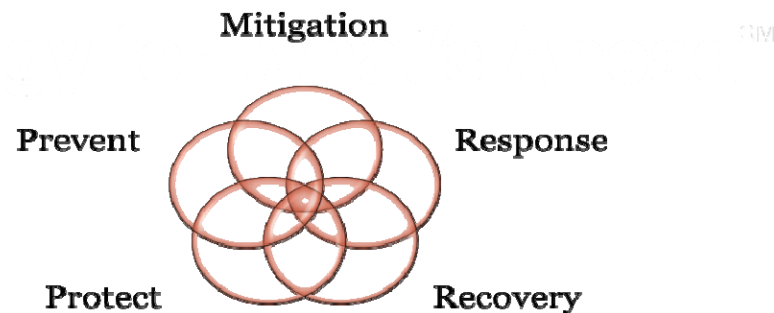# Business Resiliency

The ability of an organization's business operations to rapidly adapt and respond to internal or external dynamic changes – opportunities, demands, disruptions or threats – and continue operations with limited impact to the business.

Guiding Principles

Mission
Minimize the impacts of any potential business disruption by better understanding risks and fully engaging all areas of the company to develop integrated solutions

ALL HAZARDS

Vision
Create a culture that promotes a more resilient work environment to better meet our customers' needs
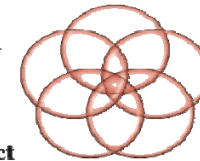
Mitigation

Prevent   Response

Protect   Recovery
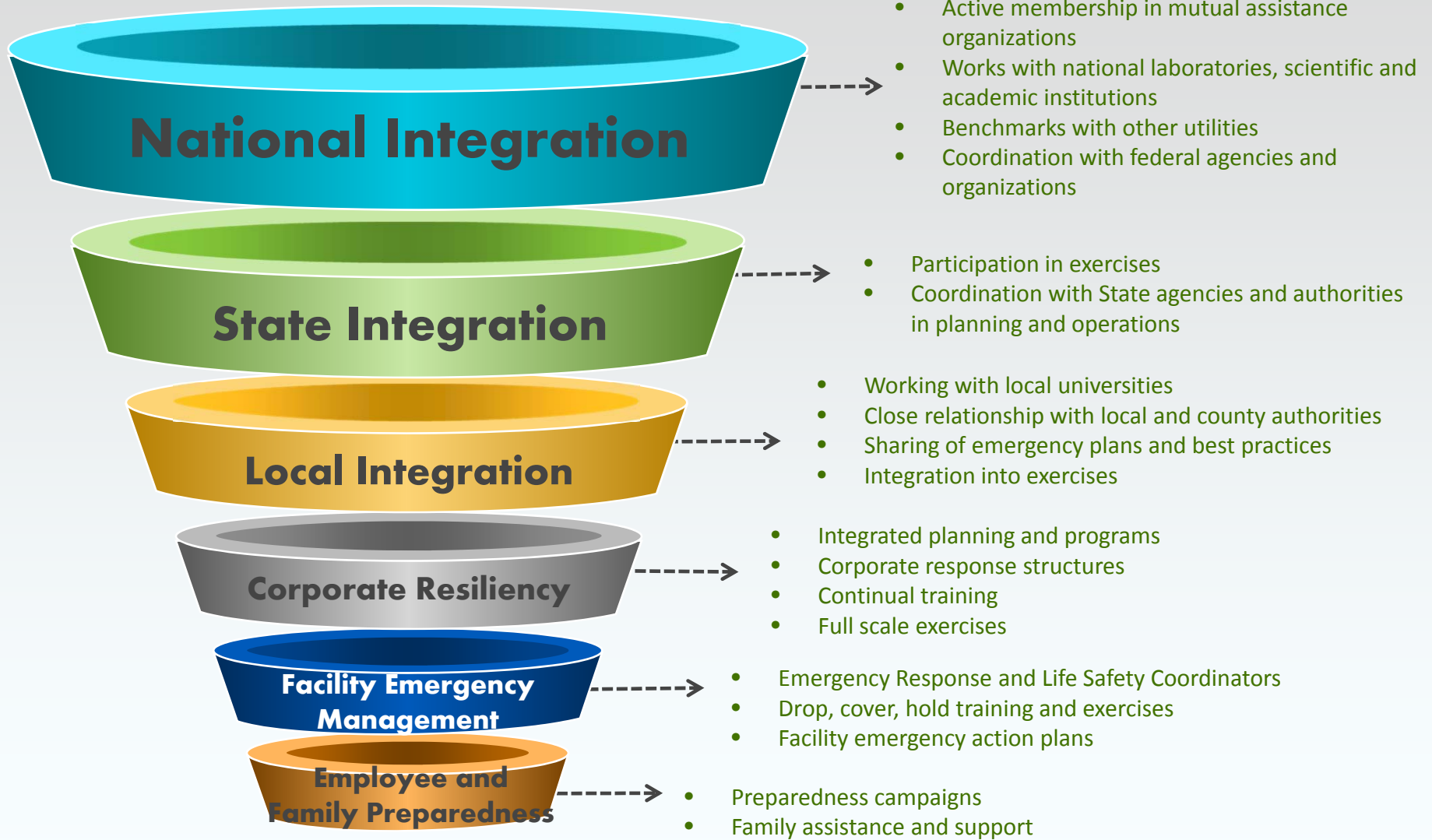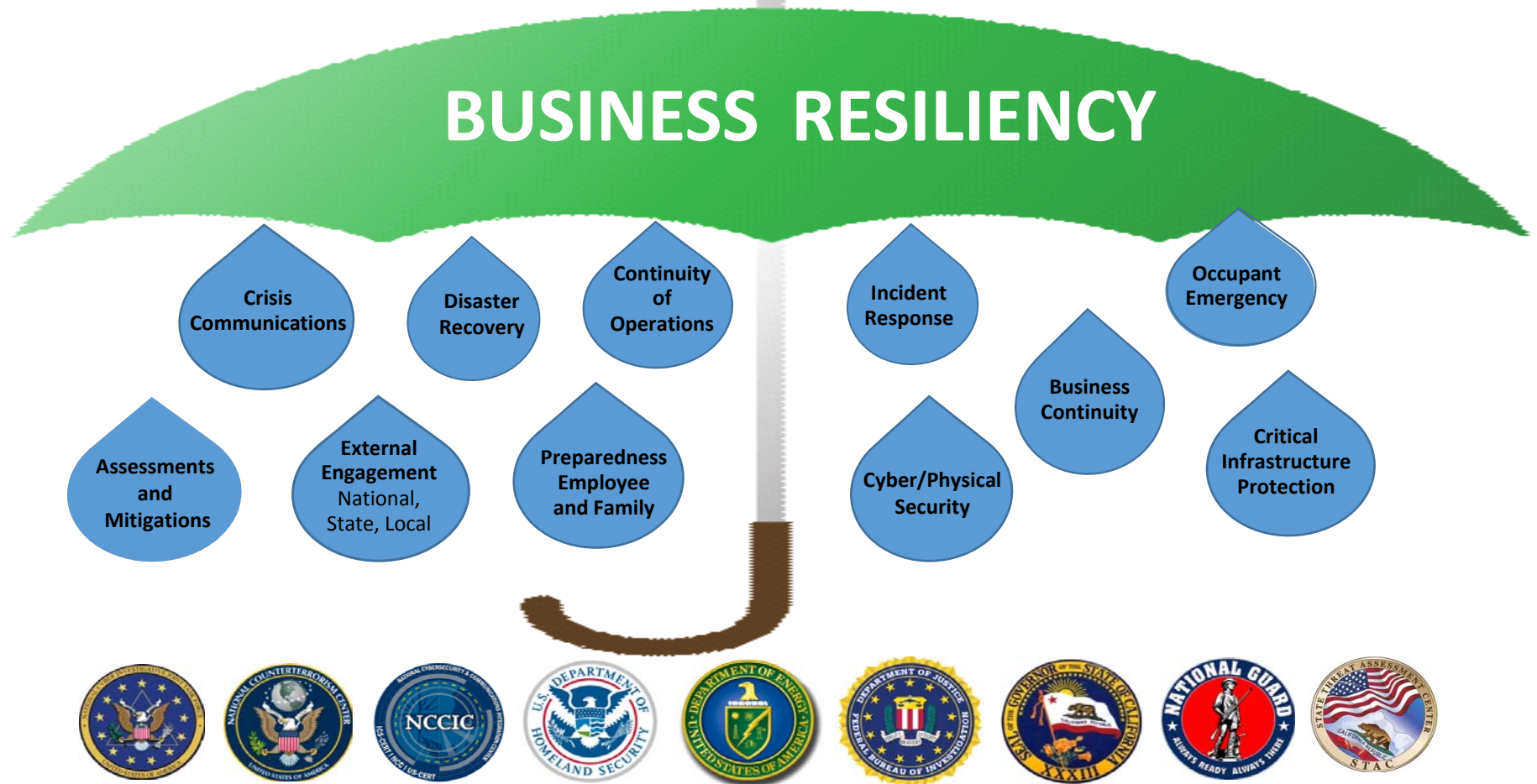
- All Hazards Approach, with realistic and challenging scenarios
- Address Prevention, Protection, Response, Recovery & Mitigation
- Prioritize high risk concerns
- Adopt national standards
- Perform capability-based planning
- Resiliency initiatives directly tied to corporate goals
- Integrate external and internal stakeholders
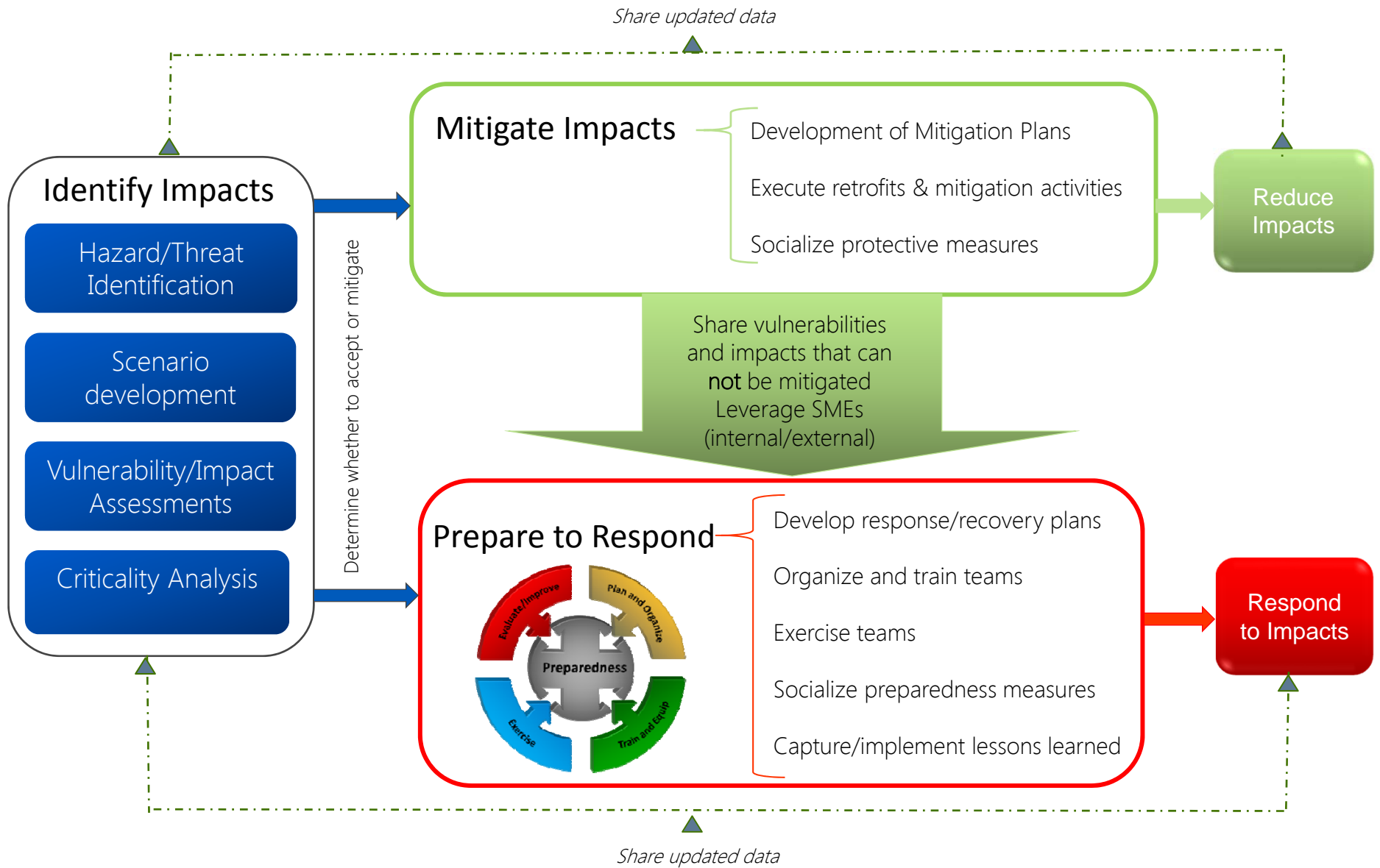- Review by expert evaluators

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Building Resiliency:
An Integrated Approach

SOUTHERN CALIFORNIA
EDISON®
An EDISON INTERNATIONAL® Company

National Integration

- Participation in national level exercises
- Active membership in mutual assistance organizations
- Works with national laboratories, scientific and academic institutions
- Benchmarks with other utilities
- Coordination with federal agencies and organizations

State Integration

- Participation in exercises
- Coordination with State agencies and authorities in planning and operations

Local Integration

- Working with local universities
- Close relationship with local and county authorities
- Sharing of emergency plans and best practices
- Integration into exercises

Corporate Resiliency

- Integrated planning and programs
- Corporate response structures
- Continual training
- Full scale exercises

Facility Emergency Management

- Emergency Response and Life Safety Coordinators
- Drop, cover, hold training and exercises
- Facility emergency action plans

Employee and Family Preparedness

- Preparedness campaigns
- Family assistance and support

External Engagement & Programs Supporting Resiliency

BUSINESS RESILIENCY

- Crisis Communications
- Disaster Recovery
- Continuity of Operations
- Incident Response
- Occupant Emergency
- Assessments and Mitigations
- External Engagement National, State, Local
- Preparedness Employee and Family
- Cyber/Physical Security
- Business Continuity
- Critical Infrastructure Protection

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Business Resiliency Strategy

Share updated data

Identify Impacts

- Hazard/Threat Identification
- Scenario development
- Vulnerability/Impact Assessments
- Criticality Analysis

Determine whether to accept or mitigate

Mitigate Impacts

- Development of Mitigation Plans
- Execute retrofits & mitigation activities
- Socialize protective measures

Reduce Impacts

Share vulnerabilities and impacts that can **not** be mitigated Leverage SMEs (internal/external)

Prepare to Respond

- Develop response/recovery plans
- Organize and train teams
- Exercise teams
- Socialize preparedness measures
- Capture/implement lessons learned

Respond to Impacts

Share updated data

All Hazards Assessment/Mitigation Program

Conduct hazard and threat assessments to understand vulnerabilities and develop and execute mitigation strategies to buy down the company's risk

Guiding Principles

- Focus on life safety and service reliability

- Leverage a cross-functional approach asset/infrastructure owners and subject matter experts from various disciplines

- Engage external consultants

- Benchmark with other companies

- Apply consistent approach to all projects within the program

Current Projects

EARTHQUAKE
2014 and 2016

CLIMATE CHANGE
2015-2016
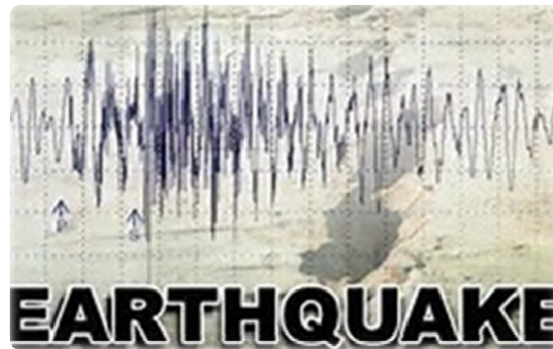
STORM
Annually (El Nino 2015-16)

WILDFIRE
Annually (Big Creek 2016)

National Preparedness System

- Evaluate capability
- Develop corrective actions
- Improve capability

- Stakeholder engagement
- Development of plans

- Exercise company capability to manage emergencies

- Train and equip personnel responsible for executing plans

Evaluate/Improve

Plan and Organize

Preparedness

Exercise

Train and Equip

Planning Hierarchy

Risk and Business Impact Analysis
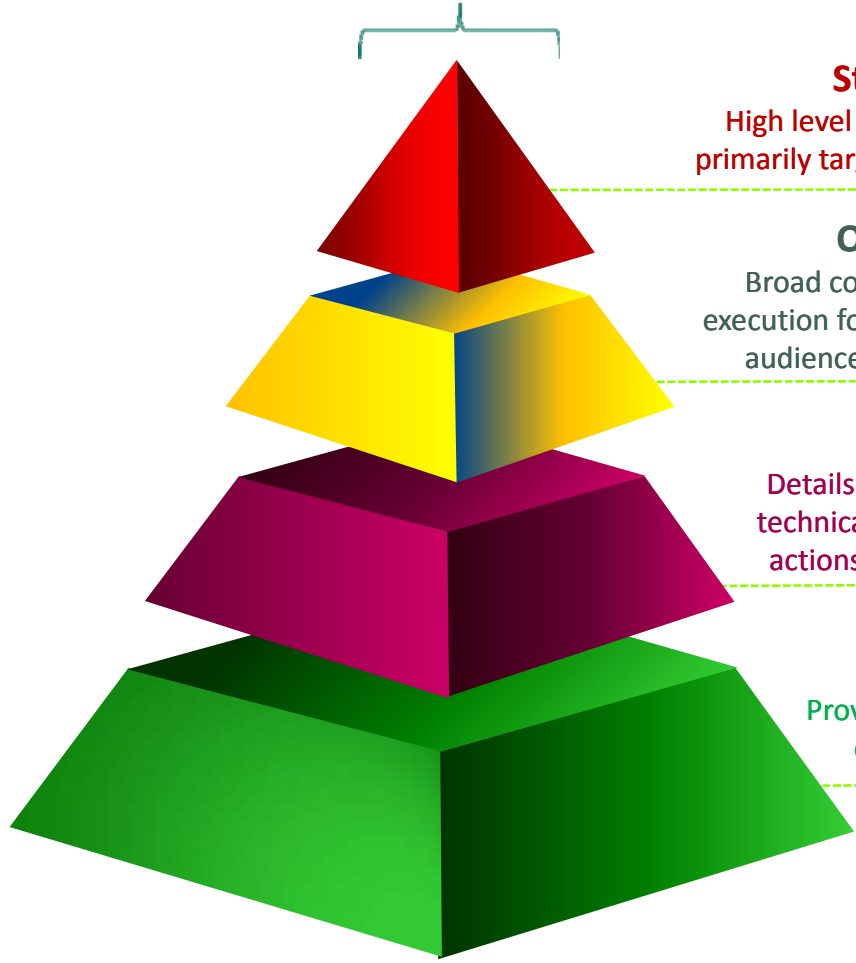
Strategic Plans
High level concepts and strategies, primarily targeting company executives

- Business Resiliency Strategy
- Crisis Communications Strategic Plan

Operational Plans
Broad corporate actions available for execution following an emergency; primary audience is the Incident Commander

- Corporate All-Hazards Plan
- EQ plan
- Cyber & Physical Security annex
- Corporate Storm plan/annex

Tactical Plans
Details the specific actions taken by technical teams to execute corporate actions outline in operational plans
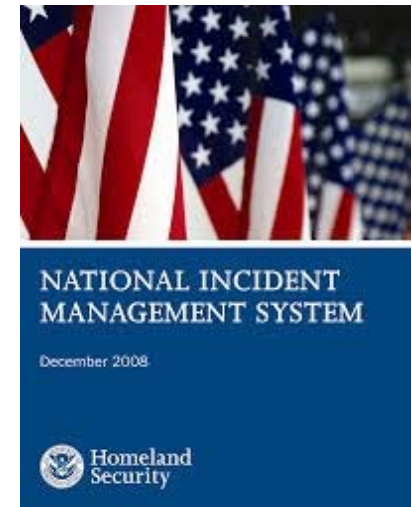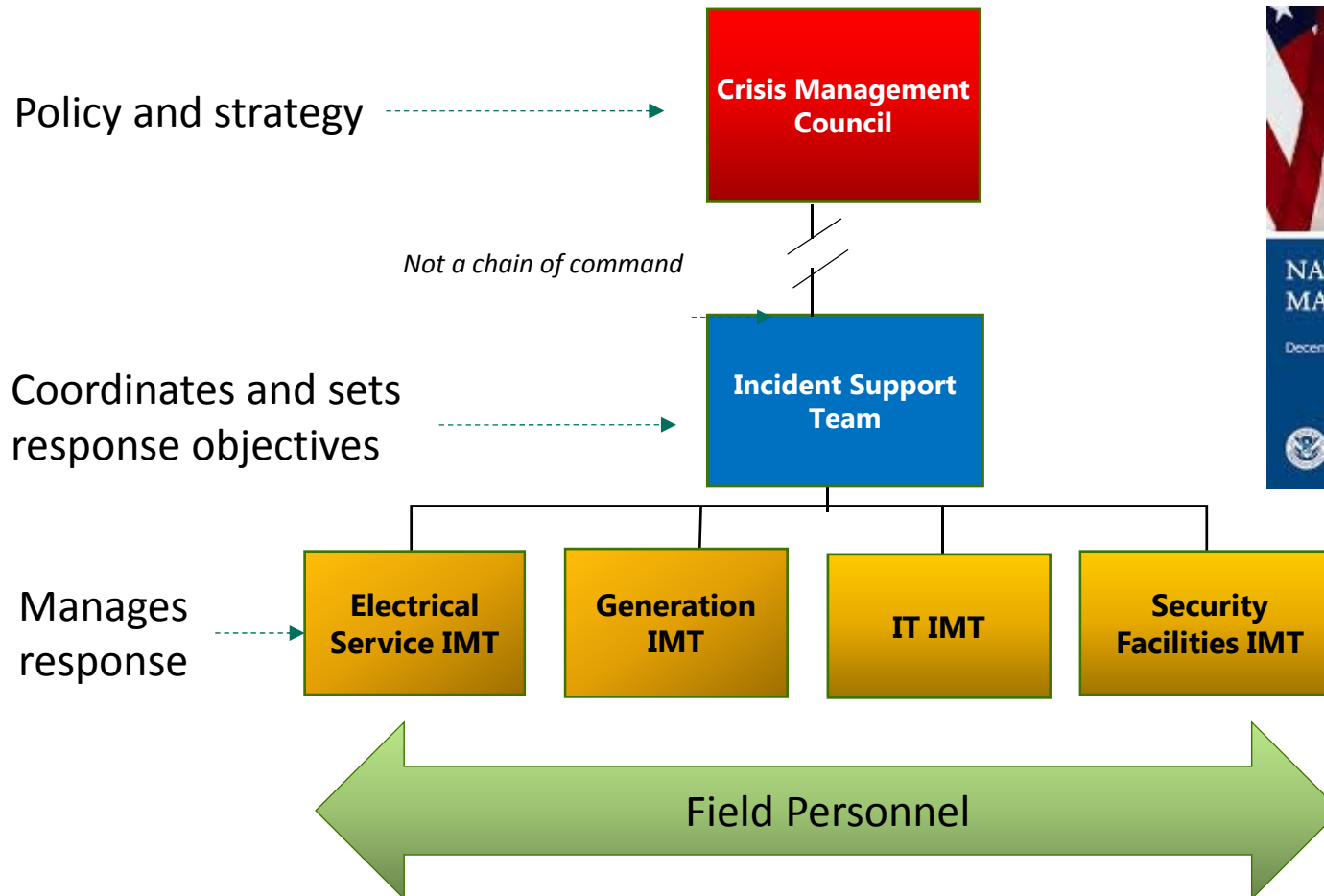
- Cyber Security Incident Response Plan
- Business Continuity Plans
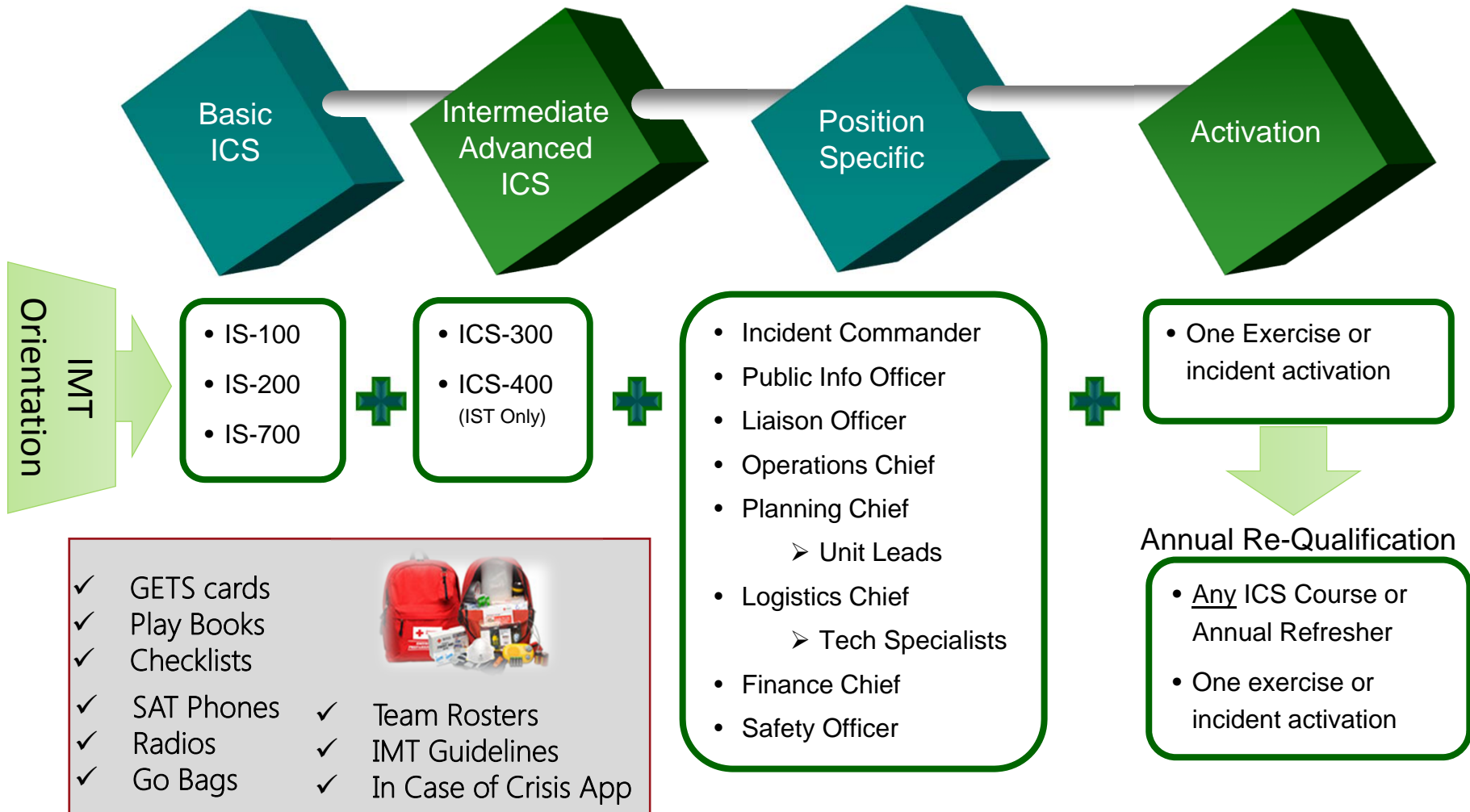- IT Disaster Recovery Plans

Procedures
Provides step-by-step guidelines for executing a specific function
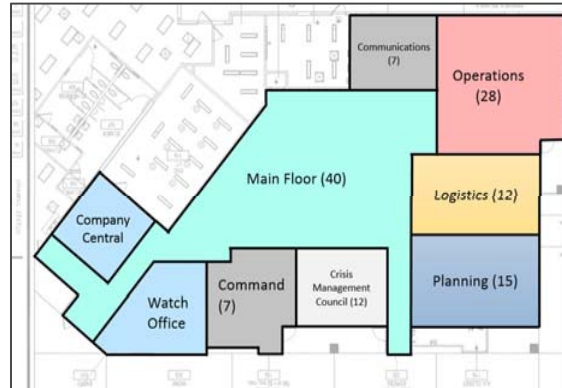
- Internal OU procedures/Job Aids

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National Incident Management System Incident Command Structure

Policy and strategy

Crisis Management Council

Not a chain of command

Coordinates and sets response objectives

Incident Support Team

Manages response

| **Electrical Service IMT** | **Generation IMT** | **IT IMT** | **Security Facilities IMT** |

Field Personnel

IST/IMT Qualification and Re-Qualification Requirements

IMT Orientation →

Basic ICS
- IS-100
- IS-200
- IS-700

➕

Intermediate Advanced ICS
- ICS-300
- ICS-400 (IST Only)

➕

Position Specific
- Incident Commander
- Public Info Officer
- Liaison Officer
- Operations Chief
- Planning Chief
  ➢ Unit Leads
- Logistics Chief
  ➢ Tech Specialists
- Finance Chief
- Safety Officer

➕

Activation
- One Exercise or incident activation

↓

Annual Re-Qualification
- <u>Any</u> ICS Course or Annual Refresher
- One exercise or incident activation

- ✓ GETS cards
- ✓ Play Books
- ✓ Checklists
- ✓ SAT Phones
- ✓ Radios
- ✓ Go Bags
- ✓ Team Rosters
- ✓ IMT Guidelines
- ✓ In Case of Crisis App
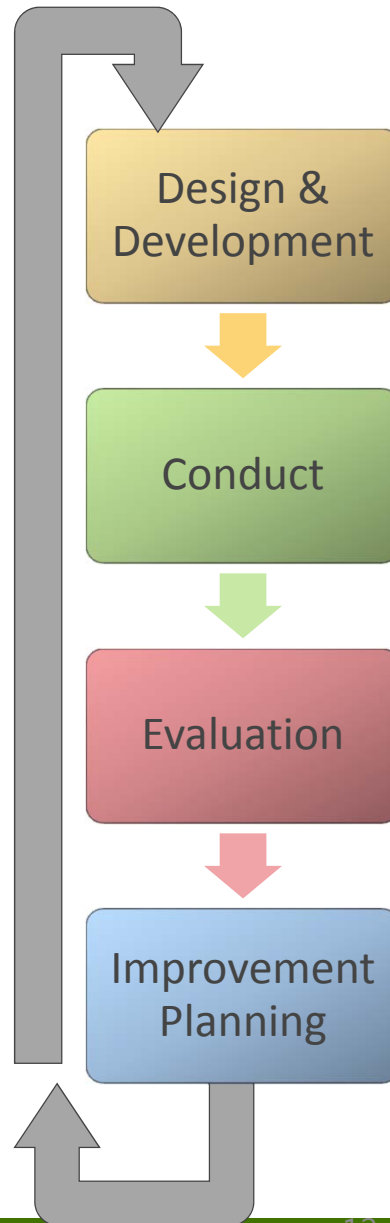
EOC/MCC/Teams/Watch Office

- **Audio Visual System**
  - 72 Display Screens
  - 40+ video sources
  - 21 dedicated computers for A/V display content

- **Communications**
  - Redundant phone systems (VOIP, POTS, & Satellite)
  - Redundant Networking (SCE & Satellite)
  - Redundant 900mhz Radio Systems (VOIP & Antenna)

- **Workspace**
  - Seismically reinforced
  - 121 seats / 4 meeting rooms

- **IST/IMT Teams**
  - 36 Teams with 540 members
  - 8 ESIMT, 4 ITIMT, 4 GEN, 4 SFIMT
  - 16 Pooled Teams
  - 400 qualified members

- **Watch Office**
  - 24/7/365 Monitor & Report status of threats
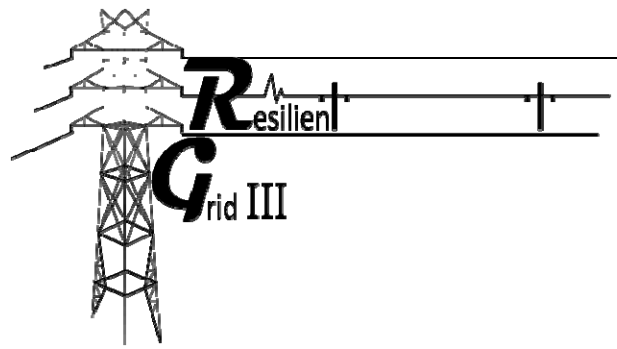 - Activation of Incident Management Teams

Exercise Process

Design & Development
- Objective driven
- Designed by nationally recognized firm and industry experts
- Worked closely with SCE trusted agents

Conduct
- Expansive simulation cell, controllers, evaluators, and other support staff
- Realistic injects & use of Web EOC
- High pressure and stressful environments

Evaluation
- Externally evaluated by industry experts
- Objectives aligned with plans & procedures
- Each objective is tied to observable tasks
- Written materials also evaluated

Improvement Planning
- Teams must score 3.5 out of 5 to pass
- All corrective actions captured and tracked
- Feedback sessions scheduled with each team

Homeland Security
Exercise and Evaluation
Program (HSEEP)

April 2013

Homeland Security

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Building Program Capability

Program Complexity (vertical axis label)

Resilient Grid III (logo)

Crawl — Earthquake — 2014
- Teams worked independently
- Emphasis on team structure
- Effective Communication

Walk — Cyber & Physical Threats — 2015
- No-notice Red Teams
- Tactical plan integration
- Business continuity & IT Disaster Recovery integration
- Cross-team coordination

Run — Environmental Risks Enhanced Red Team — 2016
- El Nino and drought impact assessments
- Severe weather impacts, fire
- Extended-length Red Team events
- Plan alignment between tactical and operational plans
- Operational integration with Business Continuity and IT Disaster Recovery
- Increase external agency engagement

Improve — Earthquake — 2017
- Full use of existing plans
- Field-to-executive involvement
- External play
- Technology Integration
- Communications Messaging/ Technology
- Local/State Outreach
- Respond to No Notice Catastrophic Event

(Preparedness cycle diagram: Evaluate/Improve, Plan and Organize, Train and Equip, Exercise)

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Evaluate and Improve

- Training/Exercise/Evaluation/Improvement Cycle
- Hotwash
- After Action Reports
- After Actions - Corrective Actions Spreadsheet
- Lessons Learned/Continuous Process Improvement

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