



CALIFORNIA STATE UNIVERSITY
BAKERSFIELD
Safety and Risk Management

Business Continuity Plan

Rev: July 13, 2023

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1.1 Document History

The past version of this document can be found [here](#).

1.2 EXECUTIVE SUMMARY

This Business Continuity Plan (BCP) was designed to facilitate the continuing operation of the University following a natural or man-made disaster, or other business-interrupting event. The BCP defines the groups who will be responsible for the post-disaster evaluation of the status of critical University systems and the planning and design for post-disaster University operations. Chronologically, the plan follows, and coordinates with, the University's Emergency Operations Plan (EOP).

California State University, Bakersfield's Business Continuity Planning objectives are:

- Minimize loss of the academic mission;
- Continue to serve the campus population; and,
- Maintain administrative operations.

The BCP is meant to be a guide during a post-disaster environment while CSUB protects and provides for students, faculty, staff, and visitors in the event of a major interruption of our mission or operation. The plan includes a framework for operational analysis, and the authority for decision making. The BCP is not intended to be a detailed all-inclusive plan for each and every aspect of the University's departments; individual department BCP's will be framed by this document and are included in the tabbed section following the main body of this report.

Central to the success of the BCP are:

- The Cabinet: Activated automatically by the EOP, chaired by the University President or his/her designated alternate.
- The BCP Response Team: Convened and chaired by the Assistant Vice-President of Facilities Management or his/her designated alternate.

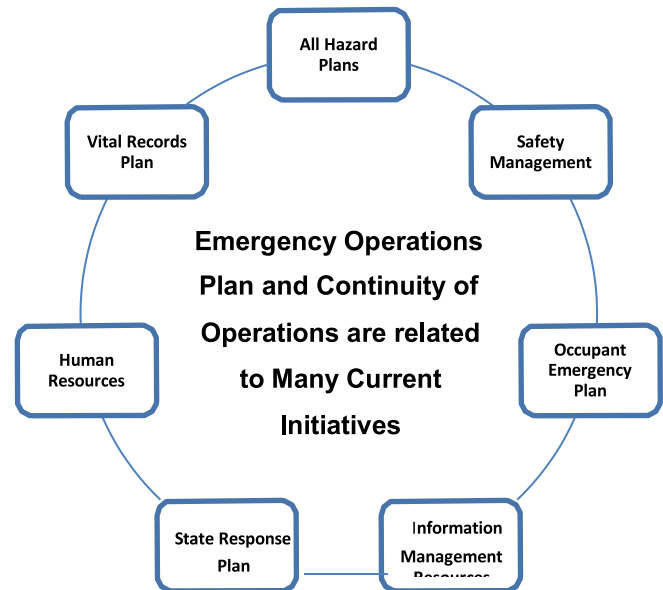
Staff having responsibilities in response actions will be trained in this plan and in the basics of emergency operations. The plan will be tested periodically to insure its usefulness and viability.

As with all emergency management documents, this plan is designed to be a "living" plan. It will be updated periodically as needed.

This plan's effective date is **September 20, 2010**.

1.3 Introduction: Emergency Operational Integration

The CSUB Business Continuity Plan (BCP) explains how the Bakersfield and Antelope Valley campuses will perform their essential activities and functions (EAF's) following an emergency or situation that may disrupt normal operations significantly. It is intended to guide managers and staff once an emergency situation affecting the campus is over or has been stabilized. The flow chart depicts how the Emergency Operations and Business Continuity Plans are organized to ensure EAF's are performed before, during, and after an emergency situation.



Preplanning for an event is the key to minimizing injuries, loss of life, property damage, and financial losses.

In anticipation of certain types of events, University Police and Safety & Risk Management work together to prepare to effectively handle emergencies in order to resume normal operations as soon as possible.

During an emergency, University Police has the lead in incident management at the Emergency Operations Center (EOC). The University utilizes the SEMS system of incident command, which is both a State-wide and Federal response protocol. An event or combination of events may require the activation of the Emergency Operations Plan while simultaneously, activating the Business Continuity Plan.

Once the event/situation is stabilized, or has "passed", the BCP is implemented using primarily the same key players, but with a different goal: resuming critical elements of mission critical operations as soon as practicable.

1.4 Plan Location

A hardcopy of the University BCP will be kept in the EOC, at S&RM, and electronically uploaded to the SRM website (<https://www.csub.edu/bas/srm/business-continuity>) and Kualu, the campus web-based application used for Business Continuity (https://csub.kuali.co/ready/users/sign_in). Department-level plans will be accessible via Kualu, and a hardcopy will be held in the EOC. The BCP can be accessed by anyone having Universal Viewing access to the Kualu. Individual plans can be accessed by authorized Local Users. Departmental BCP plans are to be updated as often as is necessary to keep contact and other pertinent information current, but at least annually. A master-printed copy of the BCP, and Departmental plans, will be kept by the Director of Safety & Risk Management. Individuals responsible for contact information should keep a copy of the plan and contact information at an alternate location off campus, as well in an easily accessible location on campus, such as, in the Emergency Operations Center next to University Police.

1.2.1 Community Discussion

CSUB spans 375 acres and has an average daily population of 8,000 during the academic school year. The on-campus residential population is just over 370, there are approximately 1,400 employees, as well as a childcare center and five permanent food service areas. CSUB is located within the Bakersfield City limits and is bordered by business districts on the north, south, and west, and a water conveyance canal and residences on the east. The northwest boundary includes a crude oil pipeline parallel to the water conveyance canal.

CSU Bakersfield contributes to the community in many ways:

- Providing a location for non-profit organizations to stage fund-raising events;
- Economic stimulus through payroll, contracting, and tourism dollars;
- Professional and technical resources attributable to career training and education;
- Providing an ongoing source of culture from a variety of venues and,
- Hosting periodic events to support local needs such as E-waste recycling and Pandemic Flu immunization.

If the University were to experience a physical emergency (such as a building explosion for example) which was isolated to a portion of the University, the impact to the community would be limited. CSUB would likely contract to repair or reconstruct. This would create an economic stimulus to the local community. In the interim, it is likely that classes may need to be relocated to alternate sites.

If a community emergency were to occur, CSUB could solicit sufficient State staff to aid the local state, county, and city agencies. The University could contribute significantly to a variety of emergencies because of technical knowledge and experiences of our faculty and staff. The community may request such assistance in specific situations.

The University has a significant commuter population and proportionately few residential students, the impact resulting from a community outbreak of an infectious disease should parallel those of the local community. CSUB could be asked to assist with public outreach and immunization clinics.

University Police has an excellent relationship with local emergency response and Mutual Aid agencies due to past experiences, and careers of its staff. CSUB also has good working relationship with local hospitals and clinics due to a number of work-internship programs and community partners. It is likely, in an emergency, some assistance can be provided through these relationships.

1.2.2 Threat Assessment

The California State University, Bakersfield Emergency Operations Manual, maintained by University Police, provides further explanation on threat assessments.

Threats may be discussed in a variety of ways:

- **Known Threats and Emergencies (with adequate warning):** Threats to operations that give advance warning, will allow for orderly alert, notification, evacuation, and if necessary, the relocation of students and/or employees. Examples of such situations include flooding, transportation accidents resulting in a threat of a release of hazardous material (HAZMAT), or a warning of a potential terrorist incident.
- **Unanticipated Threats and Emergencies (with no advanced warning) During Non-Business Hours:** Incidents such as earthquakes, arson, HAZMAT, or terrorist incidents, may not be preceded by a warning and may occur while a majority of staff is not at work. In these circumstances, operations from the primary facilities may be impossible; however, most employees can receive guidance for reporting to work at an alternate location, if necessary.
- **Unanticipated Threats and Emergencies (with no advanced warning) During Business Hours:** An incident may occur with no warning during normal office hours. Typically, the event would begin with implementation of building evacuations and safe assembly procedures, implementation of the Emergency Operations Plan, and eventually evolve to notification of the BCP Response Team. These stages may occur within a few hours or many days depending upon the complexity of the incident.

1.3 What Are Some Potential Threats to CSUB?

LIFE-THREATENING CONDITIONS	EXAMPLES	MITIGATION MEASURES
Building Fire Building collapse Explosion Hazardous materials	Smoke Fire Earthquake Dam Failure Toxic spill	Building code and safety inspections Alarms Extinguishers Occupant Emergency Plan Shelter-in-place Alert Notification system
Human-Caused Disruptions	Bomb Threats Terrorism Workplace Violence Chemical/Biological/Nuclear	External doors closed and locked University Police patrols ID badges Modified building occupancy hours
Communicable or Infectious Disease Food-borne Disease	Staph Infections, MRSA Meningitis Tuberculosis Sexually Transmitted Diseases Salmonella	Community education Hygiene measures including sanitizing methods and materials Sheltering or quarantine Safe food handling practices Hand-washing Decontamination

OTHER CONDITIONS

Inaccessible Facilities (Inaccessible due to closure)	Weather-related Crime scene Interdependency	Media alerts Internet Telephone notification Mail handling guidelines
Facility System Failures	Electrical power HVAC Water Supply	Building evacuation lighting UPS's for computers Alert notification systems
Information / Cyber Disruptions	Sabotage Virus Servers/Email	Controlled system access Virus detection software Email advisories back-up servers
Hazardous Materials	Flammable and noxious chemicals, pesticides	Material handling and storage safeguards Material Safety Data Sheets (MSDS) Chemical Hygiene Plan
Work Stoppage	Union Labor Dispute	MPP's to contact Human Resources to determine protocols including possible "Work from Home"

1.3.1 Incident Classes

Understanding threats and vulnerabilities are important in determining emergency operations and responses. However, for purposes of recovery, the size and impact of the incident is perhaps more important than the actual pre-event threat assessment to the recovery.

Three incident classes and their trigger activities have been identified, based upon the scale of the event, and which could initiate the BCP Plan. An event may occur that has not been pre-assessed. In that case, the BCP Coordinator (or Incident Commander) would select the most appropriate Class to utilize for initial management.

The following three incident scenarios have been identified by CSUB as the most likely to trigger BCP plan activation:

1.3.2 Class 1: Single Building and/or University:

A partial disruption of the university's operation occurs, limited to one location, potentially limited displacement of operations to alternate facilities;

- There is limited impact on interdependencies between the university and other operations including customers, vendors and suppliers;
- The event is most likely of a short to medium-term duration;
- The most likely causes of such a disruption are fire; system/mechanical failure; loss of utilities such as electricity, telephone, water, or steam; or explosion (regardless of cause) that produces no significant damage to any other facilities or systems used by the university.

In such an event, the BCP may be used informally. There may not be a formal declaration, but contingencies provided by the plan may be utilized. In the case where the disruption is more than a few days, the President and/or Cabinet may choose to activate the BCP. The BCP Response Team may be activated, but may not necessarily meet in the Emergency Operations Center, but in other scheduled meeting space.

1.3.3 Class 2: Catastrophic Event:

An incident affecting a geographic region, such as with an earthquake and ensuing water inundation from a dam failure;

- Assumes the disruption of operations to a number of entities, leading to a massive and widespread displacement of the workforce including a disruption to multiple interdependencies, customers, and critical suppliers.
- Length of affect to normal business operations is anticipated for an extended period of time.
- The most likely causes of such a disruption are major infrastructure disruption such as water or power system failure; major earthquake, major fire or explosion, such as a terrorist incident at a core site.

1.3.4 Class 3: Communicable Disease Outbreak:

Communicable disease outbreaks may be of varied degrees, but may cause a disruption of the business operations in that loss of staff, faculty, and students is unpredictable both in time of absence and areas affected;

- Infrastructure is affected to the extent that maintenance and operations may be supported by a depleted workforce;
- Operations from an alternate location will likely not be required;
- Communicable disease events vary depending upon the characteristics of the pathogenic organism, population density of the hosts, and host resistance to the organism.
- A pandemic event may last as long as 12-18 months with multiple waves of newly affected people lasting 4-6 weeks each.
- Essential functions affected will vary as the pathogen infects various organizational subgroups.
- Examples of communicable diseases include influenza strains, whooping cough, "MRSA", viral meningitis, or swine flu.
- Communicable diseases are easily transmitted from one person to another, whereas, infectious disease is an organism such as a bacteria, virus, fungus, or parasite. A disease may be infectious (contains a pathogen) but may not be communicable.

2.0 Policy

It is the policy of California State University, Bakersfield to respond quickly in the event of an emergency or threat in order to continue essential functions, operations, support to the campus community, other customers of the institution, emergency management and response agencies, and other CSU's or that may be affected by the emergency.

A viable Business Continuity Plan identifies essential functions and consists of plans and procedures, alternate facilities, interoperable communications, data support systems, and is reinforced by comprehensive training, orientation, and exercise programs. University response and recovery capabilities must be maintained at a high level of readiness, capable of being activated both with and without warning, ready to achieve operational status within 12 hours of activation, and able to maintain sustained operations for up to 30 days (90 days in a pandemic flu scenario) or until devolution.

2.1 What Gives the Plan Its Authority?

The BCP has been developed with the full endorsement of CSUB's Office of the President and senior management.

The BCP complies with the following state regulations and Executive Order(s):

California State University Business Continuity Program - Executive Order Number 1014, October 8, 2007

Governor, State of California, Executive Order S-04-06

California Emergency Services Act, Article 15, Chapter 7 of Division 1 of Title 2 of the Government Code.

California State University Emergency Management Program - Executive Order 921, November 12, 2004.

2.2 What References Were Used?

References used to develop this template include:

Cal EMA Continuity Guide and Template, 12/ 2009 (http://cms.calema.ca.gov/prep_cont_planning.aspx)

Continuity of Operations (COOP) Plan Template, Federal Emergency Management University

Continuity of Operations (COOP) Plan Template Instructions, Federal Emergency Management University

Guidance on Continuity of Operations Planning for State, Local, Tribal, Territorial and Private Sector Organizations, (FEMA), draft, August 2007

California State University, Bakersfield Continuity of Operations Planning Manual, February 2009

Homeland Security Presidential Directive (HSPD) 20, National Security Presidential Directive (NSPD) 51: National Continuity Policy

2.3 What Is the Purpose of this Plan?

The capability to prepare for, respond to, and recover from, emergencies affecting CSUB's operation is dependent upon the proficiency and wellbeing of its employees and the clarity of its leadership. The Plan supports the performance of essential functions from alternate locations in the event a primary facility is declared unusable, and provides for continuity of management and decision-making, in the event that executives or technical personnel are unavailable, inaccessible, or lost to the organization.

The plan describes how CSUB will resume essential functions after a disruption in internal operations. The purpose of the plan is to:

- Provide for the immediate safety of life on campus;
- Reduce disruptions to operations; and ensure the continued operation of essential functions;
- Designate the line of decision-making authority;
- Develop an effective communication network;
- Achieve an orderly recovery from emergency operations;
- Assist affected employees and their families;
- Provide for the line of succession to critical management and technical positions;
- Rapidly recover records, electronic systems, and other critical assets; and,
- Rapidly identify resources and capabilities for restoring activities.

2.4 What Is the Scope of the Plan?

The BCP applies to CSUB departments and personnel in entirety. The plan describes the actions that shall be taken to activate within 12 hours of an emergency event, and to sustain that capability for up to 30 days, and 90 days for pandemic flu. The plan can be activated during business or non-business hours, both with and without warning.

The plan covers all facilities, systems, vehicles, and buildings operated or maintained by CSUB. There are provisions in the plan for alternate administrative offices, pre-designation of lines of authority, and clearly defined roles and responsibility.

The plan is distributed to critical personnel and departments within the CSUB. Training shall be provided to CSUB's personnel having identified responsibilities.

CONTINUITY PROGRAM ELEMENTS*
Consolidated Elements of Continuity of Operations and Continuity of Government
Identification and prioritization of essential functions
Line of succession to essential positions required in an emergency
Delegation of authority and pre-delegation of emergency authorities to key officials
Continuity facilities and alternate worksites
Continuity communications
Human capital (protection of government resources, facilities and personnel)
Vital records management
Tests, training and exercises
Devolution of control and direction
Reconstitution *Excerpted from California Emergency Management Agency, "Preparing the State, Continuity Planning Guidance and Template", Preparedness Branch, December 2009

2.5 What Are the Plan Objectives?

BCP objectives are to:

- Be implemented both with and without warning;
- Provide guidance to staff in reestablishment of essential functions within 12 hours of being activated;
- Provide procedures in sufficient detail, that an individual, other than the person primarily responsible for the work, can follow them;
- Enable CSUB to provide operational capability and continue essential operations for 30 days, or until termination of the event, whichever is earlier. Pandemic influenza events should be capable of continuing essential functions for up to 90 days;
- Be dynamic by continually updating key communication lists; and,
- Pre-establish agreements and identify alliances within the Bakersfield business community, and other CSU campuses in order to more rapidly reestablish essential functions.

2.6 What Assumptions Have Been Made?

The following assumptions were made when developing this plan:

- The principles of NIMS and the Incident Command System (ICS) were included and are in compliance with the National Incident Management System (NIMS), and Homeland Security Presidential Directive (HSPD) – 5.
- Buildings are evacuated in accordance with CSUB University Police - Emergency Preparedness Procedures.
- Students, faculty, and staff notified in accordance with current Emergency Notification Procedures via e-mail or telephonic means.
- Predetermined plans using trained and equipped personnel for both Emergency Operations and BCP will be implemented.

The Emergency Operations Plan will have been activated, and the critical event will have been stabilized, prior to the implementation of the BCP.

Delegations of Authority and Orders of Succession have been addressed in the EOP; unless otherwise determined, these delegations remain for the duration of the recovery period.

The EOP and BCP will be operating simultaneously and will transition as the event is managed. Key operational personnel will be acting in multiple capacities (in EOP and BCP) during an event.

Upon stabilization of an emergency, a move to normalize operations will be initiated. The Operations/Recovery Executive (from the Emergency Operations Plan), the Vice President of Business and Administrative Services, shall direct recovery operations per the Business Continuity Plan.

Resources and funding shall be available for the planning, implementation, and maintenance of the BCP, and shall be consistent with those EOP procedures already in place. Required resources shall be dedicated in a timely fashion following activation of the plan.

Employees will be instructed about their responsibilities under the activation and relocation phases of the plan.

Off-campus emergencies will impact the university's ability to continue to support essential functions and to provide support to the operations of clients and external agencies.

The University may rely on support from resources located outside the affected area to continue essential functions.

Pre-designated staff members may be unavailable to participate in the recovery.

University users may function with limited technology, automation, and level of service until full recovery is made.

2.7 What is Our Plan for Succession?

The Order of Succession (Appendix A) is used when the President or Chancellor's Designee declares that an emergency situation exists. Other administrative designations, such as "acting" designations associated with a departure from the office on official business or vacation, are superseded by the orders of succession.

This paragraph identifies when alternates will assume responsibility for their positions under emergency conditions.

When the incumbent is available at the beginning of a recovery operation, he or she may designate an alternate to act on his or her behalf during absences of short duration. The incumbent will assume responsibilities upon return.

When the incumbent is not available at the beginning of a recovery operation and is not expected to be available, the first alternate will assume responsibility. The alternate continues to act in the role until the incumbent returns or until normal operations resume, whichever comes first.

Each succeeding alternate assumes responsibility, if neither the incumbent nor preceding alternates are available. As with the first alternate, each alternate continues to act in the role until the incumbent or first alternate returns, or until normal operations resumes, whichever comes first. Departmental plans specify succession for that department.

3.0 Delegations of Authority

Authority	Position Holding Authority	Triggering Conditions	Procedures	Limitations
Announce status of Event, Open and close BCP, campus	President	Person is unavailable or unable to fulfill responsibility	Presidential Directive	Full Authority
Management of the incident	VP Business and Administrative Services	Person is unavailable or unable to fulfill responsibility	As described in BCP	Full Authority
Management of Information Technology	AVP Information Technology/ Network Services	Person is unavailable or unable to fulfill responsibility	As described in IT Recovery Plan	Full Authority

4.0 Business Continuity Operations

4.1 How Does the BCP Become Active?

The Campus President, Cabinet, or his designated successor may implement the BCP based on known or anticipated threats and emergencies. The Cabinet, meeting as the official post-disaster University policy-making body will convene as soon as possible in the event of a business disruption. A “business disruption” is defined as the loss or anticipated loss of a) any instructional component, or b) any critical function for two consecutive instructional days or three consecutive calendar days. The University President or his/her designee shall be responsible for convening the Cabinet.

- While the President makes the ultimate decision to activate the Business Continuity Plan, meeting any of the following criteria will likely activate the BCP:
- The CSUB campus is inaccessible or has sustained an interruption of a major infrastructure component (power, water, or sewer) for an indefinite or prolonged period of time.
- IT Services are unavailable, and the condition is expected to last for an indefinite or prolonged period of time.
- Other CSU campus is experiencing interruption and CSUB is assisting in continuity operations.
- A recommendation from the Chief of University Policy (as designated Emergency Incident Commander) that the emergency situation is terminated, and a safe environment is restored.

Concurrently CSUB personnel pre-designated to serve as members of the “BCP Response Team” will meet to determine priorities and actions. The currently designated members are listed in Appendix B. The Response Team provides management and technical expertise necessary to establish essential functions within 12 hours after the emergency event.

- Legal Counsel: Where the potential for legal ramifications is possible, the Office of General Counsel will be consulted as part of the “event” discussion prior to the President or Cabinet determining policy or administrative decision which may establish precedent, or have perceived impacts to the University. Procedurally, the Chancellor’s Office will be consulted in the event a campus closure is deemed necessary, as per CSU policy. State statutory and regulatory jurisdictions permit Environmental, Public Health, and other Governmental entities to mandate quarantine and other actions. In the event these actions are proposed, legal counsel will be consulted. All actions will be documented.

4.1.1 The Cabinet

- Is responsible for declaring the business disruption has concluded, meaning the University has returned to essentially normal operating conditions.

4.1.2 Human Resources Office

- Is responsible for interpreting policy and developing messages relating to personnel matters.

4.1.3 Public Information Officer

- Is responsible for providing communication to university staff, faculty, and the public. The PIO may provide assistance on beneficial styles and techniques for delivering communication but does not serve as a technical expert on matters of policy. A likely medium for communication is the Blackboard Connect notification system operated by University Police. (See 4.2.3, Notifications.)

4.1.4 Continuity Facilities

- The location and operations of the continuity facilities will vary depending upon the Class of the incident. In all cases the EOC and the EOC Delegation of Authority will remain as consistent as possible during the BCP. The Emergency Operations Center will be utilized after the event has been stabilized for BCP meetings until an alternate location is determined. Procurement has developed contingent contracts that provide for tent-style shelter, power, and office equipment.

4.2 How Will CSUB Manage Recovery Operations?

Emergency operations have established methodologies for emergency response based on NIMS/ICS. BCP activation will work in-kind with Emergency Management: The University Chief of Police will recommend the BCP activation to the President and will retain control over operational phases until the emergency has been stabilized. The BCP operational activities begin with a briefing by the EOP Incident Commander to the BCP Response Team.

The BCP Response Team processes information from the EOC, the critical function managers, and other sources to evaluate the University's ability to continue business. The Team provides information and strategies to the Cabinet for consideration. The Cabinet shall determine the official post-disaster course of the University.

Department managers (critical function), and the BCP Response team are responsible for university operations while in business continuity mode. Contingency operations run in conjunction with EOP recovery through to the completion of the BCP operations phase. The Recovery Phase includes recovery of facilities, infrastructure, and services required for the return to normal operations.

4.2.1 BCP functionality

The BCP is dependent upon planning, communication, operational coordination, finance, and security.

Critical issues include:

- Personnel safety
- Infrastructure and Environmental safety
- Physical security
- Cyber security
- Identification of critical personnel, assets, and processes
- Identification of Vital Records
- Public information and safety communications
- Prioritization and timely implementation of activities
- Meeting legal and regulatory obligations

4.2.2 BCP Critical Offices

The following administrative offices are critical to the successful operation of the BCP:

- The Cabinet
- Public Affairs
- Business and Administrative Services
- University Police
- Human Resources
- Fiscal Services
- Procurement
- Facilities Management
- Safety & Risk Management
- Student Affairs
- Housing and Residential Life
- Food Services
- Student Health Center & Counseling Services
- Children's Center
- Academic Affairs
- Information Technology Services
- Faculty Affairs / Academic Programs

4.2.3 Notifications

University Police administers the Blackboard Connect, mass communication system that can send messages to faculty, staff, and students. UPD would issue a notification by telephone, e-mail, and text-messaging through the Blackboard Connect system which operates independently of campus infrastructure and can be accessed via phone or internet. Information on the system can be found at: <http://www.csub.edu/csubAlert/>. Notification can also be made by posting an Administrator's message on the electronic Bulletin Board and in campus mailboxes. Notification can be made by a posting on CSUB's main Web Page. On-site notification using the Visiplex Outdoor Public Broadcasting system may be used for people outdoors in a real-time emergency broadcast announcement. Notification using the World-Wide Web and CSUB electronic sign on Stockdale Highway may also be used to provide notifications to the community.

4.3 Contingency Plan Management Procedures:

When the decision is made to activate the BCP, notify appropriate personnel (BCP Response Team, Appendix B) and inform them of the details of the event such as time to convene and location.

- BCP Team determines if alternate site will be needed.
- Notify Chancellor's Office.
- Retrieve needed data from offsite storage.
- Determine communication to be made to campus community.
- Establish Action Plan and estimated timeline.
- Maintain communication with Cabinet.

4.3.1 Class 1 Event Scenarios Proposed Recovery:

Some of the scenarios listed as Class 1 Incidents may occur and be resolved without the Emergency Operations Center being activated under a small scale, such as power loss to a single building.

Event: What If.....	Short-Term Recovery options	Long-term Recovery
Water supply cut off, failed, or contaminated	Supply potable water and porta-potties (if needed)	Facilities to repair system; water testing prior to resuming use.
Power loss -supply shut off in limited area; Entire campus No HVAC	Relocate to rooms with power; Install generators; Provide alternate assignment to students resume next class period	Electrical repair within a day or two using emergency contractor Interim measures for hazardous materials storage ventilation needs.
Fire damage, hazardous materials damage, water damage to limited areas	Determine areas which are safe to reoccupy; Relocate classes to safe areas; Resume instruction with potentially modified syllabus	Repair areas with emergency contract
Loss of computer server, internet access and/or data	Retrieve back-up files Reroute to other VM	Use contingent contract to repair systems
Localized earthquake	Inspection and assessment of building prior to re-entry and class resumption; Relocate classes where needed; Resume instruction with modified syllabus	Facilities to repair or use contingency contract to facilitate large scale repair
Campus localized disease, such as cold or seasonal flu virus (At large scale, this is considered Class 3, communicable disease, and would affect community and not just campus.)	Utilize student health clinic to monitor health of residential students; augmented custodial sanitization methods; alternate dorm resident space for those who are sick into "quarantine" rooms; campus hygiene protocol distributed to students during class; modified homework and test schedule; modified syllabus, if needed. (Contact families, if needed.)	Communicate regularly with County Health Dept. to identify trends in communicable diseases that may affect recovery and re-infection; Review by academia to determine appropriate measures; Look at potential use of computer assignments during lengthy student recoveries.
Crime, Physical Threat, or Terrorist Act. (No infrastructure loss, psychological affects possible.)	Provide counseling; assess lessons learned; resume classes with modified schedule if needed; re-assess affects after time has elapsed	Institute evaluation and implementation of process to address any deficiencies which were identified.

4.3.2 Class 2 Incident Scenario Proposed Recovery:

Incidents of this type would necessitate involvement of most University departments. It is likely there will be significant infrastructure damage such that there could be teaching days lost. These types of events may result in individuals leaving campus to address domestic issues and possible loss of loved ones by students, staff, or faculty. The provost will need to confer with CO and Faculty to determine alternative means of course delivery, modified course schedules, and academic credit structure.

The CSUB grounds are expansive and provide several opportunities for locating temporary on-site structures. Both gyms and the library may be used to provide alternate operating facilities. The President, in consultation with the Cabinet, will determine appropriate areas for locating temporary facilities based upon the type of incident and specific operational details at the time. Contingent contracts (vendors listed below) may be utilized during an event to procure items such as temporary tents, sanitation facilities, water, food, fencing, generators, trash removal, and computers. These contracts provide the campus with the ability to sustain operations for a period of up to 30 days. (See map, "Recovery Space Available").

Contingent contracts are in place with the following vendors to support Facilities Management and general campus operations through May, 2013:

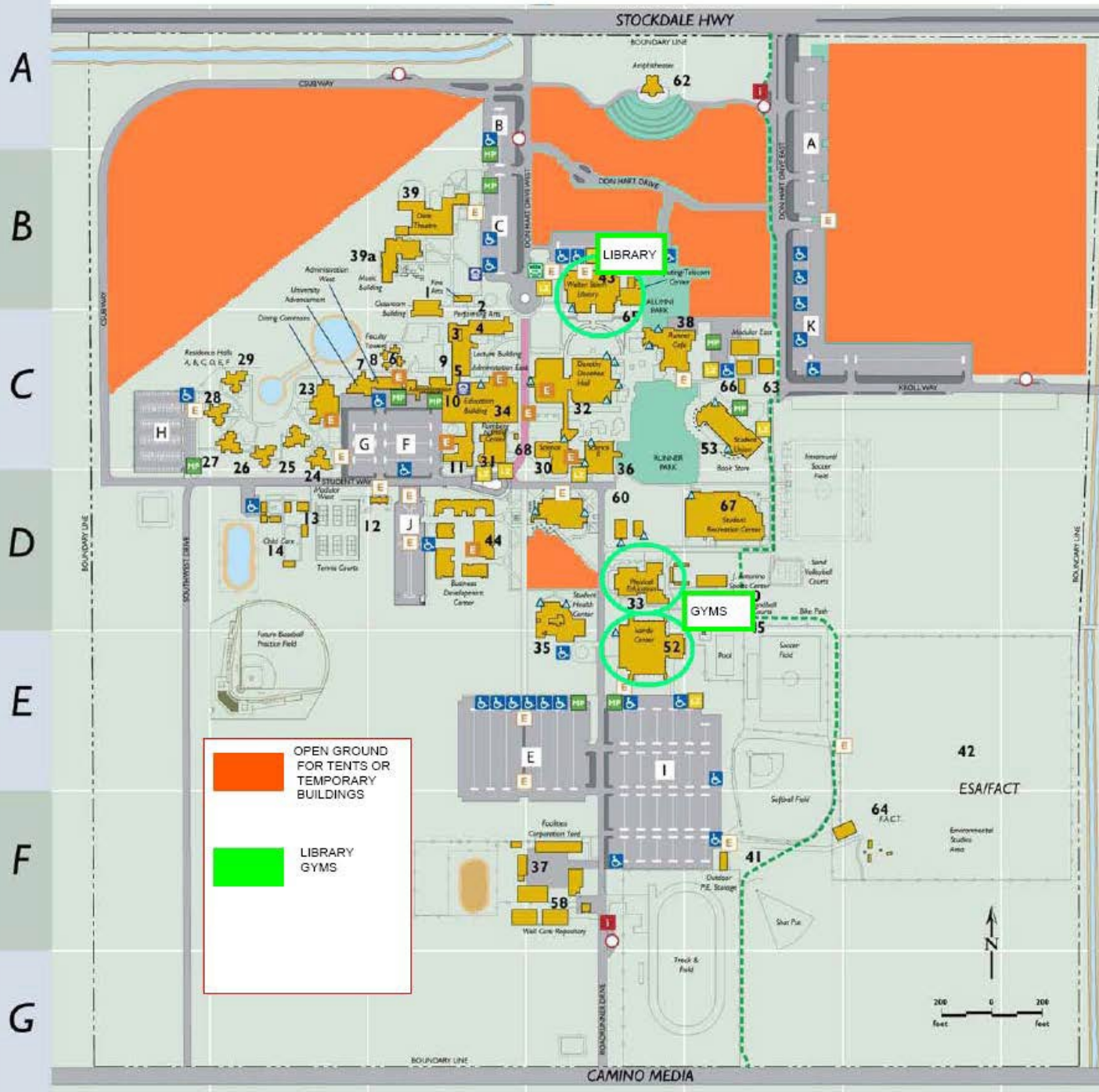
- Walker-Lewis, for tents and canopies;
- Arrowhead, for water in whatever form (single-serving, dispensers, 5-gallons) we request;
- Knight's Pumping- for sanitation needs, portable latrines;
- Knight's Fencing- fencing,
- AC Electrics- 3-200 horsepower generators and 4 portable light towers
- Aaramark- food services, survival food bags
- Varner- trash, debris removal

Contingent contracts are in place with the following vendors to support the Data Center Disaster Recovery Plan:

- CENIC – provides internet connectivity, <http://noc.cenic.org/policies/problem.html>
- Blackboard Connect - CSUB ALERT Service, <http://www.csub.edu/csubAlert/>
- Advance Communications and Consulting - complete restoration services
- DELL – back-up commuturs
- P2S Engineering - full spectrum services
- Specialized Resources - PBX system support
- Altura Communications - voice mail system
- Telesoft - services recovery
- Verizon wireless - supply phones
- Contra Costa Electric - generators
- Modular Spaces - mobile office trailer

4.3.3 Map: Recovery Space Available

CALIFORNIA STATE UNIVERSITY, BAKERFIELD BUSINESS CONTINUITY RECOVERY SPACE



4.3.4 Class 3 Communicable Disease Incident Recovery:

Unlike other incident classes causing campus disruptions, infrastructure may not be affected: Infectious diseases cause interruptions in an unpredictable fashion since transmission, exposure, and personal resistance are so variable. A pandemic, an epidemic of disease in a population, can last weeks or months depending upon what actions are taken to prevent further transmission of the disease.

- CSUB is proactive in preventing contagious disease events by offering vaccination clinics including flu, pertussis, diphtheria, and seasonal diseases as they become available through the local County Health Department.

The nature of campus disruption in the case of a pandemic necessitates that Academic Affairs and Human Resources collaborate on decision-making for the continuity of the campus.

When there are indications, through information from the Public Health Department, that a local pandemic is imminent, the following determinations will be addressed:

When to implement the Business Continuity Plan;

- What actions are to be taken to limit the disease spread;
- What financial and legal implications are there;
- What actions are to be taken to address academic issues;
- What actions can be taken to return campus life to normal; and
- If, when, and how will CSUB be involved in local efforts to assist in the recovery of the community?

In general terms, the following actions have been pre-determined with regard to managing this type of event:

- Campus-wide communication will be given on extra hygiene precautions;
- Communication will be increased regarding disease prevalence and severity of campus impacts;
- Continuous monitoring and assessment of essential functions impact;
- Encouragement to identify early signs of illness and isolation and/or quarantine;
- Continued assessment by Student Medical Clinic and student services;
- Dormitory alternate rooms and isolation and/or quarantine arrangements; and,
- Alternate assignments and means of instruction delivery.

4.4 Who Has Which Responsibility?

The BCP has defined responsibilities by department. The following lists identify major responsibilities of key and designated personnel involved in the implementation of the BCP. For rapid reference, a table is presented in Appendix C "Responsibilities and Assignments."

4.4.1 The President is responsible for:

- Declaring a "DISRUPTION" and issuing an order to activate the BCP;

4.4.2 The Provost (Academic Affairs) is responsible for:

- Acting on behalf of the president in his/her absence;
- Providing information to the BCP response team concerning actions needed for recovery to resume the academic mission of the University;
- Assessing detailed reports from Deans and Academic Department Heads concerning the return to normal academic status;
- And relocating to, and operating from, temporary academic facilities for any extended period.

4.4.3 The BCP Coordinator

The BCP Coordinator implements emergency orders of the President or designee, relating to the disaster, and is directly responsible to the Vice President, of Business and Administrative Services. Additional responsibilities include:

- Reporting to the EOC or alternative site;
- Receiving requests for recovery services;
- Dispatching of Safety & Risk Management services, as requested;
- Acting as liaison between recovery services and expert services that may be necessary during the post-disaster phase; and
- Requesting assistance from other University departments for support during the recovery process

4.4.4 University Police Chief

Is responsible for:

- Activating the EOC,
- Providing periodic status reports to the Cabinet (describing the stabilization of the event),
- Maintaining law and order throughout campus,
- Maintaining traffic control,
- Coordinating all law enforcement resources made available to the University,
- Providing security at the EOC, and
- Establishing a system for issuing security passes to authorized personnel in specified, affected areas.

4.4.5 University Police

UPD is responsible for dispatch and coordination of all firefighting, emergency medical, rescue and hazardous materials response personnel called to assist the University. Specifically, the department is responsible for:

- Sending a representative to the EOC;
- Controlling access to restricted areas, as needed; and,
- Maintaining an adequate reserve force for potential emergencies during recovery period.

4.4.6 Public Affairs

Is responsible for the assembly, preparation, and dissemination of public information concerning the recovery:

- The establishment of a Public Information Officer (PIO) at the EOC (BCP if later determined to be more appropriate) or alternate site;
- Assisting with public outreach and media events to assist in University recovery; and,
- Establishment of a media staging area for briefing purposes.

4.4.7 Facilities Maintenance and Operations

Is responsible for:

- Maintaining central plant / facilities operations, allowing the University to resume normal activities;
- Providing a representative at the EOC or alternate site;
- Removing debris and obstructions from transportation routes;
- Repairing and restoring utilities -- including electrical, potable water, and sewer systems on campus
- Providing qualified staff to conduct damage assessments and reporting to BCP Response Team.

4.4.8 Fiscal Services

Is responsible for advising the BCP Response Team concerning financial matters in support of recovery management including:

- Ensuring documentation processes are in place and utilized to permit cost recovery via State and Federal processes;
- Providing continuity of business services to internal and external customers during recovery and pre-planning phases (contingent contracting); and,
- Emergency requisitioning, procuring and issuing of specialized equipment and supplies as needed from external sources.

4.4.9 Human Resources

Is responsible for advising BCP Response Team on personnel issues in support of recovery operations and return to normal including:

- Time and attendance, worker's compensation, and disability;
- Administer personnel policy regarding MOUs, compensation premiums, and resumption of normal operations;
- Recovery provisions for work at alternate or residential based workstations; and,
- Hire and administer temporary staffing levels, as needed for recovery.

Guidelines for Helping Staff Adapt to Changing Circumstances

- Adopt a policy of full disclosure about what *is* and *is not* known and deliver information in a non-patronizing manner.
- Avoid speculation and never mix facts with reassurance.
- Give a detailed accounting of what is being done to counter the threat.
- Recommend specific steps that people may take to protect themselves.

4.4.10 Information Technology Services Support

Is responsible for maintaining telephone, cellular, and computer services for CSUB based on the following priorities:

- Emergency dispatch center located at the CSUB Police Department;
- Emergency Operations Center (and BCP Response Team location, if different);
- Facilities Management;
- State Controller's Office connectivity;
- PeopleSoft / CMS connectivity;
- Data Center operations; and,
- Administrative functions as dictated by the nature and scope of the recovery.

4.4.11 Student Affairs

Is responsible for services primarily related to the Children's Center, campus and commuter students including:

- Ensuring the safety and alternate placement of children enrolled at the center to encourage the rapid return of students;
- Providing a representative at the EOC or alternate site;
- Providing students with educational material for appropriate response to disaster related situations that are possible at CSUB University;
- Providing staffing at the staging area in event of campus wide evacuation.

4.4.12 Housing and Residential Life

Is responsible accommodations to students residing on campus including:

- Providing temporary relocation facilities and administering food services for displaced residents and maintaining records as to the location of students who have been displaced.

4.4.13 Food Services

Is responsible for:

- Providing food and eating facilities needed by recovery workers, including those in the EOC and UPD as long as it is determined to be beneficial for recovery; and
- Provide food services to student residential population.

4.4.14 Student Health Center and Counseling Services

Is responsible for:

- Medical resources and facilities on campus
- Providing limited care facilities for treatment of minor injuries upon request from the BCP Response Team;
- Providing field support for EMS triage and emergency treatment of the sick and injured; and
- Assessing the status of recovery and assisting establishment of normal services.

4.4.15 Auxiliaries

Each Auxiliary is responsible for communicating with its employees, and for providing assistance to the University as requested by the Cabinet or BCP Coordinator. Auxiliaries are provided access to the web-based planning tool and have been requested to provide a plan.

4.5 How Will CSU, Bakersfield Continue Its Essential Business Functions?

Essential business functions will be resumed at the earliest time, following a critical event. The business functions which are required by statute, regulation, or executive order, or are necessary to provide for the safety and well-being of the general populace, are considered high priority functions. Non-essential activities may be suspended while resources are concentrated on re-establishing communication with users of suspended services and on restoration operations.

State Essential Functions, as described in (“Preparing the State, Continuity Planning Guidance and Template”, California Emergency Management Agency, Preparedness Branch, December 2009) which directly apply to CSUB are leadership, public safety, emergency management, public health and medical, infrastructure, social services and education, environment, and information technology.

During recovery operations, CSU, Bakersfield has determined priority will be given to the following essential functions based on the determination that these functions are highly critical to recovery: personnel, communications, technology, facilities, and financial matters.

CSUB has adopted a web-based business continuity application to facilitate preparation and storage of contingency plans. Completion of a “Kuali” plan fulfills the basic recovery planning requirement.) It is recommended that each division have a “GO KIT” containing essential items from this list located off-site:

- Hardcopy Business Process Guides (BPG) to support continued operation of critical functions. Electronic copies of documents and records such as staff contact numbers, budget spreadsheets, and other documents that would not be backed-up during the previous 7-day interval or that are not on the VM or a remote server;
- Operational Checklists for use during continuity activation to ensure required tasks are accomplished. Checklists may be designed to list the responsibilities of a specific position or the steps required to complete a specific task;
- Emergency contact information for their employees as follow: name, emergency contact – name and phone number, campus phone, building, current employment status (active, on leave, etc);

Priorities

- Communicating with students, faculty, staff, and the public.
- Ensuring continued and uninterrupted command, control, and leadership. (EMT)
- Re-establishing technology pathways.
- Protecting critical facilities, systems, equipment, and records.
- Providing services and activities under California Emergency Services Act.
- Re-occupying facilities.
- Providing policy guidance and direction on critical issues requiring resolution in the 30 days after an emergency incident.
- Restoring normal functions and activities of the CSUB.
- Providing support services for students, faculty, and staff affected by an incident.

- With regard to residential facilities and Children’s Center, emergency contact information for each student.
- Department phone trees.
- Class schedules for locating faculty and students;
- Essential electronic files on flash drive, CD, or other format for immediate use. A list of vital records and the computer access pathways for each record;
- Method of reaching employees without offices; students engaged in instruction at remote sites; student assistants working outdoors (e.g. custodians, police, grounds workers; students in internships; field placements; TAs, GAs);
- Appendix D, “Essential Activities and Functions”, is posted on the Runner Ready site under Quick Links, “Things to Know” to assist individual managers and supervisors; and
- Appendix E, Implementation Time-Line: Essential Activities and Functions.

4.5.1 Human Resources

The Office of Human Resources will coordinate with the Chancellor’s Office and the campus in order to respond to absence and leave protocol during recovery and to resolve any HR-related issues remaining from the emergency. The coordination and communication will continue as well as policy dissemination via campus email or computer hook-ups from home. Individuals are familiar with the processes handled within the department and have been cross-trained to insure continuation of the process.

- HR computer technology relies on two separate but parallel systems: State Controller’s Office, aka TEAL System, for payroll and the Oracle-based Peoplesoft database.
- Payroll: The current payroll multiplexer system hardware consists of: Cisco 1701 Router, Motorola DSU 3512 Router, and a Memorex Controller 1174. The system has a dedicated data line that is authenticated in Sacramento. In the event of local failure, contracts are in place to install alternate hardware stations for payroll input. Payroll data could be input at a sister location, such as CSU, Fresno. Alternate arrangements have made for the State Controller’s Office to manually input the payroll data through hardcopy payroll data, delivered by courier mail service, in the event of a short-term systems outage or due to unplanned illness of classified payroll technicians.
- Auxiliary and Foundation Payroll: The Data Center houses a separate server with network connectivity, in the event of a loss of service, the network system would switch to an alternate server located in the server farm. If needed, this would be done by VM. Detailed plans and procedures are provided in the IT Recovery Plan
- Peoplesoft database: Vital records are kept on the Oracle-Platform, Peoplesoft. The server is located in Salt Lake City with routing through the “My CSUB” portal. In the event the portal in Bakersfield is interrupted, contracts are in place to stage a trailer and terminals to reconnect this portal within less than 24 hours. Detailed plans and procedures are provided in the IT Recovery Plan.
- Emergency staffing will be addressed from the campus and from home, through contracts with temporary agencies already in place.

4.5.2 Information Technology Services Support Recovery

This section provides procedures for recovering the campus community with regard to computer technology, web access, and telecommunications software and infrastructure.

Information Technology Services Support has a separate recovery plan and a Kuali plan. The campus uses clustered servers and operates through virtual machines (VM) networking. Telecommunications supports the data lines serving the campus community. There are redundant VMs to provide back-up. Network infrastructure also includes a network routing to Salt Lake City for Peoplesoft which has numerous software application modules that would be essential for recovery. The Chancellor's Office performs an annual exercise to ensure the back-up of vital records housed in the Peoplesoft database.

The Plan includes detailed procedures for re-establishing telecommunications, call numbers, and contingent contracts for emergency telecommunication and computer net-work support.

The following general steps will be taken:

- Coordinate client activities to ensure the most critical jobs are being supported as needed;
- Assess damage and order supplies for repairs;
- Obtain approval for expenditure of funds to bring in any needed equipment and supplies;
- Notify vendor there is a need for components and discuss delivery immediacy;
- Notify vendor hardware support personnel of priority assistance needs;
- When appropriate, notify CSU IT officials that an alternate site will be needed;
- Coordinate moving of equipment and support personnel into alternate site;
- Run the operating system, load software, restore the Academic/Administrative databases and run necessary tests;
- Determine the priorities of the client software and load. These priorities often are a factor of the time of the month and semester when the disaster occurs.

4.5.3 Telecommunications

Multiple communication modes will be used for large-scale notification to the campus community via email, web, and emergency phone hotline messages. Staff and faculty groups will rely on an internal communication method that is up-to-date and known to those within their unit; such as phone trees, list-serve, and person to person contact when immediate contact is needed. Detailed plans and procedures are provided in the IT Recovery Plan

The following arrangements have been made to support communications:

- A contingent contract is in place to provide the University with 50 cell phones;
- The web connectivity is such that if the CSUB web-site is interrupted, the Chancellor's Office server automatically switches over to support the virtual content;
- Contingent contracts are in place to provide for a mobile trailer, hardware, and engineering support to rapidly address a telecommunication outage.

4.5.4 Public Information Officer

- Is responsible for communications both in and out of the University.

4.5.5 Facilities Management

Facilities will ensure infrastructure is recovered and maintained. Several contingency contracts are in place to support infrastructure recovery. Hard copy storage or accessible computer-based essential information on facilities will be used to make repairs if computer access is not immediately available. Blueprints and “as built” are available on-site. Information includes plumbing, HVAC, electrical service, and generators. Facilities will also support shipping and receiving. Contingent contracts are in place to provide infrastructure recovery for power, sewer, water, domestic waste disposal, and shelter. CSU has system-wide contracts for hazardous materials disposal through multiple providers.

Facilities Management utilizes a TMA database to manage work orders and facilities information. The system is back-up daily and has its own server which is physically located in the Data Center. Electronic files also reside on the Planning Office Computer.

4.5.6 Alternate Facility

There may be a need to perform essential business functions at alternate facilities. CSUB, through cooperative agreements and mutual aid agreements, has access to alternate facilities.

Critical Infrastructure

The following are building components identified as critical to campus infrastructure:

- Student Health Center, medical support;
- University Police, EOC, EMS response capability;
- Residential Housing, student population;
- Sewer Lift Station, primary and secondary;
- Back-up generators;
- Science Laboratories, chemical storage areas and high potential for financial losses from malfunctioning of technical equipment or power outage;
- Facilities yard, flammable and combustible materials, and infrastructure recovery;
- Data Center, information technology;
- Telecommunication center, communications pathways.

The following general steps will be taken:

- 1) Assessment of structural integrity of structures, power, and plumbing. A building shall be determined “safe”, prior to occupants entering structures suspected of having damage. If declared unsafe, buildings will be closed and secured while further assessments are performed. These inspections will be done with concurrence of the Chancellor’s Office and the State Fire Marshal before re-entry approval can be given.

- Priority will be given to ensure Health Center is operational as soon as possible;
- Once deemed “safe”, restoration of dormitories and cafeteria service will be addressed by Housing, under contingency contracts;
- Fire alarm systems will be tested and repaired or a fire watch will be instituted;
- Actions will be taken to limit additional damage to property and structures;
- Utilities will be restored, power, water, and natural gas are priorities,
- Sanitary systems will be inspected and maintained, spills will be cleaned and sanitized;
- Temporary shelter will be provided, as needed. Provisions for set-up tents are currently planned for office or classroom space. Decision as to size and number of tents will be based upon maximum capacity and case-scenario.

4.5.7 Fiscal Services

These critical functions will carryover from the EOC operations and will retain the same basic structure. Components for funding (including documentation for reimbursement), procurement, accounts payable, and receiving as well as payroll are priorities. It is likely Fiscal Services will have already accomplished the general steps identified below as part of the EOC financial operations process. The following general steps will be taken:

- Financial Services will meet when the recovery has been initiated to develop an implementation strategy. This will vary with each situation;
- At least one staff person will be on-site for direct contact and support for procurement and incident cost recovery documentation;
- Recover essential data when computer access is restored,
- Identify lost data and determine how to recover,
- Ensure critical data systems are operational;
- Establish essential needs based upon the event;
- Identify specific support activities of each fiscal group based upon needs;
- Procurement will activate contingent contracts and institute additional procurement as requested;
- Special purchase authority including the Procurement Card specifically set-up for emergency situations may be utilized depending upon the situation.
- CSU sister campuses may be utilized as back-up procurement.

4.5.8 Housing and Residential Life

The critical functions of student services in recovery will be managing residential housing. Priority will be to ensure the safety and wellness of the students, facilitate the resumption of normal activities, and comfort anxious parents. Housing has emergency contact cards for every resident. During and after an event, students will be accounted for.

In the case of contagious disease, housing has procedures in place to provide for isolation of a few residents during the contagious period of illness.

The following general steps will be taken when an incident may affect infrastructure:

- Assessment of the condition of the dormitories will be accomplished by Facilities Management or alternate contractor. A building shall be deemed structurally “safe”, prior to occupants entering dormitories suspected of having internal damage. If declared unsafe, buildings will be closed and secured while further determinations are made;
- Ensure physical safety of the facilities prior to re-entry by performing a “walk-through” to identify safety hazards. Perform systems check on power and water. Check custodial closets for damage and spills;
- Ensure fire alarm system is functional, if not, institute fire watch program;
- Assess the immediate needs of students and staff to restore normal activities;
- If emergency services have been impacted, develop alternate and equivalent procedures for summoning response.
- Communicate with students and parents frequently.

4.5.9 Food Service

A contingent contract is in place with Aramark for emergency food services. Food service has a Quali Continuity Plan.

4.5.10 Academic Affairs (Provost, Academic Programs, Faculty Affairs)

After stabilization of an incident, recovery of student records, research project resumption, and other mission critical functions, University function will resume as expeditiously as possible. Health and Safety are paramount factors in determining class resumption.

The following general steps will apply:

- Admissions and coursework record data recovered, through the Peoplesoft database in Salt Lake City;
- Decisions about resuming or rescheduling classes will be made from a “whole” University perspective whenever possible;
- Decisions will be communicated effectively, consistently, and concisely through web and telephonic postings;
- Deans Council will convene to discuss alternative teaching protocols, such as Web-based classes, alternate activities for engagement, and augmented reading, writing, and research activities;
- Consideration of alternate reporting sites, on campus or contracted facility space off-campus.

4.6 How Will CSUB Return to Normal?

The BCP Incident Commander will determine that operations are completed upon consensus from the Chief of UPD and BCP Response Team members. BCP operations can be terminated when facilities, infrastructure, and services are sustainable and reliable. The BCP IC recommends to the President that normal operations may resume. The President, in collaboration with the Cabinet, determines the specific conditions for resuming mission operations.

After-action Report: Within thirty days following a business disruption, the BCP Response Team and the VP of Business and Administrative Services shall provide comprehensive after-action reports to the President, including suggestions for possible improvements to the system.

4.7 How Will the BCP Plan Be Maintained?

The Business Continuity Plan is updated at least annually: Each department/division plan is reviewed and revised annually via Quali, the web-based system. The link to the BCP is posted on the Safety & Risk Management Web Site (<https://www.csub.edu/bas/srm/business-continuity>). S&RM will coordinate annual updates and provide a progress report to respective Cabinet Members. When the plan is updated, a revision date will be reflected on the title page. A brief correspondence will be provided indicating a summary of significant changes. Review and Update Schedule, Appendix F is provided as a tool to assist managers in maintaining their plan.

4.7.1 Vice President of Business and Administrative Services

- Is responsible for ensuring overall support of the BCP.

4.7.2 The BCP Coordinator

- Is responsible for reviewing, revising, and presenting the BCP for review at least annually;
- Facilitating the After-Action Report, lessons learned, and corrective items list for revision of the BCP;
- Coordinating BCP training, testing, and exercising the Plan in conjunction with the EOC.

4.7.3 The BCP Response Team

The team will:

- Review and approve changes to the plan;
- Provide an After-Action Report within 30 days following an event;
- Evaluate reports and critique tests and exercises to improve the Plan; and
- Recommend additional revision schedules and/or Plan milestones for developing BCP capabilities.

4.7.4 CSUB Faculty and Staff

Faculty and staff will:

- Review and understand responsibilities related to BCP support functions;
- Ensure performance of essential functions at alternate locations if necessary; and,
- Be actively involved in testing and exercises associated with the BCP.

4.8 Will Employees Be Trained on the Business Continuity Plan?

To maintain the institution's BCP capability, training will be conducted primarily through the auspices of Emergency Preparedness. Emergency Preparedness Training includes Emergency Operations Center personnel. Personnel responsible for implementing the BCP are the same as those in the EOC. For the average faculty or staff person, hands-on training during a table-top or "what if" exercise will be the most effective over the long term. The BCP Coordinator will schedule opportunities for training as needed, but at least annually.

Recommended training for employees is as follows:

- IS-546, Continuity of Operations Awareness, <http://training.fema.gov/EMIWeb/IS/IS546A.asp>
- IS-547, Introduction to Continuity, <http://training.fema.gov/EMIWeb/IS/is547.asp>
- IS-548, COOP Program Manager, <http://training.fema.gov/EMIWeb/IS/is548.asp>
- IS-520, Introduction to COOP for Pandemic Influenzas, <http://training.fema.gov/EMIWeb/IS/IS520>
- Introduction to Business Continuity Planning (new faculty and staff),
(<http://training.fema.gov/EMIWeb/downloads/Western%20Washington%20University%20-%20EM-Business%20Continuity%20Planning.pdf>)
- National Incident Management System (responders and leadership),
(<http://training.fema.gov/EMIWeb/IS/is700a.asp>)
- Incident Command System (responders and leadership),
(<http://training.fema.gov/EMIWeb/IS/IS100SCA.asp>)
- IS -522 Exercising Continuity Plans for Pandemics,
(<http://training.fema.gov/EMIGrams/2010/846%20-%20Training%20Opportunity%20-%20IS522%20Exercising%20Continuity%20Plans%20for%20Pandemics.pdf>).

5.0 After action reports

After an exercise of the BCP, an After-Action Report will be completed. This requirement under the Emergency Services Act must be done within 90 days of a disaster. CSUB will utilize After Action Reports to evaluate activations of our BCP whether exercise or actual event. After action reports provide a source for documentation of response activities, identification of problems/successes during emergency operations, analysis of the effectiveness of the components of the BCP, and to describe a plan of action for implementing improvements.

The Incident Commander is responsible for developing and issuing the After-Action Report. The After-Action Report is routed to the VP, BAS for approval and signature. If there were lessons learned that may benefit the campus, the findings will be presented in Cabinet.

The final report will be retained by the Business Continuity Coordinator. Recommendations will be incorporated into the BCP at the next opportunity. The report will be retained until the next BCP Audit.

The Report should reflect:

- The nature of the incident and the planned response. Review the primary objectives and the action plan that was to be implemented.
- Describe what actually happened;
 - Identify and discuss effective and non-effective performance.
 - Identify barriers that were encountered and how they were handled.
 - Discuss actions that were not standard operating procedures or those that presented safety or operational challenges.
- Describe why actions were unsafe, ineffective, or inappropriate. Focus on the “what” we can do better and not the “who” did what or they did or didn’t do;
- Describe what we can do next time to improve. What “lessons were learned”? Identify how these lessons will be applied in the future;

6.0 How Will the BCP Plan Be Tested?

Testing, through cross-walk talks and table-top exercises, mock exercise, or other planned or unplanned situation that involves utilization of the Unit's BCP program documentation is intended to familiarize University faculty and staff members with their roles and responsibilities following an emergency and to ensure elements of the BCP are valid. An After Action Report for a campus event may be considered a "test" as long as the plan's operational components were utilized.

To ensure that this plan is realistic and adequately provides for emergency performance of all essential functions, this BCP plan is cross checked against Federal and State planning guidelines periodically.

6.1 Testing

Combined Emergency Response / BCP Recovery Exercise:

University Police will hold an exercise with a scenario that tests response to a prolonged emergency that includes the transition to the recovery plan, and continues through to normal operations. An exercise of this nature may include relocation of functions to alternative locations, utilization of alternative methods for communicating and accessing data, or other complex challenges. This type of exercise may include off-campus responders, including local emergency response agencies. Periodic testing, such as campus-wide, county-wide, or Regional events, will be as described in the campus Emergency Preparedness Plan, and where specified in departmental plans.

Actual incidents may be used to evaluate how the campus responded as compared to how the BCP preplanned handling the response. This retrospective method ("post-event") enables improvement through actual experience from an event that has already transpired. Retrospective events will be based upon "real-time experiences" and will be captured in the After Action Report. Discussion will most likely be focused on what should have occurred and what we could change to improve our response.

Individual department table-top exercises are designed to test the BCP plan strategies for a specific scenario targeted at critical functions of the department. For instance, Facilities Management might have a scenario where the campus loses water supply for 2 - 4 hours; 12 hrs, or a week or more due to various mechanical breakdowns. In each scenario, the staff plans step-by-step the actions that would occur, and as they go through the process, they confirm the information, contact, dependencies, stakeholders, etc are contained within the BCP plan.

Most basic testing of a plan is "what-if" testing. Basic scenarios are suggested and the question "what if?" is tested to see if the steps in the plan can accommodate the scenario being tested. Gaps are then filled with essential information.

6.2 Testing Intervals.

Every business unit included in the CSU, Bakersfield Campus, and Antelope Valley Campus BCP, must perform at least one table-top exercise per year. The test must exercise a portion of the Unit's BCP during the test. Prior to the seventh year, every sub-unit must have participated in a table-top exercise. The basic business units for purposes of this criteria are: Business & Administrative Services, Academic Affairs, and Student Affairs. Auxiliaries are included under the testing schedule for Student Affairs.

Not less than every seventh year California State University, Bakersfield will conduct a full-scale mock exercise beginning with an Emergency Response and culminating with implementation of the Business Continuity Plan.

Safety & Risk Management will facilitate development of a testing schedule through collaboration with each business unit point of contact. Ultimately, the responsibility for effective testing and on-going plan improvement lies within the business unit, itself.

Further discussion of testing objectives, procedure, and evaluation is included in the BCP Test Protocol

Appendix A Order of Succession

President

Dr. Lynette Zelezny

Alternate 1 Vernon Harper

Alternate 2 Thom Davis

Cabinet

Vernon Harper

Thom Davis

Thomas Wallace

Heath Niemeyer

Kristen Watson

Claudia Catota

Business & Administrative Services

Thom Davis

Alternate 1 Lori Blodorn

Alternate 2

University Police

Martin Williamson

Alternate 1 Maricela Gonzalez

Alternate 2 Greg Kinder

Human Resources

Lori Blodorn

Alternate 1 Tina Williams

Alternate 2 Kelly Zubia

Facilities Management

Cristine De Young

Alternate 1 Paula Bray

Alternate 2 Scott Wells

Fiscal Services

Michael Chavez

Alternate 1 Heather Macaulay

Alternate 2

Information Technology

Faust Gorham

Alternate 1 Chris Diniz

Alternate 2

Safety & Risk Management

Tim Ridley

Alternate 1 Adam Turner**Procurement**

Michael Chavez

Alternate 1 Marina Manzano**Alternate 2** Stephen Sanchez**University Advancement**

Heath Niemeyer

Alternate 1 Linda Carrillo**Alternate 2** Elizabeth Fergon**Student Affairs**

Thomas Wallace

Alternate 1 Ashley Scott**Alternate 2** EJ Callahan**Academic Affairs**

Vernon Harper

Alternate 1 Deborah Boschini**Alternate 2**

Appendix B BCP Response Team

Division/ Dept.	Contact	Critical Function
Business & Administrative Services	Thom Davis	Management Executive
University Police	Martin Williamson	Management Command
Alternate	Maricela Gonzalez	
Human Resources	Lori Blodorn	Personnel / Communication
Alternate	Tina Williams	
Facilities Management	Paula Bray	Operations
Alternate	Scott Wells	
Fiscal Services	Michael Chavez	Planning
Alternate	Heather Macaulay	
Information Technology	Faust Gorham	Electronic, Tele- Comm
Alternate	Chris Diniz	
Safety & Risk Management	Tim Ridley	Safety/ Hazard Assessment
Alternate	Adam Turner	(BCP Coordinator)
Procurement	Michael Chavez	Logistics
Alternate	Marina Manzano	
University Advancement	Heath Niemeyer	PIO
Alternate	Jennifer Self	
Student Affairs	Thomas Wallace	Health Services / Residence Halls
Alternate	EJ Callahan	
Academic Affairs	Vernon Harper	Student Academics
Alternate	Deborah Boschini	

Appendix C Responsibilities and Assignments

Basic Assignments and Responsibilities	Cabinet, MPP, Deans	Staff Supervisors	Staff / Faculty	Housing / Health Clinic	Human Resources
Ensure employees are aware of the BCP through participation in training, information, and exercises.	X	X	X	X	X
Be prepared to fulfill assignments and actions described in Succession and Delegation of Authority.	X	X		X	X
Upon implementation of the BCP, execute responsibilities described in Procedures and Resources to Implement Essential Activities and Functions, and Essential Activities and Functions.	X	X			X
Update EAF's required to meet all responsibilities under emergency operating conditions.	X	X		X	X
Ensure user's manuals, vital records, and forms required to perform EAF's are maintained at alternate work sites. (Coordinate with BCP Coordinator).	X	X			X
Establish telephone notification procedures that support the rapid notification of personnel (and dormitories) of emergency situations during work and non-work hours.	X	X		X	X
Update notification procedures quarterly (Telephone trees)	X	X	X		X
Ensure personnel receive annual training on their responsibilities under the BCP.	X	X			
Advise supervisor and human resources management of any change in home telephone numbers or addresses.	X	X	X		
Ensure dormitory residents are aware of the Emergency Evacuation and Notification Procedure through information, training and exercises.				X	

Appendix D Essential Activities & Functions

After the Emergency;

After the immediate responses to an emergency are complete, managers and supervisors must take steps to re-establish its normal operations;

- Provide leadership by developing response goals and objectives for the recovery for your immediate area;
- Restore the pre-emergency capabilities of your area of responsibility;
- Keep VP/designee informed of the situation and resource status.

Within 1 day of an Emergency:

- Develop a staffing schedule for the alternate work site, e.g., 8 hour, 12 hour or 24 hour. If alternate work assignments, such as work at home, are necessary, coordinate with Human Resources;
- Ensure staff members have been reminded of their responsibilities under emergency situations: recovery operations are considered “emergency” due to the fact that things are not back to “normal”. In general, staff members not otherwise assigned specific recovery management responsibilities are expected to be accessible during normal work hours. They should be available to respond to specific needs requested by their supervisor;
- Request that staff identify pending issues, ongoing activities and programs that may create special management problems if they are not sustained, during the recovery operation. Supervisors should communicate logistical requirements and capabilities needed to accomplish goals to Operations, Finance, or other entity facilitating the need;
- Notify ITSS of requirements needed to accomplish critical tasks.

Within 3 days of an Emergency:

- Communicate essential activities and function updates to BCP Response Team;
- Provide revised and newly identified activity and function priorities;
- Communicate and prioritize procurement needs;
- Develop time table for anticipated recovery.

Appendix E Implementation Time-Line: Essential Activities and Functions

Time Frame	Functional Group	Activity
Activation 0:00 Hours	PRESIDENTIAL MANAGEMENT	President/Cabinet determination event has stabilized and BCP is activated Announcement: Notify CSU and affected state universities; media Alert and Notification: The Response Team (Form A) will be notified using the Personnel Contact List that BCP is activated BCP Team meets to determine actions based on EOC, IC Action Reports and condition assessment
2:00 Hours	BCP RESPONSE TEAM	Monitor safety conditions Develop action plan Remain on campus or relocate?
4:00 Hours	BCP RESPONSE TEAM PIO	Have computer network operational? Have infrastructure damage? Have communication system?
8:00 Hours	HR PIO FISCAL SERVICES PROCUREMENT UPD	Have Housing, Food Service, Health Clinic needs? Assemble documents and equipment required for essential functions Notify university employees and contractors regarding activation of BCP plan and their status Communicate with Cabinet/President , daily minimum Daily Action Plan (accordion style operations) & Summary Report to IC Activate operations, fiscal, and support teams, as necessary
	IT	Development of IT Plans and Schedules: Preparation for transferring operations of communication, vital records, databases and other technology back to the primary users will begin. Circumstances may dictate that a new Data Center be occupied. Develop Daily Action Plan and PM Summary Sheets to guide operations Invoke Procurement contingency contracts? Order needed equipment/supplies Maintain physical security; Incident command
12 Hours to Termination	FM IT PROCUREMENT HR PIO UP	Restore power Restore IT operations Order supplies- like fuel for generators Administer contracts Identify replacements for missing personnel (delegation of authority and orders of succession) Communicate with Cabinet, employees, students, media- daily Maintain physical security
Termination	HR HR, PIO BCP RESPONSE TEAM	Develop general guidelines and policies for ending alternate operations and returning to a non-emergency status Inform all personnel that normal operations will resume. Communicate reporting date: Supervise return to normal operating facility. After-Action Review and Remedial Action Plans: Assess BCP plan execution and effectiveness. Update BCP plan to correct deficiencies and/or incorporate best practices.

Appendix F Review and Update Schedule:

DESCRIBE UNIT ACTIVITIES TO ENSURE THE SUSTAINABILITY OF THE CONTINUITY PLAN THROUGH REGULAR REVIEW, COMMUNICATION, AND TESTING OF PLAN CONTENT.		
Activity	Who is responsible for coordinating the activity?	Month and Year when activity will be conducted
<p>PLAN REVIEW AND UPDATES When will the plan be updated each year and if there's a change to processes related to a critical function?</p>		
<p>PLAN COMMUNICATION Communicate plan contents to unit at one or a series of annual meeting(s)/training for unit employees.</p>		
<p>PLAN DISTRIBUTION Distribute printed copies of the plan to appropriate unit leaders/managers.</p>		
<p>TESTING Within six months after plan completion conduct a test for a critical function of the unit or across the unit, and during the subsequent 18 months thereafter, conduct and document at least one, meaningful test for each critical function and across the unit. For example, conduct an exercise to check that unit staff has Emergency Wallet Cards within close reach, test recovery of a critical function application or server, test work from home capacity for key employees that provide a critical function, verify that key vendors have regularly tested continuity plans, etc.</p>		

Plan Approval and Locations:

Each work group/unit's senior level officials should acknowledge that they have read the Plan and understand their responsibilities should a disruption occur. Also, include information about who will have a plan copy in the event of a disruption and the locations of plan copies.

The following sample language may serve as for the plan acknowledgement:

By their signatures below, the following work group/unit officials certify that they approve this Continuity Plan and understand the continuity procedures that are to be followed in the event of an emergency that impacts the facilities and employees for which they are responsible.

Approved: _____ Date _____

Approved: _____ Date _____

Approved: _____ Date _____

Appendix G BCP Exercise Checklist

The following list is used to test our preparedness in each area represented in the BCP

Infrastructure	C=complete,	I=incomplete
Identified a University BCP Coordinator		
Created an operational BCP Response Team that meets regularly		
Coordinator has completed disaster exercise courses and continues education		
BCP Response Team has attended disaster recovery training		
Disaster recovery plan has identified who will make immediate decisions AND a backup chain of command has been established		
Disaster recovery plans assigns specific responsibilities to individuals identified in the plan		
Disaster plan has a goal statement identifying mission critical unit's		
Each mission critical unit has its own disaster recovery plan		
Each mission critical unit has identified a Coordinator		
Mission critical units have identified contractors, peoplepower, and resource availability		
Disaster plans are discussed regularly at meetings		
Disaster recovery plans are regularly tested and updated for viability		
Disaster recovery plans identify implementation stages (hours, days, etc.)		
University vulnerability has been determined for mission critical services		
Risks from "realistic case scenarios" are defined for each critical function		
Action plans are identified for critical functions in response to specific risks		
A schedule exists for the submission of recovery plans		

Infrastructure	C=complete,	I=incomplete
Mission critical functional plans are revised and tested regularly		
Succession lines of authority are identified		
Recovery policies and regulations are up to date		
Alternative spaces are designated to be used as critical function areas		
A process to manage campus hazardous materials in laboratories and across the campus has been identified		
Recovery plans are shared and understood by mission critical units		

Information Technology:	C=complete,	I=incomplete
IT Help Desk has a recovery plan for system failure		
Staff has been identified in each department/office to manage IT		
Hardware for critical purposes (computers, printers, servers) is accessible		
User logins have been tested on web based applications to assure proper function		
Website updating and maintenance as a communication tool is ongoing		

Communication:	C=complete,	I=incomplete
A process is established for the receipt and dissemination of campus community messages		
Staff has been identified who will be charged with ensuring continued phone service		
A University-wide calling tree methodology is established		
A plan to contact students to inform them of processes, changes, locations exists		
A plan to coordinate news media through the Office of University Relations (PIO) exists		
Crisis communications control procedures are in place		
A plan to notify all campus departments of the elements of the situation exists		
Training on recovery plan has been developed and is presented periodically		

Health Services	C=complete,	I=incomplete
Identify and prepare campus health care professionals to manage campus health issues		
Evaluate transportation needs and issues		
Identify and prepare a plan to provide clean air, food, warmth, chilled air, and water to those on campus		

Financial/Business Operations	C=complete,	I=incomplete
Prepare plan to contact all vendors that support critical services to request support or notify them of delay		
A post-disaster financial recovery plan is in place and reviewed regularly		
Disaster plan identified required resources to compensate for the loss of critical business unit functions		
Identify critical business processes and alternative means to performing those functions		
Identify, and train if necessary, those individuals who will be responsible for performing specific duties during a disaster		
Identify and prepare a mechanism for the protection of critical confidential information		
Develop a plan for the continuation of critical employee and student services		
University has reconciled the value of critical facilities against the California Department of Insurance of insured values of same facilities		
Insurance is adequate and commensurate with the assessed risk		
A determination has been made if the University requires extended insurance coverage, business income interruption, or other insurance be purchased		
If additional insurance needs to be purchased, it has been done		

Instructional Delivery	C=complete,	I=incomplete
Request faculty prepare alternative teaching protocol (Web-enhanced, reading/writing/research/engagement assignments, etc)		
Request faculty to maintain emergency/alternative contact list for students		
Grading/Registrar issues?		
Develop a plan to address all applied research program issues (i.e. Viticulture and Enology, CATI, CWI, etc)		
Develop a plan to manage teaching laboratory, chemicals/hazardous materials		

People issues	C=complete,	I=incomplete
Plan in place to move large numbers of people from resident's halls, offices, and classrooms (possibly off site).		
Plan in place to accept or manage with large numbers of incoming displaced people, their children, pets, and farm animals		

Department units are prepared with:	C=complete,	I=incomplete
Emergency phone trees		
Identification of mission critical files, data access, etc, to continue business at remote site		
Succession plan for people who can take over critical tasks		
Position descriptions that reflect emergency roles		
Emergency office equipment and survival equipment		

Employees are prepared by:	C=complete,	I=incomplete
Maintaining their own emergency and campus contact information through the Portal		
Keeping a personal survival kit at work		
Maintaining a personal communication and family communication plan		
Plan in place for communication to all campus members, including hearing, vision, and mobility impaired		
Plan in place for communication between campus EEPG and SMOG members who cannot leave campus, and their families		
Plan in place to provide psychological and spiritual help for students and employees		

Appendix H After Action Report



CSU Bakersfield

Business and Administrative Services

Office of Safety and Risk Management

Mail Stop: 37 ADM
9001 Stockdale Highway
Bakersfield, California 93311-1022
(661) 654-2066 • (661) 654-6320
(661) 654-6117 FAX
www.csub.edu/bas/srm

BUSINESS CONTINUITY AFTER ACTION REPORT

This After Action Report is intended to aid in business continuity plan evaluation and improvement by registering situation-response interactions, analyzing critical functions, determining coping strategy effectiveness and efficiency, and proposing adjustments and recommendations.

Exercise Overview

Business Continuity Plan Exercised: _____

Date of Exercise: _____

Location: _____

Exercise Participants: Name	Department

Exercise Type: _____

Exercise Setting: _____

Exercise Overview: _____