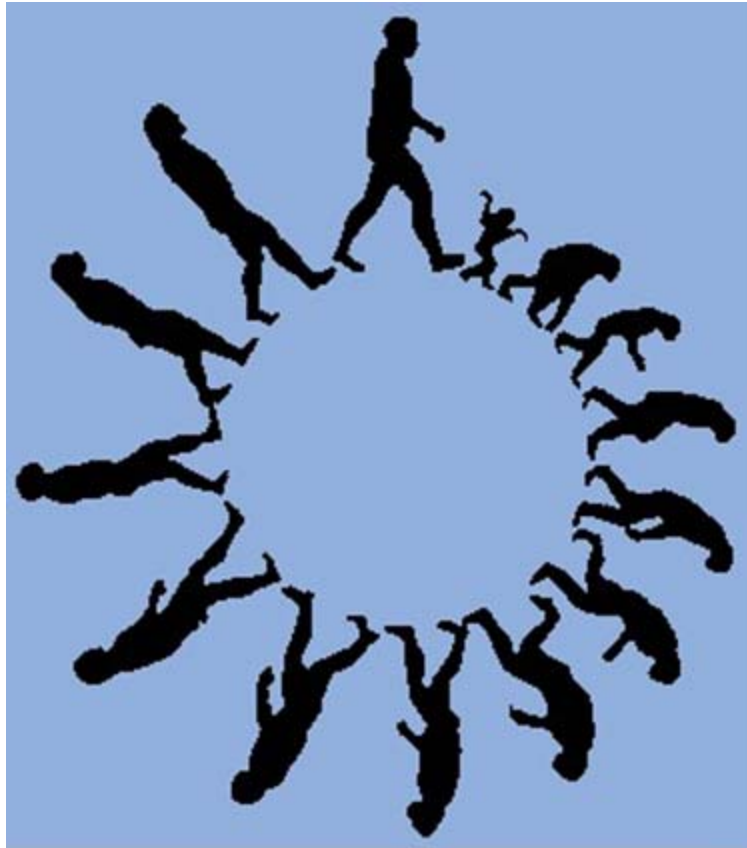


# **Evolution of a Business Continuity Program Lessons Learned from a Review of the Business Continuity Program at EBMUD**

*October 2011*

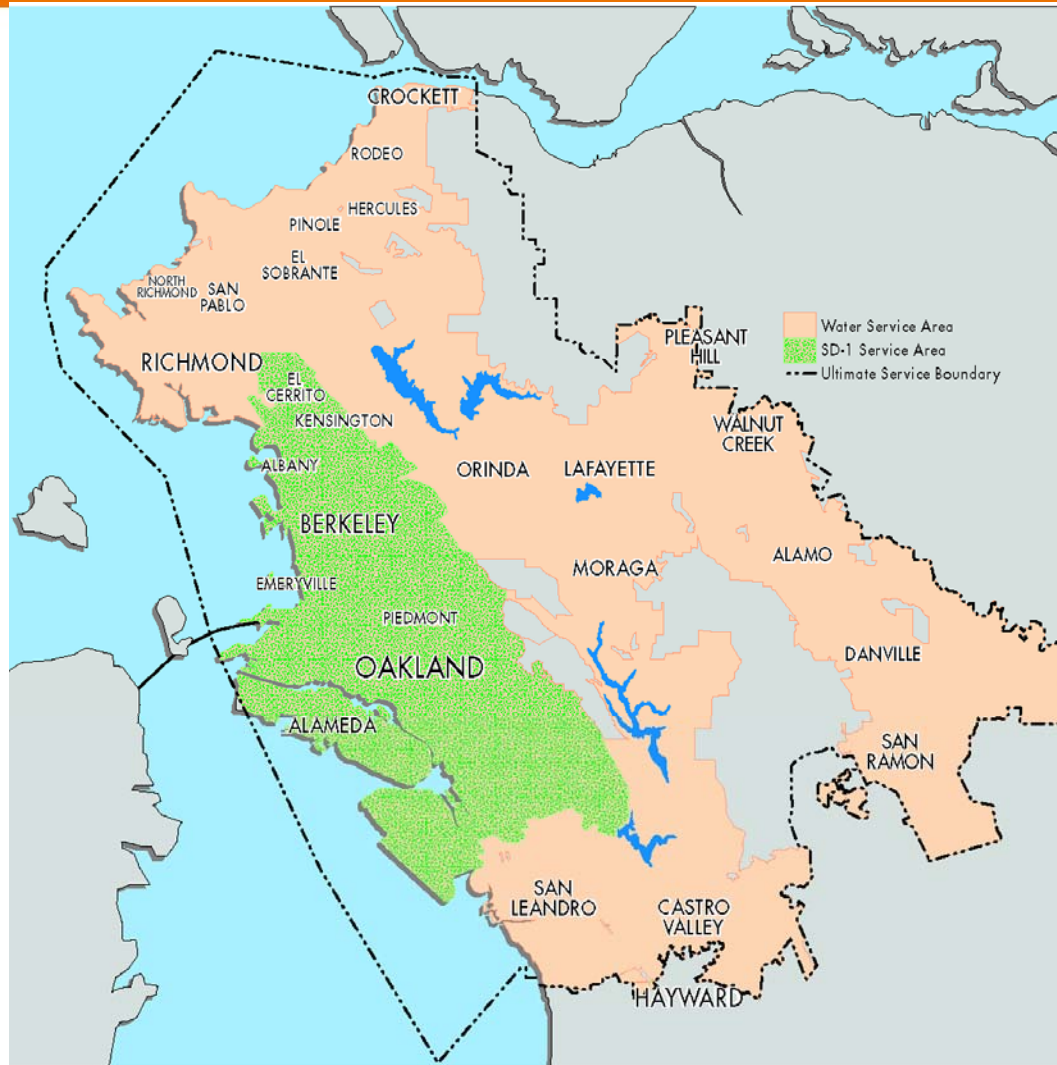
*Julia R. Halsne - M.B.A., M.S.  
Manager of Business Continuity*

# Presentation Contents



- *Background*
- *Catalysts for Program Evolution*
- *Where are we now*
- *Lessons Learned and Next Steps*

# EBMUD Service Area



# Water Treatment/ Distribution System



- *29 communities*
- *2 counties*
- *331 sq. miles*
- *1.3 million customers*
- *361 MGD peak demand*
- *FY10 water revenue > \$387M*





# Regional Disasters



- *Loma Prieta - 1989*
  - *Seismic Improvement Plan*
  - *Operational Mitigation Plans*
  - *Recovery Strategies and Priorities*
  - *As-built Diagrams Essential*
- *Oakland Hills Fire - 1991*
  - *Access to Infrastructure*
  - *Movement of Fire and Strategies for Recovery*
  - *Uncontrolled Water Flow and Power Outages*
  - *Access to Portable Pumps*

# Emergency Operations Plan



- *Emergency Management Operations*
- *Incident Bases*
- *Emergency Response Activities*
  - *Activation*
  - *Roles and Responsibilities*
  - *Prioritization of Response*
- *Training and Maintenance*

# Hurricane Katrina - 2005



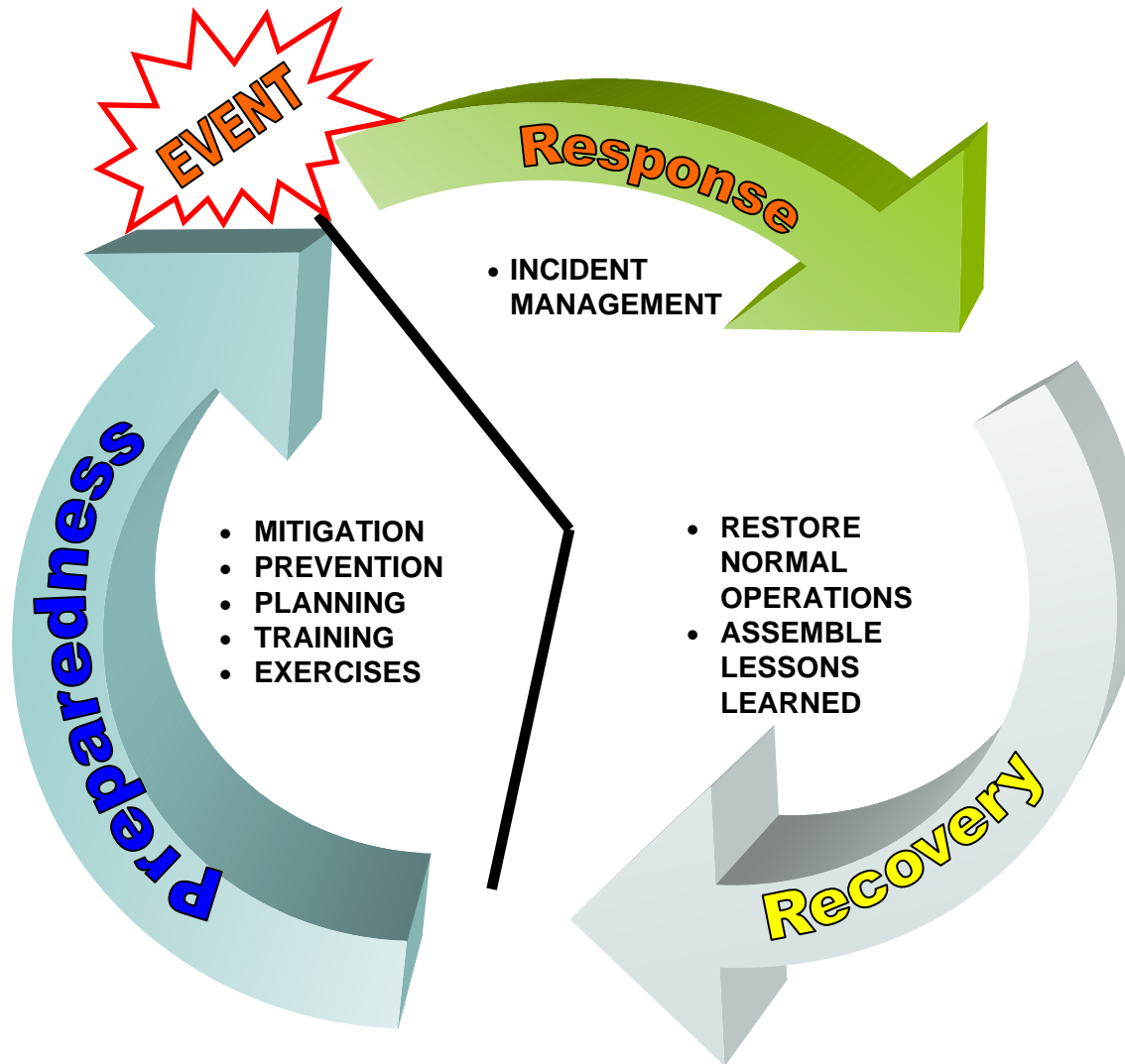
- *Accounting for People*
- *Customer Data*
- *Time Keeping and Accounting Systems for Reimbursement*
- *Mail and Delivery Services*
- *Employee Care*

# 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*

# Program Cycle



# Business Continuity Program - Special Project 2005



- *Where are we now?*
- *Where do we need to be?*
- *How do we get there?*



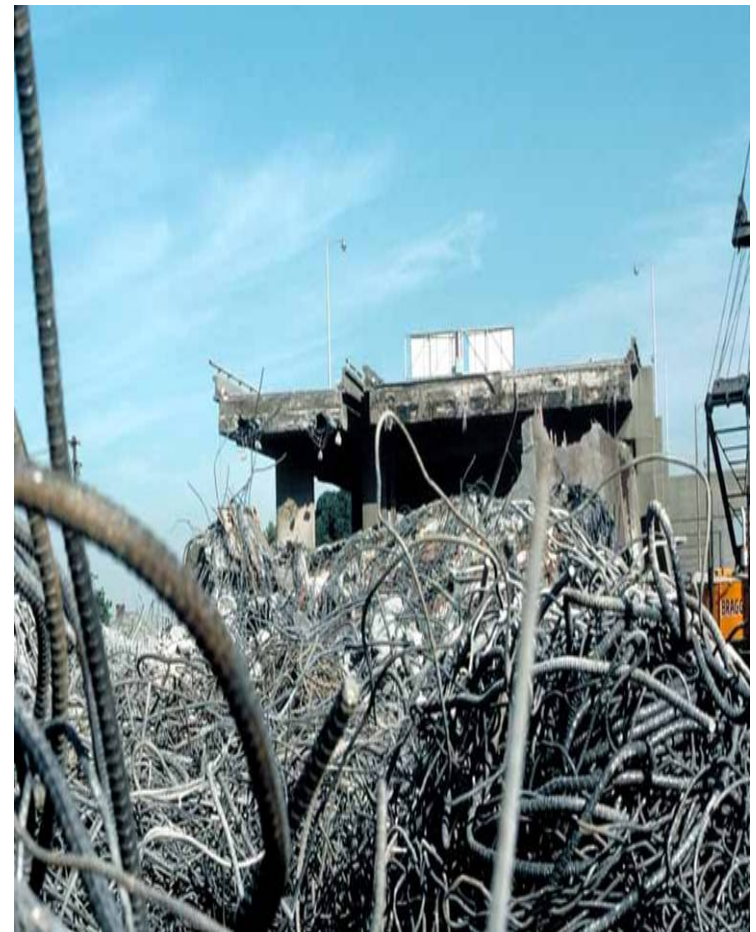
*Review, evaluate, and make recommendations to ensure program is effective and sufficient to meet the District's strategic goals and objectives for business recovery.*

# Gaps and Disconnects



# Gap Analysis Outcomes

- *Information Systems Dependence*
- *Comprehensive Communication Plan*
- *Employee Care Plan*
- *Revenue Shortfall*
- *Alternative Work Locations*
- *Critical Vendor Plan*
- *Training Plan*
- *Testing/Validation Plan*



# Where are we now?



# Organization

- *Manager of Business Continuity*
- *Manager of Security and Emergency Preparedness*
- *Security and Emergency Preparedness Specialist*



# Business Continuity Team

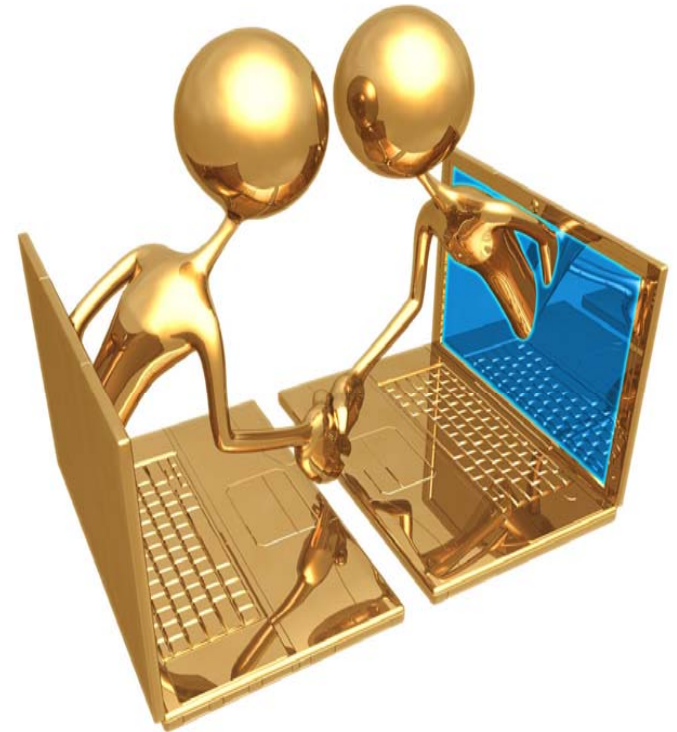


- *Monthly meetings with representatives*
- *Identify District priorities and action plan*
- *Problem solve and share ideas*
- *Participate in table top or functional exercises*
- *Refine the program*



# Information Systems Issues

- *Supports nearly every business function*
- *Over 100 applications*
- *Multiple networks – security, business, operations*
- *Alternative Data Center at another utility*



# Communications Issues

- *Multiple opportunities for failure*
  - *Network*
  - *Equipment*
  - *Facilities*
  - *Structures*
- *Complex systems*
- *Sunny day and emergency failures*
- *Single failure can have major impact*



# Employee Care Plan



- *Rations and water supplies*
- *Communication and Deployment Plan*
- *Training*
- *Emergency supplies*
- *Personal Preparedness Program*



# Revenue Shortfall

- *Meter reading*
- *Billing*
- *Payment processing*
- *Accounts payable and receivable*



# Alternate Worksites



- *Senior Management and Board of Directors*
- *Distributed locations for maintenance and operations personnel*
- *Critical Functions*
  - *Dispatch*
  - *Customer Call Center*
  - *Purchasing*
  - *Human Resources/Payroll*
  - *Others*

# Critical Vendor Plan



- *Existing vendor plan*
- *Alternative vendors*
- *Alternative processes*
- *Alternative commodities*
- *Purchasing plan*



# Training & Exercises



- *Start in new employee orientation*
- *Executives on down*
- *Keep it fresh*
- *Test exercise in National Preparedness/Earthquake Preparedness Months*
- *Use lessons to improve program*

# Recent Successes and Ongoing Objectives

- *Well defined exercise and training program*
- *District-wide recovery process and authorities*
- *Telework as alternative work location*
- *Deployment guidelines*
- *Alternative work location plan*



# Summary



- *The program must be flexible, scalable, adaptable, and usable*
- *Business continuity works with emergency preparedness and emergency response*
- *Program requires continuous care and feeding*



**Any Questions?**

