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Top 10 Mistakes Made During a Disaster

Adam Quilty, Agility Recovery

For a copy of the slides presented during today’s session, please visit: http://agil.me/2016npm2
Key Takeaways

• Review basics of disaster recovery and business continuity
• Understand the implications of downtime for your organization
• Learn what you can do to make your organization more resilient
• Initiate simple steps to improve your preparedness today
AGENDA

1. Reliance on a Single Point of Failure
2. Failure to Properly Prepare Employees
3. Too Much Focus on IT Recovery Only
4. Failure to Properly/Sufficiently Insure
5. Over-Reliance on 3rd Party Information
6. Failure to Anticipate Costs of Recovery
7. Failure to Analyze Supply Chain Disruption
8. Failure to Assess the Impact to Customers
9. Failure to Properly Manage Recovery
10. Failure to Test Your Plan
#1
Reliance on a Single Point of Failure

A. Communications
B. Single Recovery Site
C. Key Personnel
D. Single Generator
E. Fuel Supplies
F. Single Communicator
A. Communications

1. Network topology
2. Mobile Devices
   - Single Carrier?
   - Chargers?
3. Single Means of Communication
   - One email server
   - Unfamiliarity with texting for business
   - Single phone system, with no backup or means for simple transfer/forwarding
   - No land lines in the office or at leadership teams’ homes

Single Point of Failure
B. Single Recovery Site

1. Hot Site?
2. Shared Sites (Shared Branching)
3. Nearby Alternate Facility

Power Outage Map Following Sandy

(Areas highlighted experienced outages of over 48 hours for a significant customer base)
C. Key Personnel

1. Are any aspects of your plan reliant on a single individual?
2. Is key information/contacts/passwords held by a single individual?
3. Is a single person authorized to spend the necessary funds at the time of disaster?

Bottom Line:
If any one individual were unable to report for duty, would your strategy suffer as a result?

Single Point of Failure
D. Single Permanent Generator

1. Is it protected from the elements?
2. Is it properly serviced & maintained?
3. Do you have service & fuel vendors arranged?
4. Is it tested regularly?
5. Can it be relocated in an emergency?

The NYU Langone Medical Center was forced to evacuate more than 220 patients on October 20th, 2012 due to backup generator failure in the wake of Hurricane Sandy.
E. Fuel Supplies

1. Single vendor
2. Storage underground or in a basement
3. Lack of supply regionally
4. Fuel for office, but not employees
D. Single Communicator/Spokesperson

1. Often the CEO or President

2. Inhibits:
   a) Leadership to employee communications
   b) Decision-making ability
   c) Media Relations
   d) Organization to stakeholder communications
#2

Failure to Properly Inform & Prepare Employees

A. Plan Knowledge
B. Work from Home Strategy
C. Cross-Training
D. Transportation Issues
E. Family Preparedness
A. Employees’ Plan Knowledge

1. Do they know the plan?
2. Do they know where to find the plan?
3. Do they know their primary role?
4. Have you shared the plan with new hires?
B. Work from Home Strategy

1. Productivity suffers, especially after day 1
2. Inability to login to networks
   - Phone/Internet Outages
   - Power Outages
3. Unwillingness to report to duty
   - Family or Property in peril
4. Child Care Issues
5. Distractions
C. Cross-Training Employees

1. Critical Functions must continue
2. Certain areas/departments may experience greater demand
3. Longer/Odd Hours may require additional staffing
D. Transportation Issues

1. Mass Public Transportation Shut Down
   a) Car Pooling
   b) Overnight accommodations nearby

2. Fuel Shortages
   a) Storage of Fuel for Critical vehicles/staff
   b) Fuel vendor for deliveries

3. Restricted Access to non-Residents

4. Damaged/Destroyed Vehicles

Failure to Prepare Employees
E. Family Preparedness

1. Do they have a plan?
2. How can your organization help?
   a) Workshops
   b) Checklists
   c) Emergency Kits

3. Suggested Sites:
   a) Ready.gov
   b) RedCross.org
   c) Do1Thing.org

Failure to Prepare Employees
#3
Too Much Focus on IT Recovery Only

A. Limitations of Outsourced IT
B. Physical Recovery Elements
A. Limitations of Outsourced IT

1. Staff/Time Limitations
2. Responsiveness During Disaster
3. Communications Gaps
B. Physical Recovery Elements

Data Shouldn’t be the Only Recoverable Asset

1. Office Space
2. Furniture (desks, chairs, etc.)
3. Hardware (servers, desktops, copy, fax)
4. Power (know needs ahead of time)

Too Much Focus on IT
#4

Failure to Properly and/or Sufficiently Insure

A. Mitigating Physical Losses
B. Coverage Limits/Exclusions
C. Operational Downtime Cost
D. Lost Revenue
E. Added Expenses
A. Mitigating Physical Losses

1. Asset Management Program
2. Accurate Inventories
3. Safeguarding Assets prior to storm/event
4. Turn off utilities ahead of time
5. Postpone Deliveries
6. Move assets to secure locations
7. Ensure your locations are secured properly and all necessary repairs made ahead of time (roof, support structures, hurricane/storm shutters)
8. Ensure battery and/or generator backup for sewer/storm water pumps are operable
B. Coverage Limits/Exclusions
   1. Power Loss
   2. Type of Interruption
   3. Type / Cause of Damage

C. Operational Downtime Cost
   - Do the Exercise and establish a cost estimate for downtime

D. Lost Revenue
   - Do you have enough coverage for lost income?

E. Added Expenses
   1. Recovery Costs
   2. Temporary accommodations
   3. Travel Expenses
#5

Over-Reliance on 3rd Party Information

A. Power Restoration & Other Utilities
B. Permission to Access Facilities
C. Financial or Material Support
D. Delivery of Critical Supplies & Materials
A. Power Restoration & Other Utilities
B. Permission to Access Facilities
   • Confusion & Territoriality
   • Know Your Local Officials (Police, Fire, Emergency Mgmt)
C. Financial & Materials Support
   • WHEN will the Government be there to support you?
   • What will they provide & How Soon?
D. Delivery of Critical Supplies/Materials
   • 72 Hour Rule
   • Culture of Preparedness
   • Supply Chain Interruption
   • Commodity Shortages
Failure to Anticipate Costs of Recovery

A. Relocation Costs
B. Network Recovery
C. Commodity Costs/Availability
D. Critical Document Salvage & Recovery
A. Relocation Costs
- Travel Costs
- Accommodations
- Family Issues
- Childcare
- Per Diem
- Remote Network Access (Satellite Connectivity)

B. Network Recovery
- Bandwidth Issues
- Time for Restoration/Recovery of Data
- Critical Staff Needs vs. Full Staff Recovery

Conduct a Recovery Test and do a FULL RESTORE during the exercise to determine duration and potential cost.
C. Commodity Costs/Availability
- Power Fluctuations
- Fuel Shortages
- Rationing
- Water/Food distribution

D. Critical Document Salvage/Recovery
- EXPENSIVE! Can run into the 10’s of Thousands of Dollars
- Securely store documents off-site
- Consider digital scanning when possible/permitted
- PLAN to avoid making spur of the moment decisions

Failure to Anticipate Costs of Recovery
#7

Failure to Properly Analyze Supply Chain Disruption

A. 3rd Party IT
B. Power/Communications Vendors
C. Payroll Companies
D. Attorney/CPA Firm
E. Delivery/Shipping Partners
A. 3rd Party IT: BOTTLENECK
B. Power/Communication Vendors: BOTTLENECK
C. Payroll Companies
   - Do you know their Recovery Plan?
   - What is the process for an interruption during Pay Cycle?
   - Are they integrated into your Exercise?
D. Attorney/CPA Firm
   - Can you reach them following in interruption?
   - Are they involved in your planning process?
E. Delivery/Shipping Partners
   - What is the protocol for an interruption?
   - How will any delay from these partners affect your business?
#8

Failure to Properly Assess Impact to Customer Base

A. Unable/Unwilling to remain customers
B. Limited/Restricted Access
C. Loss of Interest
A. Unable/Unwilling to remain Customers
   - The Show Must Go On...
     - Will they Wait?
     - Can they Wait?
     - Are your competitors going to pounce?

B. Limited/Restricted Access
   - Is law enforcement restricting access to your location(s)?
   - Are Curfews going to impact business?
   - Are school closings/business closings going to hurt business?

C. Loss of Interest
   - Following a disaster, will discretionary spending fall off?
   - When will it return to “business as usual?”
#9
Failure to Properly Manage Restoration of Operations

A. “Crush” of Customers
B. Inability to Communicate Status
C. Operations Restored: BUT Employees Not Reporting
D. Facilities Operational/Undamaged: BUT Supply Chain Disrupted
A. “Crush” of Customers
- Once the lights come back on...
  - Do you provide a high demand service or product?
    - (banks, insurance firms, healthcare, government)
  - Are your services limited during recovery?
  - Are you working with limited staff?

B. Inability to Communicate Status
- Is your Website operational?
- Do you have remote access to your site to update status?
- Can you answer the phone?
- Do you utilize Social Media?
C. Operations Restored:
   But employees can’t or won’t Report to work.
   - Were they prepared at home?
   - Are schools closed?
   - Can employees commute safely?
   - Are curfews in place, preventing travel?
   - Is area restricted to homeowners/residents only?

D. Facilities Operational/Undamaged...
   But supply chain still disrupted.
   - Raw materials shortage or transportation/delivery issues
   - Lingering utility interruptions
#10

Failure to TEST Your Plan

A. Test Data Restoration
B. Test Alert Notification
C. Test Employees’ Knowledge of Plan
D. Test Vendors’ Resilience
E. Know Your Power Needs
A. Test Data Restoration
   - Can you restore with the information at hand?
   - How long will it take?
   - Can you recover to new/different hardware?
   - Do you have access to the necessary software?

B. Test Alert Notification
   - Can you activate the system remotely?
   - Can more than one person access the system?
   - If you utilize a phone tree, is it updated?
C. Test Employees’ Knowledge of the Plan
   - What happens if YOU aren’t there?
   - If the office burns tonight, what is their first step?
   - Can they access email/text messages/voicemail remotely?

D. Test Vendors’ Resilience
   - Involve vendors/partners/suppliers in your exercises
   - Know their recovery plan and be able to integrate it into your own plan

E. Know Your Power Needs
   - No other takeaway MORE IMPORTANT from large-scale events
   - Causes multiple, complicated, costly delays
   - A SIMPLE test will show this shortcoming and enable improvements

Failure to TEST Your Plan
Questions?

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Protecting Organizations of all Types Since 1989
Unfortunately, most organizations are unprepared to quickly recover from disasters and continue serving their communities.
Without a reliable disaster recovery solution, your business becomes another victim of the disaster

- No power to building = Lost sales, inventory, security
- No communications = No ATM/credit transactions
- No phone or internet = Unable to answer customer calls, No orders to vendors
- Office compromised = No place for customers to do business

- Customers will turn to competitors for their needs
- Sales and profits suffer
- Reputation in the community can be damaged
- Possible contractual or legal complications
However, by recovering quickly after a disaster, your organization can...

- Continue to serve customers in need
- Avoid lost sales & protect bottom line
- Avoid legal or regulatory concerns
- Foster good-will within the community
- Increase loyalty, repeat business
- Expand local market share
- Enhance brand reputation
- Help employees get back to work
- Support those most affected by the disaster
Agility Recovery offers a solution that all organizations can afford

For a small monthly membership fee, organizations gain immediate access to Agility's extensive disaster recovery resources and expertise developed over 25+ years.
What We Do - Provide “a la carte” access to the following:

1. **Planning:** A secure, online planning portal to create and keep recovery plans, store vital documents and send Alert Notification messages

2. **Power:** Generators from 36kW to 2 Meg for any application, as well as fuel service, electrician assistance & regular maintenance

3. **Communications:** Satellite and/or LTE connectivity to restore telephone and Internet access

4. **Computer Systems:** Computers, servers, routers and fax/copy/print equipment stocked for express delivery. Imaging services available.

5. **Office Space:** Flexible office space options to fit any need, including mobile, commercial and local brick and mortar space, all complete with fully furnished interiors and restroom facilities
Agility’s infrastructure and experience ensures success

- **100% success rate:** Agility has never failed to restore operations for our clients
- **25+ years** conducting recoveries of all types, in every corner of the continent
- Rescued 1000’s of organizations, from single locations to large enterprises
- National leader in recoveries conducted, and assets delivered
Within a few hours, Agility will mobilize resources to restore operations to our members in need.
When a Disaster Occurs

- Agility’s operations team works with our clients’ leadership team to determine the exact needs at the time of disaster
- Agility mobilizes assets to quickly and efficiently recover the business
- Agility clients only pay for Agility’s actual out-of-pocket expenses

Agility never profits from a client’s disaster
Benefits to Agility Clients:

• Whether they have Agility Recovery or not, organizations will still have the same recovery needs after a disaster

• But Agility will get it done faster, cheaper and more effectively

• Most importantly, we get it done every time

• Protecting their operations, employees, reputation, bottom line and market share
During a disaster, organizations are vulnerable to being overcharged and underserved.

Instead, choose a partner you can trust:

- 25+ years of experience
- 1000’s of recoveries
- NEVER FAILED. Period.

With Agility’s help during a disaster, your organization can avoid being a victim of the disaster, and instead become a Community Hero.
View case studies, client videos, recovery examples and more.

www.AgilityRecovery.com
Questions?

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