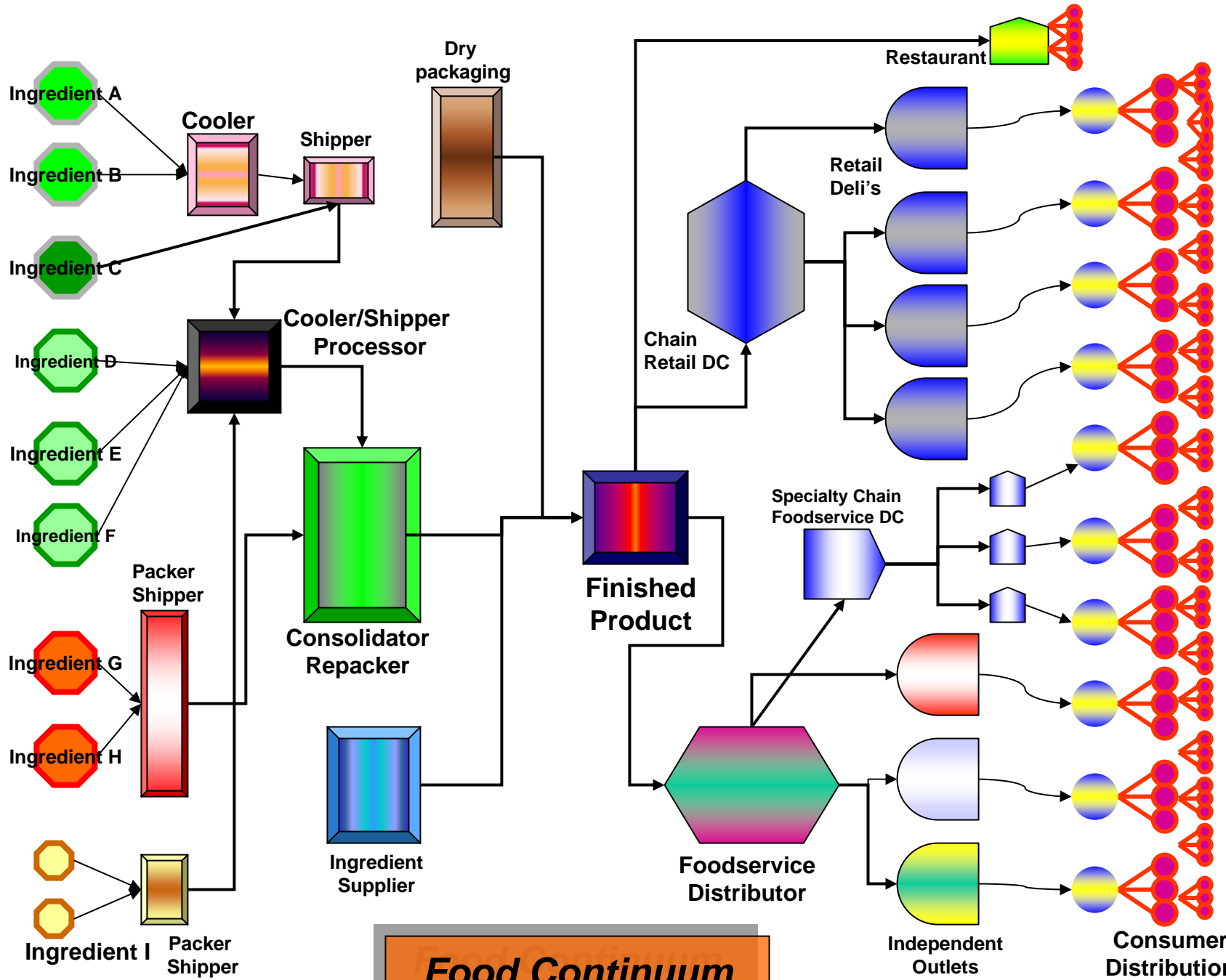




*Effective Crisis Management
Recovery Planning
&
A CABEReT*

*The 110th AFDO
Educational Conference*

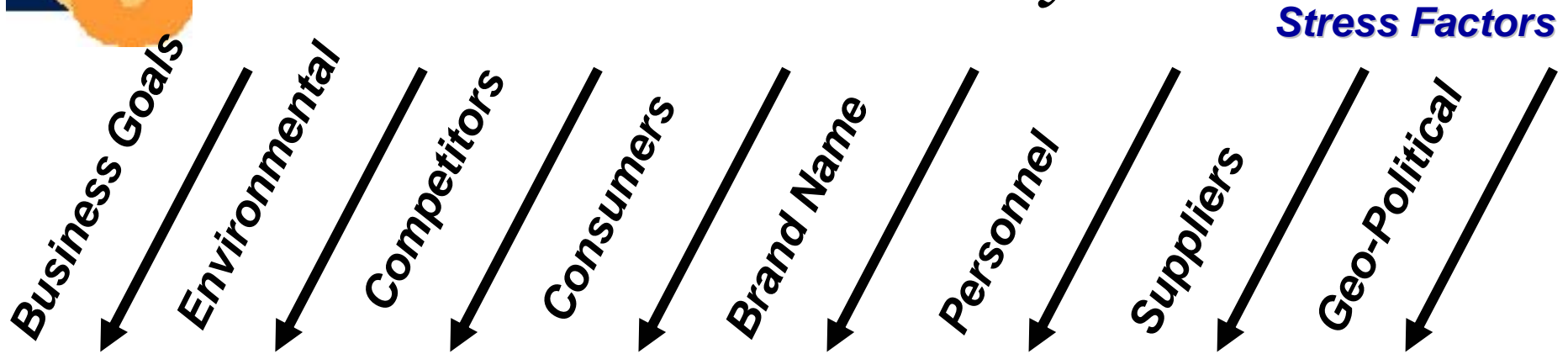
*Gordon K. Meriwether
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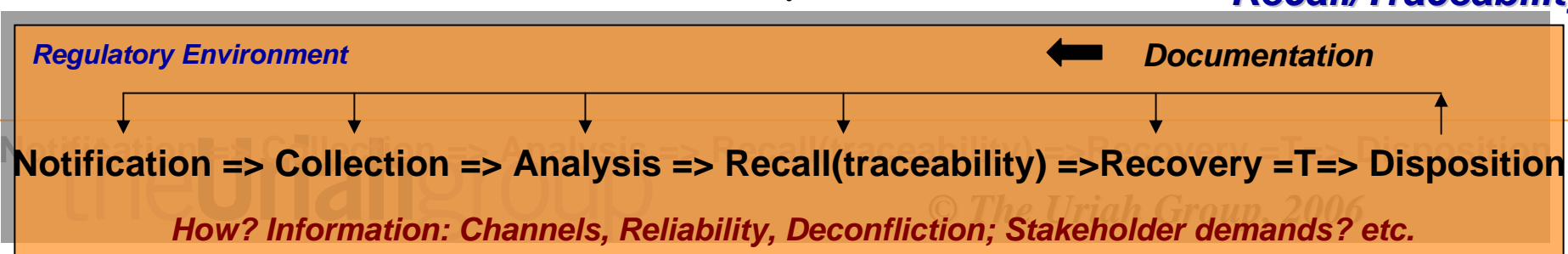
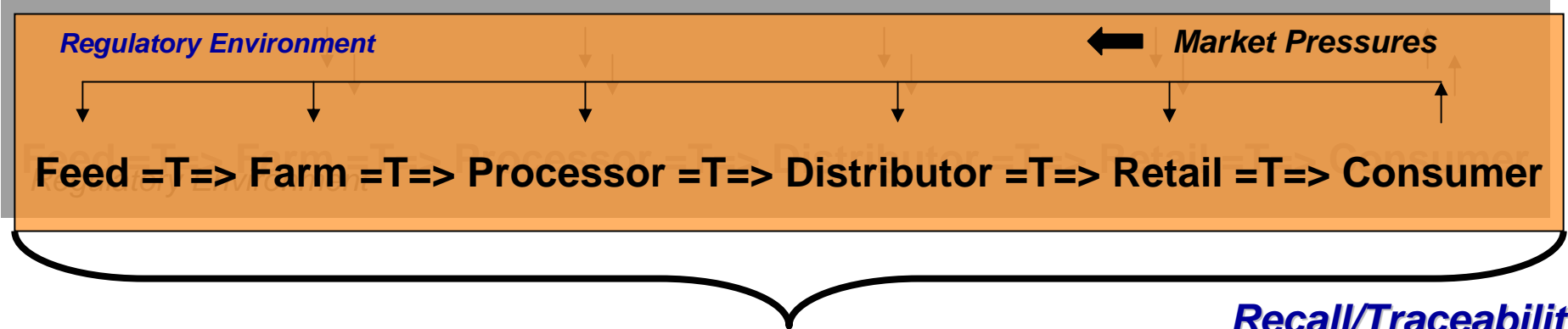
Food Continuum



The Inherent Chaos of Recall & Traceability



Food Continuum





Reality Based Exercises (RBXsm) and Workshops

- **Retail operations**
 - Restaurant Association of Maryland
 - Michigan and Ohio Grocers Associations
 - Sodexo (Food Service)
 - Florida (Grocers, Restaurants, Schools)
 - Wawa, Inc. (C-Stores)
 - WIFSS (QSR)
- **Distributors**
 - Alex Lee, Inc. (North Carolina)
 - Major Supermarket Chain (Florida)
- **Processors**
 - Indiana (Apple Cider)
 - Georgia (Poultry)
 - Alex Lee, Inc (Dairy)
 - Massachusetts (Dairy)
 - WIFSS (Produce)
 - Sunkist Growers (Produce)
- **Farm**
 - Indiana
 - Georgia
 - California
- **State Regulatory**
 - Virginia
 - Texas
 - AFDO
- **Federal Regulatory**
 - USDA FSIS (Comm. & Ops)
 - USDA FSIS (Districts)

Education:

MSU: Food Security Graduate Program

MSU: Graduate Leadership Symposium

NRA: Food Security Handbook

The Uriah Group Food Security Primer



What Is an RBXSM?

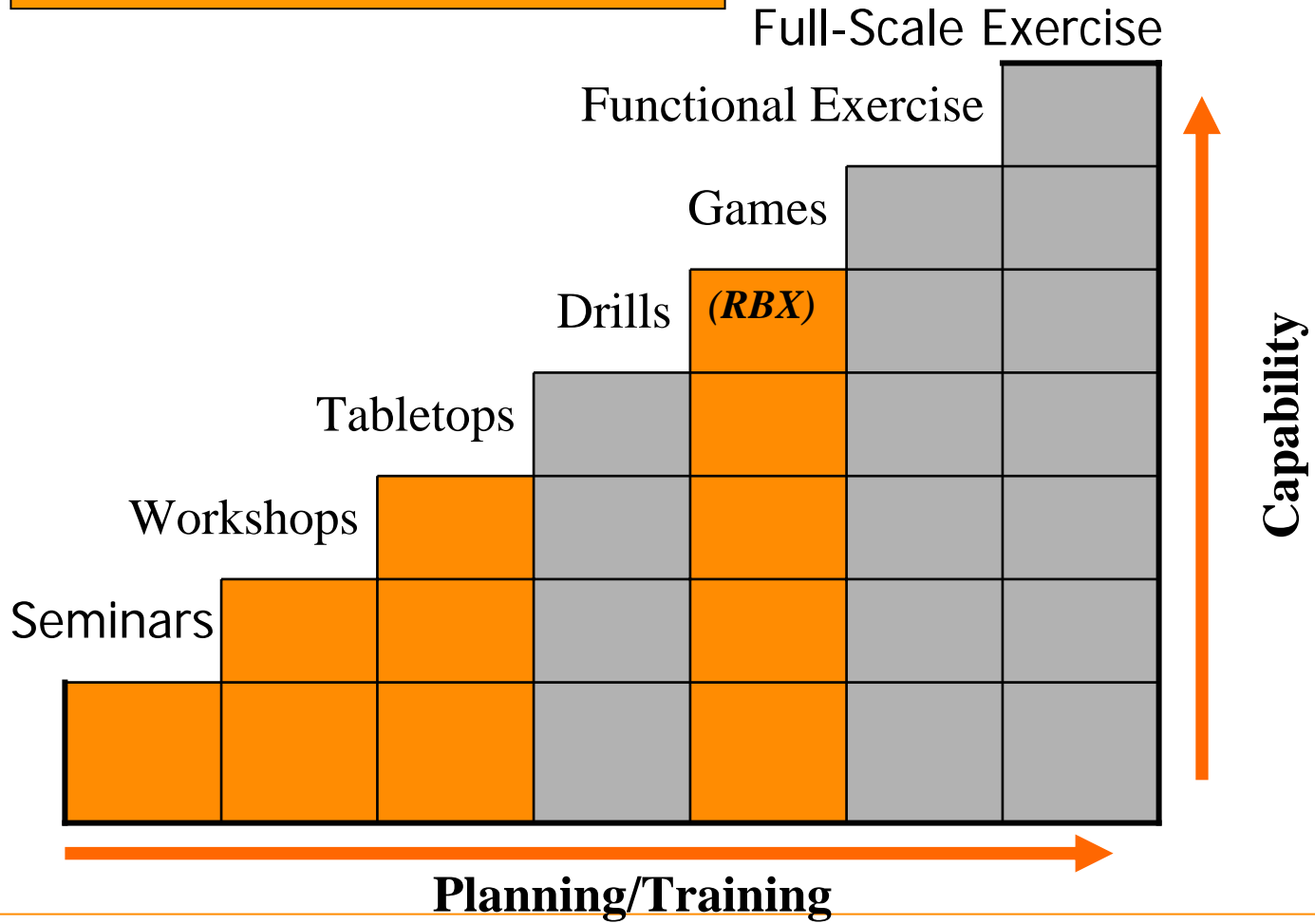
- **Simulate** real world situations in an informal but structured forum (chaos).
- **Stimulate** discussion of various issues regarding an imposed hypothetical situation.
- **Stress** management and existing plans, policies, and procedures.
- **Assess** needs of the business and government to guide the prevention, response to, and recovery from the “defined event”.

Analysis of trends in crisis management and decision-making.....

–A laboratory!



Exercise Methodology Building-Block Approach





What Have We Learned?

- **Dynamics at play**

- **Human nature**

- Fragmentation of decision-making authority
- Psychological impact of fear
- Ego
- Self interest

- **Crisis management**

- Turmoil ignition and sustainment
- Risk communications
- Conflict management
- Conflict between personal and community priorities

- **Expectations management**

- Public
- Media impacts
- Litigation influences
- Political impacts

- **Community development**

- Procedural ignorance and arrogance
- Preparedness
- Team building
- Relationship development and sustainment
- Organizational dependencies
- Recovery impacts and requirements
- Stovepipe and integrated training

Individual concerns have a major impact



The Uriah Group

Principles of Crisis Management

- **Leadership**
- **Financial**
- **Communications**
- **Operations**



Leadership

(Who's running the show?)

- **Quick Response to the incident.**
- **Empowered managers on the scene.**
- **Take guidance from your core values**
- **Maintaining balance.**
- **Maintaining control**

Better be You!



Financial

(Cash is the name of the game)

- **Company**
 - Cash on hand
 - AP/AR
 - Cost Cutting
 - Creditor considerations
 - Equity/investor funding
 - Pension funds
- **Employees**
 - Unemployment/Welfare
 - Faith-based organizations
 - Labor Unions
- **Ownership**
 - Personal assets
 - Sale or partner
- **Government**
 - Legislative
 - Loans (Low interest)
 - Disaster relief
- **Bank**
- **Insurance**
 - Business Income
 - Liability
 - War Liability
 - Terrorism
 - Exclusion of Acts of Terrorism



Communication

(Keep the Target in Mind)

- **Plan with Target in Mind:**
 - Employees
 - Investors
 - Customers
 - Press
 - Community
 - Other Stakeholders
 - Regulators
 - Industry
 - Suppliers
 - Processors
 - Other Gov't
- **Message with Target in Mind:**
 - Develop message for each
 - Consolidate message
 - Stay on message
 - Coordinate message & release with authorities
- **Communications with Target in Mind**
 - Medium
 - Internal & external
 - Electronic
 - Printed
 - Personal



Operations

- **Business**
 - **Contingency Planning**
 - **Disciplined release of information**
 - **Data Recovery and Back up**
 - **Staff sizing**
 - **Restart Planning Process**
 - **Supplier restart**
- **Product**
 - **Recall**
 - **Inventory removal and salvage**
 - **Sanitization procedures**
- **Facility and Assets**
 - **Maintain control**
 - **Initiate response**
- **Legal/evidentiary issues**
 - **Investigation Support**
 - **Health and criminal**
 - **Internal**
 - **Records**
 - **Documentation of events**
- **Industry Support**
 - **Association**



Crisis Management Summary

- ✓ **Demonstrative early action counts on all fronts**
 - **Assign senior executive on site lead**
 - **Empower**
- ✓ **You can not abdicate control of the events**
 - **Support the investigation**
 - **Government is too fragmented**
 - **Isolate the site but maintain control**
- ✓ **You need each other**
 - **The Government needs your infrastructure for response**
 - **You need the government for recovery**
- ✓ **Build relationships, today**
 - **Government**
 - **Press**
- ✓ **Planning for the worst**
 - **Document**
 - **Simplicity wins in a crisis**
- ✓ **Exercise the plan**

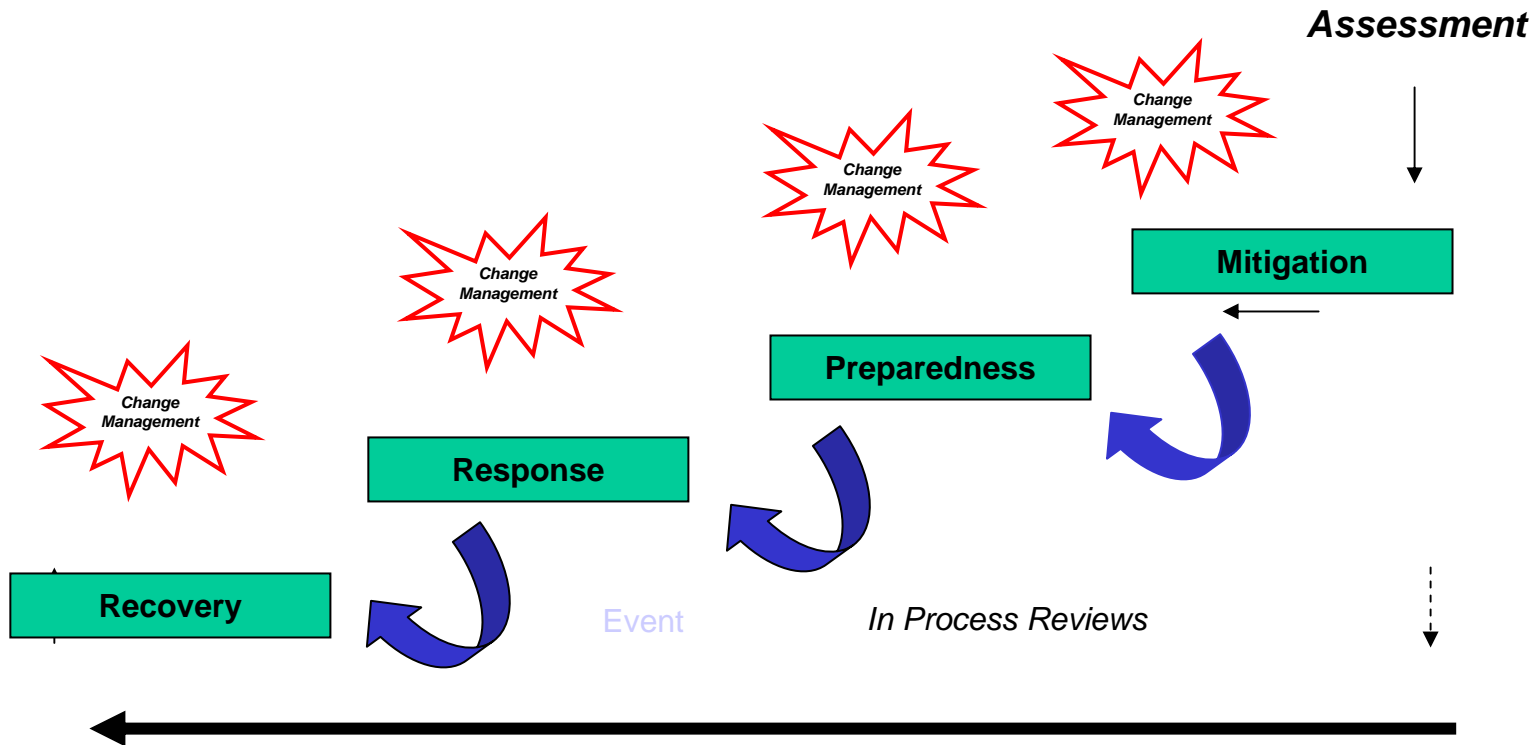


Recovery Planning

DHS Agroterrorism Curriculum



Risk Management Planning



“The goal {of a Risk Management Plan} is to reduce the probability, severity or exposure of any identified threat.”



Planning for Agroterrorism Recovery

- Agricultural/food planning environment
 - Paradox of critical; but unlikely to occur
 - Publicity is sensitive; potentially damaging
 - Leadership awareness is crucial
 - Fragmented regulatory and industry marketplace
 - Counter productive competitive markets



The Importance of Recovery Planning

- Most businesses do not have an emergency or recovery plan even though they know it is important.
- 47% of businesses that experience a fire or major theft go out of business within two years.
- 44% of companies that lose records in a disaster never resume business.
- 93% of companies that experience a significant data loss are out of business within five years.
- The majority of businesses spend less than 3% of their total budget on business recovery planning.

(Source: MSU: Critical Incident Protocol – A Public and Private Partnership)



National Response Plan:

Essential Support Function #14

(Long-Term Community Recovery & Mitigation)

- Assess social & economic consequences.
- Advise on recovery implications of response activities
- Work with public & private sectors: market disruption & loss analysis
- Identify support programs & agencies
- Avoid duplication
- Determine/identify responsibilities



ICS Planning Section Activities

The major activities of the Planning Section may include:

- **Collecting, evaluating, and displaying incident intelligence and information.**
- **Preparing and documenting Incident Action Plans.**
- **Conducting long-range and/or contingency planning.**
- **Developing plans for demobilization.**
- **Maintaining incident documentation.**
- **Tracking resources assigned to the incident.**



Four Units of ICS Planning Section

- **Resources Unit**
- **Situation Unit**
- **Documentation Unit**
- **Demobilization Unit**



Steps in the Planning Process

- **Establishing a planning team**
- **Analyzing capabilities and hazards**
- **Developing the plan**
- **Implementing the plan**
- **Testing the plan**



Components of the Recovery Plan

- **Emergency Support Function #14**
 - **Executive Summary**
 - **Emergency Management Elements**
 - **Emergency Response Procedures**



Components of the Recovery Plan: Executive Summary

- **Objectives:**
 - **Gathering basic information**
 - **Organizing recovery**
 - **Mobilizing resources for recovery**
 - **Administering recovery**
 - **Regulating recovery**
 - **Coordinating recovery activities**
 - **Evaluating recovery**



Components of the Recovery Plan: Emergency Management Elements

- **Human**
- **Financial**
- **Facilities**
- **Communications**
- **Transportation**
- **Media**
- **Incident Management**
- **Business Partners**
- **Administration**
- **Logistics**



Components of the Recovery Plan: Emergency Response Procedures

- **To assess the situation**
- **To protect employees, customers, visitors, equipment, vital records and other assets**
- **To get business back up and running**
- **To gather support documents**



Community Agro/Bioterrorism Emergency Response Team (*CABEReT*)

A Food Crisis Starts and Ends Locally



RBXsm as Laboratory

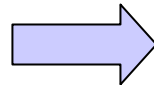
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 - **Self interest**
 - **Crisis management**
 - *Turmoil ignition and sustainment*
 - **Risk communications**
 - *Conflict management*
 - **Conflict between personal and community priorities**
 - **Expectations management**
 - *Public*
 - *Media impacts*
 - **Litigation influences**
 - **Political impacts**
 - **Community development**
 - *Procedural ignorance and arrogance*
 - **Preparedness**
 - **Team building**
 - *Relationship development and sustainment*
 - **Organizational dependencies**
 - **Recovery impacts and requirements**
 - **Stovepipe and integrated training**



Agro/Bioterrorism Teambuilding Model

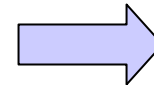
Analysis

- Intelligence
- Risk Assessment
- Benchmarking Exercises



Teambuilding

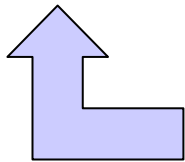
- Classroom training
- ERT Planning
- RBX/TTX Test
- Certification



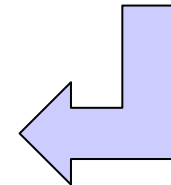
Sustainability

- BX/TTX Test
- Performance Measurement
- Updated Classroom Training

Continuous Improvement



- Threat Changes
- Operational Environment Changes
- Feedback





Model for Effective *CABEReT* Training

- Analysis
 - Intelligence
 - Risk/Vulnerability Assessments



Model for Effective *CABEReT* Training

- Teambuilding
 - *CABAReT* Members
 - Agroterrorism Training
 - Reality-Based Exercises (*RBXsm*)
 - Certification



Model for Effective *CABEReT* Training

- Sustainability
 - Testing and training
 - Performance Measurements
 - Change management



Model for Effective *CABEReT* Training

- Continuous Improvement
 - Threat Changes
 - Operational Environment Changes
 - Feedback



Today's Summary

- Crisis Management
 - Early Action
 - Control
 - Relationship Development
 - Planning
- Recovery Planning
 - Transition
 - Making a difference
 - NRP: ESF #14 Guidelines
 - ICS
- *CABEReT*
 - Agro/Bioterrorism
Emergency Response Team
 - Analysis
 - Teambuilding
 - Sustainability
 - Continuous Improvement



“Before trouble comes, obtain advice; after it comes, advice is useless.”

- Ibn Zabara, Book of Delight