

# newsletter

**PPBI, Inc.**  
**Sep 2013**



## New Emergency Kit

### Product Announced

**PPBI Recognizes Ingenuity of Product.**

**"This will save lives.", Ken Schroeder**

**"This should be in every go kit and home emergency supplies", Deidrich Towne**

PPBI has departed from its usual position of never promoting individual products as we help promote the cooperation and partnerships between the public and private sectors.

**Continued on page 2**

## Incident Management

### Plan & Maturity Workshop

**PPBI Repeats Highly Acclaimed Workshop.**

PPBI once again presents its Incident Management Plan Maturity Model developed by PPBI professionals from recognized standards and industry best practices.

We start with a brief introduction to the principles of ICS and show you how to modify it and use it for your organization. Once you learn to use the nine critical functional areas, you will find organizing your incident response team taking a lot of the chaos out of play as you put your team to task.

We've added material that introduces the participant to the good, bad and ugly of social media as it interjects itself into the problems associated with managing a crisis. Social media sources are usually without any validation, and your already crisis management job is even more complicated with the time-eating tasks of separating the wheat from the chaff...knowing what parts of the messages to believe, what parts to ignore, what parts you can find useful, and what parts your staff will have to work to refute.

In our half day workshop you will share the experiences of others, see the effectiveness

**Continued on page 5**

*"A word to the wise ain't necessary - it's the stupid ones that need the advice."  
~ Bill Cosby ~*

## PPBI Presented 2013 Best Practices Award to DRJ at Orlando Conference

The PPBI Board announced their selection for the 2013 Best Practices Award to the entire DRJ organization. Their commitment over the years to the growth and advancement of first the Disaster Recovery profession, and now the Business Continuity and Resiliency professions have been instrumental in making these professions what they are today.

DRJ organizes two world class conferences each year, and runs them like a fine tuned watch. The professional program of speakers, workshops, classes, and mock disasters are the best in the industry.

The DRJ magazine is editorially superb, with articles addressing everything from future trends, case studies, and a wide range of topics, with selections available for every level of experience within the profession. The articles go through a rigorous peer review prior to publication.

Deidrich and the PPBI Board presented the award during the morning General Sessions on Tuesday, March 19th at the Orlando Spring World conference. The award was created to highlight specific achievements in promoting the principles of PPBI--namely developing and

## National Preparedness Month is Underway

September is again designated as National Preparedness Month. What a great opportunity to team up with that state, local, tribal and territorial emergency manager you wanted to link up with. Make that phone call and set up the partnership PPBI has been encouraging.

While you are at it, use this month for some family preparedness as well. Make a plan, build a "go" kit, talk to the kids, give them a note that says where your family will assemble in a disaster (it might be Grandma's house, a best friend, a distant cousin in Lake Tahoe). Stock your shelves (We love SPAM). Stock extra meds, copy important papers. You know the drill. Pass it on to others in your organizations.



To help you participate in Preparedness Month, FEMA has assembled some links for resources for you to use to help you get the word out to others. We think they are a pretty good starting point, so we're passing them on to you.



### [National Preparedness Month 2013 Toolkit](#)

The National Preparedness Month (NPM) 2013 Toolkit includes suggestions for activities and events that state, local, tribal and territorial governments, business, non-governmental organizations, and community organizations could sponsor to promote NPM. This toolkit also includes templates and drafts of newsletter articles, blogs, posters, and other collateral material that you are able to use in various outreach efforts.

### [National Preparedness Community Resources](#)

General information, user guides, useful links, and other resources about the National Preparedness Community.

### [Resources by Audience](#)

Preparedness resources designed for specific Community audiences, such as First Responders, Businesses, Faith-based Organizations, and others in the general public.

**Continued on page 6**

## Contents

PPBI Best Practices Award.....	1
National Preparedness Month.....	1
New Emergency Kit Product.....	1
Incident Mgt Workshop.....	1
Chairman's Notes.....	2
PPBI Seeks Nominations.....	2
When Call Tree Good Enuf.....	3
Business Continuity Parable.....	4
Your Job Has Changed.....	5
Giant Pumpkin.....	6
PPBI Needs Your Help.....	6

# Chairman's Notes



It's early September, the weather has been strange all season; and people in our line of work have been in high demand. Today was the first day of school here in the Northeast and we're still having those summer storms and the high winds that accompany them. I heard on NPR today that the fires out west have returned to the "normal" levels. And they also mentioned that Vermont and several local communities are still not back to "normal" following Hurricane Sandy. Are we ever prepared enough? Are we getting better at this and must we continue to improve our response? All indications point to the facts that the weather phenomena and other events we experience are increasing in frequency and intensity.

At PPBI, we're all volunteers, each having some form of responsibility as business and industry first responders, but secondly we also have families, friends, homes to protect and share our vision and discipline. A day doesn't go by where on the news you hear about some calamity or

someone you know asks about Disaster Recovery. Well, in a few days I'll be joining several of our colleagues in San Diego for the Disaster Recovery Journal's Fall World to discuss much of what I have mentioned above. If you are attending I hope we get a chance to talk about it.

One of those chances will be at the Sunday afternoon Workshop Session 2 for Incident Management Planning and Social Media. Davie Ziev and Ken Schroeder will join me in presenting our experiences in an open forum that lets you receive the benefit of not only our viewpoints, but also those of the other participants. This session draws on everyone to participate and share in the event. It usually receives among the best reviews in the conference, and we are excited about the changes we've made to make it even better.

If you miss this workshop, please stop by the PPBI Booth and we can renew and review the salient points made at the workshop. It would be a great time to learn how to "Build Partnerships, That work".

I hope to see you there; come prepared!

Thanks and all our best;

*Deidrich*



## Best Practices Award (from page 1)

fostering the public-private partnerships needed to ensure successful recovery, restoration and resilience in today's complex business and public environment.

Rich Arnold epitomizes that goal with the team he put together and which is now headed by Bob Arnold and his staff.

A small history lesson: Rich Arnold had the foresight to create PPBI, because in those early years he recognized that without such cooperation no disaster recovery or business continuity program could ever succeed.

The PPBI board is extremely proud to recognize DRJ for their professionalism, dedication to the industry, and overt display of the best practices that have led this industry into the recognition spotlight it has achieved over these past years.

## New Product (from page 1)

The weight of family "go" kits is getting heavier every year, and experiences of disasters shows what we recommended earlier to be woefully inadequate.

Researchers studied the problem and found most of the weight on pantry shelves and in "go" kits to be water. They contacted pure research agencies to find a solution. It was discovered that the product actually existed near the end of WWII, and when the military stopped buying, it went into dis-use.

With the current emphasis on resilience, family preparedness, and the heartbreak of disaster over the past few years, the manufacturers have reopened the manufacturing lines.

While not yet available for purchase, we were able to get a couple of photographs to share with you, and once they come on the market, we will pass the contact information on to you.

Here are the photos we were able to collect.



"Technology has put you at the mercy of your most disgruntled employee."  
~ Henry Meier ~

"There is nothing so useless as doing efficiently that which should not be done at all."  
~ Peter Drucker ~

## PPBI Seeks Nominations for 2014

### Best Practices Award

The PPBI Board is seeking nominations for the annual Best Practices Award. Presented each year at the Orlando Spring World conference, the award is to highlight specific achievement in promoting the principles of PPBI.

We are looking for individuals or organization who have demonstrated outstanding cooperation, understanding, building of relationships between the public and private sectors. Send us your suggestions to [PPBI@ppbi.org](mailto:PPBI@ppbi.org)



# When The Call Tree Was Good Enough

By  
Kenneth Schroeder, MBCP

In my 21 years in the military, I was always on alert for deployment. That means, bags packed and ready to deploy. As part of that readiness, I always carried a "Call Tree" list in my wallet. For those of you too young to remember Call Trees, they worked like this:

If our squadron was alerted (for the "Big One", for the ORI-Operational Readiness Inspection, or for practice for either of these), the command post would phone the squadron Officer of the Day, who had a requirement to remain on call, either sitting by his or her phone, or carrying a beeper.

That person, once alerted would call 4 or 5 people, each of whom would call another 4 or 5 people, until the 200+ servicemen and women in the entire squadron were all called and given their instructions, which probably included something like "Show up with bags packed for 60 days at the squadron assembly room at 3:30 am – which was two hours hence—with further instructions to follow."

This methodology, in theory was fantastic. In just four levels of phone calls, you could reach 256 people in minutes—625 people if each person called 5 others. The last person on each branch was supposed to call back to the Officer of the Day to report the success, and to report who didn't get notified. There was only one problem—It never worked!

There were several reasons for failure:

1. After the Officer of the Day initiated the tree, other duties took precedence. Duties like opening the safe for the classified operational orders, communicating with the command post, getting status briefings, notifying the commander and operations officer of what was happening.
2. There were always people who never got the word, and that meant everyone else on that branch didn't get the word.
3. If you missed a contact, you were obligated to continue the tree and call the people the missed call was supposed to notify. That usually didn't happen.
4. Everyone was now under the deadline to get ready to report to the squadron. That meant giving the cat food, packing the bag (though it was supposed to be ready at all times, it never was), kissing the wife and kids goodbye, and rushing to the squadron. Those who lived further away often had difficulty meeting the two hour report time simply because of travel time.

5. Some people didn't answer the phone, simply because they didn't want the alert. Some didn't have phones (they had to have a pre-paid ticket with a taxi for pickup.) Some slept through the call.

You can see why the call tree broke down. In theory it should work, but human nature being what it was, it always broke down. That said, in the dozen or so emergency deployments I experienced, in the end we always had our flight crews, maintenance teams, and support staff with us when we deployed. As well we should, since our mission depended on everyone being there.

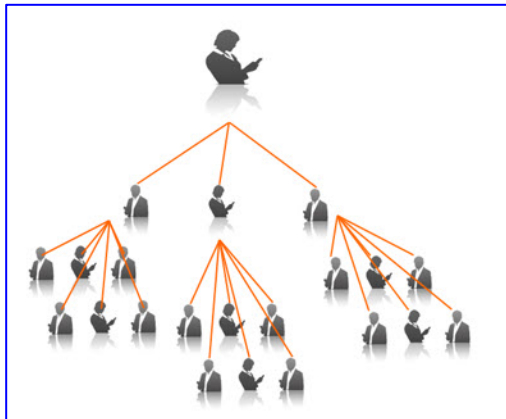
There is a simple rule in the business continuity world: "It isn't a matter of 'if', it's a matter of 'when!'" Every organization will sooner or later experience a crisis. And at some time, that crisis will be major in scope. You've planned for it. You've practiced what you've planned. It's now crunch time!

Your plan depends on your people being there—and in this case "there" is wherever the plan says they should be, and "there" could be one of several places depending on the scenario. If you are missing people you need, your plan is in jeopardy. You never want to implement your plan without the people in place to make it work. Without enough people, or with the wrong people, the plan is ready to fail. Deploying the wrong people at the right time, or the right people at the wrong time means that the pieces of your plan that should dovetail simply don't.

Notice that who deploys, where they deploy, what they need to bring, and when they deploy depends on the scenario and the instructions developed by your incident command team. The days of the boilerplate recorded message broadcast to everyone is no longer sufficient. Every organization has improved efficiency by doing more with less, and the days of excess, redundant staffing no longer exist.

Precision delivery of precise messages is precisely what is needed. And, just like the "tree complete" phone call prescribed in our call tree procedures, you need feedback to the incident command team to identify recall progress. Remember, however, that they are also busy completing other tasks and preparing the next parts of their activity plan. Isn't a progress chart projection a lot better than the grease pencil plotting used in WWII?

If the crisis is a wide area event, such as the spring floods, a hurricane, major tornado, or pandemic, maybe the most important thing your organization can do is offer help to your employees. However, that means you have to know they need help. All the call tree ever told us was who didn't get notified, and that was only when it worked perfectly. The procedure didn't allow any method for anyone on the list to identify problems. (Remember, it was a boilerplate message. It didn't ask questions.)



Continued on page 4



## Supplier Continuity Plans – Who Has Them???

By John Jackson

The issue of Supplier / Supply Chain continuity is certainly one that is getting a lot of attention in many organizations today. Now you might tend to think “I’m not a manufacturing company or a retailer, so why should I be concerned about “Supplier” continuity? The answer is that the terms Supplier and Supply Chain are much broader than most folks think.

Take the following examples into consideration:

- Every company relies upon public utilities such as electricity, gas and water which are “supplied” to them.
- Supplies reach far beyond ingredients or finished goods – think about communications capabilities, security services, maintenance providers or transportation companies – all “supplying” services we need or rely upon.
- Also, how about the trend today towards Outsourcing business services, such as payroll, benefits administration, legal and purchasing departments – what if one of those capabilities was to shut down with little to no notice?

So, you can see that Supplier or Supply Chain continuity is an issue all of us have to address in one form or another.

There are many different ways to approach the issue, but the end result should be the same and should answer the following questions:

- Do I know who all of my suppliers are?
- Do I understand the impact on my business if a supplier were to go out of business or be disabled for a significant period of time?
- Do I understand which suppliers are “Single” or “Sole” source suppliers, meaning that you don’t have a readily available alternative to them?
- Do I know which Suppliers provide more than 50% of the supply of a good or service to me?
- Have I had a discussion with key suppliers to determine if they have a BCP or IT DR plan or program?
- Have I reviewed my key suppliers BCP program and plans to determine that their recovery times are?

Continued on page 5.

## A Business Continuity Fable

By John Glenn

The story begins with a company that makes very large and very heavy pieces of equipment.

They had a special order for an especially large piece of equipment. They completed the piece of equipment and got it ready to ship to the client. In order to ship it to the client it had to pass over a bridge that was located very close to the plant where the piece of equipment was built.

As the piece of equipment was passing over the bridge, the bridge collapsed and the huge piece of equipment fell into the river. The company quickly went into action and rented a crane that was used to extricate the piece of equipment from the river and place it safely on the plant side of the bridge.



The city which owned the bridge quickly went into action building a new bridge relying on the assumed knowledge that the company would never try to go over the bridge with another piece of equipment that weighed so much.

The company embarked on the project of repainting and repairing the piece of equipment that had fallen into the river. They completed their repairs about the same time that the City finished their project to rebuilt the bridge.

Now it was time to once again transport the heavy piece of equipment to the waiting customer. The people at the plant assumed that the City was surely smart enough to not just replace the bridge but to build it to carry more weight.

The piece of equipment was loaded on a truck and began the journey to the client’s location. The truck got to the middle of the bridge and once again the bridge collapsed. The company once again rented a crane to remove the piece of equipment from the river, but this time a meeting was called to determine what course of action should be taken this time.

The meeting was called to order and everyone present was asked for suggestions. Finally a hand was raised and the leader of the meeting acknowledged that person and asked them what their suggestion was. The person replied that he thought the company should buy a crane instead of renting one each time.

**And the moral of the story:** How many times haven’t we witnessed companies ( or whatever other entity you wish to pick) who insist on “buying the crane” instead of fixing the real problem?

Tree

(from page 3)

You never want to have to implement your plan, but you know at some time you will. Murphy has a law that says that the “some time” will always be the worst opportune time—middle of the night, middle of a long weekend, middle of a blizzard, middle of a hurricane, middle of vacation, middle of the promotion party. The call tree is often broken before it ever starts.

Your Business Impact analysis determines the acceptable down time before adverse affects (usually monetary in nature) occur. In some companies, those costs are into the

millions per hour. Your business continuity plan is how you mitigate those costs. Up-front investments in planning and infrastructure reduce backside likelihood or impact. That is what business continuity planning does. The key to that mitigation is often initial notification.

This is true regardless of the size of your organization. Every plan is different, because every organization is different. But, getting the right people to work in the right place at the right time is one of the critical factors built into every plan.

In today’s complex world, the call tree just isn’t good enough!

Do I consider their BCP capability when I evaluate new suppliers or re-contract with existing suppliers?

Wow, that's a long list of questions, but they are all questions you should know the answers to.

Whether you pick a few key suppliers and start with them or develop a broad based program of supplier evaluation, the important thing is to understand how a supplier could impact your company and decide what you want to know and /or do about the issue.

As we all strive to make our roles as BCP planners more relevant to our companies, thinking beyond the bounds of our own "four walls" is an important value we can provide.

The problems between traditional DR and BCP projects and Third Party / Supplier strategies and plans are both similar and different, but our individual subject matter expert strategy and planning skills can apply.

So, my question to you is "how do Supplier / Supply Chain recovery or continuity strategies, solutions and plans get addressed in your company – is it an issue or do you agree with my assessment that it is a terrific opportunity for all of us to expand our scope and provide more value to our companies?"

I'd be interested in hearing from you on this topic so that I can factor a broader set of ideas and requirements into our collective perspective. I'll then report back to you with what I hear from all of you.

If you have comments on this or a perspective to share, please contact me, John Jackson, at [JJ@FusionRiskMgmt.com](mailto:JJ@FusionRiskMgmt.com)



John Jackson is the CEO of Fusion Risk Management.

"The best executive is one who has sense enough to pick good people to do what he wants done, and self restraint enough to keep from meddling with them while they do it."

~Theodore Roosevelt~

## Midweek Thoughts From Mark: Your Job Has Changed



Many industries have been experiencing this for many years. Many businesses still have employees standing at the assembly line. They clock in every day, they go to their spot, and they are still trying to do the same job they were hired to do 15 years ago. Problem is that job doesn't exist anymore. The company stopped needing that job done almost 8 years ago. (Ever find one of these processes still documented in your business continuity plan?)

I know what you are thinking, another article beating up on us planners! Nope. Senior staff can be the biggest culprit of this mistake. The car is still moving, but it doesn't run the same. The moving parts are different. As a planner, if you are letting senior staff bowl your program over ("After all, the plan passed the auditors last year, right?" "We just did that BIA!" "My staff doesn't have the time to dedicate to another risk assessment!"), you probably are missing out. Your organization has changed. The products have changed. The processes have changed. Your planning needs to change.

Make sure you and your planning staff have changed with the other changes. RTOs get shorter. BIA's get more complex. Interdependencies are more complicated. Resilience is a moving target. Be sure you move with it!

—(Adopted with permission from an article by Mark Dudley published on [YourMarketingCo.com/blog](http://YourMarketingCo.com/blog))

## Workshop

(from page 1)

this maturity model can have on your plans, and work through a new table-top exercise that puts it all into context. Exposure to the practical experience of the instructors in addition to recognized industry standards in measuring the maturity of your plans benefits both the public and private sectors.

You will use the checklist to assess your capability to assemble, coordinate, collect and channel the resources required for critical incident management.

The tools are free, the simulation authentic, and the class is practical, immediately useful, and fun!



Deidrich E. Towne, Jr. MBCP, MB-Cl is Senior Pre-Sales Consultant DR/BC for HP Enterprise Services, LLC.



David Ziev, MBCP, is an independent consultant and member of the PPBI board.



Ken Schroeder, MBCP, MB-Cl is VP for Business Continuity at Southeast Corporate FCU and member of the PPBI Board.

Please join us in San Diego Sunday afternoon.



## Time Marches On

We continually stress partnerships—building and maintaining them.

It was only a year ago at DRJ in San Diego where PPBI hosted the mock disaster. One of the partnerships we built for that mock disaster was with a company called Agiostat, who provided a satellite rig that delivered our internet access into the meeting room. It was outstanding service from a small handful of folks who came down from Los Angeles for the day and stood in the heat keeping their equipment delivering the goods.

Unfortunately, we heard this past week that Agiostat closed their doors due to the economy. We wish Alan Faber and the others on his staff who helped us success in all their new ventures.

PPBI is looking to replace that partnership.

C'est la vie!

## A Giant Pumpkin Farmer's Perspective

by Tyler Quigley, National Director of Marketing, Burns-Fazzi, Brock (BFB). Tyler and his family tend their field of dreams in Mountain Green, Utah.

(Adopted with permission from NAFCU Services Blog.)

My name is Tyler, and I grow giant pumpkins. Not just *big* pumpkins. *Giant* pumpkins. The kind of pumpkins that could someday rise out of the murky depths of the Pacific Ocean and terrorize Tokyo. My personal best came from one of the pumpkins I grew last season. It weighed in at 1,454.5 pounds and was the second largest ever recorded in Utah.

Growing a pumpkin that large is an enormous (pardon the obligatory pun) undertaking, and as I've learned more about the planning, hard work, and dedication necessary to cultivating these behemoths, I've realized there are a lot of parallels to be drawn between cultivating pumpkins and the principles of my day job.

When it comes to growing a world-class giant pumpkin, the season starts well before a seed is actually planted in the soil. Prior to anything else, you have to research which seed you'll use. Great pumpkins have pedigrees, and seeds from proven winners can come at a premium. A large part of the pre-planting preparation is networking with other growers around the country and trying to acquire one of these blue-blooded seeds.

All of these are also true about the care in which you craft a world-class resiliency program. Getting them right requires lots of groundwork, both in terms of vendor due diligence (that networking process) and in determining the strategies needed to develop that resilient plan.

After you get your hands on the seed, you have to prepare the soil and set up your irrigation system. The most outstanding seed in the world won't grow without access to essential nutrients.



In other words, you've selected vendors teams, it's dig and with them design a that will blossom and develop into one that everyone can buy into.



now that ed your and time to work to plan

Once you've planted the seed, it's going to need a lot of TLC. As your little plant grows, you have to spend time every day making sure it has enough food and water and that it is healthy and ready to be pollinated.

With a new business continuity plan in place, your CEO, the rest of the C-suite and senior managers are on board. The process doesn't stop with strategy selection, to get buy-in, you need to explain how the plan will be administered after it's set up.

When you finally have a baby pumpkin on your vine, you can't neglect it. Along with continuing to make sure it is adequately nourished, you have to record the pumpkin's growth each day,

entering the data on spreadsheets that show estimated weight and growth curves and help you track whether your pumpkin is growing according to plan. Even out of the office it seems I can't get away from spreadsheets, but that constant measuring and assessing is vital to giant-sizing your pumpkin.

And it's vital to measure and track the performance of your plan, and to make sure it remains on target. You need to ensure staff know their roles and what to expect when the plan must be implemented..

After days spent in the sun and nights spent singing pumpkin to sleep, all of your hard work pays off. The forklifts and flatbeds show up to help you harvest your pumpkin and take it to the weigh-off. The most gargantuan pumpkins earn you prizes, but even more importantly, they earn you bragging rights and some-

your blanket-covered pumpkin to sleep, all of your hard work pays off. The forklifts and flatbeds show up to help you harvest your pumpkin and take it to the weigh-off. The most gargantuan pumpkins earn you prizes, but even more importantly, they earn you bragging rights and some-

thing monumental to hold over your friends' heads all year long.

I wouldn't suggest bragging about your business continuity plan, but you do want to go to sleep at night knowing that your your plan and all the implementing checklists are world-class.

1,000-pound pumpkins don't grow by chance, nor do great business continuity plans accidentally happen. Both require work, care, and commitment from everyone involved if you're hoping for results that will exceed expectations.

What became of my 1,454 pounder, you ask? It was transformed into a real piece of art...

[Check it out](#)

### Preparedness Month (from page 1)

#### Resources by Hazard

Materials, tips, and preparedness resources designed for specific hazards and disasters.

#### Grants

Information around grants, claims, and assistance for different organizations and disasters



#### Training & Certification Resources

Materials and resources around Training & Certification from FEMA, Red Cross, and other Emergency Management programs.

### Sponsor's Corner

Please take time to thank our sponsors for their generous support.

**DISASTER RECOVERY JOURNAL**



KAISER PERMANENTE®



PPBI relies on your contributions. Every one of us is a volunteer, dedicated to returning our expertise, experiences, and education to the industry. None of us are paid—and usually contribute our expenses out of our pockets.

The economy has hit everyone. We need our individual members and corporate sponsors

### PPBI Needs Your Help

to reach deep and renew their sponsorships or individual memberships.

It's easy. Go to our website at <http://www.ppbi.org> and renew on-line, or e-mail us at [ppbi@ppbi.org](mailto:ppbi@ppbi.org), or visit us at our booth at the DRJ Fall World.

Actually, we want you to visit us anyway.

PPBI, Inc.  
P.O. Box 3398  
Barrington, Illinois 60011

Phone: 315-622-5924  
Email: [ppbi@ppbi.org](mailto:ppbi@ppbi.org)

