



Municipal Emergency Plan (MEP) Business Continuity Plan (BCP)

Function:	MEP Supporting Documentation		
Date/Time Created:	November 12, 2020	LAST Revision	
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Document Library	MEP, Annex		

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Approved By:

DEM

Date

Purpose / Background

The MEP Business Continuity Plan (BCP) is designed to help identify measures to mitigate risk and assist in the development of business continuity strategies. The BCP process should ensure the continued availability of essential services, operations and programs. BCPs are activated during or immediately after an emergency or disruption of service to ensure the rapid and cost effective recovery of these essential services and operations.

Scope

This overarching BCP provides a guideline for identification of work-around measures for business disruptions caused by threats to people (staffing), processes (service delivery), equipment (IT failure, supply-chain issues), and/or property (fire or flood). The plan further outlines processes for the consistent collection of this data from all County departments, for incorporation into a cohesive, comprehensive all-of county data base that will answer three basic questions.

1. What could go wrong (risk assessment)?
2. If something did go wrong, how would it affect business (business impact analysis)?
3. How would the essential services be resumed after something went wrong (BCP)?

Plan Objectives:

1. Provide a framework for the County's BCP, and establish a consistent process to:
 - a. Identify critical, vital, necessary and desired services and the resources required to continue providing these services
 - b. Identify interdependencies within and external to the organization
 - c. Determine resource and supporting facility requirements in the context of space, proximity and function
2. Use the information gathered in Objective 1 to:
 - a. Ensure and maintain confidence in municipal services
 - b. Minimize potential revenue loss
 - c. Reduce the probability of a business disruption occurrence

- d. Reduce the impact related to a disruption of services
3. Provide a framework for an effective records and information management process
4. Identify processes for implementation, maintenance and continual improvement of both the Plan and supporting documentation

BCP Processes and Tasks

The BCP process examines activities the organization should perform to maintain a state of readiness. Some of these tasks need only to be performed once, while others may need to be repeated annually to maintain the plan, or following each BCP activation to incorporate lessons learned. All tasks should be reviewed for relevance on a regular basis (i.e. annually). These tasks are required on an individual basis from all County Departments and fall into one of three phases as outlined below.

Phase 1: Before the Event (Preparedness Phase)

- Compile and submit a ranked list of all services, staffing, physical requirements, equipment and supplies required for an alternate work site into the BCP Sharepoint hub.
- Compile and maintain a list of all vital records that may have to be moved, or pre-positioned if threatened by an incident
- Draw up a detailed floor plan of the existing floor space to assist with the move back to the original site
- Keep an up-to-date listing of all home phone and/or cellular phone numbers for all key staff
- Keep an up-to-date listing of all computer applications used by staff (a copy of these programs should be available off-site)
- Produce sufficient copies of all task/assignment checklists for distribution during an actual business interruption
- Ensure that BCP data is up to date, maintained within the department and submitted annually and as required to SCEMA

Phase 2: During the Event (Response Phase)

The department Director is expected to provide Executive Team with regular updates on business continuity activities. Initially, reporting does not need to be formal as long as some consistency exists in the reports; however, a more formalized report should be provided before the recovery of normal business. Topics to consider during these updates include the ability of the department to provide its various levels of essential services, any issues that require immediate consideration, issues for consideration after the resumption of normal activities, and progress of restoration and recovery efforts. Types of reports may include:

- A general status report to Senior Leadership or the EOC Director, done informally or formally on a regular basis, to respond to and follow up on any suggestions for improvements that should be conducted or initiated before the next BCP evaluation and update phase
- A report on operations, in accordance with the established priority list, ensuring that they are resumed/continued at an alternate location
- Communications to the facilities department and any other appropriate administrative services, regarding facility restoration at the normal site
- Updates to customers and external stakeholders on the status of continuity and recovery operations
- Updates to all personnel within the department, also ensuring through regular feedback, that proper care and treatment is being provided to them

Phase III – After the event (Recovery Phase)

After an event has been concluded, the following activities are recommended:

- Maintain communications with external stakeholders, including reports describing the achieved levels of normalcy in services
- Return any forwarded phones to their normal numbers; re-record (a reminder may be required) any outgoing messages
- Organize the move of any equipment and files that were used at the alternate site
- Confirm with information technology services and other agencies that the local area network and telecom systems are fully functional
- Ensure that department staff members understand the timings to vacate the temporary/alternate office and when the permanent office facilities will be fully operational
- Conduct a lessons learned analysis and incorporate plan improvements that are suggested during this process by providing recommendations to SCEMA

Ongoing Maintenance

BCP documents must be updated at least annually or after any significant changes to the plan data (i.e. staffing changes). Plans should also be routinely updated after activation to draw upon lessons learned. As reflected in the “Can Do Check Act” approach, validation is not a ‘one time’ process.

Service Level Categories

Strathcona County has adopted the following criteria to be used when determining service level priorities. The initial phases of the Strathcona County BCP consider the first 24 to 72 hours following a business disruption (i.e. critical and vital services). Additional work on long term BCP planning may be addressed in the future (i.e. necessary and desired services).

- **Critical**

Critical services are services that must be **provided immediately**, or the disruption **will definitely result** in the loss of life, infrastructure destruction, loss of confidence in the department and/or municipal government, and a significant loss of revenue. These services normally require **resumption within 24 hours of interruption**.

- **Vital**

Vital services are services that must be **provided within 72 hours** or the disruption **will likely result** in loss of life, infrastructure destruction, loss of confidence in the department and/or municipal government, and a significant loss of revenue or disproportionate recovery costs.

- **Necessary**

Necessary services are services that **must be resumed within two weeks** or **could result** in considerable loss, further destruction or disproportionate recovery costs.

- **Desired**

Desired services are services that **could be delayed for two weeks or longer** but **are required in order to return to normal** operating conditions and alleviate further disruption or disturbance to normal conditions.

BCP Steps

Step 1: List Department functions and services

This serves as a starting point to ensure no department function or service is overlooked. It is used to provide an overview of all department branches or areas and to define the functions/services for which each branch/area is responsible.

Step 2: Classify Department functions and services

Rank the functions and services identified in Step 1 by service level category and identify how each function/service is (or could be) provided (i.e. in person, via the telephone or online).

Step 3: Determine current staffing levels, potential shortfalls and solutions

List current staffing levels and calculate potential staff shortfalls or overages that could occur (i.e. during a health emergency for an unknown duration, such as a pandemic), for the department as a whole, and for each individual function or service.

For each branch or area, determine which functions or services could be adversely affected if current staffing levels were reduced by a staffing disruption. Each branch or area should be listed separately but contained in the same document (i.e. each department should only have one “staffing solutions” document).

Step 4: Determine potential process disruptions and solutions

Identify work-around solutions for any potential disruptions in department process, systems, and/or equipment requirements (i.e. power in the County is disrupted; expected resolution time is 3 days and the back-up generator failed).

Step 4: Determine potential physical work space disruptions and solutions

This template is used to determine work-around solutions for potential disruptions in the department’s physical work requirements (i.e. bomb threat evacuation or fire at County Hall).

Step by steps and template samples are found in the BCP Annex to assist the BCP planning process.

Roles and Responsibilities:

Strathcona County Emergency Management (SCEMA), in collaboration with the D/DEM (SCEMA), shall:

- a) Develop, implement and maintain the BCP Annex and associated plans and procedures
- b) Consult with and assist County departments in developing, planning and executing Department-specific roles and processes related to the BCP and supporting documentation

All Strathcona County Departments shall:

- a) provide timely input and feedback to SCEMA with regard to the BCP tasks noted above
- b) Maintain accurate and up to date records on the County’s BCP Sharepoint hub

Supporting Plans and Resources

This overarching BCP Plan is supported by various adjunct plans and process documentation located within the BCP Annex.

Evaluation**Audit and Review**

Strathcona County Emergency Management Agency shall conduct annual audits and reviews to determine conformance and effectiveness of the implementation and maintenance of the MEP and its component parts. Such audits and reviews shall include, but not be limited to in-depth After Action Reviews (AARs), Quality Management annual internal and external ISO audits, and the annual AEMA audit as required under the LAEMR.

Corrective Action

The County's Emergency Management Agency shall take corrective action on identified deficiencies, gaps, and limitations, to ensure that lessons documented in the various program evaluations, exercises, tests, and audit review processes become lessons learned and implemented.

Management Review**Senior Management Review**

This Annex shall be included in the MEP Annual review by the County's Senior Leadership, including members of the EAC and SCEMA, as outlined in the MEP Executive Summary.

Continual Improvement

The program review process shall incorporate ongoing analysis and evaluation, as well as corrective action planning and review as outlined in the MEP.