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Executive Summary
This document is the Business Continuity Plan (BCP) for the Texas Transportation Institute (TTI). The plan has been designed to ensure the safety and well-being of employees in the event of a disaster, to minimize disruption of critical business functions, and to ensure the restoration of all business functions as quickly as possible. The BCP relies upon, and supplements other relevant agency plans including the TTI Disaster Recovery Plan (DRP), TTI Emergency Management Plan (EMP), TTI Pandemic Influenza Plan (PIP) and TTI Enterprise Risk Management Plan (EMRP). The BCP is organized into the following sections:

Section 1: General Information
This section provides general background information about TTI, its mission, and primary customers. Other elements include a description of the purpose and scope of the BCP, the plan’s objectives, and the assumptions used in the planning process.

Section 2: Locations/Relocation Plan
This section of the plan provides information about agency locations which could be affected by a disaster and describes relocation plans as set forth in TTI’s EMP.

Section 3: Critical Business Functions
This section discusses and prioritizes TTI’s critical business functions.

Section 4: Plan Response Teams/Responsibilities
The Business Continuity Management Team that has ultimate responsibility for function restoration is described in this section. Other teams responsible for restoring various functions are defined in this section along with their responsibilities, including facilities recovery, business function recovery, human resources coordination and communications coordination. Provision has been made to bring in outside experts to assist these teams if necessary.

Section 5: Activation, Distribution and Testing
This section of the plan outlines how and when the BCP will be activated, who will notified of that activation and how copies of the plan will be distributed within TTI.

Section 6: Appendices
Other plans that are relevant to business continuity planning are included in this section, as well as critical business function worksheets and emergency call lists.
Section 1: General Information

1.1 Introduction

This Business Continuity Plan (BCP) prepared by the Texas Transportation Institute (TTI) has been designed to respond to interruptions in normal operations. It provides guidance that will enable TTI to avoid or minimize disruption of critical business functions and to return the agency to normal operations as quickly as possible in the event of a crisis. The BCP supplements and closely relates to other relevant agency plans including the TTI Disaster Recovery Plan (DRP), TTI Emergency Management Plan (EMP), Pandemic Influenza Plan (PIP) and the Enterprise Risk Management Plan (ERMP).

The EMP outlines the agency’s response to potential disasters, whether from natural causes such as weather-related events (hurricane, tornado, flood, etc.) or from human causes including sabotage or terrorist attacks. The PIP details procedures for preparing for and handling an influenza pandemic. The ERMP sets out the primary risks facing the Institute and assesses the threat to the agency based on management judgments regarding potential consequences of each risk. The DRP focuses on the information resources environment and is designed to respond to information resources (IR)-related emergencies and to restore operability of all information systems—including all hardware and software applications—at an alternate site if necessary.

While the DRP focuses exclusively on the recovery of TTI’s information resources, the BCP includes consideration of restoring critical business functions in the areas of administration; business services; communications; facilities, safety and support services; human resources; network and information systems; and research development services. The aim of the plan is to achieve a systematic and orderly resumption of all agency critical business functions as quickly as possible.

1.2 Agency Background

The Texas Transportation Institute, formed in 1950, seeks solutions to the problems and challenges facing all modes of transportation — surface, air, pipeline, water and rail. The Institute works on about 600 research projects per year with nearly 200 sponsors annually at all levels of government and the private sector and is recognized as one of the finest higher education-affiliated transportation research agencies in the nation.

TTI has a breadth and depth of programs, facilities and capabilities unsurpassed by any higher education-affiliated transportation research program in the United States. A state agency and member of The Texas A&M University System, TTI’s research efforts to address the major issues facing transportation have saved the state and nation billions of dollars.
The Institute’s cooperative relationship with the Texas Department of Transportation (TxDOT), formalized by the Texas Legislature in 1949, has been key to the success and real-world application of the TTI program. TxDOT has conservatively estimated that the benefit-cost ratio of its research program, of which TTI is the largest participant, is in excess of 5:1. The knowledge and expertise gained through this program have helped TTI effectively develop and implement solutions for numerous other public and private sponsors.

TTI employs over 600 professionals, students and support staff from over 30 different countries. About a third of TTI’s workforce is undergraduate and graduate students, who are gaining research experience as part of their college career at Texas A&M University, as well as other universities across the state. Over 50 TTI researchers hold joint academic positions at Texas A&M.

TTI’s headquarters are in its State Headquarters and Research Building in the Texas A&M University Research Park in College Station, which opened in December 2009. TTI also maintains laboratories and offices in the Civil Engineering/TTI Building and the J.T.L. McNew Laboratory on the main campus of Texas A&M University and in the Gibb Gilchrist Building, also in the Texas A&M Research Park.

Located 10 miles from the main campus of Texas A&M University, TTI’s Riverside Campus is home to many testing facilities. This campus provides the realistic conditions needed for crash testing; pavement friction and smoothness testing; erosion and sediment control product testing; environmental and emissions testing; and traffic engineering studies. These comprehensive facilities contribute to TTI’s ability to provide full-service transportation research solutions.

In addition, TTI maintains urban offices in Arlington, Austin, Dallas, El Paso, Galveston, Houston and San Antonio. Researchers at these offices work with local and regional transportation agencies to develop local solutions, foster cooperation and implement research results. The Institute also is home to 12 state and national research centers and has collaborative relationships with several colleges at Texas A&M and other universities throughout the Texas A&M System.

Agency facilities in Bryan and College Station are located in buildings owned by TTI – or TAMU, with TTI contracting for full or partial services such as telecommunications, networking, and maintenance. The Institute maintains a close relationship with the university in terms of facilities planning, maintenance and recovery, as well as emergency management.

TTI operates a local area network with its main servers running Microsoft Windows operating system. TTI’s College Station facilities are connected via the campus network backbone/LAN operated by the TAMU Computing and Information Services (TAMU-CIS) network group. TTI’s wide area network connections that provide connectivity to our urban offices, in addition
to our internet service, are maintained by the Trans Texas Video Network Wide Area Network group.

Because nearly every aspect of TTI’s business depends upon computer systems, TTI’s Network and Information Systems group (NIS) works closely with the various research and administrative units within the Institute to design and maintain a state-of-the-art network infrastructure and management information system.

TTI also utilizes two primary systems that are provided by TAMUS: the Financial Accounting Management Information System (FAMIS) and the Benefits/Payroll/Personnel (BPP) System.

1.3 Mission and Primary Customers

The mission of TTI is to identify and solve transportation problems through research, to transfer technology and knowledge, and to develop diverse human resources to meet the transportation challenges of tomorrow. TTI's main functions are to: 1) identify, analyze and solve current and future transportation problems; 2) conduct basic and applied research into all modes of transportation; 3) enhance education by providing research facilities and funded research opportunities for students and faculty within The Texas A&M University System and other universities in Texas; 4) support the enhancement, development and diversification of the transportation workforce in Texas; 5) assist and speed implementation of research results into practice by the transportation industry; and 6) disseminate research information to policy makers, the general public and transportation professionals.

TTI transfers the knowledge gained from research to its primary customers — the Texas Department of Transportation (TxDOT), the U.S. Department of Transportation Federal Highway Administration (FHWA), other state and federal transportation agencies, and private transportation entities — through a comprehensive technology transfer program, including the patenting and licensing of technologies developed by TTI staff.

The agency’s primary customers include our many state, federal, national and international research sponsors; entities interested in commercializing research results; the Texas Legislature and Congressional Delegation; and TTI faculty and staff researchers and their technical and administrative support staff. Other customers include TTI student employees dependent upon research projects as part of their educational experiences and/or for employment.

The agency’s operational support units are: TTI Business Office; TTI Communications; Facilities, Safety and Support Services; TTI Human Resources; Network and Information Services; and the Research Development Office.
1.4 **Purpose and Scope**

The plan is designed to help TTI recover from a disruption in service to ensure we can restore critical business functions to our employees and sponsors as quickly as possible. TTI is defining a critical business function as functions which have a direct and immediate effect on our employees, our sponsors and/or the viability of TTI. These functions cover the safety and security of TTI employees and the administrative and management support functions that support TTI’s core operations. This plan will be used in conjunction with the DRP, EMP, PIP and ERMP as needed.

1.5 **Objectives**

The objectives of this plan are as follows:

- To identify core agency functions by category and set priorities for their recovery as quickly and safely as possible after a disaster.
- To identify available resources, establish the level of support needed by the various functions, and determine the methods to be used in providing that support.
- To develop procedures that will enable efficient and effective operation and recovery in conjunction with EMP procedures.
- To identify key personnel who can direct and assist in recovery and to clarify their roles and responsibilities in carrying out the BCP.
- To ensure coordination with TAMUS (Risk Management, Business Computing Services, etc.) and TAMU (Physical Plant, Environmental Health and Safety, Computing Information Services, Telecommunications, University Police Department, etc.), and other emergency services as appropriate.

1.6 **Assumptions**

The BCP is predicated on the following assumptions:

- The disaster is confined to **localized agency resources** and is not a general or widespread disaster such as a weather or terrorist event. The plan should, however, be applicable to some elements of a broader area-wide disaster.
- Some of the agency’s offices will remain operational and could be used as recovery centers.
- Other locations in College Station (including the Texas A&M University Main Campus, the Research Park, and the Riverside Campus) would be available as alternate work locations.
• Because TTI offices are distributed statewide, some senior managers will be available
to oversee recovery operations and make administrative decisions.
• TTI will coordinate emergency management and recovery operations with TAMUS
and TAMU and other emergency services, or response organizations in the cities
where the agency’s urban offices are located.
• The BCP will be reviewed by the Executive Associate Director and CFO or his
designee at least annually to ensure that it addresses core functions/needs and that
personnel/location/contact information is current. The Executive Associate Director
and CFO is responsible for ensuring that all information in the BCP is current.

1.7 Supplements

The BCP coordinates with the following agency plans:

• **Disaster Recovery Plan (DRP)** – This is an information technology-focused plan
designed to restore operability of computer systems, applications or facilities after
a disaster.
• **Emergency Management Plan** – This is an emergency response plan with the
primary focus on the safety and security of TTI employees and facilities.
• **Pandemic Influenza Plan** – This plan establishes the process for preparing for
and addressing an influenza pandemic.
• **Enterprise Risk Management Plan** – This plan identifies agency risks, assigns a
threat assessment based on both likelihood and consequence of occurrence, and
provides risk mitigation strategies and monitoring activities.

Section 2: Locations/Relocation Plan

2.1 Introduction

TTI’s Emergency Management Plan lays out procedures for relocating TTI personnel and offices
in the event of the complete closure of a facility due to loss by fire, weather or other catastrophic
occurrence. Immediate relocation in entirety is not anticipated due to space constraints on the
TAMU campus and prospective loss of specialized equipment due to the occurrence. However,
TTI will strive to ensure relocation and reactivation of all research and administrative/support
functions to the maximum level feasible. Protection of human life and health, and then
preservation of TAMUS property and resources are of the utmost priorities.
2.2 Relocation Plans

TTI personnel and research projects will be moved as necessary, depending on where the disaster occurs:

State Headquarters and Research Building – College Station
Relocate administrative, support and some research programs to the Gibb Gilchrist Building unless it is also affected due to close proximity. If so, relocate to CE/TTI Building or other facilities as noted below.

CE/TTI Building – College Station
Relocate administrative, support and some research programs to the Gibb Gilchrist Building; additional research programs could be relocated to the J.T.L. McNew Laboratory and to Riverside Campus facilities

Gibb Gilchrist Building – College Station
Relocate support and research programs to the CE/TTI Building and Riverside Campus facilities

J.T.L. McNew Laboratory – CE/TTI Building – College Station
Relocate research programs to other locations in the CE/TTI Building and Riverside Campus facilities

Riverside Campus Facilities – Bryan
Relocate research programs to other Riverside Campus facilities; staff offices could be relocated to the CE/TTI Building or the Gibb Gilchrist Building

Urban Research Offices – Arlington, Austin, Dallas, El Paso, Galveston, Houston and San Antonio
Facilities, Safety and Support Services would contact lessors to provide alternate locations per lease contracts; offices could be relocated to College Station for the interim.

All College Station Facilities
Last relocation options would include relocating offices to Urban Research Offices and securing off-campus lease space.

2.3 TTI Alternate Work Location Rule

TTI implemented an Alternate Work Location Rule for TTI employees in October 2008, which requires the approval of the employee’s supervisor. The rule supplements System Policy 33.06 and System Regulation 33.06.01 pertaining to alternate work locations. If necessary, to ensure
Section 3: Critical Business Functions

3.1 Introduction

The time required for recovery of a functional area and the restoration of normal operations depends on the damage caused by the disaster and the location at which the disaster occurs. The recovery period may vary depending upon available resources. This section of the BCP identifies critical agency functions. Because TTI contracts with TAMU and/or TAMUS for telecommunications, police and emergency services, appropriate System and University units will be relied upon in disaster recovery and operations restoration.

TTI’s operational support units—the TTI Business Office; TTI Communications; Facilities, Safety and Support Services; TTI Human Resources; Network and Information Services; and the Research Development Office—were consulted about their critical business functions that would be adversely affected if a major interruption in business continuity occurred and the priorities of those functions. The completed Critical Business Worksheets for each operational support unit is in Appendix E of the plan.

Through the Critical Business Function analysis, the agency’s business functions and resources were aligned into three categories—Priority 1, Priority 2 and Priority 3. The following sections describe critical functions by category.

3.2 Priority 1 Critical Business Functions

3.2.1 Conduct of Research

In order to meet contract obligations, deadlines and deliverables, TTI must provide the workspace, tools and information needed for faculty and staff researchers to perform research in accordance with contract terms. Researchers and technical and support personnel must have ready access to sufficient IT tools and information to allow the research to be performed and administered in compliance with sponsor, state and federal regulations.

In addition to securing safe and appropriate workspace for research projects, agency administrators must ensure that IT functions relating to acquisition and management of new contracts (including online submission of proposals and deliverables or packaging and production of technical reports) are restored as quickly as possible.
Because researchers rely heavily on the agency’s Management Information System (MIS) for project details and critical data for research projects, protection of that information and rapid restoration of email, intranet and internet access are crucial. The fact that a portion of TTI’s research staff is distributed around the state in seven major urban areas creates an even greater urgency in restoring electronic communication. In the event that some TTI offices were damaged or destroyed, these urban offices could serve as temporary facilities for research projects from other TTI locations if electronic access to data could be quickly restored and maintained.

The Institute publishes many technical reports on demand, uses electronic submission of manuscripts, and maintains publications on disk with paper copies produced only when requested by the sponsor or by persons interested in the research. Restoration of these functions, are critical to the agency’s ability to meet general public and sponsor demand for technical information.

The IR Business Impact Analysis in Appendix F of the plan provides information on the maximum allowable downtime for IR systems in the event of an interruption in business continuity. The DRP, referenced in Appendix A, details recovery measures.

3.2.2 Network and Information Services

TTI’s DRP, included in Appendix A, provides a thorough analysis of Network and Information System’s vulnerabilities, risks and probabilities of occurrence, and protective measures in place to reduce the impact of identified threats. This analysis covers risks that would affect other functions as well as IT: water damage, equipment fires, natural hazards (fire, lightning, tornado, flood), physical tampering, vandalism, and terrorism, as well as human threats to information systems such as unauthorized access, modification or deletion of information, activity for personal gain and theft of information. A Business Impact Analysis was prepared by TTI Network and Information Systems’ IT Security Officer to evaluate impact and maximum tolerable downtime for TTI’s IR systems and is included in Appendix A.

3.2.3 Agency Administration and Support

TTI handles most business services such as general accounting, accounts payable and receivable, payroll services, and facilities, safety and support services. Divisions and centers utilize centrally gathered and maintained data. These functions are supported via TTI’s financial accounting and payroll processing systems, FAMIS and B/P/P, which are centrally housed and supported by the TAMUS. TTI fiscal and human resource personnel have direct access to these systems, which reside on mainframe computers maintained by TAMU-CIS.

Additionally, the agency has for several years relied on electronic transmittal of administrative and fiscal memoranda, as well as the agency intranet to keep agency employees aware of the latest news and information regarding the research program. Because of its heavy reliance on the IR function, restoration of the intranet as well as the MIS system is especially important.
In addition to producing high-quality results for research sponsors and meeting sponsor, state and federal regulations on the conduct of research, TTI must also comply with numerous state and federal policies and budgetary requirements (such as performance measures established by the Legislative Budget Board (LBB), the Department of Information Resources (DIR), and other state and legislative entities. These entities require accurate and rapid reporting of electronic information from the agency’s accounting and financial systems, as well as the research project database. Restoration of these functions is critical to the agency’s ability to meet state and federal requirements and are therefore critical to its overall performance. The agency’s DRP, located in Appendix A of the plan, outlines plans to restore information resources and the TTI network.

In the event that a crisis occurs or a function is disrupted at one of the Institute’s urban offices, backup systems in the headquarters location and comparable urban offices will serve to mitigate or prevent the loss of critical research or operations data.

In addition to the business-related functions of the Institute, TTI Administration coordinates time-sensitive requests from state and federal legislators. TTI’s telecommunications and IR functions are critical to responding to these requests in a timely manner. In addition, TTI Communications maintains close relationships with the media and would need these same services to be able to respond to media requests regarding an interruption in business continuity.

### 3.2.4 Restoration/Relocation of Research Projects and Facilities

Depending upon the functions that are disrupted and their locations, the agency has other locations available where research projects and staff could be relocated until the primary location is available for re-occupation. The DRP and EMP outline plans and arrangements for relocating research and/or support personnel and functions to various TTI locations.

In the event of a major crisis involving all Bryan and College Station TTI facilities, the Institute’s urban offices could provide some assistance and even (in the event of long-term needs) space and facilities for the continuation of research projects.

### 3.3 Priority 2 Critical Business Functions

#### 3.3.1 Proposal Development and Submission

As a contract research agency, TTI is dependent upon the acquisition of external funding from state, federal and other public and private organizations, almost all of which now require online proposal submission. To compete effectively, researchers must have access to these entities via the internet and also need detailed information about facilities and expertise available to conduct the proposed research. All of this information can be accessed via TTI’s intranet. Most communication during the proposal development and subsequent phases occurs via e-mail.
ensure a steady stream of external funds and to meet critical proposal deadlines, TTI’s intranet and internet must be restored as quickly as possible.

3.4 **Priority 3 Critical Business Functions**

3.4.1 **Intellectual Property Development and Management**

TTI is widely recognized for its ability to disseminate the intellectual property resulting from research results to agencies and organizations that can put the new technologies and processes into practice. One key element of TTI’s technology transfer program is the patenting and licensing of new discoveries.

Patenting research results protects the investments of TTI and research sponsors and provides faculty and staff researchers with incentives to move new knowledge and products to the marketplace to spur economic development. Most technologies are licensed through the TAMUS Office of Technology Licensing, which also assists with patent submission.

Restoration of TTI’s intellectual property development and management function and continuation of the technology transfer/intellectual property development process is important for the Institute and its researchers, as well as for the transportation sector at large.

3.4.2 **Support of Collaborations and Partnerships**

TTI has formed many research collaborations and partnerships with industry, all levels of government and numerous educational institutions. These collaborations have facilitated multi-institutional and multi-disciplinary efforts in research and educational programs such as the Southwest Region University Transportation Center, the University Transportation Center for Mobility and the Summer Transportation Institute. Research areas of expertise and abstracts contained in the MIS help support potential collaborations, as well as the agency’s ability to develop proposals for significant federal transportation research and education programs.

3.4.3 **Property Management**

TTI’s property management program ensures that the agency’s fixed assets and inventory are properly recorded and maintained. A delay in timely reporting of property updates in FAMIS and in the State Property Accounting System could delay the reporting of property transfers between state agencies and affect the timely update of other state agencies’ records.

3.5 **Supplements**

This section is supplemented in the Appendix by:

- **TTI Critical Business Function Worksheets** – These worksheets provide input from TTI’s business operations units on critical business functions and their impact on TTI,
and ranks these functions by priority in the event of an interruption in business continuity.

- **Enterprise Risk Management Plan** – This plan identifies agency risks, assigns a threat assessment based on both likelihood and consequence of occurrence, and provides risk mitigation strategies and monitoring activities.

**Section 4: Plan Response Teams/Responsibilities**

Once emergency response actions are completed in accordance with the TTI EMP and all immediate steps to protect TTI employees and property have been taken, the TTI BCP will be implemented by the Business Continuity Management Team.

**4.1 Business Continuity Management Team (BCMT)**

The Business Continuity Management Team (BCMT) and the other teams identified in this plan will lead the restoration of research and operations. The BCMT directs planning and restoration in the event of a disaster. The Director of TTI serves as the Business Continuity Coordinator and leads the team. The BCMT has the final authority regarding the timing of restoration, response procedures and decisions made during the recovery process, including external and internal communication regarding the disaster and recovery operations, in coordination with the Communications Coordination Team (CCT). The BCMT also coordinates the actions of the other teams, clarifies team responsibilities if necessary, assigns and/or reassigns tasks, and regularly reviews progress of the various teams. The team provides necessary expenditure arrangements and oversees public relations.

The Business Function Coordinator leads and supervises the plans and actions of sub-teams responsible for human resources, information resources, network and administrative support, and IR security and safety. The Business Function Coordinator or his designee is the final authority for decisions that need to be made in regard to business continuity. The Communications Coordinator coordinates internal and external communications for the response effort.

**4.1.1 Business Continuity Management Team Responsibilities**

- Determine if the event is severe enough for the BCP to be enacted.
- Initiate call tree process in coordination with the EMP.
- Oversee the work of all recovery teams.
- Make final decisions regarding the actions of the recovery teams, including movement of employees and equipment and salvage operations.
- Approve and maintain the schedule for restoration.
- Oversee and assist with internal and external communications as necessary.
- Clarify team responsibilities and assign/reassign responsibilities if necessary.
- Regularly review the progress of all teams and employees engaged in the restoration of business functions.
- Coordinate the recovery work of the sub-teams responsible for human resources, information resources, network, and administrative support, and IR security and safety.

### 4.1.2 Business Continuity Management Team Members

<table>
<thead>
<tr>
<th>Team Member Contact Information</th>
<th>Role</th>
<th>Team Member</th>
<th>Alternate</th>
<th>Alternate Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office: 979- 845-1713 Home: Cell:</td>
<td>Business Continuity Coordinator</td>
<td>Dennis Christiansen or current TTI Director</td>
<td>Bill Stockton or a current Executive Agency Director</td>
<td>Office: 979- 845-9947 Home: Cell:</td>
</tr>
<tr>
<td>Office: 979-845-6741 Home: Cell:</td>
<td>Facilities Coordinator</td>
<td>Holly Crenshaw or current Director of Facilities, Safety and Support Services</td>
<td>Duane Wagner or successive Facilities, Safety and Support Services staff or TAMU Physical Plant representative</td>
<td>Office: 979-845-6595 Home: Cell:</td>
</tr>
<tr>
<td>Office: 979 845-1715 Home: Cell:</td>
<td>Business Function Coordinator</td>
<td>Don Bugh or current Executive Associate Director and CFO</td>
<td>Anna Jo Mitchell or current Director of Fiscal Affairs</td>
<td>Office: 979-845-9854 Home: Cell:</td>
</tr>
<tr>
<td>Office: 979-845-9857 Home: Cell:</td>
<td>Human Resources Coordinator</td>
<td>Linda Edge or current Director of Human Resources</td>
<td>Wally Simpson or current Senior Human Resources Manager</td>
<td>Office: 979-845-9668 Home: Cell:</td>
</tr>
<tr>
<td>Office: 979-862-1417 Home: Cell:</td>
<td>CIO and Security Officer</td>
<td>Kassandra Agee-Letton or current Chief Information Officer</td>
<td>Brad Hoover or another NIS representative</td>
<td>Office: 979-862-1417 Home: Cell:</td>
</tr>
<tr>
<td>Office: 979-862-8449 Home: Cell:</td>
<td>Communications Coordinator</td>
<td>Richard Cole or current Director of Communications</td>
<td>Rick Davenport or TTI Communications representative</td>
<td>Office: 979-845-2623 Home: Cell:</td>
</tr>
<tr>
<td>Office: 979-847-8719 Home: Cell:</td>
<td>Director of Administration</td>
<td>Mary Cearley or current Director of Administration</td>
<td>Becca Simons or current Senior Administrative Coordinator</td>
<td>Office: 979-845-1712 Home: Cell:</td>
</tr>
</tbody>
</table>
4.2 Facilities Recovery Team (FRT)

The FRT is responsible for assessing damage to TTI’s buildings, offices, laboratories and other physical facilities and determining if employees and equipment can remain at their primary work locations or should be removed to alternate work locations. The team includes representatives from TTI’s Facilities, Safety and Support Services who will coordinate recovery activities with staff from the TAMU Physical Plant and representatives from TTI divisions as necessary.

In College Station, TTI research is conducted at the Texas A&M University Research Park, on the Texas A&M Main Campus and at the Texas A&M Riverside Campus. In the event of a disaster affecting the agency’s administrative offices on the main campus, some staff could be relocated to other local facilities, as could some projects in the short term. However, locations for restarting most research projects would be decided in conjunction with the University’s Facilities Planning office. Since the main TTI servers are housed in the State Headquarters and Research Building, plans are in place through the DRP to help ensure backup of essential research databases and other essential research data in alternate locations.

Damage assessment, salvage, and restoration of facilities and laboratories will be led by the Facilities Recovery Team.

4.2.1 Facilities Recovery Team Responsibilities

- Coordinate necessary emergency response efforts with appropriate university or local emergency response agencies: University Police Department, local fire and police.
- Ensure security of damaged facilities, working with local authorities.
- Identify necessary facility resources, interact with utility services if a power loss occurs and prepare alternative voice and data communication services.
- Establish a disaster recovery operations center and alternate work sites for business functions.
- Assess damage to TTI facilities and determine their suitability for employees.
- Estimate time for recovery/repair of facilities.
- Direct relocation of people and equipment to alternate work locations as necessary.
- Arrange for distribution of surface and express mail to alternate work sites.
- Oversee repair and rebuilding of physical facilities.
- Oversee salvage operations if necessary.
4.2.2 Facilities Recovery Team Members

<table>
<thead>
<tr>
<th>Contact Information</th>
<th>Team Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office: 979 845-1715 Home: Cell:</td>
<td>Don Bugh or current Executive Associate Director and CFO</td>
</tr>
<tr>
<td>Office: 979-845-6595 Home: Cell:</td>
<td>Holly Crenshaw or current Director of Facilities, Safety and Support Services</td>
</tr>
<tr>
<td>Office: 979-862-4729 Home: Cell:</td>
<td>Duane Wagner, Senior Facilities Coordinator, or successive Facilities, Safety and Support Services staff</td>
</tr>
<tr>
<td>Office: 979-845-2257 Home: Cell:</td>
<td>Stuart Denner, Safety Coordinator, or successive Facilities, Safety and Support Services staff</td>
</tr>
<tr>
<td>Communications Center Emergency Operator – 979-845-4311 (24 hours)</td>
<td>TAMU Physical Plan Representative</td>
</tr>
</tbody>
</table>

4.3 Business Function Recovery Team (BFRT)

The Business Function Coordinator leads the team that reviews and supervises the plans and actions of the recovery teams assigned to human resources, information resources, network, and administrative support. The BFRT has the primary responsibility for restoring IR functions and for coordinating the IR-related business function recovery of TTI divisions and centers. Sub-teams include those specified in the DRP.

This team is primarily responsible for the installation and configuration of servers to re-establish email, networks, databases and hardware and software applications. It works closely with TAMU-CIS and TAMUS Business Computing Services.

Business function representatives from affected divisions/centers will be part of this team to ensure coordination of essential information, smooth transitions to recovered or new IR resources, and facilitate communication among faculty, researchers, students and administrative staff in each division or center.

4.3.1 Business Function Recovery Team Responsibilities

TTI’s network and information system supports TTI business functions, delivers decision support, and provides strategic business data. In the event of an emergency or disaster that disrupts the system at any of our locations, NIS has identified offices with comparable facilities that can be used for disaster recovery purposes. The hardware in each facility has all networking capabilities readily available. The DRP outlines TTI recovery procedures for critical computing and network functions. They include:
• Prepare remote site(s).
• Install essential software on servers.
• Test all systems at the remote site(s).
• Restore normal operations at the affected site(s).

The BFRT will oversee recovery of all essential IR functions: fiscal affairs, research development, pre- and post-award activities, employee functions and general computer applications.

4.3.2 Business Function Recovery Team Members

<table>
<thead>
<tr>
<th>Contact Information</th>
<th>Team Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office: 979-845-1715 Home: Cell:</td>
<td>Don Bugh or current Executive Associate Director and CFO</td>
</tr>
<tr>
<td>Office: 979-862-1417 Home: Cell:</td>
<td>Kassandra Agee-Letton or current Chief Information Officer</td>
</tr>
<tr>
<td>Office: 979-845-9854 Home: Cell:</td>
<td>Anna Jo Mitchell or current Director of Fiscal Affairs</td>
</tr>
<tr>
<td>Office: 979-845-9862 Home: Cell:</td>
<td>Susan Adams or current Director of Research Development</td>
</tr>
</tbody>
</table>

4.4 Human Resources Coordination Team

The Human Resources Coordinator oversees all of the recovery activities pertaining to TTI employees, employee benefits, human resources services and payroll services. The Human Resources Coordinator keeps the Business Function Coordinator and the Communications Coordinator informed about the recovery of human resources operations.

4.4.1 Human Resources Coordination Team Responsibilities

• Restore pre-employment functions such as posting/filling vacant positions and hiring of new employees.
• Reactivate employee promotion, title change and termination processing.
• Ensure that employee benefit and leave administration functions are restored.
• Reactivate the processing of employee visas and visa changes.
• Resume payroll operations.
4.4.2 Human Resources Coordination Team Members

<table>
<thead>
<tr>
<th>Contact Information</th>
<th>Team Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office: 979-845-9857 Home:</td>
<td>Linda Edge or current Director of Human Resources</td>
</tr>
<tr>
<td>Cell:</td>
<td></td>
</tr>
<tr>
<td>Office: 979-845-9668 Home:</td>
<td>Wally Simpson or current Senior Human Resources Manager</td>
</tr>
<tr>
<td>Cell:</td>
<td></td>
</tr>
<tr>
<td>Office: 979-862-7403 Home:</td>
<td>Abbe Saenz or current Business Coordinator III</td>
</tr>
<tr>
<td>Cell:</td>
<td></td>
</tr>
</tbody>
</table>

4.5 Communications Coordination Team (CCT)

Effective communication is a key element in responding to any emergency. The agency’s customers may make decisions about future research contracts based on their impressions of how the agency responds to an emergency situation and how effectively and rapidly it restores critical business functions.

Under the guidance of the BCMT, the CCT coordinates all internal and external communications about the status of disaster recovery and business function restoration operations. Led by the Director of Communications, the team will work with the administration and individuals from TTI divisions and centers to ensure rapid and complete dissemination of information to employees and other appropriate audiences which may include the public and the media.

4.5.1 Communications Coordination Team Responsibilities

- Provide regular communications to agency personnel regarding the status of business function recovery.
- Notify customers, employees, any visitors and media about the emergency.
- Arrange for a cell phone (or a land line if available) “hot line” for inquiries from media and agency personnel.
- Develop (with senior management) the agency response to media and client/customer inquiries, in coordination with Texas A&M’s Office of Marketing and Communications and The Texas A&M University System’s Office of Communications.
- Oversee restoration of normal internal and external communications links, including updates on the agency’s website and news releases as deemed necessary.
### 4.4.2 Communications Coordination Team Members

<table>
<thead>
<tr>
<th>Contact Information</th>
<th>Team Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office: 979-862-8449 Home: Cell:</td>
<td>Richard Cole or current Director of Communications</td>
</tr>
<tr>
<td>Office: 979-845-6741 Home: Cell:</td>
<td>Holly Crenshaw or current Director of Facilities, Safety and Support Services</td>
</tr>
<tr>
<td>Office: 979-862-3698 Home: Cell:</td>
<td>Chris Pourteau or current Senior Research Editor</td>
</tr>
<tr>
<td>Office: 979-862-8348 Home: Cell:</td>
<td>Terri Parker or current Director of Agency Relations and Marketing</td>
</tr>
<tr>
<td>Office: 979-845-1713 Home: Cell:</td>
<td>Dennis Christiansen or current Director of TTI</td>
</tr>
</tbody>
</table>

### 4.6 Special BCP Coordinators/Experts

Occasions may arise when special expertise is required that is not available within the agency. If possible, experts from within TAMUS or TAMU will be included, and outside expertise will be sought as needed. These individuals will be added to the relevant recovery teams. Examples include specialists in systems, voice communications, computer networks, financial or legal issues, safety and security, and transportation.

### TAMUS Specialists

<table>
<thead>
<tr>
<th>TAMUS Specialists</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Dispatch</td>
<td>979-845-2345 (24 hours)</td>
</tr>
<tr>
<td>Physical Plant Communications Center</td>
<td>979-845-4311 (24 hours)</td>
</tr>
<tr>
<td>Radiological Emergencies</td>
<td>979-862-1111 (24 hours)</td>
</tr>
<tr>
<td>Transportation Services</td>
<td>979-845-9700 (8am–5pm) M-F</td>
</tr>
<tr>
<td>Environmental Health and Safety Dept</td>
<td>979-845-2132 (8am-5pm) M-F</td>
</tr>
<tr>
<td>TAMUS Risk Management and Safety</td>
<td>979-458-6330 (8am-5pm) M-F</td>
</tr>
<tr>
<td>TAMUS Office of General Counsel</td>
<td>979-458-6120 (8am–5pm) M-F</td>
</tr>
</tbody>
</table>

### Section 5: Activation, Distribution, and Testing

#### 5.1 Activation

Effective restoration of operations depends on rapid notification of the appropriate personnel as quickly as possible, as set forth in the EMP. Agency operations can be affected by an emergency...
or disaster that presents an immediate threat or danger to TTI facilities and/or employees. If the event occurs during working hours, appropriate measures, including evacuation of employees will be directed by building proctors at the affected sites.

If the emergency occurs after working hours, all appropriate actions will be directed by the University Police Department or the responding fire department.

If the emergency or event has disrupted or will disrupt normal business functions, the BCP should be activated by the BCC or designee at the time that damage and business disruption has been confirmed. The BCC will notify the BCMT to begin work and notify all affected TTI divisions/centers that the BCP has been activated.

5.2 Distribution

A copy of this plan will be posted on TTI’s intranet. A PDF copy will be provided to the members of TTI’s Leadership Team and members of the Business Continuity Management Team and sub-teams. Two paper copies of the plan will be distributed to each of the team and sub-team members—one for their office and one to keep at their home.

The BCP will be reviewed at least annually to ensure that it addresses core business functions. It will be updated regularly for personnel, location and contact information.

5.3 Testing

The DRP outlines the procedures, which should be conducted annually, to test the complete recovery of all business functions and the TTI production environment, based on the established recovery procedures.

Section 6: Appendices

Appendix A: TTI Emergency Management Plan
Appendix B: TTI Pandemic Influenza Plan
Appendix C: TTI Enterprise Risk Management Plan
Appendix D: TTI Alternate Work Location Rule
Appendix E: TTI Critical Business Function Worksheets
Appendix F: TTI Information Resources Business Impact Analysis
Appendix G: TTI Emergency Call List
## Appendix G

### TTI Emergency Call List (from EMP)

**On-campus Emergencies**

<table>
<thead>
<tr>
<th>Service</th>
<th>Dial from on-campus telephones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Assistance</td>
<td>9-911</td>
</tr>
<tr>
<td>Ambulance</td>
<td>9-911</td>
</tr>
<tr>
<td>Fire</td>
<td>9-911</td>
</tr>
<tr>
<td>Police Emergency</td>
<td>9-911</td>
</tr>
<tr>
<td>University Police Department (UPD) dispatcher</td>
<td>845-2345 24 hours/day</td>
</tr>
<tr>
<td>Chemical Spill Response Team</td>
<td>845-4311 24 hours/day</td>
</tr>
<tr>
<td>Beutel Health Center</td>
<td>845-1511 24 hours/day</td>
</tr>
<tr>
<td>Environmental Health and Safety Department (EHSD)</td>
<td>845-2132 M-F, 8-5</td>
</tr>
<tr>
<td>Radiological Emergency</td>
<td>845-4311 24 hours/day</td>
</tr>
<tr>
<td>Maintenance Emergency (Buildings and Utilities)</td>
<td>845-4311 24 hours/day</td>
</tr>
</tbody>
</table>

**Off-campus Emergency**

(from non-campus telephones)

Dial 911

### Non-emergency Communications

**Fire**

- College Station Fire Department 9-764-3700
- Bryan Fire Department 9-361-3888
- Brazos County Volunteer Fire Departments 9-361-3888

**Police**

- College Station Police Department 9-764-3600
- Bryan Police Department 9-361-3888
- Brazos County Sheriff 9-361-4100
- Texas Department of Public Safety 9-776-3101
- FBI 9-776-8894

**Ambulance**

- College Station Fire Department 9-764-3700
- Bryan Fire Department 9-361-3888

**Hospital**

- College Station Medical Center (The Med) 9-764-5100
- St. Joseph Hospital – Bryan 9-776-3777
- Scott & White Clinic Urgent Care - College Station 9-691-3300
- The Physicians Centre - College Station 9-731-3100
Texas A&M University

**Environmental Health & Safety Department**  
845-2132 (M-F, 8–5) Fax: 845-1348  
Email: safety@tamu.edu

John Salsman, Director  
Email: jmsalsman@tamu.edu  
862-8116  
Home:

James Rainer, Fire and Life Safety  
Email: jbrainer@tamu.edu  
862-4039  
Home:

**University Police Department**  
Dispatcher  
845-2345 (24 hours) Fax: 847-2345

Elmer Schneider, Chief of Police  
Email: eschneider@tamu.edu  
845-8054

**Physical Plant Department**  
Communications Center Operator  
(24 hours) Fax: 862-2127

Rod Weis, Interim Executive Director  
Email: rweis@tamu.edu  
845-0555

Les Swick, Director of Facilities  
Email: lswick@tamu.edu  
845-1646

**Transportation Services**  
Dispatcher:  
845-0057  
Fax: 847-8685

Peter Lange, Interim Executive Director  
Email: plange@tamu.edu  
458-2040

Doug Williams, Interim Director  
Email: dg-williams@tamu.edu  
845-9700

**Other Offices**

**Brazos County 911 District**  
9-911 from campus

**Brazos County Emergency Management**  
Main Office:  
9-361-4140 Fax: 9-821-3407

Chuck Frazier,  
Emergency Management Coordinator  
9-821-1010
Michelle Meade, 9-821-1011
Deputy Emergency Management Coordinator

Department of Public Safety (DPS)
Switchboard 9-776-3130
Emergency 9-776-3101
Al Guarino, 9-776-3187
Regional Liaison Officer