



Government entities must maintain critical services and serve clients and partners daily. Is your Housing Authority prepared to absorb, respond to, and recover from a business disruption?

EXECUTIVE SUMMARY

A large public housing authority (PHA) in California is the largest provider of affordable housing assistance in its region. The Authority provides affordable housing solutions to thousands of client households while satisfying legal requirements under federal, state, and local funding programs.

The PHA recognized that given its California geography it faced several significant risks that could impact its ability to carry out its mission and support its clients and stakeholders. Of primary concern were natural disasters, heightened demand for affordable housing, and internal challenges specific to its operations.



ABOUT CASE STUDY PUBLIC HOUSING AUTHORITY

- Responsible for assisting nearly 10,000+ households secure, safe, and affordable rental housing
- 100+ employees
- California-based agency in urban area

BRONNER COVID-19 SERVICES

ORGANIZATIONAL RESILIENCY

- Business Continuity Planning
- Risk Management & Mitigation
- Organizational Assessment
- Strategic Optimization
- Change Management
- Multi-scenario Planning
- Alternative Revenue Sourcing

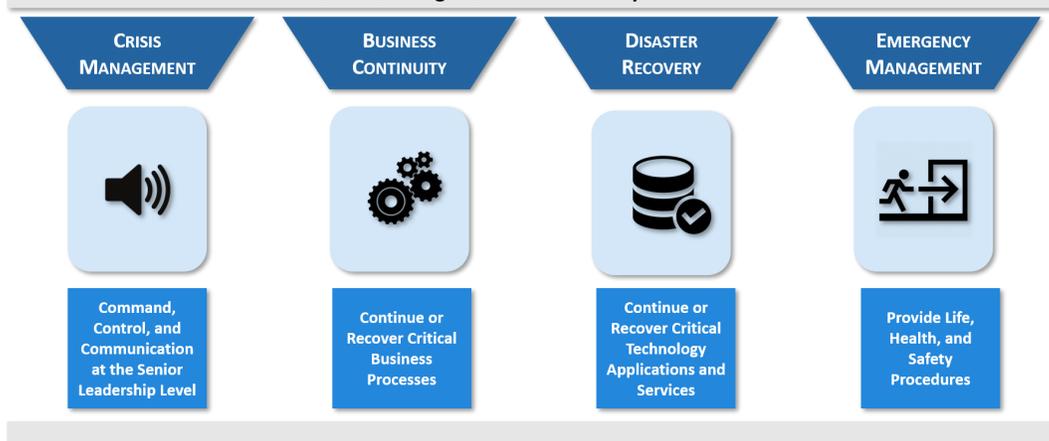
ACCOUNTABILITY OPTIMIZATION

- Internal Controls Review
- Procurement Optimization
- Regulatory Compliance (CARES)
- Grants Management
- Internal / Performance Audit
- Financial Governance

OPERATIONAL SUPPORT

- Staffing Review & Augmentation
- Virtual Public Engagement
- Staff Training and Exercises
- Operational Planning

BRONNER's Organizational Resiliency Framework



To address its risks, the PHA engaged Bronner Group, LLC (BRONNER) to develop an organizational resiliency program at the Authority. An organizational resiliency program is an integrated framework of four unique components to assess, mitigate, and respond effectively to key risks and disruption events across the organization.

BRONNER developed Business Continuity Plans (plans) and a Disaster Recovery (DR) Plan for the Authority. The PHA applied an enterprise-wide approach to the development of Business Continuity Plans by breaking up the Authority into nearly 20 distinct functions. Each function underwent a comprehensive planning exercise to identify critical processes and determine how these processes could be performed in response to a business disruption scenario.

EXECUTIVE SUMMARY (CONT.)

BRONNER also supported the PHA in developing a Disaster Recovery Plan to ensure the sustained execution of its critical business processes and systems on the Critical Application System List (CASL) in the event of a service disruption. The DR Plan identified the people, processes, and technologies necessary to enable IT to protect against, respond to, and recover from service disruptions.

To test the new plans, each of the business units conducted a tabletop exercise to examine its response and recovery processes and procedures in a “classroom” setting. A facilitator presented a scenario to participants and guided discussion by asking questions designed to address the exercise objectives. Each business unit received an After-Action Report following the tabletop exercise with key observations, lessons learned, and areas for improvement.

As a result of this project, the PHA created a new organizational resiliency program that prepared Authority leaders and staff for a business disruption event. Authority leaders identified organizational strengths and weaknesses that better prepared them in advance of an actual business disruption.



In March 2020, shortly after the COVID-19 pandemic began in California, the PHA shut down its central office to minimize the spread of the virus among staff and clients. In response to this disruption, the PHA management activated its Business Continuity Plans

KEY DELIVERABLES

**Business Continuity Plan
Disaster Recovery Plan**

**Authority Risk Catalog
Business Impact Analyses**

**Critical Business Process List
Critical IT Applications and Systems List**

ABOUT BRONNER

Founded in 1987, BRONNER is a nationally known and respected multi-disciplined, professional services firm focused on serving the public sector. BRONNER has worked with public sector clients of all sizes in the areas of organizational resilience, business continuity, emergency preparedness and response, strategic planning, and enterprise optimization.

BRONNER is headquartered in Chicago, Illinois, with 11 offices nationwide in Chicago, Atlanta, Albany, Boston, Cleveland, Ft. Lauderdale, Indianapolis, Los Angeles, New York, Philadelphia, and Washington, D.C. Certified as a Small Disadvantaged or Women-Owned Business Enterprise in more than a dozen jurisdictions.



**Is your agency interested in an Organizational Resiliency Program?
We are ready to help.**

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