

Fire Department Guide

Creating and Maintaining Business Continuity Plans (BCP)



Business Continuity Planning Components

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Introduction

The Office of the Fire Marshal is promoting business continuity within the fire services in New Brunswick. We are encouraging all fire departments to develop a plan in order to maintain essential services within their community. In conjunction with our partners, we have prepared this document that can be used as a guide to prepare your own Business Continuity Plan (BCP).

The Department of Public Safety, Emergency Measures branch (EMO) has implemented plans and programs to protect the community during emergencies. In partnership with local first responders, health organizations, social services, utilities and volunteer groups, EMO strives to improve its level of preparedness. Continuous testing, training and updating ensure that plans are capable of addressing any emergency that occur in our communities.

To deal with community emergency situations, public servants along with members from key areas of our communities have been organized into eight EMO Districts. In the event of a community emergency, the EMO District Coordinator and team are dispatched to the communities Emergency Operations Center, where the emergency situation is strategically managed to assist the on-scene emergency responders.

But what happens if the emergency responders upon whom we have become so dependant upon are not available to us in the case of a community emergency? It is our hope that each fire department within New Brunswick has asked them selves that same question. And as a result, have found the need to develop a solid Business Continuity Plan.

Business Continuity Plans (BCP) are sometimes referred to as Disaster Recovery Plans (DRP) and the two have much in common. However a DRP should be oriented towards recovering after a disaster whereas a BCP shows how to continue doing business until recovery is accomplished. Both are very important and are often combined into a single document for convenience.

Business continuity is the process of planning so that your department can cope with the un expected. It ensures that, when faced with disruption or disaster, you can carry on or resume emergency operations with minimum delay. A well thought out plan should be transferable to any case scenario whether it is the loss of human resources (pandemic) or the loss of your building including your emergency equipment (fire).

This guide is intended to provide information to help fire departments begin, refine and maintain individual BCP Plans. We must first plan our own strategies in order to be ready during the event of a community wide emergency.

Getting Started

Section 1

1. Assign fire department business continuity responsibilities.

Fire Department Business Continuity Coordinator

{Include Business Continuity Coordinator responsibilities here.}
The purpose for selecting a Business Continuity Coordinator is to designate a single person with appropriate backup to serve in a coordination capacity for the fire department. Responsibilities of the Business Continuity Coordinator can include liaison with the local emergency operations center, coordinate fire department efforts during plan development and recovery, and have delegated authority to execute recovery procedures.

	Name	Telephone Number	Alternate Number	Other	E-mail
Business Continuity Coordinator					
1st Alternate					
2nd Alternate					

Fire Departmental Business Continuity Committee

{Include Departmental Continuity Committee responsibilities here.}
The purpose for assembling a Committee should be to ensure that various interests (equipment, communications, human resources, record keeping) within the fire department are represented within the continuity planning process with focus on ensuring that developed plans promote a successful recovery effort.

Name	Title or Areas represented

2. Fire department mission and business functions/processes.

Departmental Mission

Our department mission is the following (example)

The _____ Fire Department protects lives, property and the environment from fire and exposure to hazardous materials, provides pre-hospital emergency medical care, offers programs which prepare our residents for emergencies and provides non-emergency services, including fire prevention and related code enforcement, to residents and visitors of _____ (Town, Village etc.)

Department Critical Functions/Processes

We have identified and prioritized the following as critical functions or processes.

Departmental Business Function/Process ¹	Internal Dependencies	External Dependencies	Other Considerations	Notes
<ul style="list-style-type: none"> ▪ Fire suppression 	(firefighters, apparatus, drivers, operators)	(water supply, gas station, dept. of transportation for clearing of roads)		

¹Critical Function/Process – Core services to the fire department’s mission or have been designated as an essential service for the community.

²Maximum Allowable Outage – The amount of time caused by disruption in operation before significant impact is incurred.

³Impact – Include a brief description of the impact of discontinued operations past the maximum allowable outage. Impact should take into consideration in both non-monetary and monetary outcomes. Impacts can be measured with respect to human resources and staff safety or morale, department reputation, loss of critical etc

⁴Dependencies – Internal or external resources or inputs necessary for fire department business function/process to operate

Other Fire Department Functions/Processes

The fire department also has the following functions/processes. While important, the delay of these services would not cause significant impact with respect to the fire department in achieving its mission.

Functions/Processes	Allowable outage	Impact
Fire Prevention Education	3 months	Low
Fire Inspections	3 months	Low

3. Identification and evaluation of scenarios, risks, events and threats.

The following are sample scenarios that were identified based on the likely hood of event.

Scenario, risk or threat (Likely events, both internal and external, that could disrupt operations of our department.)	Description (Specific details of event.)	Impact on Mission Critical Functions/Processes (Impact on resources necessary for a process to function.)	Mitigating Activities/Strategies (Impact on resources necessary for a process to function.)	Additional Activities/ Strategies To Be Considered	General Strategy Options for Recovery	Does scenario warrant business continuity plan? (Yes/No)
<i>Human Resources</i>	<i>HR reduced by 30% due to illness</i>	<ul style="list-style-type: none"> ▪ <i>Reduction in response time</i> ▪ <i>Loss of expertise (pump operator, drivers) etc.</i> 	<ul style="list-style-type: none"> ▪ <i>Mutual Aid</i> ▪ <i>Auxiliary members</i> ▪ <i>Retired members</i> 	<ul style="list-style-type: none"> ▪ <i>Implement process to place mutual aid & auxiliary on stand by</i> ▪ <i>Reach to retired members</i> 	<ul style="list-style-type: none"> ▪ <i>Potential to relocate equipment</i> ▪ <i>Exercise emergency plan to staff coverage area</i> 	<i>Yes</i>
<i>Fire leading to a loss of building and contents</i>	<i>Isolated building loss</i>	<p><i>Examples include:</i></p> <ul style="list-style-type: none"> ▪ <i>Equipment Loss</i> ▪ <i>Information loss</i> ▪ <i>90% reduction in service (due to multiple service locations)</i> ▪ <i>Halt of all operations (all services provided within same area)</i> 	<ul style="list-style-type: none"> ▪ <i>Mutual Aid from near by community</i> ▪ <i>Reallocation of apparatus and equipment from nearby community</i> 	<ul style="list-style-type: none"> ▪ <i>Implement a process to perform a backup restoration</i> ▪ <i>Establishment of a temporary fire station</i> 	<ul style="list-style-type: none"> ▪ <i>Relocate personnel resources.</i> ▪ <i>Exercise emergency plan for command center to restore departmental operating capacity to 20%.</i> 	<i>Yes</i>
<i>Other examples may include: flooding, and storms that lead to the loss of utilities, loss of network, etc.</i>	<i>Case specific</i>	<i>Case specific</i>	<ul style="list-style-type: none"> ▪ <i>Back up generators</i> ▪ <i>Manual work around procedures</i> 	<ul style="list-style-type: none"> ▪ <i>Maintain documentation of backup generator testing centrally</i> 	<i>Based on case scenario</i>	<i>Case specific</i>

Developing the Plan

Section 2

Business Continuity Plan (BCP)

4. Outline of a basic BCP template:

People:

Name	Duty/Position	Skills	Replacement Source
Captain Boudreau	Driver	<ul style="list-style-type: none"> ▪ Air break endorsement ▪ (Class 5) 	<ul style="list-style-type: none"> ▪ Within dept. ▪ Mutual Aid ▪ Community (truck driver)
Lieutenant Ross	Pump Operator	<ul style="list-style-type: none"> ▪ Specialized training 	<ul style="list-style-type: none"> ▪ Within dept. ▪ Mutual Aid
Firefighter Laroche	Attack Team	<ul style="list-style-type: none"> ▪ Specialized training 	<ul style="list-style-type: none"> ▪ Within dept. ▪ Mutual Aid

Places:

Primary	Needs (seasonal)	Alternate 1	Alternate 2
Fire Station	Minimum of 2 bays during winter months	Joe's Service Station	Franks Trucking
Communications Room	Radios, chargers, cell phones, phone	Community Center	Local ambulance bay, school

Things:

Equipment / Services	Source for Replacement	Alternate 2	Alternate 3
Fire apparatus	Neighboring depts.	Suppliers	Government (DNR)
Power	Generator	Suppliers	
Heat	Propane heaters	Suppliers	Government

Business Continuity Coordinator:	
Contact information:	Telephone – Cell Phone – e-mail –
Date:	
Updated:	
Electronic Filename & location:	
Hard copy (stored offsite) location:	
Copy to Regional Fire Marshal	

Recovery Summary

5. Document recovery plans to recover critical functions for each scenario.

General Recovery Strategy

This is a high level statement of the solutions determined to recover fire department's business function to a predetermined operating capacity.

Relocate to identified alternate facility and restore operations to 20% capacity within 2 days.

Recovery Tasks

The following tasks will need to be performed to accomplish our strategy:

Provide a simple list of tasks such as:

- Notification
- Contact backup site
-

Recovery Tasks	Day 1	Days 2-3	Days 4-7	Day 8	Criticality	Responsible Person
Notification	X				1	Business Continuity Coordinator

Detail for each Recovery task is included in a Detailed Process Task located at _____.

Assumptions

List assumptions made regarding scenario and the related planning. Examples include:

- *Workspace and required resources are available.*
- *All fire department members or personnel with equivalent skills are available.*

Assumption 1	
Assumption 2	
Assumption 3	

Detailed Process Task

6. Determine details to complete tasks.

For each task listed within the Recovery Summary, list the details and applicable information necessary to carry out that task. Each task should be provided on a separate page.

Task Name

The name should be the same name listed within the Recovery Summary.

Team Lead

Insert name of firefighter who will be the team lead of each specific task.

Task Summary

Provide a brief description of major steps involved within the task and the desired results when the task is completed.

Skills

Required Skill Set	Description
Provide general knowledge requirements for completion of the task in the event backup personnel are required.	Include detailed knowledge and access requirements.

Dependencies

Internal Dependencies	External Dependencies
Personnel	Written Mutual Aid Agreement

Recovery Tasks

The following steps will need to be performed to accomplish our task:

Recovery Steps	Day 1	Days 2-3	Days 4-7	Day 8	Team Member Responsible

Resource Matrix (Optional)

Include summary of resources that may be needed depending on the level of recovery.

Workload	People	Workspace	Computer(s)	Printer(s)	Phone(s)	Other
20%						
40%						
60%						
80%						
100%						

Contact Information

7. List contact information.

Fire Chief

Contacted Y/N	Name	Recovery Role	Cellular	Pager	e-mail	Home Phone	Office Phone	Addresses	Skills	Notes

Deputy Chief (calls Alternate Team Leaders/ Captains)

Contacted Y/N	Name	Recovery Role	Cellular	Pager	e-mail	Home Phone	Office Phone	Addresses	Skills	Notes

Captain (calls lieutenants)

Contacted Y/N	Name	Recovery Role	Cellular	Pager	e-mail	Home Phone	Office Phone	Addresses	Skills	Notes

Lieutenants (calls firefighters)

Contacted Y/N	Name	Recovery Role	Cellular	Pager	e-mail	Home Phone	Office Phone	Addresses	Skills	Notes

Mutual Aid Services

Dept.	Representative/ Contact	Address	Phone	Alternate Phone's	e-mail	Comments (account number, etc)

Resource Appendices

8. List necessary resources and reference materials.

Facility Requirements

Infrastructure requirements	Number-descriptions
Phone lines	
Network connections	
Fax	
Electrical requirements	<i>Number of outlets, special voltage requirements</i>
Fire Service Equipment	

Alternate Fire Service Locations (where will we temporarily set up shop)

Address/ Building Name	Phone Number	Alternate Phone Number	Contact Person

Equipment Requirements

List, phones, copiers, and immediate requirements for emergency set up.

Qty	Description	Comment (vendor name, purpose, etc.)	Day needed
<i>1</i>	<i>Phone lines</i>		
<i>10</i>	<i>Radio chargers</i>		
	<i>etc.</i>		

Software/System Application Requirements

Qty	Description	Version	Comment	Day needed

Supplies-

Qty	Description	Comment	Day needed

Forms

Form #	Description	Revision Date	Minimum Needed Comment	Current Inventory	Storage location	Contact information	Printer information	Day needed

Vital Records

Description	Storage Site	Media (disc, fiche, etc)	Record Type (original, duplicate)	Storage Frequency (D, W, M, Q, S, Y)	Comment

Procedures

Insert or attach existing procedures for daily procedures and procedures or checklist for process that will be unique to the recovery process.

Maintaining the Plan

Section 3

9. Train firefighter personnel on the plan.

Include information about how the components of this plan will be communicated to the staff (meetings, access to electronic copy on intranet site, etc.). Include timeframes needed to train staff.

BCP Communication Log:

Date	Member	Signature

10. Test (validate) the plan.

Departmental Business Continuity Test Log

Date	Type of exercise	Portion of plan tested	Comments

11. Maintain the plan.

The (Department Name) business continuity plan has been reviewed and tested. The procedures provided in this plan meet the department's expectations for business continuity under the assumptions which have outlined in this plan.

Fire Chief

Date

Fire Department Coordinator

Date