

BUSINESS SURVIVAL™
A Business Continuity Newsletter for Decision-makers from
[ROTHSTEIN ASSOCIATES INC.](#)

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SHELTERING IN PLACE - AN IMPORTANT STRATEGY

An important part of your emergency planning activities should include sheltering in place. In situations where there is a release of hazardous materials into the atmosphere, for example, your plan should include instructions to shelter in place. This precaution is designed to keep you and others safe while remaining indoors. (It is not the same as entering a shelter, such as in a storm). Sheltering in place typically means selecting a small, interior room, with no or few windows, and taking refuge there. A typical example might be a conference room or an interior room in your home. It does not mean sealing off your entire home or office building.

Chemical, biological, or radiological contaminants may be released accidentally or intentionally into the environment. Should this occur, you can expect that information will be provided by local authorities on television and radio stations as to how you should protect yourself and your family. Information provided by the media and/or authorities may not be specifically aimed at your firm, so it is important to provide a shelter-in-place arrangement in case that kind of information is released. Because information will most likely be provided on television and radio, it is advisable to keep a TV or radio on, even during the workday. If your firm has a corporate security department, these provisions may already be in place. What is most important is to follow instructions of local authorities and know what to do if they advise you to shelter in place.

The Centers for Disease Control (CDC, www.cdc.gov) recommend the following shelter-in-place action steps for home, business and automobiles:

At Home

- Close and lock all windows and exterior doors.
- If you are told there is danger of explosion, close the window shades, blinds, or curtains.
- Turn off all fans, heating and air conditioning systems.
- Close the fireplace damper.
- Obtain your family disaster supplies kit and make sure the radio is working.
- Go to an interior room without windows located above ground level. In the case of a chemical threat, an above-ground location is preferable because some chemicals are heavier than air, and may seep into basements even if the windows are closed.
- Bring your pets with you, and be sure to bring additional food and water supplies for them.
- It is ideal to have a hard-wired telephone in the room you select. Call your emergency contact and have the phone available if you need to report a life-threatening condition. Cellular telephone equipment may be overwhelmed or damaged during an emergency.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door and any vents into the room.
- Keep listening to your radio or television until you are told all is safe or you are told to evacuate. Local officials may call for evacuation in specific areas at greatest risk in your community.

At Work

- Close the business, if possible. If you have multiple offices, notify them as soon as possible of the situation so they can continue to maintain business operations.
- If there are customers, clients, or visitors in the building, provide for their safety by asking them to stay - not leave. When authorities order a shelter-in-place response, they want everyone to take those steps now, where they are, and not drive or walk outdoors.
- Unless there is an imminent threat, ask employees, customers, clients, and visitors to call their emergency contact(s) to let them know where they are and that they are safe.
- Turn on call forwarding or alternative telephone answering systems or services. If the business has voice mail or an automated attendant, change the recording to indicate that the business is closed, and that staff and visitors are remaining in the building until authorities state that it is safe to leave.
- Close and lock all windows, exterior doors, and any other openings to the outside.
- If you are told there is danger of explosion, close the window shades, blinds, or curtains.
- Have employees familiar with your building's mechanical systems turn off all fans, heating and air conditioning systems. Some systems automatically provide for exchange of inside air with outside air - ensure that these systems, in particular, are immediately turned off, sealed, or disabled.

- Gather essential disaster supplies, such as nonperishable food, bottled water, battery-powered radios, first aid supplies, flashlights, batteries, duct tape, plastic sheeting, and plastic garbage bags.
- (If possible, complete this activity well in advance of an incident, so you will know where to shelter-in-place.) Select interior room(s) above the ground floor, with the fewest windows or vents. The room(s) should have adequate space for everyone to be able to sit in. Avoid overcrowding by selecting several rooms if necessary. Large storage closets, utility rooms, pantries, copy and conference rooms without exterior windows will work well. Avoid selecting a room with mechanical equipment like ventilation blowers or pipes, because this equipment may not be able to be sealed from the outdoors.
- (Complete this activity well in advance of an incident.) Arrange for a hard-wired telephone in the room(s) you select. Call emergency contacts and have the phone available if you need to report a life-threatening condition. Cellular telephone equipment may be overwhelmed or damaged during an emergency.
- Use duct tape and plastic sheeting (heavier than food wrap) to seal all cracks around the door(s) and any vents into the room.
- Bring everyone into the room(s). Shut and lock the door(s).
- Write down the names of everyone in the room, and call your firm's designated emergency contact(s) to report who is in the room with you, and their affiliation with your business (employee, visitor, client, customer). Your emergency contacts should of course be listed in your emergency plans.
- Be sure to have a battery operated radio available. If the radio runs off building power, this is okay, but if there is some sort of power outage, a battery-powered radio works better. Keep listening to the radio or television until you are told all is safe or you are told to evacuate. Local officials may call for evacuation in specific areas at greatest risk in your community.

In Your Vehicle

If you are driving a vehicle and hear advice to “shelter in place” on the radio, take these steps:

- If you are very close to home, your office, or a public building, go there immediately and go inside. Follow the shelter-in-place recommendations for the place you pick described above.
- If you are unable to get to a home or building quickly and safely, then pull over to the side of the road. Stop your vehicle in the safest place possible. If it is sunny outside, it is preferable to stop under a bridge or in a shady spot, to avoid being overheated.
- Turn off the engine. Close windows and vents.
- If possible, seal the heating/air conditioning vents with duct tape.
- Listen to the radio regularly for updated advice and instructions.
- Stay where you are until you are told it is safe to get back on the road.
- Be aware that some roads may be closed or traffic detoured.
- Follow the directions of law enforcement officials.

STATISTICS - EVERYTHING YOU NEVER WANTED TO KNOW

Justifying business continuity to management is a major challenge. Among the approaches being used are examples of disasters and how they affected other firms; return on investment (ROI) models; cost displacement models; and benchmarking existing programs against accepted industry standards. But what statistics are available? People usually love statistics, and Business Survival has some interesting examples for you. They have been compiled from various public domain sources that are cited in the following paragraphs.

Links to many more statistics and survey results can be found at <http://www.rothstein.com/links/links.html> under the "Statistics and Surveys" heading. You're invited to share your favorite links to industry statistics or surveys, or other relevant web resources, by clicking on "Add a New Link" at that page.

General industry statistics

- 43% of companies experiencing disasters never recover
- 25% of the remaining companies will close within two years of the disaster
- 90% of businesses that lose data will close their doors within two years of the event
- 80% of businesses without a DR plan forced to close within 12 months of a flood or fire
- 50% of companies experiencing a computer outage will have to close within five years
- 43% of companies that have a BC plan do not test it annually
- 1 out of 500 data centers experiences a severe disaster every year
 - *Compiled from Multiple Sources*
- One out of every eight U.S. firms that responded has experienced decreased insurance rates due to having a comprehensive business continuity plan.
- 24% said that they measured the return on investment from their business continuity program
- 41% said they benchmarked their programs against other firms in their industry or geographic region
 - *2005 Joint Survey of 639 Users by Strohl Systems and The CPM Group*

When your company suffered a business disruption, what caused it?

- Human Error - 43.4%
- Power Outage - 39.0%
- Natural Disaster - 8.8%
- Other - 6.6%
- Terrorism/Sabotage - 1.5%
- Labor Dispute - 0.7%
- *Disaster Recovery Journal Survey of 2584 Users*

How well integrated is business continuity with corporate strategic planning programs?

- 8.6% extremely well integrated
- 20.7% very integrated
- 49% somewhat integrated
- 21.7% not integrated at all

Spending trends - 2005 vs. 2004

- 50% spent more in 2005 than 2004
 - 40% spent the same as in 2004
 - 10% spent less in 2005 than in 2004
- *2006 KPMG and Continuity Insights Benchmark Survey of 935 Respondents*

Reasons for activating IT disaster plans

- 37% Software failures
 - 26% Viruses and hackers
 - 14% Natural disasters
 - 13% Internally-caused incidents
 - 10% Human-made, e.g., war or terrorism
- *2004 Veritas Survey of 1258 IT Professionals*

- Almost two-thirds of companies that suffered a disaster experienced lost business.
 - 16% lost \$100K - \$500K per day
 - 26% didn't know how much it cost their company per day
 - Fewer than half of the companies that have had business interrupted by a disaster have updated their business continuity plans in the past six months.
 - 40+% have do not have redundant servers or backup sites for critical business functions.
 - Nearly one-third have not implemented basic security technology, such as firewalls, intrusion detection or password authentication.
- *2005 AT&T and International Association of Emergency Managers (IAEM) Survey of 1,200 businesses*

Adoption of NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity

- 66.7% have not adopted or implemented NFPA 1600
 - 21.6% have reviewed NFPA 1600 for possible benefits, but have not adopted or implemented it.
 - 2.9% have adopted NFPA 1600 but have not yet implemented it.
 - 4.0% have adopted NFPA 1600 and have partially implemented it
 - 4.8% have fully adopted and implemented NFPA 1600
- *Deloitte & Touche / CPM Group 2005 Business Continuity Benchmark Survey*

NEWS

Office Depot and Toigo Partners Launch Program for Small Businesses

Recently, Office Depot partnered with Jon Toigo of Toigo Partners International to develop a program supporting disaster preparedness for small businesses. The team developed a comprehensive brochure to highlight the importance of planning; the need to safeguard data, both electronic and hardcopy; how to protect employees; and tips/products all small businesses should know. The brochure is available at www.officedepot.com/getprepared and can be downloaded for free. Additionally, to support the program, Tom Serio, Director of Business Continuity at Office Depot and Jon Toigo conducted a broadcast media tour which provided information to news stations across the country in conjunction with the beginning of hurricane season. The full series can be found at the following links:

- Part One: Disaster Recovery Planning
<http://www.foxnews.com/story/0,2933,196312,00.html>
- Part Two: Protecting Your People
<http://www.foxnews.com/story/0,2933,196541,00.html>
- Part Three: Protecting Your Data
<http://www.foxnews.com/story/0,2933,196709,00.html>
- Part Four: Investing in Disaster Planning
<http://www.foxnews.com/story/0,2933,196849,00.html>
- Part Five: How to Create a Disaster Recovery Plan
<http://www.foxnews.com/story/0,2933,197052,00.html>

Data Center Energy Consumption to Become Pressing Business Challenge, According to IDC

CIOs attending the recent inaugural IDC IT Forum & Expo were challenged to consider the future of their IT strategies in light of increasing energy costs. According to IDC, by 2009 technology operations in the U.S. will spend twice as much for power and cooling as they did to buy the server hardware in their data centers and increasing Environmental Protection Agency (EPA) activity suggests potential intervention to curb the energy consumption of power-hungry data centers. The issue is one of many issues that CIOs navigated during the conference. www.idcitexpo.com.

New British Business Continuity Standard - Ready for Public Review in July

The Draft for Public Comment (DPC) of the new British Standard BS 25999-1 "Guide of Practice for Business Continuity Management" will be available next month, according to the British Standards Institution. The standard has been developed by a technical committee, chaired by the Business Continuity Institute's vice-chair Chris Green. According to Green, the committee plans to release the draft standard for public comment on Monday, July 3rd. The public comment stage - which will use a standardized form - will last for 60 days. Depending on the time it takes to analyze the comments, the BSI committee hopes to publish BS 25999-1 Part 1 in November 2006. Work on Part 2, which describes the

control framework, will start in July. The committee expects to publish this in early 2007. www.continuitycentral.com.

Continuity Central Announces New Survey Results

During the spring of 2006, Continuity Central and partner SteelEye Technology conducted a detailed survey into business continuity practices across the world.

Respondents to the survey occupied the following job categories:

- CEO/COO/CIO/CFO - 21.7%
- Head of Engineering/Development - 4.3%
- Head of IT - 14.1%
- Member of Engineering staff - 6.5%
- Member of IT staff - 53.3%

The full results, which were based on 184 interviews, are now available at <http://www.continuitycentral.com/feature0358.htm>. www.continuitycentral.com; www.steeleye.com

RECOMMENDED READING

These and hundreds of other books, software tools, videos and research reports are available from [THE ROTHSTEIN CATALOG ON DISASTER RECOVERY](http://www.rothstein.com) at www.rothstein.com:

EDWARDS DISASTER RECOVERY DIRECTORY

by Edwards Information

2006, 15th Edition.

With over 4,000 listings in 400+ categories, the Disaster Recovery Directory has served as the definitive source for comprehensive disaster recovery vendor information for over two decades. It's available in either print or CD-ROM versions, and *now includes one year of free web access!*

NIMS: INTRODUCTION TO THE NATIONAL INCIDENT MANAGEMENT SYSTEM

Video on DVD or VHS plus Model Procedures Guide

by Emergency Film Group

Homeland Security Presidential Directive 5 (HSPD-5) calls for development of the National Incident Management System (NIMS): a consistent yet flexible nation-wide framework for managing all types of domestic incidents at the local, state, and federal levels of government. Emergency organizations are required to adopt NIMS in order to receive federal preparedness grants. This program is designed for law enforcement, fire departments, emergency management, and other emergency response organizations.

**ROOT CAUSE ANALYSIS HANDBOOK:
A GUIDE TO EFFECTIVE INCIDENT INVESTIGATION**

By ABS Consulting - Lee N. Vanden Heuvel, Donald K. Lorenzo, Randal L. Montgomery, Walter E. Hanson, and James R. Rooney

Including a 17 inch by 22 inch pull-out Root Cause Map, this book presents a proven system designed for investigating, categorizing, and ultimately eliminating, root causes of incidents with safety, health, environmental, quality, reliability, and production-process impacts.

**EXECUTIVE ACTION:
A CRISIS COMMUNICATION MANAGEMENT ANTHOLOGY**

**By James E. Lukaszewski, APR, Fellow PRSA
The Lukaszewski Group Collection**

Four-volume set:

- War Stories and Crisis Communication Strategies
 - Crisis Communication Planning Strategies
 - Crisis Communication Plan Components and Models
 - Media Relations Strategies During Emergencies
-

**INFORMATION SECURITY POLICIES MADE EASY:
A COMPREHENSIVE SET OF INFORMATION SECURITY POLICIES**

Version 10

(Book + CD-ROM) by Charles Cresson Wood

The definitive resource for information security policies. Version 10 includes:

- A complete policy library with over 1,350 individual, pre-written security policies
 - Eighteen complete pre-written security policy documents
 - Expert advice on the policy development and review process
 - All content is included on an easy-to-use CD-ROM with an indexed and searchable HTML interface
-

EVENTS

July, 2006

17-21: Living with Climate Variability and Change - Espoo, Finland
www.livingwithclimate.fi

31-August 6: Automata Business Continuity Summer School - Northamptonshire, UK
www.automata_services.com

September, 2006

6-8: 8th Annual Technologies for Critical Incident Preparedness Conference and Expo - Atlanta, Georgia, USA

<http://guest.cvent.com/EVENTS/Info/Summary.aspx>

17-20: Disaster Recovery Journal Fall Conference - San Diego, California, USA

www.drj.com

18-19: Enterprise Wide Risk Management Conference - Amsterdam, The Netherlands

http://www.jacobfleming.com/buxus/generate_page.php?page_id=244

October, 2006

5-6: Business Continuity Institute Annual Symposium - London UK

www.thebci.org

30- Nov. 1: CPM 2006 East - Orlando, Florida, USA

www.contingencyplanning.com

November, 2006

20-21: Survive Annual Conference and Exposition - London, UK

www.survive.com

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