



# BRPA - In The Loop

Vol. 1, No. 4, August, 2008

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## Welcome

### Jason Merante – Co-Editor

Welcome to the summer edition of In The Loop. The big news this time is our annual Golf Outing. See the details from John Mantsch in the Board Member Updates section.

As usual, we have a plethora of articles this month, including [Board Member Updates](#) (check out Alane's message for some upcoming conferences and educational opportunities of note), [Summary of Last Meeting](#), and [Preview of Next Meeting](#). The [Guest Column](#) this month has been contributed by Jim Barnes, from BCP, Inc., who shows us how to think *inside* the box! We are happy to have our first Q and A section, and we encourage you to continue to submit your questions to us. We are still looking for contributions from our readers for the [Member Highlights](#) section – let us know if you have a career milestone, speaking engagement, or a personal life event. We would be honored to include it in the newsletter. We are happy to introduce the new membership director, [Chris Sarcletti](#). We are also happy to introduce Maha Kashani as the [Special Events](#) Director. Finally, we have some [Disaster News](#) to keep you "In The Loop."

I also wanted to briefly mention the unsung hero of this newsletter – Nick Rovelli, from Deloitte. Nick is the man behind the scenes helping to create this newsletter each time we publish. Thanks Nick! And, as always, thanks to our contributors for taking time to write articles for us – keep the great articles coming!

As usual, we encourage any suggestions you have for improving the newsletter. Drop us a line sometime by emailing: [newsletter@brpa-chicago.org](mailto:newsletter@brpa-chicago.org). Enjoy this edition of In The Loop.

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## Board Member Updates

### **Tom Dziurgot (Grainger) - President**

Happy August, the year is really starting to fly. In just a week we will have our annual golf outing. This year will be the greatest ever, super prizes, modified shot gun start, and great goody bag. Hope to see you all there.

We have had a few changes to the BRPA board. Janine Jenkins has resigned as the Membership Director. Janine has worked very hard in 2008 to get our membership number up, to let people know about the organization and update our membership database. Her business view and maturity on the board will be missed. She was always a rock with great comments and insights.

We have asked Chris Sarcletti to take on the role as Membership Director for the rest of 2008. Chris has been working with the board throughout 2008 on various projects especially the Golf Outing. He brings excitement, knowledge and determination to the board.

We have also created a new role in the organization, Special Events Director. We will discuss this more at the September meeting. We have asked Maha Kashani to take on this very difficult role for the remainder of 2008. Maha has been tireless in working on the Golf Outing – you've probably been contacted by her a time or two.

Please stop by at the golf outing or the next meeting and congratulate Chris and Maha on their new roles. And say hello to me and let me know what we can do to improve your organization.

I thought announcing our new interim board members is a great time to remind all of you that in just a few months we will be having our annual board elections. In the next issue of BRPA in the Loop, I will be describing all of the electable board positions. This is a good time for you to start to think about how you can become more involved with your organization. Besides being on the board, you can help with the annual audit, be a member of the golf committee, give a presentation, help with programs, and recommend programs and venues.

### **John Mantsch (R.J. O'Brien) – Vice President**

The last 8 weeks have truly been a hectic for those of us on the Golf Committee. I want to report that BRPA's annual golf outing is really shaping up to be the best one ever. BRPA's golf outing will be held on Aug. 19, come rain or shine at Bartlett Hills G.C.,

in Bartlett, IL.

It's still not too late to join in on the fun. We would like everyone signed up by Aug. 11<sup>th</sup> but don't be discouraged if you miss that date since we'll accept walk-ons the day of the outing as well.

The format for this outing will be a scramble format. Since we already have a large turnout for this event, we'll be able to employ a shotgun start. With a shotgun start we'll have all of the players starting at the same time but from different holes which will allow everyone to finish at the same time.

Check in at the golf course will be from 7am to 7:45am with a 7:45 start. After you've checked in; enjoy the continental breakfast and if time permits, hit a few putts on the practice green or hit the driving range to sharpen up your game for the day ahead.

After finishing up your round of golf, lunch will be held at the Bartlett Hills banquet room. Then, following lunch, we'll have the drawing for the gifts from the raffle table and then we'll find out who won the items on the silent auction table. We have some great gifts on the raffle table and some wonderful prizes on the silent auction table.

This year we also added to the venue a lunch only option. If you don't want to play golf but you want to hang out with the BRPA members for the day, then the \$25.00 lunch option is for you.

On the silent auction table everyone will be able to bid on: conference passes to, CPM, DRJ and WCDM (each of these conferences are valued at over \$1000 each), Bartlett Hills G. C. is giving a pass for a foursome to play a round of golf, some great clubs by TaylorMade and Titleist that you can win along with some other gifts. All of this and more will be on the silent auction table.

We have support from over 18 sponsors for this event. These sponsors have given a wide range of gifts and certificates in support of our association.

William Travis Group, one of our vendors, will be hosting a putting contest with prizes for the top 3 finishers. The top winner will win a \$100 gift certificate and smaller prizes will be given for 2<sup>nd</sup> and 3<sup>rd</sup> place.

We've also added some other fun additions to this year's outing to make it memorable. We'll be selling string as a way for reducing the number of putts you need during your group's round as well as a booklet covering: a pitch, kick and skirt. Rules on how and when to use these items will be supplied at the course.

This outing will also have trophies for the first placed team as well

as plaques for the men's and ladies longest drive and closest to the pin.

All golfers to this year's event will receive a goody bag that contains over \$200 worth of passes, discounts, and merchandise. All of the items making up the goody bag have been donated from our various vendors and other support companies. Some of the items that will be found in the goodie bag will include:

- Bags and water bottles donated by Allstate
- A pass to a Technology Executive Club meeting valued at \$150
- Coupons from Bartlett Hills G. C. for merchandise
- Golf coupons from Sports Authority
- Coupons from Chili's
- And many more items

If you want to sign up for the outing or just find out more about it, then please go to BRPA's website at; <http://www.brpa-chicago.org>.

Costs for this year's event is broken down as follows:

- \$25 lunch only option
- \$90 player only
- \$360 for 4 players
- \$125 Hole Sponsor
- \$465 Hole Sponsor and a 4 some

\*All players will receive: free golf, cart, lunch, goodie bag and a raffle ticket.

Please contact John Mantsch (312 373-5447) or Dan Johnson (312 904-3982) if you have any questions about this year's golf outing.

### **Dan Johnson (Bank of America) – Program Director**

This is my first year as Program Director and I must say it has been a wonderful experience so far! This year our host sites have been phenomenal. Bank of America, Rentsys, Grainger, the Office of Emergency Management, and Aon have all provided the BRPA organization wonderful meeting facilities to conduct our bi-monthly meetings and training session. Blue Cross Blue Shield will be our host in September and Stargate Holdings Corp. will host our first ever joint meeting with the Association of Continuity Planners in November.

I do my best to schedule the meetings all around Chicagoland to satisfy all of the BRPA members. This year we have been as far as the Wisconsin border and have been at the center of downtown Chicago. We were on the North side at Grainger for our April training session and we will be in the Western suburbs for

our November meeting at Stargate Holdings Corp.

### **2009 – Host Sites and Speakers**

Currently, I am in the process of setting up our 2009 meetings. I hope to continue to schedule interesting and dynamic speakers for every meeting. If you are interested in hosting one of our bi-monthly meetings, please let me know. If you are unable to host a meeting, but are still interested in supporting the BRPA organization, you may sponsor a breakfast or lunch. Lastly, if you would like to present at one of our bi-monthly meetings or know someone who would be interested in presenting, please contact me at [dan.johnson@brpa-chicago.org](mailto:dan.johnson@brpa-chicago.org).

I look forward to seeing you at our meetings through the end of this year!

### **Alane Watkins (Kraft Foods) – Communications Director**

BRPA continues to expand and align with other organizations in the Chicagoland area that deal with Disaster Recovery & Business Continuity Planning and this month's golf outing is a great example of bringing members of these groups together in a fun summer event! Other area organizations include the Association of Contingency Planners, ChicagoFIRST, BRPA Southern Wisconsin, SunGard Availability Midwest Client Connection, and IBM's user group. Let's expand our professional community! In fact, if your organization is interested in having a BRPA board member introduce BRPA at one of your events or meetings, let us know!

All BRPA meeting notices are issued via regular email and Evite. We use Evite to confirm attendance in advance so that we can prepare adequately before each session. For this month's golf outing, we will be confirming your attendance later this week. If you are not receiving Evite messages or your company blocks Evite, please let us know via email that you will be attending a BRPA event.

Feel free to pass along BRPA invitations to other companies or DR/BCP professionals. BRPA sessions cover a broad range of topics that are of interest to those who work in related fields such as audit, compliance, security, and risk management. We always welcome new guests!

Here are some upcoming conferences that may be of interest to BRPA members:

1. CAMP IT Conferences will host 'Disaster Recovery / Business Continuity - Infrastructure' on Sep. 4th in Chicago. This one day conference will provide attendees with thought leadership, strategies and tactics that work. <http://www.targetedconferences.com>

2. ITEC Chicago will host 'Practical Solutions to Real World Problems' on October 22<sup>nd</sup>-23<sup>rd</sup> at Soldier Field Center.  
<http://www.goitec.com/chi08/home.aspx>
3. DRJ Fall World 2008 September 14<sup>th</sup>-17<sup>th</sup> in San Diego.  
[http://www.drj.com/index.php?option=com\\_content&task=view&id=2072&Itemid=597](http://www.drj.com/index.php?option=com_content&task=view&id=2072&Itemid=597)
4. ICOR University is offering courses throughout the fall.  
[www.theICOR.org](http://www.theICOR.org)
5. CPM East November 12-14<sup>th</sup> in Orlando.  
<http://www.contingencyplanning.com/>

If you have questions, comments, or suggestions, please contact BRPA's Communications Director, Alane Watkins, at [awatkins@kraft.com](mailto:awatkins@kraft.com) or 847-646-2766.

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## Summary of Last Meeting

### Dan Johnson (Bank of America) – Program Director

There was a wonderful turnout for the July meeting, which was held at Aon Consulting Inc. in downtown Chicago. There were about 45 members in attendance and this session was only a 1/2 day (morning only) so the number of attendees was quite impressive. The room was set up perfectly, and Kathleen Seebert, Theresa Enright and Veronica Mercado were a great help to ensure all of the program's logistics were in place. Once again, a special thank you also to Aon for sponsoring the breakfast!

All of the session surveys indicated that our members really learned a lot from this session and were very pleased with the speakers/presentations. They especially liked how all three speakers incorporated real life experiences into their presentations.

There were three presentations that were given, they were:

Ken Groh, Vice President Aon Risk Services and Consulting, presented **People and Crisis Management**. This presentation incorporated real life instances on infectious diseases and putting people at risk. Ken covered the impact of a Pandemic and how to develop a Risk Management Process. He also discussed a Risk Assessment and Gap Analysis for risk mitigation.

Tonya Jennings, IBM Global Services, discussed **Pro's and Con's of Remote Computing**. Tonya shares her remote computing experiences with the group and talked about some of the benefits and pitfalls of remote computing. She also discussed Lessons Learned from actual disasters and how remote computing

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affected the outcome of those disasters.

Donald Moore, PepsiAmericas & BRPA Secretary / Webmaster discussed **Desktop Virtualization**. Don discussed some of latest trends of virtualization and how it can benefit your company. He presented actual examples of how this process can enhance how you can conduct business on your desktop.

## Preview of Next Meeting

### **Dan Johnson (Bank of America) - Program Director**

This meeting will be a full day session at Blue Cross Blue Shield. GramTel has offered to sponsor our breakfast and it will also be our annual BRPA Appreciation Luncheon.

The theme for this meeting is When Disaster Strikes! The first presentation from BCBS will feature John Williams and Kerry Noble who will cover Business Continuity and Communications during a construction incident at your facility. Paul Necklen of Amcom will discuss "Automated Emergency Notification and Response". Our afternoon will feature John Stagl of Belfor who will discuss the myths that will impact your Business Recovery Plan. Our final speaker will be Geary Sikich of Logical Management Systems Corp, who will discuss how to prepare for the second wave after a pandemic.

## Guest Column

### **Thinking Inside the BCP Box**

– Jim Barnes, BCP, Inc.

Business continuity planners all seem to have their own way of looking at BCP. What I have learned over the years is that there is no absolute right way to do planning. If a plan allows an organization to recover from a disaster event, then that plan must have been done in a correct manner. With that in mind, what is offered here is "a" way of framing business continuity planning.

When we create a business continuity plan, we have two primary concerns. First, we try to protect our organization's ability to produce through strategies and actions that will mitigate the effects of destructive events. Second, we create procedures that will allow our organizations to recover from a disastrous event in time to prevent the death of the organization.

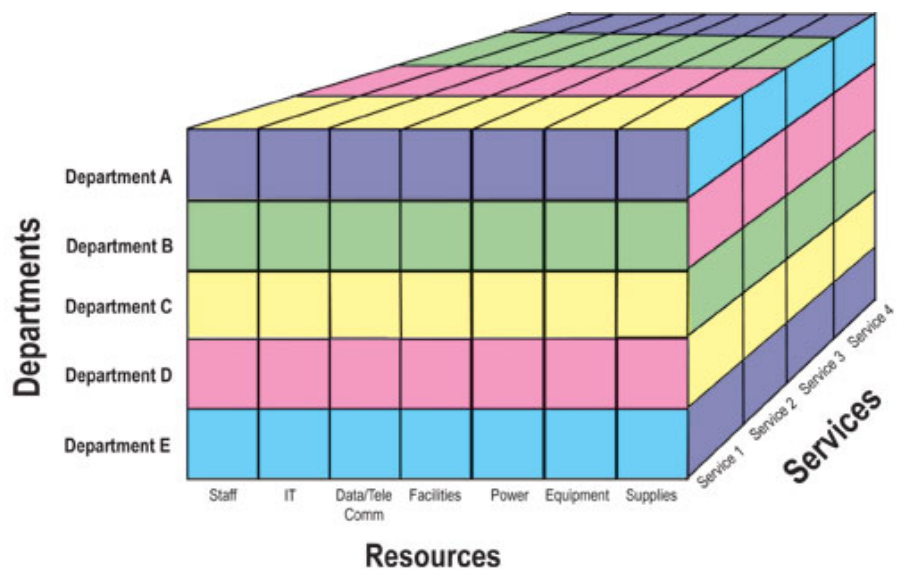
In trying to accomplish these, we need to have a model of the organization that will allow us to depict the effects of a disaster to its productive capacity. While services and departments are abstract concepts, what is really affected by a disaster are the components of production.

Organizations all have something in common. They exist to provide a product or service. Some organizations align their department structure around the output (service or product), most don't. So to try to identify all the contributions of departments to the production of a service is many times a daunting task.

In business continuity planning this presents a problem since our task is to protect or restore the services or products of an organization to enable it to survive. If we provide protection and recovery for all departments within the organization, and inputs to our company and our customers are meeting our requirements, then our organization can continue to produce.

The question then is how do we protect or restore a department that is affected by a disaster. To answer this we must understand what has caused the department to become non-productive. The answer is a loss in the productive capacity of one or more of productive resources of the department (staff, facility, equipment, IT, communications, etc). So to restore the department, we must restore the non-productive resource(s). Once all the productive resources of the department are restored, then the department can produce at its expected level. And when all departments are restored, the level of output of product or service can be restored.

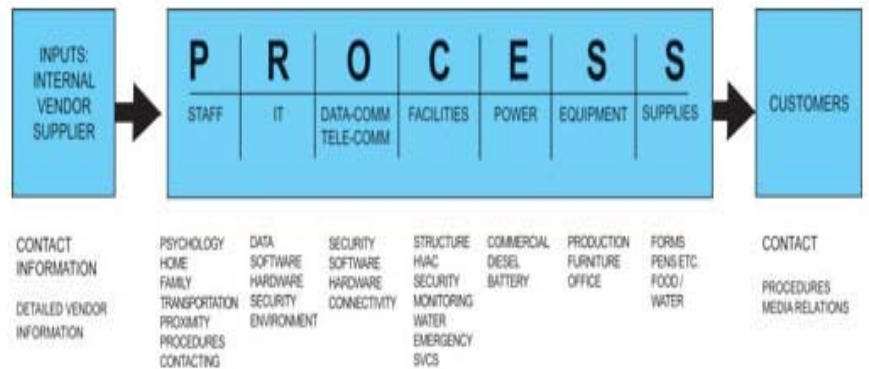
All of this explanation of the dissection of the productive process I have tried to capture in my model of an organization, "The Business Continuity Planning Cube".



I find it useful to think of an organization in this way because it allows me to recover services/product and departments (and

therefore the organization) by concentrating my recovery efforts on the components of production. Again, if I recover all productive resources, I will have recovered all productive departments. If I recover all productive departments, then I have recovered the organization's products and services. If I do this before the equity position of the organization is irreparably damaged then I have recovered the organization.

With this in mind, I can shift my focus to each department. The model for each department follows the concept of supply chain. The department receives inputs, it manipulates those inputs and adds value, then, it distributes those inputs to a customer.



The process that is performed by the department is done by integrating the attributes of various productive resources. It is the role of the recovery plan and the business continuity process to protect/restore these resources if they are affected by a disaster.

If you adopt these concepts when formulating your planning methodology, then you will deemphasize work-around solutions to disaster and focus on restoring components of production. Each component of production should have its RTO (recovery time objective) identified. Procedures, vendors, and/or internal sources should be identified who can restore or replace those components.

An advantage in addressing business continuity planning in this manner is that the cause of the disaster becomes irrelevant; it is the effect of the disaster that becomes our focus.

During the BIA process, the number of items required for production will be determined and entered, for each department, for each resource item. The result will be several pages of inventory that can be used to assess damage and to rebuild damaged components of the production process.

The plan recovery procedures revolve around restoring the items listed on this matrix. Additionally, the RTOs attached to the resource items become the target parameter in strategy determination for recovering and protecting all the organization's

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critical resources.

As you can see from this drilling down from the general to specifics, the “Business Continuity Planning Cube” can be an effective tool in maintaining overall consistency and focus in your plan-writing efforts. But then again, this is just “a” way of looking at BCP.

## Member Highlights

This section is meant to highlight the accomplishment of our members. If you have any recently published articles, speaking engagements or significant life events and would like to share them with the group, please send us an email at [newsletter@brpa-chicago.org](mailto:newsletter@brpa-chicago.org).

Also, BRPA will be putting out a questionnaire to our members which will develop the demographics for our members.

## Question and Answer


### **Question:** (submitted by **Anonymous BRPA member**)

We have created plans, but during an event the plans seem too hard to follow. We have several plans for their team and they weren't sure which to use. Our plan users were looking for something that they could reference faster and easier. They want a flow chart not even a check list. How do we deal with making plans easier during an event?

### **Answer:** (answered by **Jason Merante, Deloitte**)

This is a common problem that many companies face. Even though every company is different, there are some basic principles which can be applied in any situation. They are:

1. **Keep plans simple.** Many companies tend to judge the quality of a plan by how thick the binder is – the heavier, the better. Instead of focusing on volume, focus on simplicity. In the heat of the moment, people responsible for executing business continuity or disaster recovery plans will not have the time to wade through 11 pages of function history, a primer on business continuity, and a list of the function leader’s favorite places to eat – all to get to the action steps in section 13.m.1.2.1.c. Do not be afraid to delete extraneous information from plans. Bullet points seem to work well rather than long, flowing paragraphs. Diagrams and pictures work, too. Remember that during a disaster, as well as during normal operations –



employees are the company's number one asset. They will respond and react using common sense and their experience. The plan should facilitate that, not hinder it. A good rule of thumb is to write the plans in such a way that a reasonably competent person could follow the plan with limited knowledge about the business process. Too much information is a burden during a disaster.

2. **Make plans action oriented.** All too often, companies create verbose plans where readers need to take a magnifying glass to find the action steps. The plan should be set up in a simple outline format. Actions should begin right at the beginning of the document; save the background information for an appendix if it is necessary to use at all. Use short sentences in command form, and do not use words like "might or should." Use links to external information sources wherever possible to keep the flow of tasks streamlined. Making plans action oriented goes right along with keeping the plans simple. Stick to the basics – "just the facts, ma'am," and your plans will not only be more effective during a disaster, but also easier to maintain.
3. **Make plans consistent.** A good BC or DR coordinator will help keep the plans consistent across the company. A standard, yet flexible, format can be applied across the company. If possible, a single electronic plan repository should be used consistently across the company (whether it is a BCM tool, Microsoft Windows file system, or some other data repository). Also, it is important to avoid duplicating efforts across business areas, IT areas, or any other logical business division. Consistency is important during recovery as well as when maintaining the plans. Coordinators are much more able to assess, report on, and coordinate improvements for plans which follow consistent standards.
4. **Test the plans.** A good, simple way to determine the effectiveness of the plan is through a basic tabletop exercise. Get some of the key players (e.g. personnel who will execute plans, leaders of the business functions, and business continuity coordinators). If you can successfully walk through the plan within the context of the scenario presented at the tabletop, the plan is probably close to where it needs to be. When it comes to action steps – watch participants as they read through the plan; ask participants realistically how long it will take to perform

the tasks listed there; and challenge participants on whether there is anything they can do to simplify the plans and make them more action oriented. More advanced plan testing will also provide insights into the usability of the plans. Plans truly are a work in progress, and a good way to check their effectiveness is through testing.

In the end, the famous quote from Dwight D. Eisenhower is as true as ever: "Plans are nothing; planning is everything." Keeping plans simple, action oriented, consistent, and well tested will enable companies to maximize the effectiveness of their people when responding to a disaster and minimize recovery time.

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## Disaster News

### **California: 'Big One' drill to be conducted in the Fall**

[Click here](#) to read this article from The Desert Sun

### **One dead, hundreds stranded in New Mexico flooding**

[Click here](#) to read this article from CNN

### **Chemical Spill Sends Several to the Hospital**

[Click here](#) to read this article from MyFox – Houston

### **Communication outage affects FAA's Memphis region**

[Click here](#) to read this article from The Associated Press

[Click here](#) to submit an article for the next issue

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## Member Benefits

### **Chris Sarcletti (CME Group) - Membership Director**

I am honored to be elected as the new BRPA membership director. In the future, I hope to network with all BRPA members and continue to expand our membership as we spread awareness about our organization.


Please consult the [website](#) for a listing of member benefits.

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## Special Events

### **Maha Kashani (GramTel) – Special Events Director**

Hello BRPA Chicago Members! I am thrilled to be your new Special Events Director. Thank you to everyone who will be participating in our 2008 Golf Outing. This will be our most successful golf outing to-date! We still have a few spots open, if



you are interested please go to [www.brpa-chicago.org/golf.html](http://www.brpa-chicago.org/golf.html) to register and pay.

Please mark your calendars for these upcoming 2008 BRPA special events:

- Joint Meeting w/ ACP Northern Illinois Chapter - Tuesday November 18th
- BRPA 2008 Holiday Luncheon - Tuesday December 16th

More details to follow. I encourage all members to contact me with any ideas/suggestions for 2009 events. Thank you!  
[Mkashani@gramtel.net](mailto:Mkashani@gramtel.net) or 312-576-8787 (mobile)

### Final Thoughts...

If you have any comments on this newsletter, questions, or suggestions for the editors please send an email to [newsletter@brpa-chicago.org](mailto:newsletter@brpa-chicago.org).

Thanks for reading!

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