

Business Continuity Planning at Boston College

Fall 2020

Why Do Business Continuity Planning?

- Business Continuity is good business practice/best practice and is identified in many after action reports, audits and risk assessments as necessary
- Business Continuity Plans ensure departments become ready for disasters and are able to:
 - Protect People and Property
 - Prioritize Actions Before, During and After Events that Disrupt Functions
 - Continue/Resume Critical Operations/Work Processes as Rapidly and Efficiently as Possible
 - Minimize Downtime, Retain Clients/Customers
- Business Continuity Plans are applicable for a broad range of events, whether natural or manmade (all hazards)
- Business Continuity Plans help reduce liability and help with decision making by preventing disruptions to work and providing details for recovery
- Goal is to ensure all departments are able to rapidly restore critical functions after an emergency
- Part of the overall BC Comprehensive Emergency Management Plan (CEMP)

Business Continuity Planning Challenges

- Apathy - routine, time consuming, nothing changes, that will never happen here, the plan is done
- Staff Resources – we're all busy, its not my job, not important enough, too technical
- Buy-In / Sustainability - executive support, committed resources, own the plan and process
- Plans may not be maintained consistently
- Perception of responsibility & accountability

BC Business Continuity Policy

- Creates Ownership for Units to Develop and Maintain Quality Business Continuity Plans
- Creates Oversight to Review and Enhance Planning Environment and Disaster Resiliency of University
- Clearly Defines Roles and Responsibilities for Business Continuity Efforts Across the University
- The Policy is available at:
<http://www.bc.edu/offices/policies/universitypolicies.html>

Top Hazards

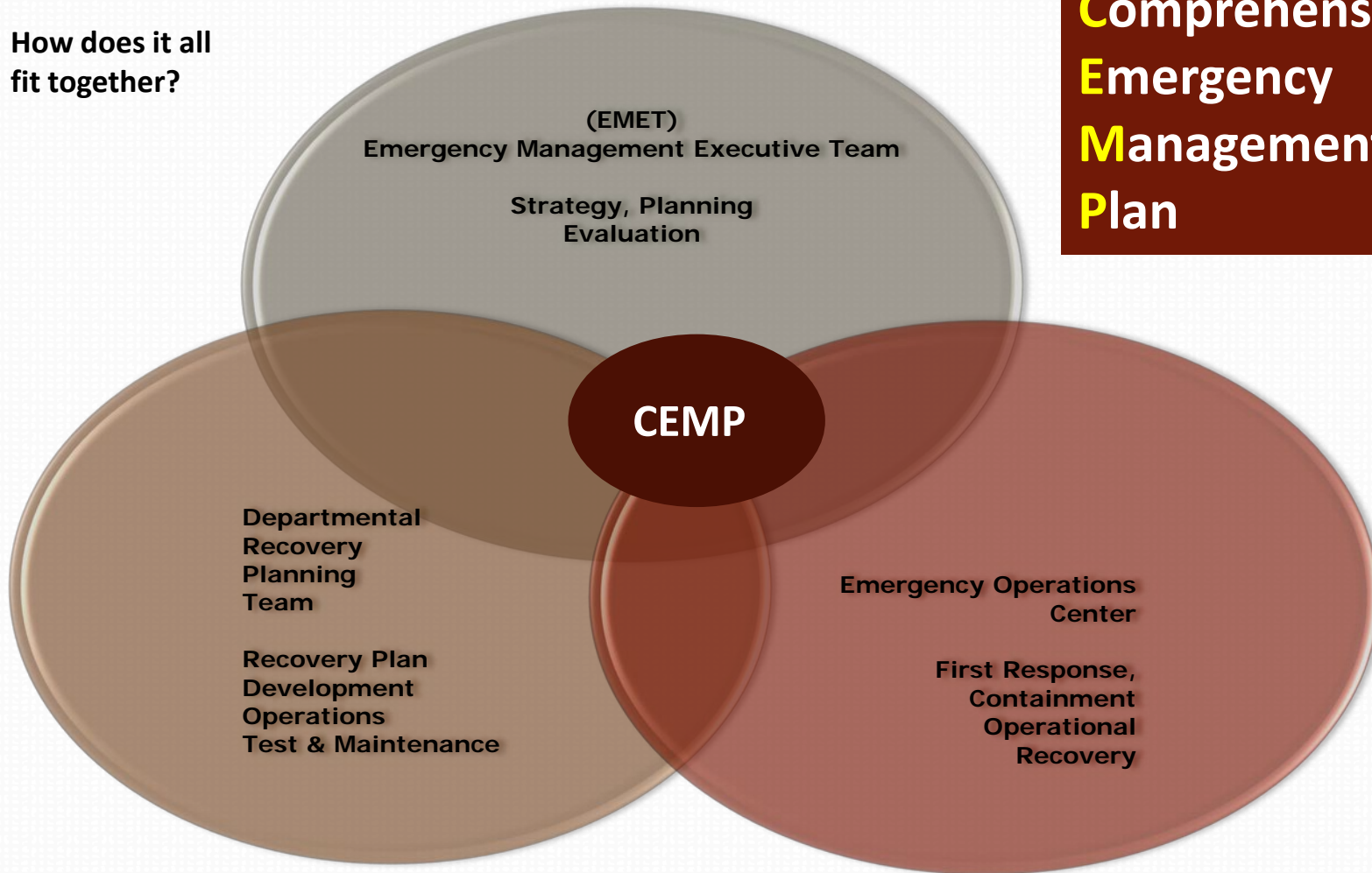
	UNMITIGATED	RELATIVE
1	Fire/Explosion	Fire/Explosion
2	Arson	Arson
3	Bombing/Bomb Threat	Chemical Release
4	Hurricane/Coastal Storm	Bombing/Bomb Threat
5	HazMat Accident	Hurricane/Coastal Storm
6	Criminal/Violent Behavior	HazMat Accident
7	Student Death	Criminal/Violent Behavior
8	Chemical Release	Biological Attack/Threat
9	Ice Storm	Earthquake
10	Snow Storm/Blizzard	Biological Hazard Release

Recent Incidents Affecting BC

- Superstorm Sandy, Hurricane Irene
- Building Flooding (2000 Comm. Ave., Yawkey, Edmonds, Conte)
- Winter 2015 and 2013 Blizzards
- Bomb Threats
- Academic Hall Fires (Stokes and Gasson)
- Residential Hall Fires (Walsh, Keyes, Stayer)
- Marathon Bombings/Watertown Manhunt
- Disease Outbreaks (Flu, Mumps, Salmonella, Norovirus, COVID-19)
- Earthquakes (VA, ME, Buzzards Bay)
- Infrastructure Disruptions (Power Outages, Telecommunications)
- Severe Thunderstorms/Hail/Flash Flooding (lower campus)
- Armed Robberies
- Cyber Security and Threats
- International Incidents

Emergency Response & Recovery

How does it all fit together?



**Comprehensive
Emergency
Management
Plan**

Boston College Comprehensive Emergency Management Plan (CEMP) and Guiding Principles

- The overarching emergency plan for the University
- The Plan incorporates the Incident Command System (ICS) and the National Incident Management System (NIMS) concepts.
- The mission and priorities of the University are:
 1. Protection of Life
 2. Stabilization of the Event
 3. Protection of University Property and the Environment
 4. Restoration of Critical Services, Education and Research Programs
- CEMP is available at:
<http://www.bc.edu/emergency/plans.html>

Boston College Emergency Response Process

- First response – generally involves BC Police, who establish an initial Incident Command Post (ICP) and focus on stabilizing the event
- Departmental Continuity Planner or representative may report to Incident Commander in a liaison capacity
- Evaluation of incident & next steps
- Small / Local Problem - dealt with by appropriate resources (Facilities, Information Technology, the affected department, and any other needed groups)
- Large / Widespread Problem (multiple buildings, injuries or loss of life, critical resources, etc.)- the BC Emergency Team is activated.
- The affected Departmental Continuity Teams work with the EMET providing support and liaison in the functional areas of Operations, Logistics, Planning and Finance & Administration to prepare for restoration of services after situation is stable.
- Departments activate their own Business Continuity Plan to return to normal operations after the situation is stabilized.

Developing the BCP is the primary objective of this project!

Overall Risks to Address in Plan

- Loss of infrastructure including power and communications
- Loss of a building
- Loss of personnel
- Loss of location – you can't access a portion of, or the entire campus

What's in the Plan

- All Business Continuity Plans contain at least:
 - A Recovery Strategy
 - Critical Functions, Recovery Time Objectives
 - Lines of Succession/Delegated Authority
 - Communications/Contact Lists – Senior Team, staff, vendors, etc.
 - Any Special or Unique Needs and/or Resources
 - Identified Needs and Improvements
 - Procedural Checklist to help the department through the crisis
- While every organization requires a continuity plan, the scope and complexity of individual plans vary and depending on functions, size and potential risk to that department

Critical Functions

- Processes and activities which if interrupted jeopardize the operations of the organization
- Your Critical Functions should reflect needs that are **critical** to your department **AND** the university.
- Critical Functions General Examples:
 - Academic Records / Transcripts
 - Registration
 - Course Instruction
 - Payroll
 - Dining Operations
 - Housekeeping & Utilities
 - Critical Research
 - Athletics Game Operations

Recovery Time Objectives (RTOs)

- The amount of time between the event/emergency and the point at which you must resume **critical** operations.
- The longer you have, the easier it is to recover. While it may be technically feasible to recover in minutes it is normally not a realistic RTO either financially or operationally.
- You need to consider actual time required to develop or obtain necessary infrastructure, resources and personnel needed to fulfill your requirements

Online Planning Application and Resources

- Business Continuity Planning Application
 - www.bc.edu/continuity
 - Provides help and direction for plan developers and recovery staff
 - If you or a member of your staff need access to the system, please contact the OEM
- Business Continuity Website
 - www.bc.edu/content/bc/emergency/businesscontinuity
 - Provides additional information and resources to assist in plan development and testing

Roles and Responsibilities of Business Continuity Planners

- Develop a planning team and determine Critical Functions
- Identify resource and personnel needs (normal operations vs. minimum needs for critical operations)
- Facilitate communication at all levels
- In an Emergency
 - Part of the overall BC Emergency Workforce
 - Coordinate and communicate with Department Continuity Team, Department Management, Incident Command and University Emergency Operations Center (EOC)
 - Assess scope of the emergency, areas affected, estimated duration, etc.
 - After the event: meet to discuss successes and areas for improvement and make necessary changes to the Plan
- Test and Update the Plan

Testing and Updating Your Department's Plan

- Train on Plan and Test it
 - Review at staff meetings and with new staff
 - Tabletop exercises and simulations
 - Contact information and notification procedures
 - Remote access to applications
 - During an event
- Update the Plan
 - Annually (at least), preferably quarterly
 - When personnel change
 - After an exercise
 - After a real world event
 - As needed
- Why is it important?
 - Contacts, resources, procedures and priorities change
 - Hazards and risks change
 - Identify gaps and deficiencies in the plan and take steps to correct those vulnerabilities before an event

Questions?