



Shaky Ground Newsletter
<http://crmc-acp.org> The CRMC ACP Web Site **June 2009**

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This Month's Program Meeting

Date: June 19, 2009

SPEAKER/TOPIC: David Cannon will present his somewhat unique and very successful ideas on how to propose and justify BCM and DR programs.

Based on his extensive experience in securing the funding to support project both large and small, David will share with us how he has successfully justified the investment in quality BCM and DR efforts by:

- Rethinking of the Balanced Scorecard and ROI in the BCM practice
- Rethinking corporate governance in the area of continuity and preparedness.
- Discussing the 4 priorities to valuation
- Rethinking conflicts between the different discipline areas

If you would like to have a better rationale for defending and funding BCM and DR activities while ensuring strong sponsorship in these difficult economic conditions I suggest you attend the June Colorado Rocky Mountain Chapter of ACP meeting in Colorado Springs. Lunch will be provided by HP so we will need a good idea of how many members and guests will attend. Please RSVP to Programs@CRMC-ACP.org as soon as you can, and invite those guests you feel may benefit from this discussion as well.

Location: HP Data center in Colorado Springs
I-25 on Rockrimmon (Map to follow)

Lunch will be served at 12pm with Registration & Networking starting at 1:00pm.
The meeting will begin at 1:30 pm.

So mark your calendars and we hope to see you there.

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- And many useful links provided by our members

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Rush's Corner

Interesting Articles provided by our Members

Links provided by Rush Fay

New Strain of Bird Flu Poses Threat - <http://www.naturalnews.com/025860.html>

Swine Flu FAQ - http://www.who.int/csr/swine_flu/swine_flu_faq.pdf

Links provided by John Payne

"Pandemic pandemonium" We can let the mere idea of a possible swine flu plague create chaos, or we can settle down and fight it with vigilance and reason.

By Mary Beth Crain

http://www.salon.com/opinion/feature/2009/05/02/swine_flu/index.html

Disaster recovery planning for internal and external threats

Author Ken Koch Published 03.11.2009 in Search Disaster Recovery

It's an unsettling feeling to realize that your disaster recovery (DR) plan overlooked a particular threat. Our DR plan had prepared for fires, floods, electrical and hardware failures. We even had regional plans for things such as hurricanes, tornadoes and earthquakes. Business impact analysis, risk and mitigation were the mantras of our contingency team, yet we had somehow missed potential high-impact, high-probability threats.

As threats evolve, so should your business contingency (BC) plan. In this particular case, we didn't think that our newest employee would mistake the red button to cut power in the data center in case of a fire as the exit button when the sliding door didn't immediately open.

Data centers sure get quiet and dark when all of the disk drives stop spinning and the air conditioning shuts down. Even the untested emergency exit lights were out since their batteries had gone dead.

A list of hazards that are normally overlooked in contingency plans could exceed several hundred items. This article will focus on those threats that I have found to be prevalent in most business scenarios, but are missing from the contingency plans I have audited. These threats are common enough to warrant inclusion in almost every plan. They fall into two general categories and, which at a minimum, you need to assess for their impact on your organization.

Geographic threats

Everyone loves the new four-lane divided highways that make getting home from work so much faster. But have you taken the time to look at what makes up the traffic on this road? The Federal Motor Carriers Safety Regulations (FMCSR) requires that semis use hazardous materials placards when shipping hazardous cargo and dangerous goods in the United States. So how complete is your plan if one of these trucks overturns and spills a Class-3 flammable liquid alongside your building?

Take this scenario further and think about how your company would respond if this liquid caught fire and impacted your building. Most fire suppression systems are internally focused and assume something inside starts the blaze, but did this tanker just block your primary exit points?

Prepare for external threats

It's a good idea to take a look around the area surrounding your facility and assess the potential external threats. You should take a look at the new buildings and tenants that now make up the neighborhood since you first arrived. Do any of the neighboring companies house tanks with red Hazmat diamonds? Is there ongoing construction that may pose threats to your generator? One small accident there could equal a major evacuation or worse for your company.

When disaster strikes, how much time will you have to evacuate? You need to forget about an orderly shutdown and backup of the systems and figure out these scenarios change the contingency and recovery plans.

Planners and auditors need to ask these "odd threat" questions and determine the level of response appropriate for their company. The right preparation, training and testing must be executed to combat external threats, especially those with a high probability of occurrence or risk.

Employees must be ready to administer first aid if applicable; they must know how to safely evacuate themselves and others, and feel that the company has their wellbeing as a priority. If a hazardous gas is your potential threat, do you have breathing masks for your employees or ways to seal off your building if a leak occurs?

These less obvious external threats can be very difficult for a contingency planner to anticipate.

Mitigation steps may be impossible and quantifying the probability of the risk often depends on trusting others to care as much about contingency planning as you.

How does one mitigate for a potential hazardous spill, for example? If the probability is high due to a new chemical facility having moved in, perhaps the mitigation is to move your firm's offices across town. If it is lower, working with the municipality to have the truck route realigned away from your building might be the answer.

Addressing human threats

While the most frequent user/tester of data retention strategies is often the employee who hits "delete," most plans also address the malicious acts of hackers or current/former employees. What is missing, though, is addressing the realities of the human threats in the modern world. Does the contingency plan address a mass epidemic where the majority of your employees will be unable to come to work or may be incapacitated and unable to work remotely? Contingency plans must address

Disaster recovery planning for internal and external threats

how the company survives during a pandemic just as thoroughly as they address a potential earthquake.

The news is populated with socioeconomic issues related to gang violence, terrorism (domestic and international), illicit drug usage and even kidnapping and extortion. The contingency plan often will identify an organization's key employees and alternates if they are unavailable, yet often fails to address how the organization responds when those same people are being held hostage. If you don't have geographically dispersed alternates who are properly trained, how many key people have you identified? It only takes one or two key decision makers being incapacitated to paralyze an organization unprepared with redundant staff and a clear chain of command.

Perhaps that nice urban location for the office has now become ground zero for rival gangs and the sound of gun fire greets your employees as they leave the office. Does the contingency plan cover a bullet hole that somehow found its way into the UPS system? As unemployment increases and the stress on your remaining employees grows due to the uncertain economy, a company will find that the risks from people might become greater than previously thought.

A recent survey of 233 police departments by the Police Executive Research Forum found that 100 departments (43%) reported rising levels of what they felt were recession-related crimes. Forty percent said that thefts had increased in recent months; 39% reported that robberies were up and 32% said burglaries had surged 20%. These crimes are more frequently being carried out by formerly law abiding workers, the same people entrusted with corporate data and security.

You need to assess your surroundings with a different viewpoint and ask "what if." The time for the obvious has passed and now it is imperative that contingency plans include more of the unusual, but equally devastating threats.

About this author: Ken Koch is a recognized leader in contingency activities critical to mitigation, preparation, planning and recovery from manmade and natural threats. Mr. Koch is a frequently invited speaker at seminars and private events, industry topical writer, instructor/educator and business continuity consultant. Since founding his own firm in 1997, he has assisted both public and private sector clients with risk assessment, exercise planning and evaluations, and staff training along with declared disaster recovery situations

Education

Upcoming local events or seminars

Plans for Fall World 2009 are underway! We have an outstanding show in the works. The focus will be Strategies for a Successful Business Continuity Program. We are bringing our attendees the most important information needed to keep business continuity programs on track during these lean times.

We know business continuity budgets are tight. That's why we are offering all past attendees an extra discount for Fall World 2009. Receive \$50 off of the registration price if you sign up by May 29, 2009. This discount is in addition to the extra 10% discounts we offer. You can qualify for both – plus the early registration price.

DRJ want to help your budgets in other ways too. We want our sessions at Fall World 2009 to focus on the things that matter most to you. What would you like to see on the agenda? What topics and/or courses would help you justify conference attendance to your employer?

Please send your suggestions and comments to bob@drj.com. We want to hear from you! Our focus is helping you to build your business continuity program. We hope you can help us build a conference that will benefit you the most.

Thank you for your continued support at DRJ's conferences. Visit the Fall '09 Site: www.drj.com/sd2009

BC Management's would like to extend an offer to ACP chapters

This offer will include a complimentary compensation presentation customized for your local chapter. Please refer to the attached presentation to view a sample report. In order to receive this special offer, we will need someone from your chapter to schedule an estimated time to complete the report with Zoey Boyles at zboyles@bcmanagement.com. Please note that increased participation will yield a more comprehensive report for your chapter membership.

There is an additional change to the program management report this year. Soon we will be publishing an international program management benchmarking report focusing on budgets, personnel, reporting structure, etc exclusively for the BCM profession. **Only those professionals who participate in the BCM study will receive this report.** We are encouraging study participation by **June 5th**, but the study will remain open all year.

Below is an email that you can tweak and distribute to your local membership. BC Management also encourages and welcomes individual chapters to post the completed reports on their local ACP website. You may find all completed reports at <http://www.bcmanagement.com/research/index.php#comp>.

Curious to know the compensation range of certified business continuity professionals in Denver, CO? What are other "like" organizations spending on business continuity?

BC Management has been collecting and assessing data on compensation and program management initiatives exclusively within the business continuity profession since 2001. Their goal is to continue to educate and elevate the BCM profession. So far **2,500+ BCM professionals in over 50 countries have participated** in this year's study and the **study will remain open all year**. BC Management will be publishing updated reports throughout the year to reflect the most current data.

*****Please note that ONLY those BCM professionals who participate in the study will qualify to receive BC Management's International Benchmarking Program Management report focusing on BCM budgets, personnel headcount, organization reporting structure and much more. This is BC Management's most requested report.**

BCM Compensation

BC Management is offering a customized compensation report exclusively prepared for our local chapter. To date, **22 BCM professionals have responded from Denver, CO**, but we know that there are more of you who could still participate. Please be sure to complete their study by **June 10th**, if you haven't already participated. Increased participation will yield more comprehensive reporting, so please respond if you value their reports. (Study focuses on 2007 & 2008 compensations. Please participate if you work in the BC, DR, Emergency Management, Crisis Management, or Risk Management profession as a consultant, practitioner or sales professional.)

View Recently Completed BCM Compensation Reports for the USA (1,000+ respondents) and Asia Pacific. (Compensation reports coming soon for India, Canada, the UK and any country that receives 50+ participants.)

<http://www.bcmanagement.com/research/index.php#comp>

BCM Program Management

How many personnel do other organizations have dedicated to their BCM program? Where should BCM ideally report to within an organization? These questions and many more are addressed within BC Management's study.

BC Management's would like to extend an offer to ACP chapters

BC Management will be publishing an **International BCM Program Management Benchmarking Report (overview) in June**. If you currently manage a BCM program and you would like to receive a complimentary report, be sure to respond to their study by **June 5th**. Be sure to include your email address to receive your complimentary international overview report as a thank you for your participation. **This is BC Management's most requested report. Only those who respond to the study will receive a complimentary copy.** (Their study is comprehensive focusing on budgets, personnel, vendors, reporting structure and much more. If you need to leave the study for any reason, the cookies on your computer will take you back to where you exited.)

Why take BC Management's study

- The study is comprehensive, having been designed by industry thought leaders.
- The right people participate, since we target people dedicated to the discipline.
- The response is immense, driven by the value the results provide.
- The scope is world-wide, due to our extensive contacts and partnerships.
- The company is independent, as we are a neutral party on the results.
- The study has been translated to English, Spanish, French, Chinese and Japanese.
- Completely confidential. Contact information is NOT required. Any organizational or personal information disclosed in study will NOT be shared outside of BC Management.
- Take your time completing the study. The cookies on your computer will take you back to where you exited, if you must complete at a later time.
- Participating this year and including an email address will allow them to send you a pre-populated study in 2010, which will significantly cut the time needed to complete future studies.

Participate in Study:

<http://www.bcmanagement.com/research/index.php#survey>

Benchmarking. Plan Ahead. Be Ahead.

- BC Management Team
info@bcmanagement.com
(714) 843-5470

Employment

As a service to both individuals and employers within the contingency planning community, CRMC-ACP will post descriptions for jobs available regionally.

Employers: To submit a listing, please send an email to the Webmaster and attach your job description in Word format, as you would like it to be seen. Postings will remain on the site for 30 days unless renewed.

Position	Company & Location	Date Posted
Manager – Disaster Preparedness and Crisis Management	Qwest - Denver, CO	5/22/2009
Business Continuity Coordinator	First Bank, Lakewood, CO	5/22/2009
Business Continuity Manager	IRM Solutions Riyadh, Saudi Arabia	4/21/2009

Please visit the CRMS ACP Web site in the Members Area for new listings.

Is your Company the “Biggest Loser”?

By Bill Jancouskas, MBCP

As I was riding into work the other day I thought about a reality show I watched the night before called “The Biggest Loser”. This show pits overweight contestants against each other in a race to see who can lose the most weight in a specified timeframe. Being stuck in traffic I also thought about what my challenges were at work and it dawned on me that this show and Business Continuity and Disaster Recovery (BC/DR) planning have some commonalities. Allow me to explain some similarities on losing weight and developing an effective Business Continuity program for your company.

Project Initiation Similarities

In the reality show each of the contestants has a desire to not only loose weight but to do it quickly (and win the cash prize of \$250,000.00). Some companies have a desire (others are compelled by regulatory statutes) to have a business continuity program in place. At this point neither the contestant nor the company really knows what is involved in reaching their goals. Without knowing what is involved they can have the impression that it shouldn’t take long or require a lot of resources. The Biggest Loser program has shown couch potatoes across America that they can change their lives. It has been instrumental in motivating us by showing it can be done. In business you may find management in the couch potato role too which is why it is important to have an awareness component in your program. In business, leaders need to know how business continuity and disaster recovery can affect their bottom line and the survival of their company. Without their support and buy in to the program it will fail.

In the beginning...

As the contestants in the show start their program they are given a thorough examination by doctors to determine the status of their health. This gives them a baseline to start their program. In Business Continuity, a review of regulatory issues, past audits, and an initial business needs assessment should be done to define why a program is needed and how to get one developed.

This involves executive management, developing a steering group, planning teams, budget, and a program timeline to track the development of the program. The Professional Practices from the Disaster Recovery Institute International (DRII) provides a framework to properly initiate a BC/DR program. Creating a foundation for the BC/DR program that encompasses resilience and recovery strategies, pinpoints the recovery objectives, and has a robust Crisis Management component is essential for success. Consider reviewing regulatory and previous audits in your presentation to management where your program can bring value at protecting the company. Ensure that your program has the support of senior leadership and has a vehicle in place to keep them informed on the progress and value add that your program brings to the company. BC/DR is not just cost avoidance - there are efficiencies in operation and potential cost savings in capital expenditures that can be a result of proper planning efforts. Training on response and recovery can raise the expertise level of your workers by making them aware of how their operations fit into the bigger picture of producing the products or services your company provides.

Recovery plans can serve as an important component of succession planning. On the show the contestants are looking to loose weight and modify their life style to maintain their health in the long term. In Business Continuity, the goal is to develop a capability that will keep your company going if impacted by nature or man made events.

This capability is the result of building a program versus a project. Business Continuity is a living program reacting to the ever changing needs of the business while a project has a beginning and an end. Business Continuity is an iterative process always examining risk, mitigation actions, and having plans in place to respond to and recover from business disruptions and disasters. Companies are ever changing responding to market pressures, customer needs, and technology changes. A business continuity program must be flexible enough to adjust to these changes and needs. Another similarity I thought about between the show and a BC/DR program is that each should be run by certified professionals.

Using Certified Planners

The contestants on the Biggest Loser show are divided into teams with each being provided a professional

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trainer. These trainers are not only trained in how the body reacts to exercise but also what diets are best suited for each contestant, and most importantly, how to physiologically and psychologically push the contestants to their maximum effort and change their lifestyle. After all, their end goal is a life changing experience that will reduce the potential for illness and raise their quality of life as they grow older (and the cash prize isn't bad either). Likewise in business, the certified planner is trained in assessing the processes of the business, having a broad vision on how business continuity and disaster recovery activities integrate with the business processes, how to identify vulnerabilities and develop recovery strategies, and how to provide measuring tools to ensure the program is moving forward. These specialized skills coupled with project management skills, knowing how to facilitate crisis management events, conduct training, provide presentations to executives and customers alike, and most of the time accomplishes this with little to no funding. Certified planners know how to bring together the subject matter experts of your company to develop the recovery actions that are best suited to recovering your most critical functions. Physical trainers know how to leverage doctors, dietitians', and others to design a program that will result in a leaner, healthier contestant. Without professional planners and trainers the results are mostly short lived. In the long run, consistency and discipline produce long lasting results. Good trainers and planners alike have the passion, patience, persistence and discipline to produce sound programs that produce results. Why then do some companies and HR departments feel that business continuity and disaster recovery can be performed by non-certified individuals or look for those that may be experts in their industry but have no training in business continuity and disaster recovery? A more sobering thought is why the faith of billion dollar corporations is regulated to those as an additional duty.

Discipline Approach Needed

Anyone that has tried to loose weight knows that generally speaking there are two elements you need to manage in order to stay trim and healthy - diet and exercise. Looking at television ads, magazine ads, etc. you undoubtedly will come across some advertisement for some fad diet, miracle pill, and Fitness Companies, all promising to have you lose weight. Usually these advertisements are at their peak after New Year's when resolutions are made to loose weight, quick smoking, or other items on the wish list.

If it were that easy America would not be overweight and heart disease wouldn't be at the top of the list for cause of death. Whether it is losing weight or developing a BC/DR program, each requires a disciplined approach.

A program that changes your lifestyle, combining good eating habits and exercise is what will ensure you reach that perfect weight. In some companies the task of developing a BC/DR program is left to someone as an additional duty on top of their primary role or to someone who does not know how to bring all the BC/DR components together for an effective program. Just like all the fad diets, miracle pills, etc. there are a lots of templates and software tools out there that can be used to quickly put together a business continuity/disaster recovery program. These canned templates and software tools are a benefit when used by certified individuals who know how to leverage them. Its only when a crisis impacts the company that poorly developed plans shows their gaps.

With no focus on the critical functions that affect your customers and no training for those placed in the hot seat to activate response and recovery activities, your company can experience considerable financial exposure or worse yet, go out of business. Leveraging the Business Impact Analysis you can identify the time-critical functions that must be resumed first and build your plan around them.

Recovery strategies must be developed that take into consideration the entire company and plans constructed to integrate recovery steps. Most quick methods of plan development leave you with a call list to get people together but no understanding of what actions are needed by business units to restore those services that directly affect revenue, customers, or in some regulated companies, prevent fines and penalties from being imposed.

In a disaster, you must concentrate limited resources on your most critical business processes - time is of the essence - not only to your customer but to mitigate the long term impacts of the disaster on your company. The longer your products or services are unavailable, the more customers you will lose. While insurance is a way to mitigate loss it will not bring back those customers that have lost faith in your ability to continue to provide products or services that they depend on to do their business.

Is your Company the “Biggest Loser”?



Figure 1 Iterative BC Process

For the contestant it is an education process that drive changes in attitudes which results in behavior changes that leads to the life style they must have to keep as healthy as possible. In business, training and awareness from the executives to newest employee is critical to not only educate them on how to respond and recover from a disaster, but to embed BC/DR into the culture of the business.

Program Focus and Management

Part of the iterative process in business continuity is the need to perform Risk Assessments (RA) and Business Impact Analysis (BIA) on a periodic basis. This ensures executives and managers alike are aware of potential impacts to critical operations and can direct the appropriate level of resources needed to mitigate the vulnerability or impact. These key BC/DR activities highlight what business processes need to be protected but also keeps the business continuity program aligned with the business model, strategic goals and priorities of the company.

For the contestant weekly weigh-ins ensures they are on track with their weight reduction goals. The scales track their progress and let them know if more exercise is needed or an adjustment is required in their diet. In business, testing and exercising of plans on a periodic basis ensure the recovery actions and contact lists are current and that employees are well versed in their role and tasks.

Contestants that stick to their exercises and diets over time have changed their life style. Exercises are now daily activities and eating the correct foods is enjoyable rather than a hardship. They have embedded these activities into their daily lives. In business, monitoring the business activities through risk assessments and BIAs, testing and exercising BC/DR plans, conducting periodic training

for response and recovery teams and inserting BC/DR into daily operating procedures and new product/service development, will result in business continuity being part of the company’s culture. Recovery actions that are developed for critical business practices can change what once was a crisis to lower impact outages or disruptions that are easily handled.

These “events” are now handled by managers and employees instead of being elevated to a crisis level requiring executive and senior management involvement. Result - a workforce that can handle disruptions at the lowest level before they reach crisis stage.

Rewards

The Biggest Loser program shows how these contestants struggle to lose weight and at the end of the series is awarded a cash prize. While the cash prize and opportunity to receive a regimented program is a motivator to lose the most weight on the program, all the contestants are winners in that they have achieved a new lease on life. The benefits of the experience are far reaching and clear. Their appearance has changed impacting all phases of their lives - relationships, employment opportunities, how they feel about themselves.

Is your Company the “Biggest Loser”?

Businesses that have mature BC/DR programs in place also reap monetary awards. These awards can be in the form of cost avoidance, reduced insurance premiums, cost efficient operations, and increasing their customer base and market share which in turn appeals to stockholders. Employees benefit from having a robust continuity program in place by increasing their skill knowledge and having the confidence that their company can continue to operate in the face of severe business disruptions or natural and man-made disasters.

And the winner is

The show’s title, “Biggest Loser” is a play on words since it pertains to weight loss; the contestants strive for the title of “Biggest Loser”. Their achievement is readily apparent. Mature, embedded BC/DR contributions may not be that visible and only realized at the worst of moments. When that moment happens to your company, will your company be the “Biggest Loser” or will it have a solid, business continuity and disaster recovery program in place?

In conclusion

Business Continuity programs can be a valuable addition to companies of all sizes. The fundamentals are adaptable. Whether it is the BS 25999, NFPA 1600, ITIL or ISO standards, there are basic fundamentals that make programs successful. The Professional Practices provided by the Disaster Recovery Institute International (DRII) provides 10 Professional Practices that can provide you with the activities necessary for a well rounded program. You can use these practices to benchmark your existing program or outline the activities to create one. All companies want to be as efficient and budget conscious as they can to remain profitable, and in these uncertain economical times, sustainable. It is more important than ever to ensure your company is protected by viable disaster recovery and business continuity plans. Most companies have been affected by current economic conditions. Companies can have low cash reserves placing them more at risk to disasters; some are trying to stretch inventories to make ends meet. While credit is being made more available it may be hard for some companies to qualify for. There is more reliance on supply chain management than ever. All of these conditions highlight a need for proper BC/DR planning. Will your company have the certified planners in place that are knowledgeable of recognizing and quantifying risk, of putting company wide solutions in place to protect operations, and to review contracts to ensure there are BC/DR type clauses to ensure critical dependencies on suppliers and vendors are known? Perhaps never before has Business Continuity been needed to protect companies. One parting recommendation I can make for those of you new to the industry or have been around awhile. Management may not be well versed in business continuity planning and disaster recovery but then again that’s our job. We must provide them the data necessary to outline risk, develop solutions, and ensure an ongoing program is in place. While they may be looking for a silver bullet it is my opinion that there are only the proven fundamentals that will produce viable plans.

More Useful Links

www.flu-april-2009.googlegroups.com

www.cdphe.state.co.us/epr/H1N1.html

[CDC on Twitter www.twitter.com](http://www.twitter.com)

[WHO Homepage www.who.int/en/](http://www.who.int/en/)

[Flutracker http://flutracker.rhizalabs.com/](http://flutracker.rhizalabs.com/)



Information Resources for Swine Flu Outbreak Planning, Surveillance and Response

General Resources

- Centers for Disease Control (CDC)
<http://www.cdc.gov/swineflu/>
- Flu Wiki
<http://www.fluwikie.com>
- PandemicFlu.gov
<http://www.pandemicflu.gov/index.html>
- World Health Organization (WHO)
www.who.int

Breaking News

- BBC News: Health
<http://news.bbc.co.uk/2/hi/health/default.stm>
- CDPHE Google Group for Influenza Information
<http://groups.google.com/group/flu-april-2009>
- Center for Infectious Disease Research & Policy (CIDRAP)
<http://www.cidrap.umn.edu/>
- CNN News: Health
<http://www.cnn.com/HEALTH/>
- PandemicFlu.gov
<http://pandemicflu.gov/>

Alert and Notification Services

- PandemicFlu.gov: News release RSS feed and email updates
<http://pandemicflu.gov/>
- CDPHE: email updates
<http://www.cdphe.state.co.us/epr/H1N1.html>
- International Society of Infectious Diseases--ProMED email updates
<http://promedmail.org>
- Center for Infectious Disease Research & Policy (CIDRAP) email updates
<http://www.cidrap.umn.edu/>

Business Readiness

- CDPHE Guidelines for Business Pandemic Readiness
<http://www.cdphe.state.co.us/epr/Public/businesspanready.pdf>
- PandemicFlu.gov Workplace Planning:
<http://pandemicflu.gov/plan/workplaceplanning/index.html>

Personal Readiness

- Bird Flu Manual Good Home Treatment of Influenza
http://birdflumanual.com/resources/Home_Influenza_Treatment/files/Good%20Home%20Treatment%20of%20Influenza%2010pt.pdf
- PandemicFlu.gov Planning Checklist for Individuals and Families
<http://www.pandemicflu.gov/plan/pdf/individuals.pdf>



Noble Continuity Consulting

Professional Business Continuity Planning

Information Resources for Swine Flu Outbreak Planning, Surveillance and Response

Santa Clara County Public Health Department documents

Your Guide to Preparing for Pandemic Influenza

[http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20\(DEP\)/attachments/PHPandemicEng.pdf](http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20(DEP)/attachments/PHPandemicEng.pdf)

Home Care Guide for Pandemic Influenza

[http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20\(DEP\)/attachments/SCCPHD_HomePrepBooklet.pdf](http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20(DEP)/attachments/SCCPHD_HomePrepBooklet.pdf) (color version for viewing)

[http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20\(DEP\)/attachments/SCCPHD_HomePrepBooklet_BW.pdf](http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20(DEP)/attachments/SCCPHD_HomePrepBooklet_BW.pdf) (black/white version for printing)

Emergency Supplies Checklist

[http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20\(DEP\)/attachments/GeneralEmergencyChecklist.pdf](http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20(DEP)/attachments/GeneralEmergencyChecklist.pdf)

Home Care Supplies Checklist

[http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20\(DEP\)/attachments/PanFluSupplies_rev.pdf](http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20(DEP)/attachments/PanFluSupplies_rev.pdf)

Food Supplies Checklist

[http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20\(DEP\)/attachments/FoodChecklist.pdf](http://www.sccphd.org/SCC/docs/Public%20Health%20Department%20(DEP)/attachments/FoodChecklist.pdf)

Remember to Visit the CRMC ACP Web Site at <http://crmc-acp.org> often for new News and items of interest to all Contingency planners