtesy of David Fine/FEMA



The lower floor of the historic Yazoo Mississippi Valley Railroad Station which is located in Vicksburg Mississippi, is submerged by the rising Mississippi River. Photo Courtesy of Howard Greenblatt/FEMA

greater than \$9.1 billion, more than \$6.5 billion of which were in insured losses. More than 180 tornadoes caused at least 177 deaths; 160 of those deaths were in Joplin, Mo., in what was the single deadliest tornado to strike in the U.S. since modern tornado record keeping began in 1950.

An estimated 81 tornadoes and severe weather struck the Midwest and Southeast on June 18-22; losses exceeded \$1.3 billion.

Spring through fall, drought, heat wave conditions and wildfires in the Southern Plains and Southwest affected Texas, New Mexico, Oklahoma, Arizona, southern Kansas, and western Louisiana and Arkansas. Direct losses to agriculture, cattle and structures totaled more than \$9 billion.

Mississippi River flooding during the spring and summer resulted from persistent rainfall (nearly 300 percent of normal precipitation) combined with melting snowpack. Economic losses were estimated at \$3 billion to \$4 billion.

Upper Midwest flooding in the summer resulted in five deaths and estimated losses in excess of \$2 billion. These floods were caused by the melting of an above-average snowpack across the northern Rocky Mountains combined with above-average precipitation

Hurricane Irene made landfall on Aug. 20 as a Category 1 hurricane over North Carolina. Over the next nine days, it moved north along the coast, bringing torrential rainfall and strong winds while causing flooding across the Northeast. Losses were more than \$7 billion; at least 45 deaths resulted from the storm.

Wildfires impacted Texas, New Mexico and Arizona during spring through fall, losses from which exceeded \$1 billion.

Likely the Costliest Year

The estimated economic damages from these events exceed \$45 billion as of press time, making it likely that 2011 will be the costliest year for insured losses since records have been kept. Given that 2011 was the first year of the 21st century's second decade, it's clear that those responsible for emergency management and disaster planning must anticipate the future in a bolder, more proactive way than they have in the past. The historic events of last year demonstrated some unusually destructive characteristics, attracted significant media attention, and laid bare numerous deficiencies in the plans, systems and processes used in all phases of emergency management.

A Potential Trend

We now have some perspective on disaster trends in the United States for the first decade of the 21st century. During this period, the nation experienced three major to catastrophic disasters, providing milestone events for each of the three categories usually used to characterize U.S. disasters:

- On Sept. 11, 2001, four terrorist attacks constituted the greatest manmade, intentional disaster that has ever occurred on the U.S. mainland.
- In September 2005, two natural disasters, hurricanes Katrina and Rita, caused the greatest damage seen in the United States to date in terms of area affected and impacts on people and property.
- In April 2010, the Gulf of Mexico oil spill resulted in the largest manmade, unintentional event ever to occur in the United States, with most of the damage affecting the Gulf Coast region.

The trend line for numbers of declared disasters has gone up steadily since 1988 (when presidents were given more authority in making declarations). This increase could be due to several factors most notably, weather patterns and the political climate. Additionally in recent decades, more people have been moving to high-risk areas - areas that have historically been prone to natural disasters, such as coastal environments.

Another contributing factor could be the disaster declaration funding formula. When the president makes a disaster declaration, FEMA becomes responsible for at least 75 percent of the recovery costs. It's possible that state and local responders are more aware of this today than they were in the past and are better at negotiating the process to receive



Flooded businesses in Bound Brook, New Jersey after Hurricane Irene swept through. Photo courtesy of Andrea Booher/FEMA

federal funds to assist in recovery. Additionally it could be noted that both Congress and the president are likely to try to avoid the mistakes made during the Hurricane Katrina response, and a disaster declaration is a key indicator that the federal government is aware of the magnitude and scope of the event and is willing to help.

When talking about disasters, 2011 has been a significant year on its own – and the events of the year appear to be keeping with the noticeable upswing in the number of declared disasters in recent decades. Although it is too early to establish a firm trend line or pattern, as a nation we need to consider the following:

- Are large-scale disasters and catastrophes, events whose costs are measured in the billions of dollars, the new normal in the foreseeable future?
- If so, how should the emergency management community plan and prepare for such mega-disasters?
- Do we need to make changes, major or minor, to our policies, programs and response/recovery systems?
- Should the threshold for a presidential disaster declaration be changed? (A staffer from the U.S. DHS Office of Inspector General recently noted that the formula hasn't changed since 1999.)

- Should the preparation of a national risk assessment be given a higher priority?
- Should the DHS' education and training programs give more attention to risk management for catastrophic natural disaster events?

 Will the Whole Community concept being promoted by the current administration at FEMA be essential? Is it adequate as now articulated?

The emergency management community seems to be entering new territory with respect to the scale, number, frequency and cost of disasters in the United States. It is essential that we're prepared for the worst as we head into a new year.

ABOUT THE AUTHORS

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This article was reprinted with permission from the January 2012 issue of Emergency Management Magazine.

The report can be found at: http://www.ncdc.noaa.gov/oa/reports/billionz.html



SPILL RES

Forward Thinking With An Emergency Notification System

You're busy. You've got a career that demands a lot of your time. You have a family and social life that demands a lot of your time. This adds up to not having any time to spend on irrelevant and unsolicited emails and other social media communication. Like most people you want only the information you need to make your days more effective and productive.



Your Personalized Information Source

In fact what you want is a personalized information source... And thanks to the latest innovation in Internet technologies this is what you get. Some intelligent, forward-thinkers have improved your on-line experiences by making it a personalized experience. Think about the Facebook ads displayed when you're checking out the latest news and happenings with your friends - the ads displayed are relevant to your interests, the news items displayed are relevant to your interests and you can easily opt out of notifications that just don't make sense for you.

Thanks to some smart cookies working behind the scenes, your searches and surfing of websites slowly but surely develops an online footprint of your likes and dislikes. This makes your online experience more and more powerful - from social media sites that seem to know what kind of music you like to photo pin board sites that somehow direct you to other folks with similar interests - there is an extreme sense of connectivity and individuality. Think about the last time you visited Amazon and browsed the latest books for sale, all of the sudden a list of books is generated that falls in line with your interests and to top it off, a gift list has been created with some household items as well as a few snazzy new tops that all seem to be tailored just for you.

All this adds up to saving you time, energy and leaving you with a feeling of success. You went online and found what it was you were looking for and did with it little to no stress. So why do you think companies like Facebook and

Amazon have invested so much in creating this personalized and individualized online experience for you? Short answer is this: because you're busy. These companies know that if you don't get what you want easily and simply, you'll go somewhere else. These companies have learned how to stay one step ahead of the competition by meeting demands and expectations we really didn't realize we had...

Well now think about this idea of a personalized interaction in your professional life.

What if you were able to provide a personalized interaction with people who need your continuity services, assurance and assistance when bad things happen? If it's important to know your reading preferences or favorite 80's tunes then it is infinitely more important to know how to find a person, communicate meaningfully with the person and ensure they can help or respond. It should not be, it cannot be, typing a message in a box and pressing send on your mass notification system.

It's impossible to get the right message to the right person at the right time. Impossible.

Mass Emails are Outdated

So why then do companies still insist on this outdated behavior: sending out mass email blasts, alerts, and notifications that are not applicable or relevant to everyone on the receiving end.

Leading companies have proven that this is not the way to do business and they have the shareholders and investors to prove that they know what they're doing. But still some companies insist on doing it the old-fashioned way. Heck, you might even be the person tasked with composing these mass notification messages that land in your colleague's inbox, cause smartphones to buzz and vibrate and flash messages across computer monitors. Often the recipient (maybe even you) simply clicks the read later, ignore or skip button and never even reads the message. Or the message is opened, but it's the same message that everyone received and isn't relevant at all to location, what the next steps are, or how to respond.

This is why mass notification doesn't and won't work.

One definition of mass notification is: a comprehensive solution that leverages cutting-edge technology to not only warn people of danger but to guide them to safety and keep them informed. In black and white, this definition does make complete sense but when it is put into practice the utility of mass notification quickly deteriorates.

Ensure the Right People Get the Right Information at the Right Time

We know that people become conditioned to ignore these mass notification messages after receiving one too many irrelevant or incorrect notifications that can result in creating a sense of confusion and hysteria. You can also guess that sending the wrong person the wrong message could result in serious ramifications for you and your company.

Gartner Analyst, Roberta Witty said, "...take those facts and parse it out to the right consultant group, contact group, as the situation evolves. That means you're proactive, in the moment, event management handling around the information, so all of that goes into making sure that the right people are getting the information at the right time."

So, maybe you have a current Emergency Notification System (ENS) and the vendor sold you on mass notification or maybe you don't even know what you need, you just know that you need to have a mechanism with which to keep your colleagues, clients and other third-parties connected and informed should a threat or disaster occur.

New Video Tells How to Establish the Right System

Well we've got a video that is just a few minutes long and features industry leaders Roberta Witty (Gartner Analyst) and xMatters CEO, Troy McAlpin discussing the value of establishing the right system that gets the right information to the right people, the reason we need ENS' to exist. It's a comprehensive video that explains what is important for

your communication plan. You and your team need the education and skills that allow you to build effective personalized strategies that keep your company one step ahead (just like Facebook and Amazon). The face of communication and notification is changing so quickly that relying on old-fashioned communication methodologies will only put you further behind.

The idea of personalization for the masses or "mass personalization" lets you reduce your time, gives you an effective way to communicate, and most importantly sends out the messages to the right people.

Watch the video at www.xmatters.com/drg and be sure to check out the other resources we've got for you. After all, don't you owe it to your team and company to get with the times and make sure you're up there with the innovators and the leaders?

By the way, while you are checking out the video, keep in mind the team in charge of managing the servers at your headquarters doesn't need to receive an email blast informing them that the photocopiers are broken or that the delivery trucks are delayed. Instead, with mass personalization these messages are sent only to the people who care and can respond to the situation.

People want and deserve on-point, focused, and relevant messaging. With sophisticated and simple-to-use relevance engine technology and user interfaces, you can control the messages that you are sending to your colleagues and take the time to write a message that communicates effectively. When people start to receive these relevant and focused messages, they'll learn to stop clicking ignore, delete or skip. Instead they'll read the message and respond accordingly - eliminating the chaos and confusion.

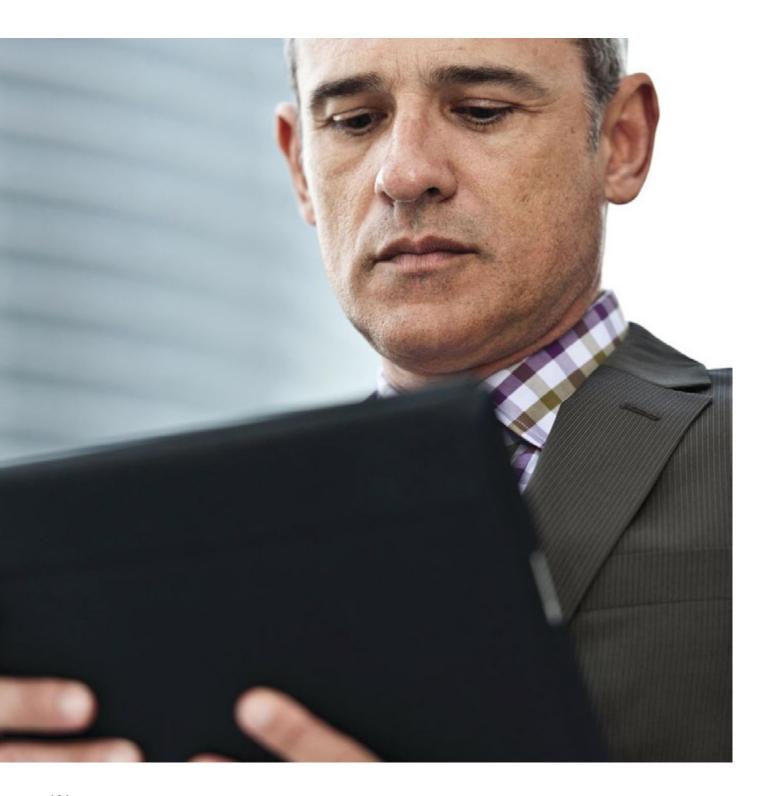
Watch the Video www.xmatters.com/drg



From Disruption to Harmony:

Harnessing Mobility to Orchestrate Effective Response

BY MATT ZIELINSKI



Mobility continues to be one of today's dramatic trends, with media tablets and mobile-centric applications as the top two technology trends for 2012¹. Continuous sales growth of Windows Mobile, iOS, Android and Blackberry devices for both personal and enterprise accounts means that mobility is here to stay. For many individual and business users, PDAs and tablet devices have surpassed traditional laptop computers as their most-carried device. The explosion of social media and an ever-expanding application library have placed mobility at the center of the communication universe. As crisis response and business continuity professionals, we must better harness the "disruptiveness" and capabilities of mobility.

The Historical Perspective of Mobility in Crisis Planning and Communications

Prior to the widespread adoption of PDAs and high-speed cellular data networks, mobile devices were little more than another "alternate contact method" in our call trees or Emergency Notification System (ENS) software. They replaced text and numeric pagers as a way to make positive contact during times of disaster and, to a large extent, were not Internet accessible. To leverage this most fundamental feature of mobility, organizations produced scripted alerts and messages to pre-defined contact lists, ready at a moment's notice. In time, organizations came to realize transition from voiceonly to data-integrated devices, which started to diminish the role of voiceonly communications and broadened to take advantage of multi-modal capabilities, such as SMS and e-mail. However, even in this transition period, the full potential for mobility was not readily understood so the mobile device/PDA was still little more than a replacement for the traditional mobile telephone...

exclusively focused on dissemination of scripted communications.

What Changed, and How Are We Evolving?

The proliferation of social media, digital imagery, 24 x 7 x 365 news cycles, and hyper connectivity have all opened our eyes to the role that social media and mobility play in managing threats to our organization's people, our presence/brand and our operations. We have at our disposal handheld technology with high computational power, geo-location tracking, live video streaming, audio bridging, and rich application libraries.

Individuals no longer solely read the news. In many cases, they are reporting current events...as they happen, utilizing micro-blogs, crowd-sourcing sites, and social networking applications. At first, most organizations were highly wary of the phenomenon, preferring to isolate their organizations from the new risks and exposures. However, now many organizations are embracing mobility as a critical part of their business strategy. We, as crisis managers and business continuity professionals, must adapt to the

changing role of mobility in our lives – or be left behind as a profession.

Considering Utopia... What Can the Future of Mobility in Crisis Response Be?

The paradigm for response will be far different than the one we have lived in to date. Imagine a facility explosion or significant act of violence within a major metropolitan area. From a centralized emergency operations center, employees in the immediate disaster zone can not only be contacted, but their location and proximity to the incident zone can be determined. Those employees closest to the incident can take live photos and video of the situation and communicate in real time with the EOC, who can then transmit the situation analysis to emergency responders.

We, as crisis managers and business continuity professionals, must adapt to the changing role of mobility in our lives — or be left behind as a profession.

Additionally, those employees who have been evacuated out of harm's way can access a set of tactical response procedures – from their phone or tablet, instructing them where to go for safety or alternate work sites. A number of recent global catastrophes have highlighted mobility technologies that have greatly aided in their response. According to research from the University of Manchester, "Smartphones could help save hundreds of thousands of lives in the aftermath of a disaster or humanitarian crisis."

continued on page 138

SPILL RE

Warning Without Wires

BY KARLA LEMMON, HONEYWELL BUILDING SOLUTIONS



In times of emergency, whether due to severe weather or something more precarious, cities and their law enforcement officials need to get messages out to people quickly. For Detroit Lakes, a small city nestled in the northwest corner of Minnesota, quick, dependable modes of communication are important in reaching people efficiently.

Before 2009, Detroit Lakes lacked any institutionalized communications or alert system. Any broadcasting of information simply entailed sending alerts and messages out over the radio and television. These messages were generally ineffective in notifying the greater Detroit Lakes populous. As a result, the city sought a system capable of quickly relaying clear, customized messages to people no matter where they were.

Using Honeywell Instant Alert Plus, a Web-based mass notification service, Detroit Lakes can now reach the community on a more all-encompassing scale, improving the safety of Detroit

Lakes residents and increasing the effectiveness of the city's police department.

"The radio stations in our town are always very helpful during an emergency, but not everyone tunes in," said Kelvin Keena, Chief of Police in Detroit Lakes. "Instant Alert Plus is a more valuable method of communication. It's a direct contact, it's quicker and you can control the message that goes out."

With the cost for the service built into the city budget, there is no signup fee for residents to join and receive alerts. People can enroll online, over the phone or in person at city facilities, and can choose to receive alerts through different channels, including cell phones, e-mail and landlines.

Actionable Information

Recently, when a level- three predatory offender under house arrest tampered with his monitoring device and evaded tracking, Instant Alert Plus was instrumental in his capture. Chief Keena and dozens of other law enforcement officers pursued the suspect, using the system to alert the public. Police broadcasted messages about the situation, informing subscribers of the offender's description, last known whereabouts and instructions on how to assist law enforcement if they came across the suspect.

With a major portion of the town aware of the developing emergency and what to look for, police quickly received information about the subject's location, actions and movement. The alert generated several tips that informed police that the subject was asking for rides to a neighboring town. Armed with knowledge of his destination, police worked with the nearby city to apprehend the escapee.

"We received several calls in response to our proactive communications and a majority of them were a direct result of the Instant Alert Plus messages," Chief Keena said. "Having more people aware of the situation helped us pinpoint where the subject had been and where he was going. We knew his mode, direction and rate of travel."

Elemental Updates

In addition to capturing criminals, Instant Alert Plus has also helped Detroit Lakes warn citizens of potentially severe weather in the summer, when the town size swells with seasonal residents.

The service is also useful when the snow falls. During a blizzard, the police department issued an alert notifying residents that they were closing the major highway between Detroit Lakes and Fargo, N.D.- The snow was coming down so fast plows were unable to clear the well-traveled road, and the community needed to know of the dangers. Based on the service's success, Detroit Lakes is looking to extend Instant Alert Plus to the neighboring cities and townships.

"The more people we have receiving alerts and messages in our town and surrounding areas, the more effective we can be in promoting safety and awareness," Chief Keena said. "By partnering with nearby cities, we can serve more people and make the service more cost effective for everyone."

ABOUT THE AUTHOR:

Karla Lemmon is Program Manager for Honeywell Instant Alert, and has nine years of experience with notification solutions. She earned a BSME from Valparaiso University in Indiana and an MBA from the University of St. Thomas in St. Paul, Minn. For more information contact the author via email Karla.Lemmon@Honeywell.com

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A Case in Reality -The Crisis in Japan

During the 2011 catastrophe in Japan, Google created a mobile-accessible crisis response site.3 Leveraging a combination of proprietary and open applications, individuals and employees from many different organizations were able to retrieve up-to-the-minute news updates, search for missing people, and report on the status of people who may have been affected.

Also during the crisis in Japan, NHK, the Japanese government television broadcaster, was able to stream footage via correspondents and ordinary citizens via iPhone applications to viewers around the world. This connected millions of people, thousands of miles away, so they could understand the gravity of the situation and witness the situation as it unfolded. While not used specifically for crisis coordination and response in this instance, it is easy to understand how powerful this level of situational intelligence could be for response and recovery.

The Challenge to Realize -Technical, Security and Privacy Considerations Need Apply

While we understand the potential gains to be made by moving toward a more robust future state, organizations need to be cognizant of the vulnerabilities and security exposures inherent in mobility. First and foremost, access to high-speed wireless and cellular (3G/4G) networks is a foundational requirement to any mobility strategy. While this infrastructure continues to expand within U.S. urban areas and across other major global cities (such as Tokyo), it should not be taken for granted in rural or suburban geographies.

To make the deepest impact, mobility needs to be part of the organization's strategy technology roadmap, implemented broadly across the enterprise. Make sure appropriate security and data privacy measures are in place to limit the exposure of sensitive corporate data or unintentional release of private information. The trend of "Bring Your Own Device" has become more pervasive, where organizations allow employees to utilize their personal devices for business purposes. While this provides for better enterprise cost containment, it becomes even more critical to protect the organization from data leakage vulnerabilities inherent on devices not controlled or managed by enterprise security resources.

Geo-location tracking, while a critical technology during a crisis, may still be seen by many as a potential for invasion of personal privacy. A fine line must exist between when such tracking may or may not be enabled - there is not an easy answer to the privacy challenge.

The Human Factor

While adoption of mobility within our crisis response and coordination may be seen as fait accompli to some, organizations must be prepared to educate their workforces on why, when and how mobility tools should be used to aid in crisis response and recovery. Real-time images and video can be a boon in crisis situations, but not when there is information overload.

Additional coaching on appropriate and inappropriate usage of such technology must be clear, precise and well-governed. If defined, implemented and managed effectively, we have a powerful toolkit to protect our people, operations and brand.

ABOUT THE AUTHOR

Matthew Edward Zielinski is a senior manager in Deloitte & Touche Technology Risk Services group. He focuses on resilience and business continuity consulting services across a breadth of industries. Matthew may be reached via e-mail at mzielinski@deloitte.com.

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Information Sharing Across Emergency Management Disciplines

In January, 2012 DomesticPreparedness. com hosted a survey focused on Information Sharing. DomPrep has recorded the presentations as an Online Executive Briefing, featuring a panel of experts who were selected to discuss the gaps uncovered in this survey.

Topics of the survey and presentations include: information sharing across multiple disciplines, growing concern over the role of social media, information sharing as a whole community approach, reforms within law enforcement agencies around the world, and applied analytics for developing

actionable, predictive intelligence to defeat terrorist activities. In addition to the online presentations, a full report containing the survey results can be downloaded for this special briefing on Information Sharing.

Discussions and presentations were made on the gaps uncovered in the survey. The full 16-page special report can be downloaded after you register.

NEMA 2012 BIENNIAL REPORT

The National Emergency Management Association has regularly published a report on state emergency management since 1996.

A Few Highlights from the Report

- 2011 was a record year for major disasters declarations in the United States, with 99. This played out at the state level as well, with 250 gubernatorial emergencies, which was 38 percent more than the 181 reported in the NEMA 2010 Biennial Survey.
- There were also 258 events that required a significant commitment of state resources, but which did not

- result in a declared state of emergency. This was 111 percent increase from the FY 2009 survey when it was 122.
- Local emergency management programs are still being impacted by less revenue. Seventeen states reported that local emergency management programs were cut and local programs were consolidated in 13 states in order to save money.
- States continue to professionalize emergency management staff. Thirty states reported certification programs for either the state or local emergency management staff, up from 23 previously.
- The Emergency Management
 Assistance Compact (EMAC) has
 become more familiar to those out side of emergency management
 circles. Thirty-nine states provided 334
 training opportunities in FY2011 to non emergency management personnel.

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SPILL RES

The Role of the Apology in a Crisis

BY JANE JORDAN-MEIER

Apologies have become de rigueur in a crisis today. Sadly, "sorry" has become a word to say "when caught" and it's rarely meant, because it's typically the "head" (a.k.a. the Ego) talking.

Often the apology only comes when the corporate sponsor, the chief of staff, the fans, the customers, or the PR advisers have demanded an apology. Rarely is it the "heart" talking. As Beatrice de Gelder, a professor of neuroscience at Harvard says, "...phony expressions do not fool us."

How Apologies are Viewed

Would-be apologizers often fail to account for people's perception before they respond. People tend not to judge you on the basis of your mistakes, (unless you are a repeat offender) - they judge you on the manner in which you own up to them. If the words are "me, me, me" and not "we, we, we" then the apology will fail. One example is Tony Hayward's now infamous quote during the BP spill crisis, "I want my life back." Another example is out-of-touch Rupert Murdoch when he said, "This is the most humble day of my life" addressing the Parliamentary Enquiry in London in the aftermath of the phone-hacking scandal.



To be fair, it appears that the in-person apology Murdoch made to the murder victim, Milly Downer, was "heartfelt," based on the immediate reaction from family members. While there is no transcript of that apology, it seems that Mr. Murdoch's head and heart came together in that moment. According to press reports, Mark Lewis, the Downer's lawyer, who was present during the meeting with Milly's parents, Murdoch "held his head in his hands" and repeated how "very, very sorry" he was for what happened. "He was very humbled and very shaken and very sincere," said Lewis speaking outside the meeting at the fivestar hotel. "I think this was something that had hit him on a very personal level and was something that shouldn't have happened. He apologized many times. I don't think somebody could have held their head in their hands so many times and say that they were sorry."

The Perfect Apology blog rated Murdoch's in-person apology a 9 out of 10. Interestingly, they gave a "pending" rating to the series of written "I'm sorry" advertisements that appeared in the Murdoch press.

However, the perception created by Hayward's "I want my life back" and Murdoch's "humble" quotes was that they cared only about their lives, not those of the people affected.

When Do Apologies Work?

Apologies have a greater chance of success if, as veteran emergency management adviser Gerald Baron says, "the transgression is recognized and the transgressor is sincerely repentant."

Consider the following suggestions if you are in a situation where an apology is warranted:

- Recognize what an apology is.
 At its core, as Coombs and Holladay have stated, "An apology is marked by an organization (or individual) accepting responsibility for the crisis and asking for forgiveness."
- Avoid the lawyers!
 For many of that profession, however,

"sorry" does indeed seem to be the hardest word. The legal fraternity — god bless them — are inevitably against apologizing, claiming it will increase lawsuits and payouts. But according to veteran crisis management adviser Jim Lukaszewski, "Years of evidence is accumulating that prompt acknowledgement coupled with clear apologies and sensible offers of settlement can eliminate the litigation phase of legal interaction between victim and perpetrator, in favor of an attitude of settlement."

Own the problem and do not blame others. This is the more successful strategy, as the natural juice company Odwalla found out. The company sold batches of apple juice that caused severe illness and, in one tragic case, led to the death of a child. Odwalla was highly praised by reporters for acting swiftly and taking full responsibility. They were able to contain the crisis to a three-week period and avoid lawsuits.

Canadian food company Maple Leaf similarly showed how effective it is to claim responsibility, act fast and avoid lawyers! In August, 2008, one of the company's products was linked to a listeria outbreak causing 12 deaths. CEO Michael McCain was quick to offer a heartfelt apology, backed by strong actions. He said and did the right things – he was genuine and his body language matched his words. Their quick action and authentic, caring apology has made them a gold standard for effective crisis management.

McCain was courageous, too. He kept the lawyers and accountants at bay! He was quoted: "Going through the crisis there are two advisers I've paid no attention to. The first are the lawyers, and the second are the accountants. It's not about money or legal liability, this is about our being accountable for providing consumers with safe food." Bravo Michael McCain!

APOLOGY SUGGESTIONS

Recognize what an apology is.

Avoid the lawyers!

Own the problem and do not blame others.

Bottom line

Apologies do work, BUT THEY MUST be accompanied and followed by a set of strong actions. Actions do speak louder than words. They must be made swiftly, with HUGE sincerity and transparency. They cannot wait, particularly in this lightening fast digital age, where news travels around the world at the speed of light. The head and the heart must come together, or your apology will fall on deaf ears.

ABOUT THE AUTHOR

Jane Jordan-Meier is Principal of Jane Jordan & Associates, a boutique training, coaching and advisory firm. Her focus is crisis management training with senior and executive management. Jane has taught at Masters and undergraduate levels and is a frequent guest lecturer and speaker at conferences, workshops and seminars. Her book, The Four Highly Effective Stages of Crisis Management: How to Manage the Media in the Digital Age was released in May, 2011. She can be reached on LinkedIn and on Twitter, @janejordanmeier, or www.janejordan.net.

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- 4. Contact Us. Still cannot locate what you need? Go to our website and select "Contact Us". Send us an email and we will do our best to help you search!

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ALTERNATE SITES, General

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bigbyte.cc is a tier 3 compliant data center and Fully Hardened Business Continuity Campus. Offering N+1 Redundant Infrastructure, carrier neutral connectivity, 24/7 security as well as planning and consulting services.



IT Infrastructure Solutions

Cervalis

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Data Based Systems International, Inc.

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DataChambers is an IT services company. We offer a full range of management and monitoring services, colocation and cloud solutions, and backup and recovery options. See Ad, page #79.



Rentsys Recovery Services

200 Quality Circle College Station, TX 77845 Tel: (866) 579-7090 Fax: (888) 821-4260 marketing@rentsysrecovery.com www.rentsysrecovery.com

Rentsys Recovery Services creates flexible disaster recovery and business continuity strategies that bring people and technology together. Its solutions include mobile recovery centers, hot-site facilities, Quickship hardware, voice communications continuity and data backup and recovery. Rentsys Recovery successfully supports a rigorous testing schedule and handles multiple disasters each year.

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9 Riverbend Drive South, Suite 9C PO Box 4182 Stamford, CT 06907 Tel: (877) NON-STOP info@riverbend1.com www.riverbend1.com See Ads, pages 5 & 79.

ALTERNATE SITES - Hotsites



IT Infrastructure Solutions

Cervalis

Shelton, CT 06484 Tel: (866) 602-2020 inforequest@cervalis.com www.cervalis.com See Ad. page #79.



ProZgroup, Inc.

9309 Royal Mountain Drive Chattanooga, TN 37421 Tel: (321) 622-9500 sales@prozgroup.com www.prozgroup.com

Redundant sites (TN & FL), lower rates, VTS available. zSeries, pSeries, iSeries, xSeries, & STK equipped. Planning/consulting, remote testing also available.



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ALTERNATE SITES -**Telecommunications**



River Bend Business Continuity Centers[™]

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ALTERNATE SITES - Warmsites

ProZgroup, Inc.

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Redundant sites (TN & FL), lower rates, VTS available. zSeries, pSeries, iSeries, xSeries, & STK equipped. Planning/consulting, remote testing also available.



River Bend Business Continuity Centers[™]

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ALTERNATE SITES -Work Area Recovery



IT Infrastructure Solutions

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ARCHITECTURE & ENGINEERING -Forensic Engineering

EFI Global

8811 FM 1960 Bypass Rd W #400 Humble, TX 77338 Tel: (281) 358-4441 Fax: (281) 358-3956 heather suttle@efiglobal.com www.efiglobal.com

EFI Global is a full-service engineering, fire investigation, environmental, health and safety and specialty consulting services firm serving public and private entities.

BUSINESS CONTINUATION SERVICES. General

Mainline Information Systems

1700 Summit Lake Drive Tallahassee, FL 32317 United States Tel: (866) 490-6246 disaster.recovery@mainline.com www.mainline.com/dr

Mainline Information SystemsTM provides services, resources and technology to help businesses prepare for and respond to downtime, whether planned or unplanned. We will work with you to determine the risks, vulnerabilities and financial impact a disruption can have on your business. Our knowledgeable consultants can help you determine and implement the most appropriate and cost-effective strategy for your business. We offer consulting services, staffing and facilities services, outsourcing solutions, and equipment replacement programs. View our white paper "Ensuring Business Continuity" at: www.mainline.com/drwp. Then contact us at: 866.490.MAIN (6246).



River Bend Business Continuity Centers[™]

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SUNGAR **Availability Services**

SunGard Availability Services

631 Park Avenue King of Prussia, PA 19406 Tel: (610) 768-4120 Fax: (610) 768-4135 www.availability.sungard.com

Business continuity software from SunGard Availability Services, delivers the expertise and resources to help you build plans, practice

for disruptions and prevail over disasters. The formula is simple - Plan. Practice. Prevail. The pioneering expertise of SunGard now supports the full life cycle of business continuity software to provide organizations with a single source of end-to-end business continuity planning and support.

BUSINESS CONTINUATION SERVICES

See Ads, pages 2 & 9.

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Dave Blandford 311 Northland Blvd. Cincinnati, OH 45246 Tel: (800) 503-4483 or (513) 772-3066 Fax: (513) 772-3269 info@heatermeals.com www.heatermeals.com

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COMMUNICATIONS, Equipment -Cellular Phones/Faxes



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Tel: (615) 268-3416 att.com/armz

What if you could set up your own cell site in a disaster or area with no coverage for critical communications? AT&T Remote Mobility Zone (ARMZ) can provide you with recoverable GSM voice and data equipment that can be dynamically deployed in a disaster area where mobile coverage has been disrupted. See Ad, page #27.

COMMUNICATIONS, Equipment – **Command Post**

Reeves EMS (DHS Systems LLC)

Tel: (800) 328-5563 info@reevesems.com www.reevesems.com

DHS Systems manufactures, sells and services Reeves EMS emergency supplies such as incident command shelters, decontamination shelters and equipment and confined space and patient extrication equipment.

See Ad, page #127.

COMMUNICATIONS, Equipment – Crowd Control

Community Professional Loudspeakers

333 E. 5th Street Chester, PA 19013

Tel: (610) 876-3400 Fax: (610) 874-0190 tagteam@communitypro.com www.communitypro.com

Community's ultra high level RSH462 "Point and Shoot" loudspeaker solves emergency voice communications and tone signaling issues even in extreme climate conditions. Put the critical communications system that is at work for vital government venues in Washington, DC to work for you. Contact us to configure systems requiring greater level or coverage.

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Backup communication solutions / Iridium, Inmarsat, VSAT, fixed or mobile / Redundant voice, data or VoIP packages / Rapid deployment, global coverage, secure / Excellent technical support & service.

COMMUNICATIONS, Notification Services, General



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info@amerilert.com www.amerilert.com

Intuitive emergency communication systems to keep people safe and connected. SAFE TOWNS is the #1 suite of municipal safety communication services available. ENTERPRISE is #1 interactive mass safety communications for SMBs. e2CAMPUS is #1 in education. From one intuitive interface, it unites an award-winning ENS, community tipping system, info hotline, and crisis collaboration tool. CAP Compliant. Clients include U.S. Army, Bayer, Mazda, Penn State, ASU and counties, cities, fire, police, courts & hospitals across USA.



Cassidian Communications, an EADS North America company

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As the largest, most trusted source of mission critical communications technologies, supporting thousands of public and private sector operations globally, Cassidian Communications, an EADS North America company, is leading the way in next generation 9-1-1 call center applications, geospatial emergency notification solutions and services, and P25-based land mobile radio systems.



ERMS Corporation

Tel: (866) 382-1477 sales@ermscorp.com www.ermscorp.com

ERMS Corporation is the provider of Advantage - a highly-secure, hosted, comprehensive, and enterprise-class emergency and incident notification system. Advantage provides the reliability, advanced functionality, and flexibility large organizations need to adapt the system to suit their unique requirements. Made up of 7 tightly-integrated modules, Advantage is sold as a complete solution to empower business continuity, crisis communication, and disaster recovery professionals to quickly and reliably prepare, execute, and report on the notification portion of their continuity plans. Advantage modules include Messenger, Roll Call, Crisis Manager, Mapper, HotLine, and Library. Call or email today to schedule a live online demo, tailored to your requirements!

See Ad, page #124.

Everbridge

Tel: (888) 366-4911 www.everbridge.com

Everbridge, the world's recognized leader in incident notification systems, merges technology with industry expertise to help millions of people communicate in a crisis, manage operational incidents and connect on a daily basis



FirstCall Network, Inc.

Mr. C. J. "Red" Delatte, CEM Executive Vice President 5423 Galeria Drive Baton Rouge, LA 70816 Tel: (800) 653-9232 Fax: (225) 295-8273 red@firstcall.net www.firstcall.net

FIRSTCALL Network, Inc. is a high speed, multi-media emergency communications solution for communities, campuses, businesses and industrial applications.

See Ad, page #138.

Honeywell

Honeywell Building Solutions

1985 Douglas Drive North Golden Valley, MN 55422 Tel: (763) 954-5787 karla.lemmon@honeywell.com www.honeywell.com/instantalert

Honeywell Instant Alert® is a Web based emergency notification system for schools, colleges, businesses and communities. Messages are delivered through telephones, cell phones, PDAs, pagers and computers. Hundreds of thousands of messages can be sent per hour.

See Ad, page #137.



Message911

Tel: (800) 541-1643 info@message911.com www.message911.com

Message911 is a phone, web, and cloud-accessible emergency notification system that allows large and small organizations to communicate to groups of people during emergency situations through pre-recorded or original messages while providing real-time tracking of communication. Messages are provided through phone, email, SMS, and fax. In addition, Message911 provides 24-hour customer service support and is simple to use during real-world emergency situations.

MissionMode Solutions

Tel: (877) 833-7763 or (312) 445-8811 sales@missionmode.com www.missionmode.com

Smarter Emergency Notification. Easy to use when the pressure is on. The right message to the right people with just 2 clicks. Proven effective during operations use and major disasters. Customer-driven features.

Listings in this category, continued on next page.

SUNGARD[®] **Availability Services**

SunGard Availability Services

631 Park Avenue

King of Prussia, PA 19406 Tel: (610) 768-4120 Fax: (610) 768-4135 www.availability.sungard.com

Business continuity software from SunGard Availability Services, delivers the expertise and resources to help you build plans, practice for disruptions and prevail over disasters. The formula is simple - Plan. Practice. Prevail. The pioneering expertise of SunGard now supports the full life cycle of business continuity software to provide organizations with a single source of end-to-end business continuity planning and support.

See Ads, pages 2 & 9.



xMatters, Inc.

Tel: 1-877-xMattrs info@xmatters.com www.xmatters.com

People want and deserve on-point, focused, and relevant messaging. With sophisticated and simple-to-use relevance engine technology and user interfaces, you can control the messages that you are sending to your colleagues or customers providing effective notifications. You can also save lives by providing people with what they need to know in times of change and crisis. When everything else is topsy-turvy, customers can count on a relevance engine to keep communication flowing smoothly. xMatters makes relevance engines that connect people with what they need to know, at the exact moment they need to know it so they can act quickly. It's a simple concept that packs huge benefits.

See Ads, pages 6, 7 & 132.

COMMUNICATIONS, Telecommunications, General



Emerging Markets Communications, LLC.

Tel: (305) 539-1358 Fax: (786) 425-0679 info@emc-corp.net

www.emc-corp.net

End-to-end satellite/terrestrial solutions for SLA MTTR, equipment, licensing, shipping, maintenance, installation, space segment and Teleport services. EMC Teleports/Datacenters in Hawaii, Germany, and UK are co-located with our global MPLS network.

See Ad, page #103.



Tel: (720) 494-5800 Fax: (877) 262-3775 info@intrado.com www.intrado.com

For over 30 years, Intrado has maintained a focus and passion for saving lives and supporting the needs of public safety. Dedicated focus on emergency communications technology allows Intrado to continue to develop network innovations that improve emergency response to help save lives.

REDCOM

One Redcom Center Victor, NY 14564 Tel: (585) 924-6500 Fax: (585) 924-6585 sales@redcom.com www.redcom.com See Ad, page #97.

Virtual PBX

111 N. Market Street, Suite 1000 San Jose, CA 95113 United States Tel: (888) 825-0800 x334 www.pbxparachute.com

PBX Parachute is a hosted disaster recovery solution that can instantly take over for your phone system in the event of an outage. See Ads, pages 97 & 105.

COMMUNICATIONS,

Telecommunications - Call Center Recovery



River Bend Business Continuity Centers[™]

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COMMUNICATIONS, Telecommunications Satellite Systems



Tel: (615) 268-3416 att.com/sam

AT&T Satellite Augmented Mobile (SAM) can provide you with the industry's only integrated cellular and satellite smartphone for mobile communications - to use AT&T cellular wire-

less voice, messaging, and data services for primary communications, and access to a satellite network when cellular service is unavailable. See Ad, page #27.

COBHAM

Cobham Antenna Systems - TracStar **Products**

Tel: (407) 650-9054 Fax: (407) 650-9086 www.cobham.com/tracstar

We provide Critical Communication Solutions that include two-way mobile broadband VSAT systems. Solutions include VoIP, RoIP, Fax, Video and Secure Data, and can operate as Satcom-on-the-Move, or On-the-Pause as a fly-away and vehicle-mount.

See Ad, page #103.

Codan Satcom

Boalsburg, PA 16827 Tel: (814) 466-6275 Fax: (814) 466-1104 www.codansatcom.com See Ad, page #97.



Hughes

Tel: (800) 416-8679 Fax: (301) 428-7012 govsolutions@hughes.com www.government.hughes.com

The Hughes Inter-Government Crisis Network is secure, cost-effective, and unaffected by events on the ground. It is a private "network of networks". It is instantly deployable and interoperable among any number of agencies and levels of government.

See Ad, page #103.





Mackay Communications

Tel: (919) 850-3100 or (877) 4MA-CKAY satserv@mackaycomm.com www.mackaysatellite.com Satphones, broadband data/internet terminals See Ad, page #97.



SatCom Global

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Backup communication solutions / Iridium, Inmarsat, VSAT, fixed or mobile / Redundant voice, data or VoIP packages / Rapid deployment, global coverage, secure / Excellent technical support & service.

COMMUNICATIONS.

Telecommunications – Voice Systems

Community Professional Loudspeakers

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Tel: (610) 876-3400 Fax: (610) 874-0190 tagteam@communitypro.com

www.communitypro.com

Community's ultra high level RSH462 "Point and Shoot" loudspeaker solves emergency voice communications and tone signaling issues even in extreme climate conditions. Put the critical communications system that is at work for vital government venues in Washington, DC to work for you. Contact us to configure systems requiring greater level or coverage.

COMPUTER & DATA CENTER, Equipment & Services, General

bigbyte.cc Corp

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bigbyte.cc is a tier 3 compliant data center and Fully Hardened Business Continuity Campus. Offering N+1 Redundant Infrastructure, carrier neutral connectivity, 24/7 security as well as planning and consulting services.

DataChambers

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DataChambers is an IT services company. We offer a full range of management and monitoring services, colocation and cloud solutions, and backup and recovery options. See Ad., page #79.



Herakles, LLC

Tel: (916) 679-2100 Fax: (916) 679-0106 info@heraklesdata.com www.heraklesdata.com

Herakles, LLC is a privately held company, offering mission critical colocation space and managed services to private and public institutions seeking to outsource their primary or disaster recovery IT infrastructure.



OFFSITE, LLC

Tel: (262) 564-6400 sales@off-site.com www.off-site.com

OFFSITE is a leading data center and managed solutions provider in the Chicago-Milwaukee area. Services include: disaster recovery, dedicated and shared collocation space, ISP solutions, and a wide array of hosted and managed solutions.

Rentsys Recovery Services

200 Quality Circle College Station, TX 77845 Tel: (866) 579-7090 Fax: (888) 821-4260 marketing@rentsysrecovery.com www.rentsysrecovery.com

Rentsys Recovery Services creates flexible disaster recovery and business continuity strategies that bring people and technology together. Its solutions include mobile recovery centers, hot-site facilities, Quickship hardware, voice communications continuity and data backup and recovery. Rentsys Recovery successfully supports a rigorous testing schedule and handles multiple disasters each year.

COMPUTER & DATA CENTER, Equipment & Services – Availability, High/Continuous



Neverfail

5914 W. Courtyard Dr, Suite 160B Austin, TX 78730 Tel: (512) 327-5777 Fax: (512) 327-5779 info@neverfailgroup.com www.neverfailgroup.com

Neverfail provides Continuous Availability and Disaster Recovery software which allows users to remain continuously connected to critical Windows-based applications no matter the cause of IT failure.

See Ad, page #81.

SUNGARD® Availability Services

SunGard Availability Services

680 East Swedesford Road Wayne, PA 19087 Tel: (800) 468-7483 www.availability.sungard.com

More than 28 years of experience, with a complete portfolio of Information Availability solutions, including AdvancedRecovery, Managed Hosting, business continuity services and software.

See Ads, pages 2 & 9.

COMPUTER & DATA CENTER, Equipment & Services – Data Backup Systems

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P O Box 4662

Scottsdale, AZ 85261

United States
Tel: (480) 596-9432 Fax: (480) 596-9195
Sales@Lockstep.com
www.Backup-For-Workgroups.com
Backup For Workgroups is a client/server,
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downtime. Supports Exchange, SQL, and
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COMPUTER SOFTWARE, General



Avalution Consulting

Tel: (866) 533-0575 www.theplanningportal.com

The Planning Portal is a completely configurable, web-based continuity software suite that delivers easy-to-use tools and processes to assist in managing and executing business continuity, COOP and IT disaster recovery programs. Solutions address analysis, planning, awareness generation, exercise planning, notification, live crisis management and continuous improvement. Schedule a demo today and find out how TPP will add value to your organization and save you time and money. See Ad, page #35.

Listings in this category, continued on next page.



Avalution Consulting

Tel: (866) 533-0575 www.bccatalyst.com

Catalyst is web-based business continuity software that combines a simple user interface and on-screen guides with Avalution's industry-leading methodology to make continuity planning easy and repeatable for every organization, regardless of size. Features include Policy & Procedure development, Business Impact Analysis, Recovery Strategy Definition, Plan Development and Exercising. No long-term contracts or commitments required. Start your 30-day free trial today!



Ohio Valley Storage Consultants

Anchorage, KY Tel: (502) 727-9966 or (502) 244-0770 gordon@OVSC.biz

OVSC: Specialists in Information storage, IT resource virtualization and application/network security.

See Ad, page #79.

COMPUTER SOFTWARE -Backup & Recovery



21st Century Software, Inc.

940 West Valley Rd., Suite 1604 Wayne, PA 19087-1823 Tel: (800) 555-6845 or (610) 971-9946 Fax: (610) 964-9072 sales@21stCenturySoftware.com www.21stCenturySoftware.com

21st Century Software provides data center recovery management solutions that deliver recovery assurance through continuous, realtime monitoring of critical application data, and push-button simulation of backup and recovery scenarios to maximize the effectiveness of DR tests. Our solutions support the newest data center management strategies, virtualization, automation, and disaster readiness. 21st Century Software's VFI family of software solutions is used by organizations of all sizes across many industries to help manage data according to organization policies. VFI solutions provide intelligent, automated, real-time data protection. VFI constantly monitors files used by enterprise applications to determine which files would be critical to recover after a disaster, hardware failure or other calamitous event. Only critical files are backed-up and strategies are implemented to recover applications on a priority basis. See Ads, pages 13, 79, & 85.



LOCKSTEP SYSTEMS, INC.

P O Box 4662 Scottsdale, AZ 85261 United States Tel: (480) 596-9432 Fax: (480) 596-9195 Sales@Lockstep.com www.Backup-For-Workgroups.com Backup For Workgroups is a client/server, disk-backup software solution for Windows servers and workstations designed to simplify the data restoration process and minimize downtime. Supports Exchange, SQL, and Open File backup. Enterprise level features and performance at small business prices. Used by thousands of companies worldwide.



OpenTech Systems, Inc.

405 State Hwy 121, Building C, Suite 130 Lewisville, TX 75067 Tel: (800) 460-3011 or (469) 635-1500 Fax: (469) 635-1507 info@opentechsystems.com www.opentechsystems.com

Description: OpenTech Systems, Inc. is a leading provider of z/OS software for tape data migration, data center relocation / consolidation and backup & recovery. OpenTech's tape data migration software has been trusted by storage vendors and outsourcers for over a decade. Using our Tape/Copy software our technicians can migrate tape datasets from any supported tape device to any other tape device quickly and safely. OpenTech's workload relocation software and services can help move an entire z/OS workload including system software, applications and their associated critical datasets whether they are on DASD, physical tape or virtual tape. Using a sophisticated path analysis technique to analyze job flows and related data, OpenTech's backup & recovery products can determine which datasets are required to automatically recover applications to a selected point-in-time.

COMPUTER SOFTWARE - Business Impact Analysis & Risk Assessment

Paradigm Solutions International

Tel: (800) 558-9568 Fax: (814) 946-5173 psisales@ParadigmSi.com www.ParadigmSi.com

PSI's fully integrated, web-based BCP/COOP Planning, Incident Management, BIA/RA Expert, and Automated Notification software package, OpsPlannerTM, delivers comprehensive, cost-effective and easy-to-use Business Continuity Management solutions to organizations of every size. Our software and certified consulting services will help minimize the impact of all types of unexpected business disruptions.



Strategic BCP, Inc.

Tel: (800) 594-7227 or (610) 275-4227 info@strategicbcp.com http://www.strategicbcp.com

Strategic BCP is a business continuity planning company empowering organizations to build cost-effective, action-based plans. ResilienceONE®, our proprietary all-in-one planning/incident management software, and non-invasive plan development consulting services help you go beyond traditional plan generation models. ResilienceONE's intuitive business process-based methodology, awardwinning risk/impact analytics, and unmatched SaaS model save you critical time and money.

Availability Services

SunGard Availability Services

631 Park Avenue King of Prussia, PA 19406 Tel: (610) 768-4120 Fax: (610) 768-4135 www.availability.sungard.com

Business continuity software from SunGard Availability Services, delivers the expertise and resources to help you build plans, practice for disruptions and prevail over disasters. The formula is simple - Plan. Practice. Prevail. The pioneering expertise of SunGard now supports the full life cycle of business continuity software to provide organizations with a single source of end-to-end business continuity planning and support.

See Ads, pages 2 & 9.

COMPUTER SOFTWARE -Business Recovery & Continuity



Tel: (571) 248-8200 bmellinger@attainium.net www.attainium.net

Bring collaboration to your BCP with Plan-A-ware, our hosted Plan development & management service. Simplify building, managing & maintaining your plan. Enhance staff interaction and awareness with Plan-A-ware. From the beginning, your Plan is developed collaboratively and maintained with ease. Plan-A-ware ensures the continuity of your operations. Attainium streamlines the process of Business Continuity Planning.



COOP Systems, Inc.

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Listings in this category, continued on next page.



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Strategic BCP is a business continuity planning company empowering organizations to build cost-effective, action-based plans. ResilienceONE®, our proprietary all-in-one planning/incident management software, and non-invasive plan development consulting services help you go beyond traditional plan generation models. ResilienceONE's intuitive business process-based methodology, award-winning risk/impact analytics, and unmatched SaaS model save you critical time

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McGladrey LLP business continuity planning consultants help clients proactively manage disaster recovery and business continuity risks. Based on the specific needs of our clients, our business continuity consultants provide services for risk assessment, business impact analysis, business continuity/disaster recovery plan development, plan review and testing. Our certified Business Continuity Professionals serve a wide variety of domestic and international clients, including those in the financial services, healthcare and manufacturing industries, as well as the public sector. In addition to business continuity planning, we also provide a full set of technology advisory and technology risk assessment services. McGladrey LLP serves clients through nearly 90 offices nationwide and addresses global needs through its membership in RSM International.



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ServiceMaster Recovery Management is a disaster restoration provider specializing in commercial catastrophic disaster restoration and recovery. We offer a full range of services from water, fire and smoke damage restoration to reconstruction.

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DSPN's "best practices" methodology helps you develop comprehensive, enterprise-wide business continuity plans, based on the planning components you currently have in place. Clients include Toyota, Macy's, Bloomingdales, Yamaha, and many more businesses, plus numerous public agencies.

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Elliot Consulting is a full-service consulting firm providing business continuity planning, continuity of business operations, crisis management and emergency preparedness, and disaster recovery and restoration.



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Message911 is a phone, web, and cloud-accessible emergency notification system that allows large and small organizations to communicate to groups of people during emergency situations through pre-recorded or original messages while providing real-time tracking of communication. Messages are provided through phone, email, SMS, and fax. In addition, Message911 provides 24-hour customer service support and is simple to use during real-world emergency situations.

SUNGARD® Availability Services

SunGard Availability Services

631 Park Avenue King of Prussia, PA 19406 Tel: (610) 768-4120 Fax: (610) 768-4135 www.availability.sungard.com

Business continuity software from SunGard Availability Services, delivers the expertise and resources to help you build plans, practice for disruptions and prevail over disasters. The formula is simple – Plan. Practice. Prevail. The pioneering expertise of SunGard now supports the full life cycle of business continuity software to provide organizations with a single source of end-to-end business continuity planning and support.

See Ads, pages 2 & 9.

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People want and deserve on-point, focused, and relevant messaging. With sophisticated and simple-to-use relevance engine technology and user interfaces, you can control the messages that you are sending to your colleagues or customers providing effective notifications. You can also save lives by providing people with what they need to know in times of change and crisis. When everything else is topsy-turvy, customers can count on a relevance engine to keep communication flowing smoothly. xMatters makes relevance engines that connect people with what they need to know, at the exact moment they need to know it so they can act quickly. It's a simple concept that packs huge benefits.

See Ads, pages 6, 7 & 132.

CRITICAL INCIDENT RESPONSE, General

ERMS Corporation

Tel: (866) 382-1477 sales@ermscorp.com www.ermscorp.com

ERMS Corporation is the provider of Advantage - a highly-secure, hosted, comprehensive, and enterprise-class emergency and incident notification system. Advantage provides the reliability, advanced functionality, and flexibility large organizations need to adapt the system to suit their unique requirements. Made up of 7 tightly-integrated modules, Advantage is sold as a complete solution to empower business continuity, crisis communication, and disaster recovery professionals to quickly and reliably prepare, execute, and report on the notification portion of their continuity plans. Advantage modules include Messenger, Roll Call, Crisis Manager, Mapper, HotLine, and Library. Call or email today to schedule a live online demo, tailored to your requirements! See Ad, page #124.

PF DISTRIBUTION CENTER

Tel: (408) 323-2370 or (408) 728-1703 john@pfdistributioncenter.com www.pfdistributioncenter.com

Agencies around the world are using PF-200 PowerFlares to block roads, protect injured people, lay down LZs or mark hazardous areas. PowerFlare Emergency Safety Lights have 16 bright LEDs around the periphery, 10 user-selectable flash patterns, and are about the size and shape of a hockey puck. They are rugged, float, and waterproof. They can be run over by trucks. Two versions: Rechargeable or Replaceable CR123 Battery. 8 outer shell colors and 8 LED colors to choose from.

EDUCATION, General



Business Continuity Institute

10 Southview Park, Marsack Street Caversham, RG4 5AF, UK Tel: +44 (0)118 947 8215 Tel: +1 703-637-4429 education@thebci.org www.thebci.org

Established in 1994 we have 4800+ members in 89 countries and offer professional certification; classroom and E-Learning; self assessment program; networking through Forums and Workshops; and publications.

See Ad, page #39.



Red Rocks Community College

Lakewood, CO ivo.roospold@rrcc.edu www.rrcc.edu/emplan See Ad, this page.

SUNGARD Availability Services

SunGard Availability Services

631 Park Avenue King of Prussia, PA 19406 Tel: (610) 768-4120 Fax: (610) 768-4135 www.availability.sungard.com Seminars and monthly webinars covering all aspects of continuity planning. See Ads, pages 2 & 9.

EDUCATION - Books

Michael Seese, CISSP, CIPP

mail@MichaelSeese.com http://tinyurl.com/scrappyBCP

Scrappy Business Contingency Planning is a blueprint for creating a BC program from the ground up, though it offers tricks of the trade for veterans.

EDUCATION – Certificate Programs



The International Consortium for Organizational Resilience

Tel: (866) 765-8321 or (630) 705-0910 Education@theICOR.org www.theICOR.org

The focus of ICOR's international education and credentialing programs is in the 10 disciplines that support a resilient organization and designed specifically for developing senior leadership. Get out of the cubicle and into the corner office!

See Ads, pages 13, 77 & 142.

EDUCATION – Certification Programs

BioSeal Systems

8275 Vickers Street San Diego, CA 92111 United States

Tel: (858) 569-9868 Fax: (858) 569-9867 info@bioseal.com

www.bioseal.com

Our versatile Human Remains Containment Systems can be custom-configured to meet the requirements of daily operations, mass fatality incidents and long-term disaster response planning. Field tested and certified by the U.S. military, BioSeal Systems are easy to store, easy to deploy and allow you to simply and safely seal, store, ship and incinerate human remains all in one container, exceeding the grant funding requirements set by federal agencies. Used at every U.S. national disaster that has occurred since 1997.

See Ad, page #119.



DRI International

1115 Broadway, 12th Floor New York, NY 10010 Tel: (866) 542-3744 rwooldridge@drii.org www.drii.org

DRI International is an independent, not-forprofit founded in 1988 to establish a base of common knowledge and professional practices in business continuity (BC) planning, to certify people in this field, and to promote the credibility of certified professionals. DRI International offers education and certification in BC, with specialized programs for healthcare, public sector, auditors, vendors, and master level BC certification.

See Ad, page #57.

Institute for Business Continuity Training www.IBCT.com

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The focus of ICOR's international education and credentialing programs is in the 10 disciplines that support a resilient organization and designed specifically for developing senior leadership. Get out of the cubicle and into the corner office!

See Ads, pages 13, 77 & 142.

EDUCATION - Degree Programs



The University of Nevada Las Vegas

Tel: (702) 895-4835 Fax: (702) 895-4436 christine.springer@unlv.edu http://sepa.unlv.edu/programs/ecem.html Executive Masters of Science in Crisis and Emergency Management (ECEM) an online/ oncampus 2-year degree created in 2003 for working homeland security and emergency management professionals. See Ad, page #51.

EDUCATION - Seminars & Workshops

National Emergency Management Summit

September 5-6, 2012 Baltimore Waterfront Marriott Baltimore, MD Tel: (800) 503-7841 raymondcarter2@gmail.com www.EmergencyManagementSummit.com The Sixth National Emergency Management

Summit, a hybrid conference and internet event, is the leading forum on medical preparedness and response to disasters, epidemics and terrorism. Register for the onsite or online conference.

EMERGENCY EQUIPMENT & SUPPLIES, General





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Tel: (800) 366-3941 or (847) 837-0864 twesson@americaninnotek.com www.briefrelief.com

Brief Relief Field Lavatory Systems solve the problem of human waste during a disaster or emergency. Brief Relief Liquid waste bags, Disposa John Solid waste bags, commode and privacy tent comprise a portable system.

BioSeal Systems

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Our versatile Human Remains Containment Systems can be custom-configured to meet the requirements of daily operations, mass fatality incidents and long-term disaster response

planning. Field tested and certified by the U.S. military, BioSeal Systems are easy to store, easy to deploy and allow you to simply and safely seal, store, ship and incinerate human remains all in one container, exceeding the grant funding requirements set by federal agencies. Used at every U.S. national disaster that has occurred since 1997.

See Ad, page #119.

Conquest International

1108 SW 8th Street Plainville, KS 67663

Tel: (785) 434-2483 Fax: (785) 434-2736



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www.emergencylifeline.com

Manufacturer of a complete line of supplies and emergency kits for search & rescue, medical response, sanitation, personal and group support for home, office, auto & school. Food & water. Call for catalog.

See Ads, pages 61, 67-74, 107 & 125.



Ericson Mfa

Emergency Sales Team 4215 Hamann Pkwy Willoughby, OH 44094 United States Tel: (440) 951-8000 or (800) 374-2766 Fax: (440) 951-1867 info@ericson.com www.ericson.com

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Emergency Lifeline Corp.

PO Box 15243 Santa Ana, CA 92735 Tel: (800) 826-2201 Fax: (714) 558-8901 sales@emergencylifeline.com www.emergencylifeline.com

Manufacturer of a complete line of supplies and emergency kits for search & rescue, medical response, sanitation, personal and group support for home, office, auto & school. Food & water. Call for catalog.

See Ads, pages 61, 67-74, 107 & 125.

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See Ad, page #60.

EMERGENCY EQUIPMENT & SUPPLIES – Lighting

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Tel: (408) 323-2370 or (408) 728-1703 john@pfdistributioncenter.com www.pfdistributioncenter.com

Agencies around the world are using PF-200 PowerFlares to block roads, protect injured people, lay down LZs or mark hazardous areas. PowerFlare Emergency Safety Lights have 16 bright LEDs around the periphery, 10 user-selectable flash patterns, and are about the size and shape of a hockey puck. They are rugged, float, and waterproof. They can be run over by trucks. Two versions: Rechargeable or Replaceable CR123 Battery. 8 outer shell colors and 8 LED colors to choose from.

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AMERICAN INNOTEK

Tel: (800) 366-3941 or (847) 837-0864 twesson@americaninnotek.com www.briefrelief.com

Brief Relief Field Lavatory Systems solve the problem of human waste during a disaster

or emergency.Brief Relief Liquid waste bags, Disposa John Solid waste bags, commode and privacy tent comprise a portable system.

EMERGENCY EQUIPMENT & SUPPLIES – Search & Rescue



Emergency Lifeline Corp.

PO Box 15243 Santa Ana, CA 92735 Tel: (800) 826-2201 Fax: (714) 558-8901 sales@emergencylifeline.com www.emergencylifeline.com

Manufacturer of a complete line of supplies and emergency kits for search & rescue, medical response, sanitation, personal and group support for home, office, auto & school. Food & water. Call for catalog.

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Reeves EMS (DHS Systems LLC)

Tel: (800) 328-5563 info@reevesems.com www.reevesems.com

DHS Systems manufactures, sells and services Reeves EMS emergency supplies such as incident command shelters, decontamination shelters and equipment and confined space and patient extrication equipment.

See Ad, page #127.



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EMERGENCY RESPONSE, General

Disaster Kleenup International (DKI)

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DKI provides emergency response and reconstruction services, 24 hours a day, 365 days

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Informed® Publishing has been the leading choice of field reference guides for first responders and public health professionals. Now a multi-national medical publisher offering portable print and digital reference materials, our products are carried and used by more than one million public safety and health professionals every day. Informed® guides are also available as mobile applications as well as printed editions.

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EMERGENCY RESPONSE -Mass Casualty Equipment

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Our versatile Human Remains Containment Systems can be custom-configured to meet the requirements of daily operations, mass fatality incidents and long-term disaster response planning. Field tested and certified by the U.S. military, BioSeal Systems are easy to store, easy to deploy and allow you to simply and safely seal, store, ship and incinerate human remains all in one container, exceeding the grant funding requirements set by federal agencies. Used at every U.S. national disaster that has occurred since 1997.

See Ad, page #119.

Reeves EMS (DHS Systems LLC)

Tel: (800) 328-5563 info@reevesems.com www.reevesems.com

DHS Systems manufactures, sells and services Reeves EMS emergency supplies such as incident command shelters, decontamination shelters and equipment and confined space and patient extrication equipment. See Ad, page #127.

ENVIRONMENTAL CONCERNS.



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Our versatile Human Remains Containment Systems can be custom-configured to meet the requirements of daily operations, mass fatality incidents and long-term disaster response planning. Field tested and certified by the U.S. military, BioSeal Systems are easy to store, easy to deploy and allow you to simply and safely seal, store, ship and incinerate human remains all in one container, exceeding the grant funding requirements set by federal agencies. Used at every U.S. national disaster that has occurred since 1997.

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FIRE SAFETY, General

PF DISTRIBUTION CENTER

Tel: (408) 323-2370 or (408) 728-1703 john@pfdistributioncenter.com www.pfdistributioncenter.com

Agencies around the world are using PF-200 PowerFlares to block roads, protect injured people, lay down LZs or mark hazardous areas. PowerFlare Emergency Safety Lights have 16 bright LEDs around the periphery, 10 user-selectable flash patterns, and are about the size and shape of a hockey puck.

They are rugged, float, and waterproof. They can be run over by trucks. Two versions: Rechargeable or Replaceable CR123 Battery. 8 outer shell colors and 8 LED colors to choose from.

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DKI provides emergency response and reconstruction services, 24 hours a day, 365 days a year.

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Agencies around the world are using PF-200 PowerFlares to block roads, protect injured people, lay down LZs or mark hazardous areas. PowerFlare Emergency Safety Lights have 16 bright LEDs around the periphery, 10 user-selectable flash patterns, and are about the size and shape of a hockey puck. They are rugged, float, and waterproof. They can be run over by trucks. Two versions: Rechargeable or Replaceable CR123 Battery. 8 outer shell colors and 8 LED colors to choose from.

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POWER SOURCES - Generators

Ring Power®



Ring Power Corporation

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Ring Power Corp.'s Power Systems Division rents EPA/CARB-certified generator sets (20-2000 kW), transformers, automatic transfer switches, load banks, distribution panels, cable and accessories; trailer mount includes integrated fuel tank base or module. Turnkey services also available include installation, fueling, maintenance, engineering and contingency planning assistance. Just one call for nohassle service and complete 24-hour support. See Ad, page #117.

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Whether it's natural disaster or equipment failure that takes your system down, a Trane rental system can get you back in businessfast! Equipment includes Chillers, Airhandlers, Heating & Cooling Units, Pumps, Cooling Towers & Power Generators. See Ads, pages 106 & 125.

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RENTAL EQUIPMENT, General



Tel: (859) 255-0717 or (800) 785-8639

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Manufacturer of Temporary and Emergency Power and Lighting, GFCI and Electrical Connection products. Generator cordsets and power distribution. Hazardous Location or Confined Space lighting. Made in USA. For Rescue or Recovery Teams. Custom Solutions also.

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Proteus provides turnkey structures as well as fully staffed and equipped remote operating camps.

See Ad, page #116.

RENTAL EQUIPMENT -Climate Control

Ring Power



Ring Power Corporation

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Trane Rental Services

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Whether it's natural disaster or equipment failure that takes your system down, a Trane rental system can get you back in businessfast! Equipment includes Chillers, Airhandlers, Heating & Cooling Units, Pumps, Cooling Towers & Power Generators. See Ads, pages 106 & 125.

RENTAL EQUIPMENT -Power Sources

Trane Rental Services

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provider of temporary shelters for base camps,

temporary housing, portable dining facilities, and more. Structures can be installed with HVAC, flooring, lighting, power, and more.

Williams Scotsman

901 S. Bond Street Suite 600 Baltimore, MD 21231

United States

Tel: (800) 782-1500 Fax: (410) 931-6047 info@willscot.com

www.willscot.com

Williams Scotsman provides rapid response to keep vital services in operation for communities in need. Nearly 100 branches across North America are ready to accommodate all emergency needs: command centers, storage, healthcare clinics, field offices, mobile response units, portable classrooms and banks.

RESOURCES - Conferences & Expositions

CPM Conferences (Contingency Planning & Management)

3141 Fairview Park Dr., Suite 777 Falls Church, VA 22042 Tel: (703) 876-5100 Fax: (703) 876-5059 www.cpmconferences.com

The semi-annual CPM Conferences are the industry's leading events for business continuity, emergency management and security. CPM provides a dynamic conference program and networking events to the experienced business continuity professional. CPM 2012 WEST, October 8-10, 2012, Dallas, TX. Co-Located with GovSec West Conference and Exhibit! See Ad, page #99.

DISASTER RECOVERY JOURNAL

P.O. Box 510110 St. Louis, MO 63151 Tel: (636) 282-5800 Fax: (636) 282-5802 dri@dri.com www.drj.com

DRJ hosts the two largest business continuity conferences and exhibitions. Upcoming shows: Fall World-September 9-12, 2012 in San Diego, CA and Spring World 2013-March 17-20, 2013 in Orlando, FL.

See Ads, pages 11 & next page.



GLOBAL CONFERENCE ON DISASTER MANAGEMENT

Tel: (888) 963-0888 Fax: (888) 943-0888 info@disasterconference.org www.disasterconference.org

GCDM provides valuable education, training and the best practices for organizations and communities to prepare, respond and recover from emergencies and disasters. Within just 5 years of existence, the Global Conference

on Disaster Management has held over 40 conferences across more than 20 cities in the United States. Our conference offers essential knowledge and education while also creating opportunities for personal interaction.

See Ad, page #144.

International Disaster Conference & Exhibition

Tel: (404) 496-6257

jimmymouton@internationaldisasterconference.com www.idce2013.com

January 8-10, 2013. New Orleans, LA. IDCE2013 delivers an uprecedented list of the most distinguished, accomplished leaders in our field. Network with industry peers from all disciplines of the disaster cycle and have your voice heard.

Emergency Management Summit A Hybrid Conference and Internet Event

National Emergency Management Summit

September 5-6, 2012 Baltimore Waterfront Marriott Baltimore, MD Tel: (800) 503-7841 raymondcarter2@gmail.com www.EmergencyManagementSummit.com

The Sixth National Emergency Management Summit, a hybrid conference and internet event, is the leading forum on medical preparedness and response to disasters, epidemics and terrorism. Register for the onsite or online conference.

World Conference on Disaster Management (WCDM)

Toronto, Ontario, Canada Tel: (905) 948-0470 x246 Tel: (888) 443-6786 x246 Fax: (905) 479-1364 www.wcdm.org

The pre-eminent conference of its kind in North America for professionals from all fields of Disaster Management is coming to Toronto, Canada. WCDM 2012, June 25-27, 2012. See Ad, page #55.

RESOURCES - Organizations & Associations

International Association of Emergency Managers

201 Park Washington Court Falls Church, VA 22046-4527 Tel: (703) 538-1795 Fax: (703) 241-5603 info@iaem.com www.iaem.com

IAEM is the world's largest EM professional association. It provides access to the largest network of EM experts who can yield advice and assistance; the Certified Emergency Manager® program; annual scholarships; a

comprehensive newsletter; and more. The 2012 Conference & Exhibit is on Oct. 26 -31. It features significant suppliers of EM and homeland security products and services. See Ad, page #63.

RESOURCES - Publications

DISASTER RECOVERY JOURNAL

P.O. Box 510110 St. Louis, MO 63151 Tel: (636) 282-5800 Fax: (636) 282-5802 drj@drj.com www.drj.com

DRJ hosts the two largest business continuity conferences and exhibitions. Upcoming shows: Fall World-September 9-12, 2012 in San Diego, CA and Spring World 2013-March 17-20, 2013 in Orlando, FL. See Ads, pages 11 & next page.

RESOURCES - Reference Materials

DISASTER RECOVERY JOURNAL

P.O. Box 510110 St. Louis, MO 63151 Tel: (636) 282-5800 Fax: (636) 282-5802 drj@drj.com www.drj.com

DRJ hosts the two largest business continuity conferences and exhibitions. Upcoming shows: Fall World-September 9-12, 2012 in San Diego, CA and Spring World 2013-March 17-20, 2013 in Orlando, FL. See Ads, pages 11 & 164.



DSP Network (DSPN)

Tel: (800) 601-4899 staff@dspnetwork.com www.dspnetwork.com

DSPN's "best practices" methodology helps you develop comprehensive, enterprise-wide business continuity plans, based on the planning components you currently have in place. Clients include Toyota, Macy's, Bloomingdales, Yamaha, and many more businesses, plus numerous public agencies. See Ads, pages 12, 35, 43, 61 & 125.

RESTORATION SERVICES, General



PROPERTYRESTORATION

BELFOR USA

185 Oakland Avenue, Suite 300 Birmingham, MI 48009 Tel: (800) 856-3333 Fax: (248) 594-1133 www.belfor.com

BELFOR provides full-service disaster recovery services that include total reconstruction, electronics & contents restoration, & vital records recovery.

See Ads, pages 107, 109 & 177.

ECOS Environmental & Disaster Restoration, Inc.

Tel: (888) 375-3267 Fax: (303) 442-9300 info@ecosenvironmental.com www.ecosenvironmental.com *See Ad., page #107.*



Polygon US Corporation

15 Sharpner's Pond Building F North Andover, MA 01845 Tel: (800) 422-6379 us_info@polygongroup.com www.polygongroup.us

Polygon's services have been employed in every conceivable scenario; from the recovery of confidential hospital records to the remediation of some of the world's largest incidents. Its temporary climate control solutions can be applied to prevent corrosion in high humidity areas, dry concrete prior to floor application and negate the effects of seasonal variances in humidity on production floors. The knowledge base gained in such diverse environments is transferred across the globe, ensuring consistency in standards and a rapid, robust, cost effective and efficient response.

See Ad, page #113.



ServiceMaster Recovery Management

3839 Forest Hill-Irene Road Memphis, TN 38125 Tel: (800) 776-6710 Fax: (901) 597-7600 info@srmcat.com

ServiceMaster Recovery Management is a disaster restoration provider specializing in commercial catastrophic disaster restoration and recovery. We offer a full range of services from water, fire and smoke damage restoration to reconstruction.

See Ad, page #107.

www.srmcat.com/



SERVPR0®

Tel: (800) SERVPRO or (615) 451-0200 dturner@servpronet.com www.servpro.com

The SERVPRO® Franchise System is a national leader and provider of fire, water, mold and other specialty cleanup and restoration services, responding to property damage emergencies of any size from coast to coast.

See Ad, page #33.

The DRJ Shows Have Gone Virtual!



www.drj-virtual.com



RESTORATION SERVICES – Document Restoration



BELFOR USA

185 Oakland Avenue, Suite 300 Birmingham, MI 48009 Tel: (800) 856-3333 Fax: (248) 594-1133 www.belfor.com

BELFOR provides full-service disaster recovery services that include total reconstruction, electronics & contents restoration, & vital records recovery.

See Ads, pages 107, 109 & 177.

RESTORATION SERVICES – Facility Restoration

MOVINCOOL. THE #1 SPOT COOLING SOLUTION

MovinCool

Tel: (800) 264-9573 Fax: (310) 835-8724 info@movincool.com www.movincool.com

MovinCool offers portable models with capacities from 9,000 to 60,000 Btu/h that provide instant emergency spot cooling and moisture removal. Our latest compact, ceiling-mounted model allows easy installation in tight spaces, making it ideal for server & telecom closets. See Ad, page #79.

RESTORATION SERVICES – Fire, Smoke, Water

American Property Restoration, Inc (APRCAT)

3440 Oakcliff Rd Suite 124 Atlanta, GA 30340 Tel: (877) 604-8324 Fax: (866) 963-0280 info@aprcat.com www.aprcat.com

APR CAT is a restoration company specializing in the restoration of commercial properties. APR CAT is a full service company in the areas of structural and content cleaning.

TRAINING, General



Business Continuity Institute

10 Southview Park, Marsack Street Caversham, RG4 5AF, UK Tel: +44 (0)118 947 8215 Tel: +1 703-637-4429 education@thebci.org www.thebci.org

Established in 1994 we have 4800+ members in 89 countries and offer professional certification; classroom and E-Learning; self assessment program; networking through Forums and Workshops; and publications.

See Ad, page #39.



Montague Inc.

Tel: (347) 642-3870 kathleenalucey@gmail.com www.montaguerm.com

Montague has delivered innovative BCM solutions since 1996. We excel in building multidisciplinary project teams with a wide variety of advanced skills, adding specialized industry expertise to match client needs. Montague has also developed a specialized practice to detect and slay Black Swans in BCM programs.

What is a BCM Black Swan? An unidentified or untreated single point of failure capable of unexpectedly derailing a continuity response. Visit us online for more details.

See Ads, pages 13, 50, 61, 107 & 125.



Universal Fire/Life Safety Services

Tel: (866) 877-1965 www.universalpro.com

Universal Fire/Life Safety Services offers a simple solution for all your fire/life safety, compliance, training and evacuation drill needs. Call 1-866-UPS-1965 or visit www. universalpro.com for your free review today.

TRAINING - Injury Simulation

BMI Training and Consulting

2 Spring Hollow Rd Roundup, MT 59072 Tel: (406) 633-1668 rongordy@gmail.com

BMI Training specializes in Emergency Preparedness Training and Exercise Design. We offer independant exercise evaluation, provide controllers, scenarios, moulage (wound and injury simulation), actors, pyrotechnics and other props and enhancements to effect realistic challenges. Effective tabletop exercises, functional exercises and full-scale exercises for Business, Fire Rescue EMS, HazMat, CERT, Law Enforcement, Military, local Government and NGOs. Just In Time training for Disaster workers, OSHA 10 and 30 hour, Safeland, SafeGulf, Hazwopper, CPR First Aid, SCBA, H2S So2 awareness.

TRAINING – Life Safety/CERT/ CPR/First Aid

BMI Training and Consulting

2 Spring Hollow Rd Roundup, MT 59072 Tel: (406) 633-1668 rongordy@gmail.com

BMI Training specializes in Emergency Preparedness Training and Exercise Design. We offer independant exercise evaluation, provide controllers, scenarios, moulage (wound and injury simulation), actors, pyrotechnics and other props and enhancements to effect realistic challenges. Effective tabletop exercises, functional exercises and full-scale exercises for Business, Fire Rescue EMS, HazMat, CERT, Law Enforcement, Military, local Government and NGOs. Just In Time training for Disaster workers, OSHA 10 and 30 hour, Safeland, SafeGulf, Hazwopper, CPR First Aid, SCBA, H2S So2 awareness.



Life Goes On Inc.

Santa Clarita, CA Tel: (661) 298-4277 safety@lifegoesoninc.com www.lifegoesoninc.com

Corporate Emergency Response Team (CERT) Training, Consulting, Workshops, Evacuation and Shelter-in-Place Exercises, Member of Disaster Survival Planning Network (DSPN). See Ads, pages 12, 125 & 139.

WEATHER RELATED PRODUCTS & SERVICES, General



COASTAL ENVIRONMENTAL SYSTEMS, INC.

Coastal Environmental Systems, Inc.

Tel: (206) 682-6048 Fax: (206) 682-5658 marketing@coastalenvironmental.com www.coastalenvironmental.com

Coastal designs, engineers, manufactures, and installs professional-grade weather stations for all applications.

See Ad, page #131.

BIG NEWS

For Organizations, Educational Institutions and Conferences.



Free Promotion

The online Disaster Resource GUIDE wants to promote your group's information and events.

Can you help us?

It's now easy to manage your complimentary listings in the online GUIDE. Contact us by email and we'll give you the details on how to set up your resource manager account.

resources@disaster-resource.com

Networking for Organizations' Board Members

We are starting a LinkedIn group to facilitate discussion among industry organizations. The group will begin the middle of June. Contact us if your group wants to participate. resources@disaster-resource.com

ORGANIZATIONS

Information for the various organizations is grouped according to headquarters location.

The directory is updated annually for the printed GUIDE and periodically for the Online GUIDE. If you have difficulty reaching an organization, please let us know. We will help you find the organization and take the opportunity to update the information in the Online GUIDE.

Visit the Online GUIDE for more organizations, expanded information and hot links. www.disaster-resource.com/organizations

CANADA

Organizations With Headquarters Located in Canada

Business Continuity Institute (BCI)

 Canada Chapter, screighton@sgi.sk.ca www.thebci.org

Canada, Government of The Northwest Territories (GNWT) Emergency Measures Organization

www.maca.gov.nt.ca/ emergency_management/index.htm

Canada, Province of Alberta Emergency Mgt Agency http://aema.alberta.ca

Canada, Province of British Columbia Provincial Emergency Program (PEP) www.pep.bc.ca

Canada, Province of Manitoba Emergency Measures Organization www.gov.mb.ca/emo

Canada, Province of New Brunswick Emergency Measures Organization www2.gnb.ca/content/gnb/en/departments/ public_safety/emo.html

Canada, Province of Newfoundland & Labrador Emergency Measures Organization www.gov.nl.ca/fes/

Canada, Province of Nova Scotia Emergency Measures Organization www.gov.ns.ca/emo/

Canada, Province of Nunavut http://cgs.gov.nu.ca/en/fire-services

Canada, Province of Ontario Emergency Mgt Ontario

www.emergencymanagementontario.ca/english/home.html

Canada, Province of Prince Edward Island Emergency Measures Organization www.gov.pe.ca

Canada, Province of Quebec Public Security

www.securitepublique.gouv.qc.ca/en/accueil.html

Canada, Province of Saskatchewan www.cpsp.gov.sk.ca/SaskEMO

Canada, Province of Yukon Emergency Measures Organization www.community.gov.yk.ca/emo

Canadian Centre for Emergency Preparedness (CCEP)

www.ccep.ca

Canadian Centre for Occupational Health & Safety (CCOHS) www.ccohs.ca

Canadian Red Cross www.redcross.ca

Canadian Risk & Hazards Network www.crhnet.ca

Disaster Recovery Information Exchange (DRIE)

www.drie.org

- DRIE Atlantic www.drie-atlantic.org
- DRIE Central (serving Manitoba, Saskatchewan, & NW Ontario) www.driecentral.org
- DRIE Ottawa www.drieottawa.org
- DRIE South-Western Ontario www.drie-swo.org
- DRIE Toronto http://toronto.drie.org
- DRIE West www.drie-west.org

Disaster Recovery Institute Canada (DRI) www.dri.ca

Emergency Preparedness for Industry & Commerce Council (EPICC)

www.epicc.org

IAEM Canada

www.iaem.com/canada

Industrial Accident Prevention Assoc (IAPA)

www.iapa.ca

Institute for Catastrophic Loss Reduction

www.iclr.org

Public Safety Canada www.publicsafety.gc.ca

INTERNATIONAL

Organizations With Headquarters Located Outside of North America

Business Continuity Institute (BCI) www.thebci.org

Business Continuity Planning (BCP) Asia www.bcpasia.com

Center for Disaster Mgt & Humanitarian Assistance (CDMHA)

www.cdmha.org

Continuity Forum www.continuityforum.org

Crisis Navigator -Institute for Crisis Research www.crisisnavigator.org

Institute of Geological & Nuclear Sciences

www.gns.cri.nz/

Intl Air Transport Assoc (IATA) www.iata.org

Intl Aviation Fire Protection Assoc (IAFPA)

www.iafpa.org.uk

Intl Emergency Mgt Society (TIEMS) www.tiems.org

Pan American Health Organization (PAHO) www.paho.org

Royal United Services Institute (RUSI) www.rusi.org

World Health Organization (WHO) www.who.int

UNITED STATES

National, Regional & International Organizations Wirh Headquarters Located in the United States

AFCOM

www.afcom.com

American Academy of Medical Administrators (AAMA)

www.aameda.org

American Bio-Recovery Assoc (ABRA) www.americanbiorecovery.com

American Hospital Assoc (AHA) www.aha.org

American Industrial Hygiene Assoc www.aiha.org

American Institute of Chemical Engineers (AICHE)

www.aiche.org

American Lifelines Alliance (ALA) www.americanlifelinesalliance.com

American Psychological Assoc (APA) www.apa.org

American Public Works Assoc www.apwa.net

American Radio Relay League (ARRL) www.arrl.org

American Red Cross

www.redcross.org

American Society for Industrial Security (ASIS)

www.asisonline.org

American Society of Civil Engineers (ASCE)

www.asce.org

American Society of Safety Engineers (ASSE)

APCO Intl

www.apco911.org

Applied Technology Council

www.ATCouncil.org

ARMA Intl

www.arma.org

Assoc for Enterprise Information (AFEI) www.afei.org

Assoc for Facilities Engineering (AFE) www.afe.org

Assoc of Contingency Planners (ACP) www.acp-international.com

Assoc of Energy Engineers

www.AEEcenter.org

Assoc of Environmental & Engineering Geologists (AEG)

www.aegweb.org

Assoc of State Dam Safety officials (ASDSO)

www.damsafety.org

Assoc of State Floodplain Managers (ASFPM)

www.floods.org

Assoc of Traumatic Stress Specialists (ATSS)

www.atss.info

Building Owners & Managers Assoc Intl (BOMA)

www.boma.org

Building Seismic Safety Council www.bssconline.org

Business Continuity Institute

· U.S. Chapter, douglas.weldon@thomsonreuters. www.thebci.org

Business Network of Emergency Resources (BNET)

www.bnetinc.org

Center for Earthquake Research & Information (CERI)

www.ceri.memphis.edu

Center for Internet Security www.cisecurity.org

Center for Excellence In Disaster Mgt & Humanitarian Assistance www.coe-dmha.org

Centers for Disease Control & Prevention (CDC)

Central U.S. Earthquake Consortium (CUSEC)

www.cdc.gov

www.cusec.org

CERT® Coordination Center

www.cert.org

Chartered Property Casualty Underwriters Society (CPCU)

www.cpcusociety.org

COMMON

www.common.org

Conference Board www.conference-board.org

Contingency Planning Exchange (CPE)

www.cpeworld.org Dart Center for Journalism & Trauma

www.dartcenter.org

Disaster Preparedness & Emergency Response Assoc (DERA)

www.disasters.org

Disaster Research Center www.udel.edu/DRC

Disaster Recovery Institute Intl (DRI) www.drii.org

Earthquake Engineering Research Institute (EERI)

www.eeri.org

Emergency Mgt Accreditation Program (EMAP)

www.emaponline.org

Emergency Mgt Forum www.emforum.org

Emergency Medicine Learning & Resource Center

www.emlrc.org

Employee Assistance Professionals Assoc (EAP)

www.eapassn.org

Federal Emergency Mgt Agency (FEMA)

www.fema.gov

• FEMA Region I Serving: CT, MA, ME, NH, RI, VT www.fema.gov/about/regions/regioni

• FEMA Region II Serving: NY, NJ, Puerto Rico, Virgin Islands www.fema.gov/about/regions/regionii

• FEMA Region III Serving: DC, DE, MD, PA, VA, WV www.fema.gov/about/regions/regioniii

• FEMA Region IV Serving: AL, FL, GA, KY, MS, NC, www.fema.gov/about/regions/regioniv

• FEMA Region V Serving: IL, IN, MI, MN, OH, WI www.fema.gov/about/regions/regionv

 FEMA Region VI Serving: AR, LA, NM, OK, TX www.fema.gov/about/regions/regionvi

• FEMA Region VII Serving: IA, KS, MO, NE www.fema.gov/about/regions/regionvii

• FEMA Region VIII Serving: CO, MT, ND, SD, UT, WY www.fema.gov/about/regions/regionviii FEMA Region IX Serving: AZ, CA, HI, NV, Guam, Commonwealth of the Northern Mariana Islands, Republic of the Marshall Islands, Federated States of Micronesia, American Samoa www.fema.gov/about/regions/regionix

 FEMA Region X Serving: AK, ID, OR, WA www.fema.gov/about/regions/regionx

Feeding America http://feedingamerica.org

Healthcare Information & Mgt Systems Society (HIMSS)

www.himss.org

High Technology Crime Investigation Assoc (HTCIA)

www.htcia.org

Humane Society of The United States www.humanesociety.org/disaster

Information Systems Audit & Control Assoc (ISACA)

www.isaca.org

Information Systems Security

Assoc (ISSA) www.issa.org

Infragard www.infragard.net

Infrastructure Security Partnership (TISP)

Insurance Institute for Business & Home Safety (IBHS)

www.ibhs.org

www.tisp.org

Institute of Internal Auditors (IIA) www.theiia.org

Insurance Information Institute www.iii.org

Intl Assoc of Arson Investigators (IAAI) www.firearson.com

Intl Assoc of Dive Rescue Specialists www.iadrs.org

Intl Assoc of Emergency Managers (IAEM) www.iaem.com

Intl Assoc of Fire Chiefs (IAFC) www.iafc.org

Intl Assoc of Privacy Professionals (IAPP)

www.privacyassociation.org Intl City/County Mgt Assoc (ICMA)

www.icma.org Intl Code Council (ICC)

www.iccsafe.org

www.istss.org

Intl Critical Incident Stress Foundation (ICISF)

www.icisf.org Intl Facility Mgt Assoc (IFMA) www.ifma.org

Intl Society for Traumatic Stress Studies (ISTSS)

Intl Window Film Assoc (IWFA) www.iwfa.com

UNITED STATES, NATIONAL & REGIONAL

Internet Security Alliance

www.isalliance.org

IT Governance Institute

www.itgi.org

Joint Commission

www.jointcommission.org

Mennonite Disaster Service

www.mds.mennonite.net

Mercy Corps

www.mercycorps.org

Multidisciplinary Center for Earthquake Engineering Research (MCEER)

http://mceer.buffalo.edu

Multihazard Mitigation Council www.nibs.org/MMC/mmchome.html

Natl Academies of Emergency Dispatch (NAED)

www.emergencydispatch.org

Natl Assoc for Search & Rescue (NASAR)

www.nasar.org

Natl Assoc of Catastrophe Adjusters (NACA)

www.nacatadj.org

Natl Assoc of EMS Physicians

www.naemsp.org

Natl Assoc of Emergency Medical Technicians (NAEMT)

www.naemt.org

Natl Center for Post-Traumatic

Stress Disorder

www.ncptsd.va.gov

Natl Defense Industrial Assoc (NDIA)

www.ndia.org

Natl Emergency Communications

Institute (NECI)

www.neci911.com

Natl Emergency Mgt Assoc (NEMA)

www.nemaweb.org

Natl Emergency Number Assoc

www.nena.org

Natl Environmental Health Assoc

Natl Fire Protection Assoc (NFPA)

www.nfpa.org

Natl Hydrological Warning Council

http://hydrologicwarning.org/

Natl Institute for Urban Search

& Rescue (NIUSR)

www.niusr.org

Natl Organization for Victim

Assistance (NOVA) www.trynova.org

Natl Safety Council (NSC)

www.nsc.org

Natl Sheriff's Associ

www.sheriffs.org

Natl Voluntary Organizations

Active in Disaster www.nvoad.org

Natl Watershed Coalition

www.watershedcoalition.org

Natural Hazards Project (NHP)

www.oas.org/nhp

Natural Hazards Center

www.colorado.edu/hazards/

Next of Kin Registry (NOKR)

www.nokr.org

Northeast States Emergency

Consortium (NESEC)

www.nesec.org

Operation USA

www.opusa.org

PRISM Intl

www.prismintl.org

Private & Public Businesses, Inc.

www.ppbi.org

Property Loss Research Bureau

www.plrb.org

Public Agency Risk Managers

Assoc (PARMA)

www.parma.com

Public Entity Risk Institute

www.riskinstitute.org

Public Risk Mgt Assoc (PRIMA)

www.primacentral.org

Public Utilities Risk Mgt Assoc

www.purma.org

Restoration Industry Association

www.restorationindustry.org

Risk & Insurance Management Society

(RIMS)

www.rims.org

Salvation Army

www.salvationarmyusa.org

SANS Institute

www.sans.org

Securities Industry And Financial Markets Association (SIFMA)

www.sifma.org

Security Industry Association (SIA)

www.siaonline.org

Seismological Society Of America

www.seismosoc.org

SHARE

www.share.org

Society For Human Resource

Management (SHRM)

www.shrm.org

Society For Risk Analysis

www.sra.org

Southern California Earthquake Center (SCEC)

www.scec.org

Storage Networking Industry

Association (SNIA) www.snia.org

Wall Street Technology Association

www.wsta.org

Weather Research Center

www.wxresearch.com

Western States Seismic Policy Council

www.wsspc.org

UNITED STATES, STATE AND LOCAL ORGANIZATIONS

ALABAMA

Alabama Assoc of Emergency Managers

www.aaem.us

State of Alabama, EMA

www.ema.alabama.gov

State of Alabama, Homeland Security

www.homelandsecurity.alabama.gov

ALASKA

State of Alaska, Division of Homeland Security & Emergency Mgt

www.ak-prepared.com

ARIZONA

Arizona Emergency Services Assoc www.azaesa.org

Assoc of Contingency Planners

• Central Arizona Chapter www.azacp.org/

State of Arizona, DEM

www.dem.state.az.us

State of Arizona, Homeland Security

www.homelandsecurity.az.gov

ARKANSAS

Assoc Contingency Planners

· Arkansas Chapter

http://arkansas.acp-international.com/

State of Arkansas, DEM www.adem.arkansas.gov

Arkansas Emergency Mgt Assoc (AEMA) www.adem.arkansas.gov/adem/aema/index.aspx

CALIFORNIA

American Red Cross, OC Chapter

www.oc-redcross.org

- Assoc of Contingency Planners (ACP) Los Angeles Chapter
- http://la.acp-international.com/ • Orange County Chapter www.acpoc.com/
- Sacramento Chapter http://sac.acp-international.com/
- San Diego Chapter http://sandiego.acp-international.com/

· San Francisco Bay Area Chapter http://sfba.acp-international.com/

Planners (ASAP) www.asapsite.org

www.bicepp.org

Business & Industry Council for Emergency Planning & Preparedness (BICEPP)

Assoc of Sacramento Area

Business Recovery Managers Assoc (BRMA)

• Northern California www.brma.com

California Emergency Services Assoc (CESA)

Coastal Chapter

www.cesa.net/meet-the-chapters/ coastal-chapter.aspx

• Inland Chapter

www.cesa.net/meet-the-chapters/ inland-chapter.aspx

• Southern Chapter

www.cesa.net/meet-the-chapters/ southern-chapter.aspx

Collaborating Agencies Responding to Disasters (CARD)

www.firstvictims.org

Consortium of Universities for Research in Earthquake Engineering (CUREE)

www.curee.org

Disaster Recovery Alliance

www.oc-redcross.org

Hospital Assoc of Southern California www.hasc.org

San Francisco Fire Department **NERT Training**

www.sfgov.org/sffdnert

State of California, **Emergency Mgt Agency**

www.oes.ca.gov

COLORADO

Assoc of Contingency Planners

• Colorado Rocky Mountain Chapter www.crmc-acp.org/

State of Colorado, Dept. of Public Safety

http://cdpsweb.state.co.us/ State of Colorado, DEM

www.dola.state.co.us/dem CONNECTICUT

Assoc of Contingency Planners • Hartford Chapter

http://ct.acp-international.com/ Connecticut Emergency Mgt Assoc

www.cemaonline.org State of Connecticut, Dept. of Emergency Services & Public Protection

www.ct.gov/demhs DELAWARE

Assoc of Contingency Planners • First State - Wilmington Chapter http://firststate.acp-international.com/

http://dema.delaware.gov State of Delaware, Safety & Homeland Security

State of Delaware, EMA

http://dshs.delaware.gov/

DISTRICT OF COLUMBIA

Assoc of Contingency Planners

• Washington DC Chapter www.acpdc.org/

District of Columbia, Homeland Security & Emergency Mgt Agency

http://hsema.dc.gov

FLORIDA

Assoc of Contingency Planners

- Florida Capital Region Chapter -Tallahassee http://floridacapitalregion. acp-international.com
- Greater Tampa Bay Chapter www.gtbacp.com/
- Mid-Florida/Orlando Chapter www.acp-midflorida.com/
- Northeast Florida -Jacksonville Chapter www.northeastfloridaacp.org
- Southeast Florida Chapter http://sefl.acp-international.com/

Florida Citizen Corps Program www.FloridaDisaster.org/CitizenCorps

Emergency Medicine Learning & Resource Center

www.femf.org

Florida Emergency Preparedness Assoc www.fepa.org

State of Florida, Division of Emergency Mgt www.floridadisaster.org

State of Florida, Homeland Security www.fdle.state.fl.us

GEORGIA

Assoc of Contingency Planners

· Atlanta Chapter http://atlanta.acp-international.com

Georgia Emergency Mgt Assoc www.emagonline.com

State of Georgia, Emergency Mgt Agency & Homeland Security

www.gema.state.ga.us

GUAM

Guam, Homeland Security/ office of Civil Defense

www.guamhs.org/

Contingency Planners of the Pacific www.contingencyplannersofthepacific.org

State of Hawaii, Civil Defense www.scd.hawaii.gov

IDAHO

State of Idaho, Bureau of Homeland Security www.bhs.idaho.gov

ILLINOIS

Assoc of Contingency Planners

• Northern Illinois Chapter http://nilacp.org/cms1517/

Business Resumption Planners Assoc (BRPA)

www.brpa-chicago.org/

Illinois Emergency Services Mgt Assoc (IESMA)

www.iesma.org

State of Illinois, Emergency Mgt Agency & Homeland Security

www.state.il.us/iema

Emergency Mgt Alliance of Indiana www.emai-indiana.org/

Midwest Contingency Planners www.midwestcontingencyplanners.org

State of Indiana, Emergency Mgt & Homeland Security www.in.gov/dhs

IOWA

Iowa Contingency Planners www.icp-web.net/

Iowa Emergency Mgt Assoc www.iowaema.com/

State of Iowa, Homeland Security & Emergency Mgt

www.iowahomelandsecurity.org

KANSAS

Kansas Emergency Mgt Assoc (KEMA) www.kema.org

Partnership for Emergency Planning www.pepkc.org

State of Kansas, Division of Emergency Mgt www.ksready.gov/

KENTUCKY

Assoc of Contingency Planners

 Kentuckiana Chapter http://kcpisprepared.org

Kentucky Emergency Mgt Assoc www.kyema.org

State of Kentucky, DEM http://kyem.ky.gov

State of Kentucky, Homeland Security http://homelandsecurity.ky.gov

LOUISIANA

Assoc of Contingency Planners

• SE Louisiana (New Orleans) Chapter http://sela.acp-international.com

Louisiana Emergency Preparedness Assoc (LEPA)

www.lepa.org

South East Louisiana Search & Rescue (SFLSAR)

www.selsar.com

State of Louisiana, Homeland Security & Emergency Preparedness http://gohsep.la.gov/

MAINE

State of Maine, Emergency Mgt Agency www.maine.gov/mema

MARYLAND

Assoc of Contingency Planners

• Central Maryland (Baltimore) Chapter http://centralmd.acp-international.com/

Maryland Emergency Mgt Assoc www.mdema.org/

Mid Atlantic Disaster Recovery Assoc (MADRA)

www.madra.org

State of Maryland, EMA

www.mema.state.md.us

State of Maryland, Homeland Security www.governor.maryland.gov/gohs

MASSACHUSETTS

Assoc of Contingency Planners

• Greater Boston Chapter http://greaterboston.acp-international.com/

Northeast States Emergency Consortium (NESEC)

www.nesec.org

NorthEast Disaster Recovery Information Exchange (NEDRIX) www.nedrix.com

State of Massachusetts, EMA www.mass.gov/mema

MICHIGAN

Assoc of Contingency Planners

· Michigan Chapter www.michigan-acp.org/

Great Lakes Business Recovery Group

www.geocities.com/ greatlakesbusinessrecoverygroup

Michigan Emergency Mgt Assoc www.memaonline.org

State of Michigan, Emergency Mgt & Homeland Security Division www.michigan.gov/emhsd

MINNESOTA

Assoc of Minnesota Emergency Managers (AMEM)

www.amemminnesota.org

Business Continuity Planners Assoc www.bcpa.org

State of Minnesota, Homeland Security & Emergency Mgt

www.hsem.state.mn.us

MISSISSIPPI

Mississippi Civil Defense / **Emergency Assoc** www.mcdema.org

State of Mississippi, EMA www.msema.org

State of Mississippi, Homeland Security www.homelandsecurity.ms.gov

Missouri Emergency Preparedness Assoc

www.momepa.org/

Partnership for Emergency Planning www.pepkc.org

State of Missouri. **Emergency Mgt Agency**

http://sema.dps.mo.gov State of Missouri,

Office of Homeland Security www.dps.mo.gov/dir/programs/ohs/

MONTANA

State of Montana, Disaster & Emergency Services

http://montanadma.org/ disaster-and-emergency-services

NEBRASKA

Nebraska Assoc of Emergency Mgt www.naem.us

State of Nebraska, EMA www.nema.ne.gov

NEVADA

State of Nevada. Division of Emergency Mgt http://dem.state.nv.us/

State of Nevada, Homeland Security http://homelandsecurity.nv.gov

NEW HAMPSHIRE

State of New Hampshire, Homeland Security & Emergency Mgt www.nhoem.state.nh.us

NEW JERSEY

Assoc of Contingency Planners

• Garden State Chapter http://gardenstate.acp-international.com

American Red Cross of Central New Jersey www.njredcross.org

New Jersey County Emergency Mgt Coordinators Assoc www.state.nj.us/njoem/association.html

New Jersey Emergency Mgt Assoc www.njema.org

State of New Jersey, Homeland Security & Preparedness www.njhomelandsecurity.gov

State of New Jersey, OEM www.state.nj.us/njoem

UNITED STATES, STATE AND LOCAL

NEW MEXICO

New Mexico Emergency Mgt Assoc www.nmema.org/

State of New Mexico, Homeland Security & Emergency Mgt

www.nmdhsem.org

NEW YORK

Assoc of Contingency Planners

- Eastern Great Lakes Chapter www.eglacp.org/
- Long Island Chapter www.acp-li.org/
- New York City Metro Chapter http://nycmetro.acp-international.com/
- NY Capital Region (Albany) Chapter http://nycapitalregion. acp-international.com/

Contingency Planning Exchange www.cpeworld.org

New York State Emergency Managers Assoc

www.nvsema.org/

State of New York, EMA

www.semo.state.ny.us

State of New York, Homeland Security www.security.state.ny.us

NORTH CAROLINA

Contingency Planning Assoc of the Carolinas (CPAC)

www.cpaccarolinas.org

State of North Carolina, EMD www.ncem.org

NORTH DAKOTA

State of North Dakota, Department of Emergency Services www.state.nd.us/des

NORTHERN MARIANA **ISLANDS**

Northern Mariana Islands Emergency Mgt & Homeland Security

www.cnmiemo.gov.mp

American Red Cross Business Emergency Planning Assoc (BEPA) www.redcross-cleveland.org/bepa/

Contingency Planners of Ohio www.cpohio.org

Ohio Emergency Mgt Assoc www.emaohio.org

State of Ohio, Dept. of Public Safety www.publicsafety.ohio.gov

State of Ohio, Emergency Mgt Agency www.ema.ohio.gov

OKLAHOMA

Assoc of Contingency Planners

• Oklahoma Chapter http://oklahoma.acp-international.com/

Oklahoma Emergency Mgt Assoc www.oema.us

State of Oklahoma, Dept. of Emergency Mgt www.oem.ok.gov

State of Oklahoma, Homeland Security www.homelandsecurity.ok.gov

OREGON

Oregon Emergency Mgt Assoc www.oregonemergency.com

State of Oregon, Emergency Mgt www.oregon.gov/OMD/OEM

State of Oregon, Homeland Security www.oregon.gov/OSP/CTS

PENNSYLVANIA

Assoc of Contingency Planners

- Liberty Valley (Philadelphia) Chapter http://libertyvalley.acp-international.com/
- Mid Pennsylvania Chapter http://midpenn.acp-international.com/
- Pittsburgh Tri State Chapter www.pghtristate-acp.org/

Keystone Emergency Mgt Assoc www.kema-pa.org/

State of Pennsylvania, **Emergency Mgt Agency**

www.pema.state.pa.us

Three Rivers Contingency Planning Assoc

www.trcpa.org

RHODE ISLAND

State of Rhode Island, EMA www.riema.ri.gov

SOUTH CAROLINA

South Carolina Law EOA www.scleoa.org

State of South Carolina, EMD www.scemd.org

State of South Carolina, Dept. of Public Safety www.scdps.org

SOUTH DAKOTA

Assoc of Contingency Planners

• Sioux Empire Chapter http://sioux.acp-international.com/

South Dakota Emergency Mgt Assoc www.sdema.org/

State of South Dakota, Dept of Public Safety www.oem.sd.gov

State of South Dakota. Homeland Security

www.state.sd.us/homeland

TENNESSEE

Assoc of Contingency Planners

- Mid-South ACP Memphis www.msacp.org/
- Middle Tennessee Chapter http://midtenn.acp-international.com/

Tennessee Emergency Mgt Assoc www.emat.org

State of Tennessee, EMA www.tnema.org

State of Tennessee. Homeland Security

www.state.tn.us/homelandsecurity

TEXAS

Assoc of Contingency Planners

- Alamo Chapter (San Antonio) http://alamo.acp-international.com/
- Capital of Texas (Austin) Chapter http://capitaloftexas. acp-international.com/
- North Texas (Dallas) Chapter http://northtx.acp-international.com/
- South Texas (Houston) Chapter http://southtx.acp-international.com/
- Texas Panhandle (Amarillo) Chapter http://txpanhandle. acp-international.com

Emergency Mgt Assoc of Texas www.emat-tx.org

State of Texas, DEM www.txdps.state.tx.us/dem/

Assoc of Contingency Planners

• Utah Chapter www.acputah.com/

State of Utah, DEM www.des.utah.gov

Utah Emergency Mgt Assoc www.uemaonline.net/

VERMONT

State of Vermont, EMA http://vem.vermont.gov/

State of Vermont, Homeland Security http://hsu.vermont.gov/

VIRGINIA

Assoc of Contingency Planners

- Hampton Roads Chapter http://hamptonroads. acp-international.com/
- · Old Dominion (Richmond) Chapter http://olddominion. acp-international.com/

Mid Atlantic Disaster Recovery Assoc (MADRA)

www.madra.org

State of Virginia, DEM www.vaemergency.com

State of Virginia, office of Commonwealth Preparedness

www.commonwealthpreparedness. virginia.gov

Virginia Emergency Mgt Assoc www.vemaweb.org

WASHINGTON

Assoc of Contingency Planners

 Washington State Chapter www.acp-wa-state.org/

State of Washington, **Emergency Mgt Division** www.emd.wa.gov

Washington State Emergency Mgt Assoc (WASEMA) www.wsema.com

WEST VIRGINIA

State of West Virgina, Division of Homeland Security & Emergency Mgt www.dhsem.wv.gov/

WISCONSIN

Business Recovery Planners Assoc of South Eastern Wisconsin (BRPASW)

http://brpasw.com/

State of Wisconsin, Emergency Mgt http://emergencymanagement.wi.gov

Wisconsin Emergency Mgt Assoc www.wema.us

WYOMING

State of Wyoming, Homeland Security

http://wyohomelandsecurity.state.wy.us

ISTINGS 0 N www.disaster-resource.com

EDUCATIONAL INSTITUTIONS

Come to the online GUIDE to link directly to dozens of educational institutions. Contact names, emails and details for programs offered are listed for many of the institutions.

- Associate Degree Programs
- Bachelor Degree Programs Certificate Programs, Concentrations & Minors
- **Certification Programs**
- Graduate Programs Post-Graduate Programs Various Courses Offered

www.disaster-resource.com/education

Adelphi University

http://academics.adelphi.edu/artsci/emgmgt/

American Public University

www.apu.apus.edu/academic/programs/ degree/1245/bachelor-of-arts-inemergency-and-disaster-management

Andrews University

www.andrews.edu/cas/behavioral/programs

Arkansas Tech University

www.atu.edu/emergencymanagement

Barton Community College

www.bartonccc.edu/instruction/programs/ departments/emergencymgmt/index.html

Brandon University

www.brandonu.ca/ades/

Bucks County Community College

www.bucks.edu/publicsafety

Business Continuity Institute

www.thebci.org

California Specialized Training Institute

www.csti.ca.gov

Caldwell Community College

 $www.cccti.edu/emergency_prep/EPT.asp$

Capella University

www.capella.edu/ps

College Of Southern Nevada

www.csn.edu/academics/bus.asp

Columbia Southern University

www.columbiasouthern.edu/Degree/Safety/ MS-in-Emergency-Services-Management

Columbia University

www.ncdp.mailman.columbia.edu/

Coventry University

www.coventry.ac.uk

DRI International

www.drii.org

Delaware Technical & Community College

www.dtcc.edu/academics/ programs-study/homeland-defenseand-emergency-management

Eastern Kentucky University

www.homelandsecurity.eku.edu

Eastern Michigan University

http://catalog.emich.edu/preview_ program.php?catoid=11&poid= 6052&returnto=1549

Edmonds Community College

www.edcc.edu/emergency

Florida College Of Emergency Physicians

www.fcep.org

Florida State University

www.askew.fsu.edu/prospective/ index.html

George Mason University

http://chss.gmu.edu/programs/ la-mpa-puad-emhs

George Washington University

www.gwu.edu/~icdrm/

Georgia State University

http://aysps.gsu.edu/bachelor-of-sciencepublic-policy.html

Goodwin College

www.goodwin.edu/majors/ associates/homeland_security/default.asp

Grand Canyon University

www.gcu.edu

Gwinnett Technical College

www.gwinnetttech.edu/content. cfm?PageCode=programs_list& keywords=&DepartmentID=105

Harvard School Of Public Health

www.hsph.harvard.edu/ccpe

Herzing University

www.herzing.edu/academics/ homeland-security-and-public-safety

Hesston College

www.hesston.edu/academics/major/ disaster-management/

International Consortium For

Organizational Resilience (ICOR) www.theicor.org/courses.html

Jacksonville State University

http://iep.jsu.edu/

Johns Hopkins University

http://advanced.jhu.edu/academic/ government

Kwantlen Polytechnic University

www.kwantlen.ca/pscm

Lakeland Community College

www.lakelandcc.edu/ACADEMIC/ SOCSCI/em

Long Island University

www.liu.edu/homeland

Lynn University

www.lynn.edu/academics/colleges/ liberal-education/programs/master-ofscience-in-administration-emergencyplanning-and-administration

Massachusetts Maritime Academy www.maritime.edu/index.cfm?pg=426

Metropolitan College of New York

www.mcny.edu/publicaffairs/ mpa_emergencyfaculty.php

Millersville University

www.millersville.edu/~cdre

Montgomery County Community College

www.mc3.edu/academics/ areasOfStudy/emergency.aspx

National Graduate School

www.ngs.edu/academic-programs/ bachelors-completion-programs/ bs-completion-in-homeland-security/

National University

www.nu.edu/OurPrograms/ CollegeOfLettersAndSciences/ ProfessionalStudies/Programs/ Bachelor-Science-Domestic-Security-Management.html

New York University

www.nyu.edu/ccpr/

Northcentral University

www.ncu.edu/northcentral-programs/ schools/business-and-technology

Northern Alberta Institute Of Technology

www.nair.ca/em

Norwich University

www.msia.norwich.edu

Park University

www.park.edu/grad/hspa-dem.aspx

Pennysylvania State University

www.ehs.psu.edu

Philadelphia University

www.philau.edu/disastermed/ program.html

Red Rocks Community College

www.rrcc.edu/emplan/

Saint Louis University School Of Public Health

http://bioterrorism.slu.edu

Scott Community College

www.eicc.edu/hset

Shaw University

www.shawu.edu/Academics/ Department_of_Business_and_Public_ Administration.aspx#deg

Southwestern College

www.southwesterncollege.org/bachelor/ security/security-management/

St. Petersburg College

www.spcollege.edu/ac/academies.htm

State University Of New York

www.canton.edu/business/eadm/ index html

Texas A&M University

http://archone.tamu.edu/hrrc

Thomas Edison State College

www.tesc.edu/heavin/bs/ Homeland-Security.cfm

Tulane University

www.sph.tulane.edu/publichealth/ academics/courses.cfm

University Of Akron

www.uakron.edu/cem

University Of Central Florida

www2.cohpa.ucf.edu/pubadm/emergency_ management.shtml

University Of Central Missouri

www.ucmo.edu/irem

University Of Chicago

https://grahamschool.uchicago.edu/ php/mstrm/

University Of Delaware

www.ceep.udel.edu

University Of Denver

http://universitycollege.du.edu/smgt/ degree/masters/emergency-planning-andresponse-online/degreeid/420

University Of Findlay

www.findlay.edu/academics/ colleges/cosc/academicprograms/graduate/ esohgraduate/default.htm

University Of North Carolina At Chapel Hill

www.sph.unc.edu/phlp/

University Of North Texas

www.padm.unt.edu/eadp

University Of Nevada, Las Vegas

Email: christine.springer@unlv.edu http://urbanaffairs.unlv.edu/pubadmin/

University Of Nevada,

Reno Fire Science Academy

www.fireacademy.unr.edu

University Of New Orleans http://poli.uno.edu/MPA/

University Of Pittsburgh

http://emergencymedicine.health.pitt.edu/

University Of Wisconsin

http://dmc.engr.wisc.edu

www.waynecc.edu/

emergency-preparedness/

West Virginia University

Wayne Community College

http://majors.wvu.edu/home/details/344

Western Carolina Univ

www.wcu.edu/5699.asp

Yale New Haven Center For **Emergency Preparedness**

http://yalenewhavenhealth.org/emergency/

York University

http://futurestudents.yorku.ca/ graduate/programs/disaster_and_ emergency_management/

CONFERENCES & EXPOSITIONS

Come to the online GUIDE at www.disaster-resource.com/conferences for more conferences and more information on those listed below. You can find out the sponsoring organization, the contact person, the conference focus and geographic audience. You can link directly to a conference to get details on the conference program. Does your organization have a conference for 2012 or 2015 that is not listed? Send the details to us at resources@disaster-resource.com.

2012

JUNE

June 11-14

NFPA Conference and Expo

Las Vegas, NV www.nfpa.org

June 11-14

Gartner Security and Risk Management Summit

National Harbor, MD www.gartner.com

June 14

NEDRIX and BCI Annual Conference

Arlington, VA www.nedrix.com

June 15-17

DERA International 50th Anniversary Preparedness

Workshop

Ashville, NC www.disasters.org

June 24-26

BOMA 2012 Every Building Conference & Expo®

Seattle, WA

www.bomaconvention.org

June 25-27

World Conference on Disaster Management

Toronto, Canada www.wcdm.org

June 26-28

American Public Health Association Mid-Year Meeting and Expo

Charlotte, NC www.apha.org

June 28

Global Conference on Disaster Management

San Antonio, TX www.disasterconference.org

JULY

July 3

World Continuity Congress

Bangkok, Thailand

www.worldcontinuitycongress.com

Gartner Security and Risk Management Summit

Sydney, Australia www.gartner.com

July 19-22 2012 ClinCon

Orlando, FL

www.emlrc.org/conferences.htm

July 21-26

Black Hat USA 2012

Las Vegas, NV www.blackhat.com

July 26

Global Conference on Disaster Management

Chicago, IL

www.disasterconference.org

AUGUST

August 19-22

APCO 78th Annual Conference and Expo

Minneapolis, MN

www.apco.org

August 30

Global Conference on

Disaster Management

Seattle, WA

www.disasterconference.org

SEPTEMBER

September 5-6

6[™] National Emergency Management Summit

Baltimore, MD

www.EmergencyManagementSummit.com

September 9-12

Disaster Recovery Journal

Fall World

San Diego, CA www.drj.com

September 10-13

ASIS International 58th Annual Seminar and Exhibits

Philadelphia, PA www.asisonline.org

September 16-19

AMEM Annual Fall Conference

Breezy Point Resorts, MN www.amemminnesota.org

September 16-19 HTCIA International

Training Conference

Hershey, PA

www.htciaconference.org/

September 17-20

Washington State Emergency Management Assoc and Oregon State Emergency Management

Joint Conference Salishan, OR

www.oregonemergency.com

September 19-20

Gartner Security and Risk Management Summit

London, England www.gartner.com

September 23-25

ARMA International Annual Conference and Expo

Chicago, IL www.arma.org

September 27

Global Conference on Disaster Management

Philadelphia, PA www.disasterconference.org

September 30-October 3

Data Center World Conference Nashville, TN

www.datacenterworld.com

OCTOBER

October 1-5

INTEROP Discover IT

New York, NY

www.interop.com/newyork

October 2-4

California Emergency Services

Association Annual Conference

Sacramento, CA www.cesa.net

October 5-10

National Emergency Management Association Annual 2012 Policy

and Leadership Forum

Washington DC www.nemaweb.org

Contingency Planning and Management West Conference

and Expo Dallas, TX

www.contingencyplanningwest.com/

October 10

28th Annual Disaster

Preparedness Academy Anaheim, CA

www.oc-redcross.org October 14

North Carolina Emergency Managers Association

Fall Conference

Hickory, NC www.ncema.org

October 15-16

Contingency Planners of Ohio Annual Conference

www.cpohio.org/conference.asp

Storage Networking World Fall 2012

October 16-19

Santa Clara, CA

www.snwusa.com October 18-24

55th Annual Biological

Safety Conference Orlando, FL

www.absaconference.org

October 21-25

Gartner IT XPO 2012

Orlando, FL www.gartner.com October 21-26

National Safety Council Congress

Orlando, FL

www.congress.nsc.org

October 22-23

FERMA's Risk Management

Seminar 2012

Versailles, France

www.ferma.eu

October 22-24

NEDRIX Annual Conference

Newport, RI

www.nedrix.com

October 24-26

ATC and SEI Hurricane Conference

Miami FL

www.atcouncil.org

October 24-26

Canadian Risk and Hazards 9th Annual Symposium

Vancouver, British Columbia, Canada

www.crhnet.ca

October 26- November 1

International Association of

Emergency Managers (IAEM)

Orlando, FL

www.iaem.com/Conference

October 31- Nov 2

International Facility Management

Association (IFMA) World Workplace

San Antonio, TX www.ifma.org/

October 29-30

Continuity Insights

Management Conference

New York, NY

www.continuityinsights.com/events

October 29 - 31

2012 PLRB Large Loss Conference

Washington, DC

www.plrb.org

October 31- November 2

World Energy Engineering Congress

Atlanta,GA

www.energycongress.com

NOVEMBER

November 1-3

ISTSS 28th Annual Meeting

Los Angeles, CA

www.istss.org

November 7-8

BCM World Conference

and Exhibition

Olympia, London, UK www.bcm2012.com/

November 8

Global Conference on Disaster Management

Los Angeles, CA

www.disasterconference.org

November 8

2012 Storage Decisions Conference

San Francisco, CA

http://storagedecisions.techtarget.com/ sanfrancisco/index.html

DECEMBER

December 3-6

Gartner Annual

Data Center Conference

Las Vegas, NV

www.gartner.com

JANUARY

January 20-24

2013 NACA Annual Convention

Houston, TX

www.nacatadj.info

MARCH

March 3-7

2013 HIMS Annual Conference

New Orleans, LA

www.himssconference.org

March 6-7

GLOBALCON 2013

Philadelphia, PA

www.aeecenter.org/globalcon

March 12-14

2013 NFMT Conference

Baltimore, MD

www.nfmt.com

March 17-20

DRJ Spring World 2013

Orlando, FL

www.drj.com

March 25-28

2013 National Hurricane Conference

New Orleans, LA

www.hurricanemeeting.com/

APRIL

April 8-11

2013 National Radiological

Emergency Preparedness

Conference Austin, TX

www.nationalrep.org

April 9-12

ISC West 2013

Las Vegas, NV

www.iscwest.com

April 21-24

RIMS Annual Conference

and Exhibition

Los Angeles, CA

www.rims.org

April 22-24

Continuity Insights

Management Conference

San Diego, CA

www.continuityinsights.com/events

April 28-May 5

Data Center World Conference

Las Vegas, NV

www.datacenterworld.com

MAY

May 13-15

Contingency Planning and Management Conference and Expo

Washington, DC

www.contingencyplanning.com/

May 13-15

GOVSEC Conference and Expo

Washington, DC

www.govsecinfo.com

May 14-16 FOSE Conference and Exhibition

Washington, DC

www.fose.com

JUNE

June 23-25

BOMA 2013 Every Building

Conference & Expo®

San Diego, CA

www.bomaconvention.org

SEPTEMBER

September 22-25

DRJ Fall World 2013

San Diego, CA

www.drj.com

OCTOBER

October 25-30

International Association of Emergency Managers 60th

Annual Conference Reno, NV

www.iaem.com/Conference

2014

APRIL

April 14-17

2014 National Hurricane Conference

Orlando, FL

www.hurricanemeeting.com/

April 27-30

RIMS Annual Conference

and Exhibition

Denver, CO

www.rims.org

JUNE

June 22-24

BOMA 2014 Every Building Conference & Expo®

Orlando, FL

www.bomaconvention.org

NOVEMBER

November 14-19

International Association of Emergency Managers 60th

Annual Conference

San Antonio, TX www.iaem.com/Conference

2015

APRIL

April 26-29 RIMS Annual Conference

and Exhibition

New Orleans, LA www.rims.org

MARCH

March 30-April 2

2015 National Hurricane Conference

Austin, TX www.hurricanemeeting.com/

JUNE

June 28-30

BOMA 2015 Every Building Conference & Expo®

Los Angeles, CA

www.bomaconvention.org

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21st Century Software, Inc. www.21stCenturySoftware.com Pages 13, 79, 85 & 150

AMERICAN INNOTEK

www.briefrelief.com Pages 158 & 159

American Property Restoration,

www.aprcat.com Page 165

Amerilert Communications

www.amerilert.com Page 147

AOK Global Products, Ltd.

www.rescuechair.com Pages 121 & 159

T&TA

att.com/sam Pages 27, 146, 148 & 178

ATTAINIUM CORP

www.attainium.net Pages 150 & 156

Avalution Consulting

www.theplanningportal.com Pages 35, 149, 150 & 152

BC Management

www.bcmanagement.com Page 78

BELFOR USA

www.belfor.com Pages 107, 109, 160, 164, 165, 177 & 178

bigbyte.cc Corp

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