

BUSINESS IMPACT ANALYSIS  
OFFICE OF INFORMATION TECHNOLOGY  
DISTRICT OFFICE

THE CHANCELLOR

REPORTS

that in light of the recent fire emergency at Washington College, there is a need to conduct Business Impact Analysis on CCC's critical computer based systems to establish viable recovery plans which will allow normal on-line and automated systems to be resumed within a twenty-four hour period in case of a physical emergency at any of our CCC facilities; and

that staff has reviewed and recommends acceptance of a proposal from The Foster Group (TFG), Inc. (MBE), Chicago, IL to develop a Business Impact Analysis for all colleges and the District Office to accomplish the following objectives: 1) Identify and prioritize the critical business applications relied on by the CCC, 2) Review and analyze the operational, financial, and legal/regulatory risks associates with the loss of these critical applications, 3) Evaluate the provisions in place to reduce the risks to CCC business operations, 4) Assessment of the existing recovery strategies, plans and procedures in place to reduce the risks of losing critical applications and recommendations for improvements, and 5) Establishment of a work plan for the subsequent development of a Business Recovery/Contingency plan; and

that TFG has proposed to complete the analysis for a total cost of \$52,000; the firm has considerable experience in Business Recovery Planning, including completed projects at the City of Chicago, Cook County Hospital, CTA, etc.; and

that this purchase of professional services is exempt from District competitive bidding requirements.

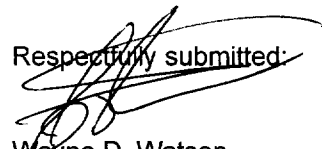
THE CHANCELLOR

RECOMMENDS

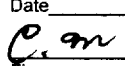
that the Board of Trustees approve the issuance of a purchase order in the total amount of \$52,000.00 plus out-of-pocket expenses not to exceed \$1,500.00 for travel, secretarial service and report reproduction to The Foster Group, Chicago, IL for the completion of the Business Impact Analysis for CCC.

FINANCIAL

\$53,500.00 - PBC Fund

Respectfully submitted:  
  
Wayne D. Watson  
Chancellor

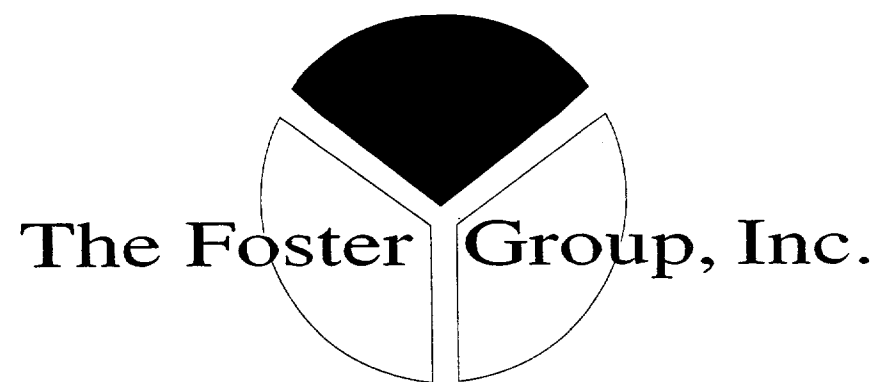
May 4, 2000  
COLLEGE REVIEW: \_\_\_\_\_ President      REQ. NO. \_\_\_\_\_

CENTRAL OFFICE REVIEWS & DATES SIGNED:  
Purchasing \_\_\_\_\_ Contract Compel. \_\_\_\_\_ Leg. \_\_\_\_\_ Board Office \_\_\_\_\_  
Date \_\_\_\_\_  
  
Finance \_\_\_\_\_ Admin. Sacs. \_\_\_\_\_ Academic Ave. \_\_\_\_\_ Other \_\_\_\_\_  
Date 4-24-00  
OIT Bus Impact.doc

System Consulting

Management Services

Data Security





180 North Michigan Ave.  
Suite 2000  
Chicago, Illinois 60601  
(312) 609-1009  
Fax (312) 609-1109

April 4, 2000

Mr. Ilee Rhimes  
Chief Information Officer  
City Colleges of Chicago  
226 West Jackson Blvd  
Chicago, IL 60606

Dear Mr. Rhimes:

The Foster Group (TFG) is pleased to submit this proposal to City Colleges of Chicago (CCC) outlining the scope of our assistance in conducting an information processing (IP) Business Impact Analysis. In this proposal we have summarized our understanding of the form and extent of assistance you are seeking, described a two-phased work plan to provide the required deliverables, and stated the professional arrangements under which we will complete the work.

The Foster Group has experience with a wide variety of Disaster Recovery Planning (DRP) projects over a variety of processing environments. This experience includes projects that address DRP issues through all phases: Business Impact Analysis, DRP Preparation, DRP Implementation and Testing, and ongoing DRP maintenance.

We are a full-service management consulting firm providing services in the areas of systems consulting, data security, and management consulting. Since 1986, our professional consultants have been assisting commercial, government, and education clients throughout the State of Illinois in successfully tailoring technology to achieve their business strategies and needs.

We look forward to performing this Business Impact Analysis project for City Colleges of Chicago. If you need any additional information on the content of this proposal, do not hesitate to call me at 312-609-1009.

Sincerely,

William P. Beckman  
Partner

219424



A  
PROPOSAL  
TO  
CITY COLLEGES OF CHICAGO

TO DEVELOP  
A BUSINESS IMPACT ANALYSIS

by  
THE FOSTER GROUP, INC.

April 2000

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A PROPOSAL TO  
CITY COLLEGES OF CHICAGO  
TO DEVELOP  
A BUSINESS IMPACT ANALYSIS

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**BACKGROUND**

As senior management within City Colleges of Chicago realize, the continued economic viability of the Colleges depends upon the processing availability of its on-line and batch automated systems. Critical systems processed by CCC Information Technology may be considered to be "high risk" applications and, therefore, require recovery provisions which allow normal processing to be resumed within a twenty-four hour period. The remaining major application systems may require recovery provisions for the resumption of normal processing within a five-to-ten business day period. Information Technology provides on-line processing services to a significant number of terminals to support the business and needs of its users. Hence, management has recognized that in order to effectively identify and quantify the criticality of the business areas receiving IP services and self-insure the continued operation of CCC with regard to internal IP services, two key factors must be addressed. First, an objective assessment of the level of reliance that CCC academic and administrative departments place on information systems technology in each functional area within CCC must be conducted. Second, a comprehensive disaster recovery plan for continued information systems operations must be provided, should the data center mainframe system, network file servers, or LAN/WAN communications be destroyed or become inaccessible, to assure that normal processing can be promptly re-established. This proposed review project will address the first of these factors – the business impact analysis.

**OBJECTIVES AND SCOPE**

In this proposal we describe how TFG intends to address the Business Impact Analysis (BIA) for the City Colleges of Chicago mainframe, client/server, and network file server computer facilities that support the business functions of City Colleges of Chicago including:

Kennedy-King  
Wilbur Wright  
Olive-Harvey  
Richard J. Daley  
Malcolm X  
Harold Washington  
Harry Truman

The Foster Group has defined the objective of this project, based on several important assumptions that are stated in the next section. These objectives are:

- Identify and prioritize those critical business applications relied on by the CCC.
- Review and analyze the operational, financial, and legal/regulatory risks associated with the loss of these critical applications
- Evaluate the provisions in place to reduce the threats and vulnerabilities to CCC's business operations with recommendations for improving them
- Assessment of the existing recovery strategies, plans, and procedures in place to reduce the risks of losing critical applications along with recommendations for improving them

- Establishment of a work plan for the subsequent development of a Business Recovery / Contingency Plan

The scope of the TFG Business Impact Analysis will include a review of applications from both an Information Technology and end user perspective. TFG will conduct interviews of key staff in both Information Technology and representing the major facilities and organizational areas of CCC. Based on the information obtained from these interviews and analysis of associated documentation, we will establish what constitutes a disaster for CCC and the critical applications needed to continue business operations. Priority for recovery of these critical applications will be established.

TFG will review existing recovery strategies, plans, procedures, and any associated audit comments that relate to these recovery provisions. We will also review physical safety and security measures used in the data center and logical security measures used to protect critical business information. Our analysis of this information will incorporate technology-appropriate consideration of opportunities to reduce risks of outage and improve recovery capability. The potential cost level of our recommendations will be based on the degree of financial risks that have been established through our analysis of the business impact of losing the critical applications and data.

These objectives and scope are intended to assure the completion of the CCC Business Impact Analysis effort within a 60 day timeframe.

#### **PROJECT ASSUMPTIONS**

In order to perform a Business Impact Analysis (BIA) and develop an effective work plan for a future business recovery planning effort for CCC's critical application systems, TFG has established several project assumptions upon which it has based its BIA work plan. We have stated the assumptions we have made in development of the work plan below:

- Less than 24 hour outages are addressed internally.
- TFG will have sufficient access to CCC's staff in both Information Technology and the major facilities and organizational areas to discuss the impact of losing critical business applications and to assess the status of disaster avoidance provisions currently in place at CCC.
- Inventories of all computer hardware, software, and supplies are assumed in place and current.
- This project does not include assistance in the implementation of any recommendations we make regarding means to improve disaster avoidance capabilities or speed up disaster recovery.
- The current project does not provide for developing, implementing, and testing of a Business Recovery Plan for CCC.

- Temporary fall back to manual procedures will be considered as a reasonable alternative for "medium risk" and "low risk" application system.

If, for any reason, these assumptions are invalid, TFG will meet with CCC management to determine whether expansion of our project scope is warranted.

## **OUR APPROACH**

### **SUMMARY OF BIA APPROACH**

The methodology and approach used by TFG to perform a Business Impact Analysis is consistent with the BIA requirements established by CCC. Our approach begins with an Applications Review that involves interviews and analysis to identify and prioritize CCC reliance on business applications and establish what constitutes a disaster for CCC. Then TFG performs a Risk and Controls Review to determine threats and vulnerabilities the put CCC at risk and locate single points of failure. Included in this review is an evaluation of existing recovery plans and procedures. Finally, TFG prepares a Business Impact Analysis report that compiles our findings and provides our recommendations to reduce the risks identified in those findings. This report will also provide a comprehensive work plan for development of a Business Recovery / Contingency Plan.

In order to effectively complete the BIA, we have presented a detailed summary of the major tasks to be performed. The Business Impact Analysis consists of two key components. First, TFG will perform an Applications Review in order to measure the potential impact of the loss of applications supported by information systems. We will estimate the potential revenue loss due to processing delay of critical information and replacement value of assets. Second, TFG will perform a Risk and Controls Review to determine the level of disaster avoidance provisions in place and make recommendations on additional disaster avoidance steps that can be taken.

#### **Perform an Applications Review**

- Identify the applications used by client departments
- Interview selected MIS and user department personnel
- Establish level of impact of the loss of each application
- Identify high to low risk applications

#### **Perform a Risk and Controls Review**

- Assess backup procedures and off-site vaulting
- Assess exposure to fire damage
- Assess exposure to water damage
- Review air conditioning system
- Review electrical power supply
- Assess physical access controls
- Assess IT access controls
- Review housekeeping procedures
- Review organizational security plans



Review personnel policies  
Review operational policies and procedures  
Assess existing contingency planning  
Determine adequacy of insurance  
Assess record retention procedures  
Develop recommendations

## **Prepare a Business Impact Analysis Report**

Determine recovery requirements  
Develop recovery assumptions  
Recommend the scope of the Business Recovery Plan  
Finalize the Business Impact Analysis report  
Obtain client management review and approval

## **APPLICATIONS REVIEW TASKS**

TFG will perform the tasks listed below for the Applications Review of CCC information technology applications and business processes:

Identify the applications used by client departments  
Interview selected MIS and user department personnel  
Establish level of impact of the loss of each application  
Identify high to low risk applications

The Applications Review will include a review of applications from both an Information Technology and end user perspective. TFG will conduct interviews of key staff in both Information Technology and representing the major facilities and organizational areas of CCC. Detailed analysis of the information obtained from these interviews and of associated documentation will lead to the following results:

- Definition of what constitutes a disaster for CCC
- Identification of the critical business applications relied on by CCC
- Operational, financial, and legal/regulatory impacts resulting from loss of these applications
- Prioritization of recovery of critical applications based on recovery dependencies and the degree of operational and financial impact caused by loss of each application
- Overall summary of the tangible and intangible impacts of the loss of these critical applications

This process requires that we establish the level of impact of the loss of each application and identify high to low risk applications. In order to measure the applications and assets objectively, we will estimate the potential revenue loss due to processing delay of critical information and replacement value of assets in the event of losses in any of the defined risk categories. To accomplish this we will perform the following tasks:

➤ **Involve User Participation in Potential Loss Estimates**

We will distribute forms and instruction sheets to end-users and assist them in their calculation of dollar-loss potential and the elements included in these figures. This calculation of potential dollar-loss estimates will also account for seasonal variation and applications interdependence. Where it is found necessary and/or beneficial to facilitate the consistency of potential dollar-loss calculations, we will adopt standard value for items and as cost-of-capital, interest rates, clerical wages and so forth.

➤ **Qualify Application Systems Criticality And Hardship**

In order to assure that the most critical application systems have been effectively identified for contingency recovery, TFG will review the critical application list with selected senior management of each key division within CCC and verify their required return-to-operation time frames. In our discussions with senior management, TFG will also identify and qualify organization hardships and risks that may be created as a result of a loss of normal data center services, as well as during a contingency recovery operation.

➤ **Quantification Of Amounts Allocated For Recovery And Future Commitments**

It will be helpful in determining recovery requirements to have a rounded dollar figure of what amount of money, if any, has been allocated to spend for a contractual commitment for the use of an off-site recovery data center and for the actual recovery process to normal operations. Hence, this task has been included in the BIA.

**RISK AND CONTROLS REVIEW TASKS**

TFG will perform the tasks listed for the Risk and Controls Review of CCC information technology and supporting facilities.

- Assess backup procedures and off-site vaulting
- Assess exposure to fire damage
- Assess exposure to water damage
- Review air conditioning system
- Review electrical power supply
- Assess physical access controls
- Assess MIS access controls
- Review housekeeping procedures
- Review organizational security plans

Review personnel policies  
Review operational policies and procedures  
Assess existing contingency planning  
Determine adequacy of insurance  
Assess record retention procedures  
Develop recommendations

The results of performing these activities will be used to perform the risk analysis as described below. We will also assess adequacy of insurance and provision for agency records.

## Risk Analysis

Risk Analysis is used to assess the scope and effectiveness of preventive measures that have been implemented to reduce or prevent various physical and logical risks to the effective performance of the business applications relied on by the City Colleges of Chicago. To accomplish this process, we will perform the following tasks:

### 1. Review the Current Physical and Data Security Practices and Procedures in Force

In this task, TFG will examine the security methods and procedures currently in place, including

- Access to data files, programs, protect keys
- Inventory of files and programs
- Fire and water protection to equipment and data storage
- Other protection (such as good housekeeping)
- Back-up procedures
- Access to equipment and machines
- Inventory of the same
- Environmental procedures (e.g., fire, water, etc.)

In addition, TFG will evaluate the protection elements in place with respect to:

- Accessibility of documentation
- Documentation inventory
- Back-up copies of documentation

### 2. Review of Personnel Security Procedures

Since an effective security program is also concerned with protection of personnel and their safety, TFG will review CCC MIS Department in the following areas:

- Organization and management practices
- Security training
- Enforcement of security policies
- Procedures for dealing with security violations

### 3. Identify Potential Risks/Threats and Develop Associated Scenarios

In order to effectively address the threats and risks to the continuation of data processing and its critical applications, TFG will list, describe, and qualify each "likely" risk/threat (vs. "unlikely") and document the most common circumstances in which they might occur. These identified risks/threats will subsequently be used to establish potential measures to reduce these risks and priorities for action based on the levels of risk that remain.

### 4. Ranking and Impact Evaluation of Potential Losses

Subsequently, we will identify the applications and assets whose potential dollar-loss falls into any of the defined risk categories. Our development of the risk analysis will thereby provide:

- A means to assign priority to applications and assets in the event that back-up resources were insufficient to process all applications.
- A way to determine the amount of time and money to spend on contingency procedures such as duplicate files or redundant equipment.
- An estimate of the value of application and assets to be protected with the contingency planning team.

At this point, we will review TFG's findings and calculate with the CCC Information Technology staff and appropriate user management who are involved in this project to assure the adequacy of our loss estimates.

We will then deliver to CCC Information Technology a matrix document identifying and ranking the assets and values that are vulnerable, and stating probable impact on the various business unit operations of CCC.

#### **Adequacy of Insurance**

We will examine the basic six forms of insurance coverage (data processing equipment, data processing media, extra expense, business interruption, valuable papers and records, and accounts receivable) to assure that they are adequate and to determine and document what information and tasks are required to activate these insurance policies as a source of funding during the recovery operation.

#### **Provision for Agency Records**

In this component of the BIA, we will divide the CCC Information Technology records in categories, such as vital, important, useful, and nonessential. We will review what steps will be taken to assure compliance with the records retention regulations of the Federal Government, IRS, insurance companies, and others. We will examine the defined

protection procedures that are to be activated to guard against errors, loss, theft, and natural disaster. We will determine whether the established inventory of all generated reports and their recipients is complete. We will assure that adequate control documents and decision grids are set up. CCC Information Technology personnel will be asked to collect the required data to complete this task.

**PREPARE A BUSINESS IMPACT ANALYSIS REPORT**

TFG will perform the tasks listed below to integrate the results of the Applications Review and the Risk and Controls Review into a comprehensive Business Impact Analysis report.

- Determine recovery requirements
- Develop recovery assumptions
- Recommend the scope of the Business Recovery Plan
- Finalize the Business Impact Analysis report
- Obtain client management review and approval

TFG prepares a Business Impact Analysis report that compiles our findings from both the Application Review and the Risk and Controls Review. We also provide our recommendations to reduce the risks identified based on the findings from those reviews. Additionally, this report will provide a comprehensive work plan for development of a Business Recovery / Contingency Plan.

Our work plan for business recovery will be based on the prioritization of critical business applications. Our additional recommendations will reflect best practices to achieve risk reduction and improved disaster avoidance capabilities consistent with reasonable cost/benefit ratios through application of the following steps.

➤ **Classify and Qualify Identified Risks**

We will analyze the risks sufficient to list, label, and rank CCC contingencies according to threat and loss exposures, their frequency, severity, and effect. The data will clearly define and measure the aggregate risk.

We will also provide quantitative analysis of threats and loss exposures that is both interactive and hierarchical, structured according to CCC vulnerability and to the related magnitude of exposure.

➤ **Prioritize the Threats and Vulnerabilities**

We will establish priorities for potential actions to increase disaster avoidance capabilities based on the risk represented by each threat and vulnerability.

➤ **Develop Appropriate Recommendations for Management**

Following our risk assessment evaluation, TFG will develop recommendations for alternative courses of action for management to consider, specifying estimated cost, schedule, and relevant range of performance of each.

**DELIVERABLES**

The following final deliverables will be produced during this Business Impact Analysis project:

- Business Impact Analysis Project Plan
- Business Impact Analysis Report

The following intermediate deliverables are also produced:

- Biweekly Status reports

**PROJECT STAFFING**

The Foster Group will staff this Business Impact Analysis project with experienced professionals as discussed under Firm Qualifications later in this proposal. A consulting team is organized to function as a cohesive unit. This project will require the participation of individuals with in-depth experience in Disaster Recovery Planning. Hence, in this project we have selected staff members who represent this background.

A project manager will be assigned to provide project management and coordination for the Business Impact Analysis to be performed for CCC. The Project Manager will have overall project responsibility for the engagement. His responsibilities will include client liaison, quality satisfaction, assurance of the completion of the work planned, review of the work of the consulting team, and monitoring of the engagement to its successful completion.

**CLIENT PARTICIPATION**

In order to ensure continuity in the carrying out of a Business Impact Analysis project, it has been our experience that close client participation is essential. Therefore, in support of the objectives of this proposal, we feel that our engagement will require a support of top level management representing both CCC headquarters and each of the colleges from both an information technology and user department perspective.

The time requirements for each CCC management contact would be approximately two hours over the duration of the project. In addition, we will require additional time of CCC information technology management as we perform the Risk and Controls Review.

**TIME ESTIMATE BY PROJECT PHASE**

From our experience and based on the project approach outlined in this letter, we estimate that this engagement will require approximately 400 hours of staff time. Presented below is a breakdown of timeframe required by project phase and step.

<u>Project Phase</u>	<u>Staff Time (Hours)</u>
<b>Perform an Applications Review</b>	
Identify the applications used by the colleges	10
Interview selected hdqts MIS and user dept personnel	30
Interview selected users at each college	80
Establish level of impact of the loss of each application	30
Identify high to low risk applications	10
<b>Perform a Risk and Controls Review</b>	
Assess backup procedures and off-site vaulting	20
Assess physical exposures	15
Assess physical access controls	20
Assess IT access controls	35
Review security procedures	20
Assess existing contingency planning	10
Develop recommendations	20
<b>Prepare a Business Impact Analysis Report</b>	
Determine recovery requirements	25
Develop recovery assumptions	20
Recommend the scope of the Business Recovery Plan	15
Finalize the Business Impact Analysis report	30
Obtain client management review and approval	10

#### **CONFIDENTIALITY AGREEMENT**

Should TFG be selected to perform this engagement, TFG agrees to hold all information acquired during the course of this project at CCC headquarters and colleges as strictly confidential with no disclosure to any other person, firm, corporation or entity whatsoever by any of its management or employees.

#### **PROFESSIONAL ARRANGEMENTS**

Based on the scope of the work plan outlined above, we expect to complete this project over approximately an 8-week period with a proposed start date of June 5, 2000. Our professional fees are based on our estimated time spent at a standard daily rate. The Foster Group proposes to perform this Business Impact Analysis for City Colleges of Chicago for a fixed price of \$52,000 in professional fees. In addition, we anticipate out-of-pocket expenses not to exceed \$1,500 for travel, secretarial service, and report reproduction. If any possible change in project scope was identified, TFG would meet with CCC management to determine whether expansion of our project scope was warranted.

- Chicago Public Schools
- Cook County Juvenile Court
- General Services Administration
- Provident Hospital
- Illinois Department of Employment Security
- Chicago Department of Revenue
- Northeastern Illinois University

**CLIENT REFERENCES**

Company

Work Performed

Chicago Transit Authority  
440 N. Wells Street  
Chicago, IL 60610

Performed Business Impact Analysis.  
Developed, implemented, and tested a  
disaster recovery plan for the Amdahl and  
Unisys mainframes and the HP processors.

Ken Edwards  
General Manager, Information Services  
312-664-7200 x4700

=====

Ingalls Hospital  
One Ingalls Drive  
Harvey, Illinois 60426

Performed Business Impact Analysis.  
Developed, implemented and tested a  
disaster recovery plan.

Jane Grad  
Chief Information Officer  
708-915-6131

=====

Cook County Hospital  
1900 W. Polk St.  
Chicago, IL 60612

Performed Business Impact Analysis.  
Developed, implemented and tested a  
disaster recovery plan.

Alvin Holley  
Chief Financial Officer  
312-633-7310

**PROJECT STAFFING**

The Foster Group will staff this Business Impact Analysis project with experienced professionals. They will provide the project with in-depth experience in Business Recovery Planning.

Brief summaries on the backgrounds of the professionals selected to staff this project are presented below:



**William P. Beckman** is Partner in charge of Systems Consulting Services. Bill, a licensed CPA, has over 27 years experience with information systems, including extensive experience directing major projects. His responsibilities have included both business impact analysis and business recovery planning projects. He has worked on a number of Business Recovery Planning projects, including Ingalls Hospital, The Chicago Transit Authority, and Cook County Hospital (Bureau of Health Services). For each of these projects, he performed a Business Impact Analysis. Mr. Beckman has also worked on Y2K Contingency Planning for DePaul University. Additionally, he has performed project management, century compliance assessment, implementation and contingency planning, business process re-engineering, systems analysis, information systems planning, systems design and implementation, systems integration, data security and risk analysis, quality assurance, standards and procedures development, and facilities management projects. Bill has overall responsibility for the Business Recovery Planning practice of the Firm.

**William Arens** has earned Business Continuity Planner certification. He recently completed a Business Continuity Planning project for Ariel Capital Management. Other recent projects include directing the Disaster Recovery Planning project at Chicago Transit Authority. Mr. Arens has also worked on projects at Cook County Hospital (directing the technical services efforts on application interfaces), and network design for the Cook County Assessor's Office. In addition to his consulting experience, Mr. Arens has over eighteen years experience in Information Technology positions. This includes serving as a Director of Information Systems for Material Science/Prefinish Metals, Adjunct Faculty Member of Grahamm School of Management of St. Xavier University, Manager Information Systems of Dart & Kraft Inc., Staff Project Manager/Systems Program Manager, Systems Project Manager of EMI Medical, Advanced Materials Manager/Internal Consultant of Pullman-Standard, System Development Analyst/Production Planning Analyst of Baxter Travenol.

**Ron Spapperi** is a Senior Consultant with over 25 years of information systems experience. He has performed a Business Impact Analysis for the Chicago Park District. He took a key role in addressing technical issues associated with business recovery planning at the Chicago Transit Authority. He worked on Century Compliance Contingency Planning projects at both DePaul University and City Colleges of Chicago. He has also performed major work on Century Compliance implementation projects. This experience includes analysis, remediation, testing and debugging, and implementation activities. Systems addressed include COBOL running in IMS and DB2 environments, using IMS-DC or CICS. Previously, Ron's background includes work with all phases of systems development, maintenance and enhancements related to the Chicago Housing Authority. He also has project leader and senior systems analyst experience with several major corporations.

**Jerick Alikpala** is a consultant with nearly 2 years of hands-on involvement on major projects at the CTA, including the recently completed Disaster Recovery Planning project and previously the Century Compliance implementation project. Jerick also has experience on other disaster recovery planning projects. He participated in the Century Compliance Readiness Assessment project at City Colleges. His Century Compliance experience includes analysis, remediation, testing and debugging, and implementation activities. Systems addressed include COBOL running in IMS and DB2 environments, using IMS-DC or CICS. He has also done century compliance work on client/server platforms running NT.