Continuity of Operations and Disaster Recovery Plan
Last Revised: April 2024

I. Purpose of this Plan

a. AREA has developed this continuity of operations and disaster recovery plan to ensure continuity of critical business operations and minimize the impact on services and functions in the event of unforeseen disruptions or disasters. This includes natural disasters, technological failures, cyber-attacks, or any other events that pose a significant risk to the integrity and availability of AREA operations.

b. The plan includes strategies to safeguard both human resources and physical assets, minimizing risks to employees and infrastructure. This includes safety protocols, evacuation plans, and protective measures against various hazards.

c. This COOP/DR plan aims to identify and prioritize protection of AREA resources, assets, and information against loss or damage and to ensure their timely restoration. By maintaining strict backup regimes and having robust recovery procedures in place, the plan seeks to safeguard the company's assets, including data, hardware, and software.

II. Importance of this Plan to AREA's Mission

a. AREA is a 501(c)(3) public charity that leads and executes strategies designed to grow and diversify the economic base of the greater Albuquerque region, creating a prosperous, diverse and inclusive economy and elevating the standard of living for all.

b. This plan serves as a continuous training tool for the entire AREA staff team and volunteer leadership, preparing the necessary skills and knowledge to respond effectively to a disaster, to ensure that AREA continues to be able to support investors, nonprofit and government partners, and the business community during a disaster.

III. Risk Assessment

a. AREA has identified the following potential risks and the impact they could have an impact on the organization's operations:

Specific Risk	Likelihood	Risk Level	Current Controls	Proposed Mitigation
Earthquake	Low	Medium	Team Captains assigned to assure	Use the building's emergency evacuation plan

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			evacuation of the building	
Tornado	Low	Medium	Team Captains assigned to assure evacuation	Use the building's emergency evacuation plan
Flood/Broken Waterline	Low	High	-	Develop a flood response and water damage control plan
Wildfire	Low	Low	-	Create firebreaks and implement early warning systems
Data Breach	Medium	High	Regular IT audits and security protocols	Strengthen encryption and increase surveillance.
Hardware Failures	Medium	Medium	Regular maintenance checks and backup systems	Upgrade hardware and expand redundancy
Software Malfunctions	Medium	Medium	Regular software updates and patch management	Implement fault-tolerant software systems
Human Error	High	Medium	Bi- Annual Training on confidentiality and operational safety	Intensify training frequency and depth
Sabotage	Low	High	Security protocols and surveillance	Increase and regularly update monitoring systems and staff training on identifying attack attempts
Building Fire	Low	Medium	Fire alarms and evacuation plans	Regular drills and safety equipment checks
Terrorism	Low	High	Security measures and crisis management plans	Enhanced physical and IT security
Cyber Attack	High	High	Cybersecurity measures and response teams	Advanced threat detection and response capabilities

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IV. **Continuity Strategies**

a. **Essential Functions:** AREA's most critical functions to preserve during a disaster will be its cloud-based data sets and records, access to its online banking, payroll and other financial accounts, and ability to continue communications among the staff and with clients and partners at all times.

b. **Communication Plan:** The following describe the protocol for communications during an emergency:

   i. *The President & CEO and the Chief Operations Officer serve as the primary disaster recovery team in emergency disaster operations. If for any reason they are unavailable the Board Chair will assume command.*

   ii. *The Disaster Response Team will facilitate communications to the Board Chair in a timely manner. AREA will use a redundant communication system (phone calls, emails and group texts) to guarantee all employees receive accurate information regarding the operational status and recovery activities.*

   iii. *AREA maintains and regularly updates a comprehensive contact list that includes all employees, executive board committee members, key partners, and local emergency contacts. The list is to be available online and printed in the office and distributed in print form to all staff and board members twice annually.*

   iv. *Any Media Relations inquiries or requests will be immediately routed to and managed by the Disaster Response Team to ensure consistent and accurate dissemination of public information.*

c. **Natural Disaster or Physical Damage:** The following describe the protocol for communications during a natural disaster-based emergency:

   i. *Evacuate personnel from affected areas using AREA's established safety protocols.*

   ii. *Coordinate with emergency services and relevant authorities to assess damage and prioritize recovery efforts.*

   iii. *Restore data and systems from backups to enable restoration of normal business operations.*

   iv. *Communicate regularly with employees and stakeholders to provide updates on the situation and expected recovery timelines.*

d. **Remote Work:** In the instance that AREA staff is unable to physically access its corporate offices, the team will transition to a fully remote work situation and schedule. To allow for this, protocols have been put into place:

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    i.   *All staff members are equipped with a laptop computer or tablet and receive allowances requiring that they have active cell phones for business use.*

e. **Alternate Sites:** For in person convenings as required or needed for operational continuity, the following alternate sites will be utilized in order of priority/preference:

    i.   *Other meeting rooms or facilities available in 201 3rd Street NW as provided by office facility property manager, if the disaster is isolated to AREA's offices*

    ii.   *Individual employee home offices, consistent with remote work environments*

f. **Loss of Data Backup and Recovery:** In case of data loss, AREA has established the following protocols:

    i.   *AREA has implemented a workstation plan that offers comprehensive protection for individual workstations, including image-based and file-level recovery with 60 days of retention and monthly archiving. This proactive approach ensures that AREA can quickly recover from any data loss event, minimizing disruption to business operations. This serves as a triple layer of protection.*

    ii.   *60 Days Retention: Data will be retained for 60 days, allowing for restoration to a specific point in time if necessary.*

    iii.   *Monthly Archiving: Regular archiving of data ensures that historical information is preserved and accessible for compliance and historical analysis purposes.*

g. **Ransomware Attack or Data Breach:** In the instance of a ransomware attack or data breach, AREA has established the following protocols:

    i.   *The IT solutions provider will Immediately isolate any affected systems from the network to prevent further spread of the attack.*

    ii.   *Initiate the Advanced Snapshot and Recovery process to restore impacted files and folders to their previous state.*

    iii.   *Engage the EDR cybersecurity response team to assess the extent of the breach, identify the root cause, and implement remediation measures.*

    iv.   *Notify relevant stakeholders, including internal staff, and regulatory authorities, as per our incident response plan.*

    v.   *Conduct a post-incident review to identify lessons learned and implement measures to prevent future occurrences.*

h. **Information Technology Access:** The following Plan allows for alternative communication methods and ensures critical software is accessible remotely:

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     i.   *AREA contracts with a local Information Technology Solutions Provider for services. It works closely with its provider to ensure the rapid restoration and continuity of AREA's critical information technology systems and services in the event of an unplanned disruption. Provider agreements require response to emergency situations within one hour.*

     ii.   *AREA maintains a feature that provides it with a highly robust protection against ransomware attacks by allowing its IT Service Provider the opportunity to immediately revert to a previous snapshot in the event of a security incident. This has added an extra layer of defense to safeguard AREA's critical data and minimize potential downtime. (Triple Backup Solution with Azure). In the event of a ransomware attack or accidental deletion, Advanced Snapshot and Recovery provide swift restoration, minimizing downtime and ensuring data integrity.*

i.   **Vendor and Partner Continuity:** Identify potential disruptions from vendors and partners and establish backup plans.

     i.   *Heritage Realty Offices Emergency Procedures: AREA has designated two building Evacuation Captains. In the event the fire alarm system sounds, all occupants of the AREA offices at 201 Third Street NW, Suite 1900, must evacuate the building using the stairs and gather at the designated meeting point. The Evacuation Captains will ensure that everyone has evacuated the office.*

(1)   Procedures during a drill or an emergency, the alarm, and emergency lights will flash, and voice commands will be heard over the building PA system.

(2)   The following procedures are in place to ensure safety for employees during an emergency evacuation of the building:

    a) The wooden fire doors will close and block off the elevator lobby.

    b) All elevators will be called to the ground floor and be locked there. Do not attempt to use a passenger elevator or the freight elevator.

    c) Bring your phone, purse, wallet, etc., with you if you can grab them quickly. If you must change shoes or put on an overcoat, do so quickly.

    d) Do not lock the AREA office suite when you leave.

    e) Exit the office suite and go to the North Stairwell. This is the stairwell closest to the back door of the office. If the North Stairwell is blocked by fire or another hazard, go to the South Stairwell.

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f) All stairwell doors automatically unlock during an emergency, allowing you to re-enter to any floor. Everyone should go all the way down to the ground floor unless you are instructed otherwise by emergency personnel in the stairwell.

g) The stairwells are protected by fire doors and two-hour rated walls. They are automatically pressurized with fresh air when the building is in alarm mode.

h) In addition to being evacuation routes, the stairwells also are refuge areas where you should seek shelter in case of a tornado alert.

i) Once they AREA team has reached the ground floor, the Evaluation Captains will report to the Security Desk to notify them that Suite 1900 is empty and to report whether any disabled individuals are waiting to be rescued on the 19th floor stair landing.

j) After evacuating the building, all AREA employees must meet at Civic Plaza to check in. Meet at the corner nearest to Tijeras and 3rd Street.

k) The Evacuation Captain will make sure the emergency is reported to the Disaster Response Team immediately.

V. **Testing, Training, and Maintenance**

    a. Biannual Review Sessions: The COO will schedule a session for all AREA employees to review the COOP/DR Plan for awareness and understanding.

        i. *At these sessions, AREA will provide refresher training on the COOP/DRP through simulations and exercise including regular training sessions to educate employees on cybersecurity best practices, including recognizing phishing attempts, password hygiene, and incident reporting procedures.*

    b. The AREA COOP/DR plan is reviewed twice a year or more if needed, in detail by the Response Team to assure all procedures are relevant and updated as needed.

    c. Following any disaster or incident, AREA within 30 days will conduct a thorough reviews of incidents and recovery efforts to identify areas for improvement and update the COOP/DR Plan accordingly.

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VI.   **Appendix**

     a. Key personnel - Disaster Recover Team contact information:

Danielle Casey – President & CEO	dcasey@abq.org	602-332-8511
Mary Tieman – COO	mtieman@abq.org	302-841-7079
Don Tarry – Board Chair	don.tarry@pnmresources.com	505-269-2176
Chad Matheson – Sr. Vice President	cmatheson@abq.org	757-777-4382

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