

# Business Continuity Planning at Boston College

Fall 2020

# Why Do Business Continuity Planning?

# 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>



# 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

# Emergency Response & Recovery

(EMET)

# 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

# Critical Functions

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# 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](http://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](http://www.bc.edu/content/bc/emergency/businesscontinuity)
  - Provides additional information and resources to assist in plan development and testing



# 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?