Integration of Business Continuity, Emergency Preparedness, and Emergency Response

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Julia Halsne
Manager of Business Continuity
East Bay Municipal Utility District
Contents

• Background and Evolution of our Program
• Lessons Learned
• Current Configuration
• Next Steps
EBMUD Service Area
About EBMUD

• Water and Wastewater Utility
• Water
  – 1.3 million water customers in a 331 sq. mile area
  – Service area includes 29 cities and communities in two counties
  – Approximately 196 MGD average water demand
• Wastewater
  – 650,000 wastewater customers in an 83 sq. mile area
  – Service area includes 9 cities and communities in two counties
  – In 2014, flow into the main plant was 65 MGD
Water Source

- Mokelumne River Watershed
- 577 square miles of protected watershed
- 2 Central Sierra Supply Reservoirs
- Snow melt provides 90% of our water source
- 5 East Bay Supply Reservoirs
Routine Organizational Structure
Operations and Maintenance Department

• Manager of Regulatory Compliance
  – Manager of Business Continuity
  – Manager of Security and Emergency Preparedness
  – Manager of Workplace Health and Safety
  – Manager of Environmental Compliance
  – Supervisor of Plant & Engineering Services
Organization Integration

• Coordination and Collaboration
  – Manager of Security and Emergency Preparedness
  – Manager of Business Continuity
  – Manager of IT Security
  – Manager of Data Center

• Policy and Priorities
  – Senior Management Team
Catalysts for Change

• Loma Prieta - 1989
• Oakland Hills Fire – 1991
• Hurricane Katrina – 2005
• Other events
All Hazards Emergency Management Model

- INCIDENT MANAGEMENT
- RESTORE OPERATIONS/SERVICES
- RESTORE BUSINESS FUNCTIONS
- ASSEMBLE LESSONS LEARNED

- MITIGATION
- PREVENTION
- PLANNING
- TRAINING
- EXERCISES

EVENT

Preparedness

Response

Recovery
Emergency Management vs. Business Continuity

• Emergency Management
  – Threats to life, property, operations, and/or environment

• Business Continuity
  – Continuity and recovery of services critical to the organization
Response Priorities

- Life safety
- Incident stabilization
- Protection of the environment and property
## Business Essential Operations

<table>
<thead>
<tr>
<th>Water System</th>
<th>Wastewater System</th>
<th>Resources</th>
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<tbody>
<tr>
<td>Treat water to the appropriate water quality standard for the intended use.</td>
<td>Collect and transmit wastewater for treatment to protect public health.</td>
<td>Maintain source water quality; protect and preserve the environment.</td>
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<td>Efficiently and reliably distribute treated water to customers.</td>
<td>Safely and reliably treat wastes prior to disposal.</td>
<td>Provide a safe and secure work place.</td>
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<td>Maintain fiscal responsibility.</td>
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Business Function Priorities

Tier 1 - Business Continuity (Early Recovery) Functions

1. Support Emergency Response
2. Regulatory Compliance

Tier 2 - Business Continuity (Late Recovery) Functions with Recovery Time Objectives

Tier 3 – Business Continuity (Late Recovery) Functions with no specific Recovery Time Objectives
Disaster Recovery

- Applications and Systems Prioritization based on recovery time objectives
- Alternative data center
- Mitigation measures
Business Continuity Organization

• BC Management
  – Manager of BC
  – Department Directors

• District BC Team
  – BCP Coordinators
  – BCP Representatives
  – BCP Liaisons

• Work Process Mapping
Exercise Program

- Drills,
- Workshops,
- Tabletop Exercises
- Functional Exercises

Homeland Security Exercise and Evaluation Program
Key Performance Indicators

- Update EOP Biennially
- EOT Functional Exercise Biennially
- Update BC Program Plan Biennially
- Update BCPs Biennially
- Conduct BCP Exercises Annually
Annual Readiness Report

• Events and Lessons Learned
• Business Continuity Key Performance Indicators
• Emergency Preparedness/Response KPIs
• IT Disaster Recovery Program Status
• Other Program Components Status
• Next Steps
Coordination and Integration

• IT and Disaster Recovery Coordination Meetings
• EM/BC Coordination Meetings
• Exercise and AAR Management Meetings
• Seat on the Emergency Operations Team
• Senior Management Team Status Updates
• Board of Directors Updates
Overlaps

• Risk Assessment/Vulnerability Assessment
• Business Impact Analysis and Critical Function Recovery
• Mitigation Measures
• Communication Systems and Tools
• Preparedness Efforts
• Mutual Aid Forces and Employee Response Integration Priorities
• Logistics
• Training and Exercises
Keys to Success

• Support from Management
• Working well with peers – Coordination between stakeholders (IT, EM, ER, and BC).
• Balancing strengths and passions
• Employee awareness and clear definition of program components
• Metrics for Measuring Performance and Continuous Improvement
Questions?