

FOR INTERNAL USE ONLY

Hurricane Sandy GBC Presentation

MADRA Meeting

2.21.2013



Agenda

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Hurricane Sandy

- **Response - October 28th - November 2nd**

- **Emergency Response Team (ERT)** - Gathered storm information and performed damage assessment for Baltimore, 55 Water Street, New York Times, and Stamford
- **Incident Management Team (IMT)** – Received storm and damage assessment reports and provided approval for recovery
- **Business Continuity Team (BCT)** – Department continuity leaders received storm and damage assessment reports and communicated information to their management and team
- **Communication Response Team** - All Staff Emergency Bulletin notifications sent to all Baltimore, 55 Water Street, New York Times, Stamford, and Telecommuter employees. Information provided on Legg Mason Intranet and Incident websites
- **Systems Response Team** – Provided computer systems monitoring and reporting

- **Recovery - October 29th to Present**

- **Recover to Home**

- Majority of employees (~700) worked from home Monday October 29th through Wednesday October 31st
- Some employees encountered issue connecting to remote access the morning of Monday October 29th
- 55 Water Street employees unable to remote access their work PCs due to building power and network outages; connected to DR PCs or directly utilized remote access hosted applications

Hurricane Sandy

- **Recovery - October 29th to Present (cont'd.)**

- **Recover to Alternate Site – 55 Water Street**

- Monday October 29th through Wednesday October 31st
 - Implemented 55 Water Street recovery to Stamford and Baltimore pursuant to plans
 - Recovered local systems to technology provider (e.g. file servers)
 - 28 recovery seats in Stamford, plan called for 5 seats
 - Rerouted Sales Desk phone lines to Baltimore
- Thursday, November 1st through Friday, December 14th
 - Baltimore, New York Times and Stamford resources allocated for recovery
 - Desks, PCs, and phones provided using “visitor” desks, open desks, and DR inventory
 - Baltimore – 109 PCs made available for remote access or physical recovery
 - New York Times – 29 Desks made available for physical recovery
 - Stamford – 27 PCs made available for remote access or physical recovery
- Monday, December 17th to Present
 - Physical recovery of 70 department staff to New York Times
 - Desks, PCs, and phones provided using “visitor” desks, open desks
 - Legg Mason equipment shipped via armored truck from 55 Water Street and Baltimore

Observations

- **Observations**

- **Legg Mason Business Continuity Program** – The global “Plan” detailing the firm’s strategic and tactical planning for event response and recovery
 - The Business Continuity Program is strong and resilient
 - Leadership was engaged and teams performed their roles well during response and recovery
 - All critical business functions were performed
 - Recovered ~700 Legg Mason employees; Recover to Home and Recover to Alternate Site
 - Plan enabled alternative solutions for Recover to Home and Recover to Alternate Site
 - Comprehensive understanding of production and DR resources enabled the expansion of recovery beyond what was stated in department recovery plans
 - Support teams implemented alternative solutions very well
- **Areas for Improvement**
 - Recover to Home
 - Communications
 - Inventory Management

Post Event Activity

- **Recovery to Home**

- **Remote Access** – Recover to Home system providing departments remote access to critical applications via their work PC or the remote access system
 - Connectivity issue limiting the number of connections encountered Monday October 29th was resolved that morning
 - Evaluating implementation and costs to provide applications required by departments which are not currently installed on remote access system
- **Disaster Recovery Virtual Desktops** – Potential new recovery solution. “Proof of Concept” in progress
 - Evaluating “Desktop as a Service” solution
 - DR virtual desktop with required recovery applications installed will be provided to each recovering employee which will be accessible from home or recovery seat
 - Scalable – number of DR desktops can quickly expand/contract as needed
 - Application Deployment – individual application needs can be better met by adjusting individual DR virtual desktop as opposed to global remote access servers
 - Unique – each DR virtual desktop will have user’s profile/configuration, like office desktop
- **Meeting Areas for Remote Recovery Staff**
 - Provide shared recovery seats that can be temporarily used by remote recovery staff during critical times for improved workflow and performance (e.g. month-end, year-end)

Post Event Activity

- **Communications**

- **“Legg Mason Emergency Notification System”** – This is the automated “robo-call” system used to provide emergency bulletins via Work/Cell/Home phone and Work/Home email.
 - Notification procedure has been changed to include communications to all employees, directly and not directly affected, to increase cross-department awareness of the event
 - Robo-call contact order has been changed to send notices to phone numbers over a period of time; if recipient acknowledges the first contact in a timely manner, they won’t receive additional calls. Previously, all available contact numbers were called at once.
 - System available for specific department use; ensuring communication reaches all members
- **Intranet Spotlight Website** – This website is accessible through the Legg Mason intranet and home Internet. The website provides high level event and office information, and a link to the Global Business Continuity Event Communications website.
 - Maintain Global Business Continuity Event website link for duration of event, bold/grey
- **Global Business Continuity Event Communications Website** – This website provides detailed and specific event, office and department information.
 - Format changes are being made for a better user experience
- **Emergency Information Line** – The Emergency Information Line provides recorded high level event and office information to US employees only. The toll free phone number is located at the bottom of each employee’s building access badge.
 - We have added mailboxes to provide recorded information specific to each US location

Post Event Activity

- **Communications (cont'd.)**

- **Department Status Reporting** – GBC provides department and critical job function status to the IMT and senior management.
 - Creating formalized Response/Recovery report form to be completed by each department continuity lead – will include employee roll call, critical job function status, issues encountered
 - Will provide conference bridges to departments to assist them in assembling their resources and organizing their recovery
- **Supplemental Problem Management Desk “Hotline”** - Knowledgeable staff manned a 55 Water Street recovery hotline to ensure priority Technology Support service to those in recovery and increase efficiency
 - Will institute a hotline with each major event going forward

- **Inventory Management**

- **Office open space and DR PC inventory**
 - GBC currently tracks DR equipment inventory. Creating an inventory of open desks and production equipment available (e.g. PCs, phones, printers) to better organize and enable expansion of recovery when required

Open Discussion

What Questions Do You Have?