

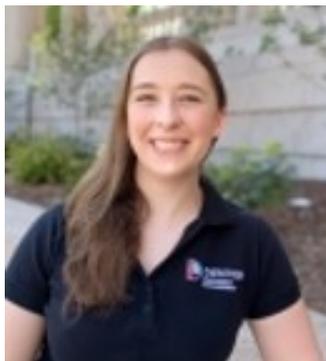


“Where Do You Start, When You’re Starting Too Late?”

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Introduction

Agenda

“What do you mean, we don’t have a COOP?”

- Creating continuity plans during an emergency response

“Wait, this is going to go on for HOW long?”

- Refining continuity plans during the long haul emergency

Ask The Presenter

- Question and Answers: Prompted and Open Time

Starting Too Late

Creating continuity plans during an emergency response

Set the Scene: Starting Too Late

How we would like it to work:

- 1. Business Process Analysis**
(BPA-What and How do we do what we do)
- 2. Business Impact Analysis/Risk Assessment**
(BIA-How bad is bad if we don't do it? Risk Assessment- How likely is that bad to happen?)
- 3. Strategizing**
(What can we do about it?)

4. Planning Coordination*
(Here's what we'll do about it)

5. Test, Train, Exercise*
(Does this work?)

6. Maintenance*
(Keep the dust off the plan)

7. NOW something happens
(When we feel ready for it)

***Cyclic; with 1-3 on review schedule or as needed**

Set the Scene: Starting Too Late

How it *can* work (or not work!)

1. NOW something happens
2. “BIA” via leadership decisions; some reporting
3. Strategizing, Planning, and Process Analysis all at once
4. Maybe someone writes it down
5. Phew, that was close

Challenges in the Moment

Perception

- You cannot not have a plan
- Personnel trust
- Public trust
- Executive trust
- All plans have room for improvement (maintenance/revision cycle)

Education

- Understanding takes time; **Time is short**
- **Continuity is a mentality**
- COOPs capture the results of that mentality

Time

- **Repeating: Time is short**
- BPAs, BIAs, Risk Assessments, Planning teams-committees, writing, reviews, authorizations... full process is a *process*- and not a quick response

Step 1. Breathe

- “Prepare self care”
- Take a moment to ground yourself, focus your thoughts, center your being in to the challenges ahead
- Relax your shoulders

Step 2. Assess What is in Your Control

- What is done is done for initiating the emergency; **your attitude to the response is in your control**
- **3 Questions:**
 - What do we have?
 - What do we need?
 - What actions can I take right now?

Step 3. Triage

- **Identify and Prioritize with what you know:** What legal/regulatory requirements do you have; what does the budget say are your priorities; are there seasonal focuses?
- **You may miss some initial impacts, or cascading impacts:** Look one step further- “If we do this, who else will be impacted?”
- **Maintain mentality of flexibility; adjust as you go:** Call the emergency meetings as needed

Step 4. Communication

- Up, Down, Cross, Internal, External, Private, Public: **consistency in the message; variance in the platform**
- **Translate continuity language:** “I don’t know what “orders of succession” is, but Susie is my backup when I’m not here.
- **Comprehension:** Drops at several grade levels when stressed (at emergency levels)

Step 5. Documentation

- If the solution is not recorded, you will repeat the error
- “Dance like no one is watching; Email and text like it may one day be read aloud in a deposition”
- Conduct “After Action” reviews and reports- throughout the entire event. Do not wait for COVID-19 to “end” to start discussing what worked well, what could have been improved etc.

Step 6. Resources

- **Help your people help your people.**
- **Create! Update! Maintain!** Guides, templates, checklists, 1:1 meetings, open office hours, workshops (can be short), work groups
- **Remember that the profession of continuity is not other people's profession**

Step 7. Drink Water

- **2 Cups of Water Per One Cup of Coffee.** Or some other personal self-care rule
- **Check in on your team;** utilize Human Resources.
- **Emergencies are human experiences-** treat them as such

Step 8. Reality Check

- Difficult conversations will happen
- Consequences will come sooner or later
- You cannot write every plan, for every team, in every department, as fast as an emergency response demands
- Forgive Yourself; and Keep Going

Step 9. Plan the Way Forward

Needs, Goals, Actions:

- 24/48/72 Hours
- 1/2/3 Weeks
- 30/60/90 Days
- Long-Term/Future Actions

In Review:

1. Breathe
 2. Assess what is in your control
 3. Triage (prioritize)
4. Communication throughout- consistency in message; variance in platforms
 5. Document throughout; schedule reviews and adjust course
 6. Resources: create; update; maintain
7. Self and Team Care: Drink Water
 8. Reality Check
 9. Plan the Way Forward

Adjusting the Plan

Refining continuity plans during the long haul emergency

The Long-Haul Emergency

- You have a plan, and it is not working
- You have a plan, but not for “this”
- You have a plan to return to a “normalcy”- what if “normal” has changed?

Spoiler Alert

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Process Disruption is a Process Disruption

- Plan “isn’t working”; Plan “wasn’t designed for this length of time” = Public unrest; Wildland Fires; Wind caused power outages
- **Continuity Incidents:** People, Places, Things! Lose one, you have an incident. Be overwhelmed, you have an emergency
- **Disruptions are disruptions; regardless of the cause:** responses to the disruptions may have nuances- the response and recovery mentalities are the same

In Review:

- **Assess, Triage, Adjust**
- **Communicate; Document; Create Resources**
- **Review, Refine: Improve as often as you can**

Ask The Presenter

Prompted Questions

What has been the top priority for you for the past six months?

With whom have you coordinate?

What has been the biggest challenge?

How is communication handled across collaborating entities?

Your Turn: Questions?

Thank You!

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