Massachusetts Institute of Technology

Public version

Business Continuity Plan

For information contact:

Jerry Isaacson

MIT Information Security Office

(617) 253-1440

gii@mit.edu

MIT

BUSINESS

CONTINUITY

PLAN

To Page the BCMT Duty Person:

To just leave phone number   **To leave an 80 character message**

to call back dial: **call _____ and give PIN #**

Duty Person

Information Security

Office

For recorded disaster recovery status reports and announcements

during the emergency

call:

Table of Contents

Part 1. Introduction

Part I contains information about this document, which provides the written record of the Massachusetts Institute of Technology Business Continuity Plan.

Introduction to this document

Planning for the continuity of the business of MIT in the aftermath of a disaster is a complex task. Preparation for, response to, and recovery from a disaster affecting the administrative functions of the Institute requires the cooperative efforts of many support organizations in partnership with the functional areas supporting the "business" of MIT. This document records the Plan that outlines and coordinates these efforts, reflecting the analyses by representatives from these organizations and by the MIT Data Security Manager, Gerald I. Isaacson.

For use in the event of a disaster, this document identifies the recovery facilities (hot sites, shell sites and relocation facilities - see Page *) that have been designated as backups if the primary functional areas are disabled.

How to use this document

Use this document to learn about the issues involved in planning for the continuity of the critical and essential business functions at MIT, as a checklist of preparation tasks, for training personnel, and for recovering from a disaster. This document is divided into four parts, as the table below describes.

Part	Contents

I   Information about the document itself.

II   Design of the Plan that this document records, including information about the overall structure of business continuity planning at MIT.

III   General responsibilities of the individual Institute Support Teams that together form the Business Continuity Management Team, emphasizing the function of each team and its preparation responsibilities.

IV   Recovery actions for the Institute Support Teams and important checklists such as the notification list for a disaster and an inventory of resources required for the environment. [*Note: If a "disaster" situation arises,* Section IV of the Plan *is the only section that needs to be referenced. It contains all of the procedures and support information for recovery.*]

Audience

This document addresses several groups within the MIT central administration with differing levels and types of responsibilities for business continuity, as follows:

- o Business Continuity Management Team
- o Institute Support Teams
- o Functional Area Recovery Management (FARM) Teams

It should be emphasized that this document addresses the responsibilities of the members of the Business Continuity Management Team, since they have the responsibility for preparing for, responding to, and recovering from any disaster that impacts the operation and/or support of Information Technology dependent business units or other MIT services or organizations. Part III of this document describes the composition of the Business Continuity Management Team in detail. The recovery plans for other organizational units are covered in their individual FARM team documents.

Distribution

As the written record of the Institute's Business Continuity Plan, this document is distributed to each member of the Business Continuity Management Team, including members of the Institute Support Teams.(Appendix C - Distribution List *)

It is also distributed to FARM Team Coordinators, Information Technology Process & Practice Leaders and others requiring the information for planning, who may not have direct responsibility for the recovery effort.

Part II. **Design of the Plan**

Part II describes the philosophy of business continuity planning at MIT generally, and the kind of analysis that produced this Plan. It also provides an overview of the functions of the Business Continuity Management Team in implementing this Plan.

Overview of the Business Continuity Plan

Purpose

MIT increasingly depends on information processing and telecommunications support. With the conversion to the SAP R/3 processing environment and the trend toward decentralizing information technology to individual organizations within MIT administration and throughout the campus the importance of maintaining a high level of reliability through recovery planning will continue to increase.

This increasing dependency on computers and telecommunications for operational support poses the risk that a lengthy loss of these capabilities which could seriously affect the overall performance of the Institute. The latest risk analysis identified [_____] and a number of other systems as belonging to risk Category I, comprising those functions whose loss could cause a major impact to the Institute within [NN] hours. It also categorized a majority of Institute functions as Essential, or Category II - requiring processing support within [_____] of an outage. This risk assessment process will be repeated on a regular basis to ensure that changes to our processing and environment are reflected in recovery planning.

MIT administration recognizes the low probability of severe damage to data processing, telecommunications or the support service capabilities of the Institute. Nevertheless, because of the potential impact to MIT, a plan for reducing the risk of damage from a disaster - however unlikely - is vital. The Institute's Business

Continuity Plan is designed to reduce the risk to an acceptable level by ensuring the restoration of Critical processing within [NN] hours, and all essential production (Category II processing) within [_____] of the outage.

The Plan identifies the critical functions of MIT and the resources required to support them. The Plan provides guidelines for ensuring that needed personnel and resources are available for both disaster preparation and response and that the proper steps will be carried out to permit the timely restoration of services.

This Business Continuity Plan specifies the responsibilities of the Business Continuity Management Team, whose mission is to establish Institute level procedures to ensure the continuity of MIT's business functions. In the event of a disaster affecting any of the functional areas, the Business Continuity Management Team serves as liaison between the functional area(s) affected and other Institute organizations providing major services. These services include the support provided by the Department of Facilities, security provided by the Campus Police, and public information dissemination handled by the MIT News Office, among others. The BCMT is also the liaison to and the conduit for escalating IT problems to the Emergency Operations Group, in the Director of Public Safety Office.

Assumptions

The Plan is predicated on the validity of the following three assumptions:

o   The situation that causes the disaster is localized to the major data processing and communication facilities in Building [_____]; the building or space housing the "business" functional area; or to the communication systems and networks that support the functional area. It is not a general disaster, such as an earthquake or the "Blizzard of '78," affecting a major portion of metropolitan Boston.

It should be noted however, that the Plan would still be functional and effective even in an area-wide disaster. Even though the basic priorities for restoration of essential services to MIT and the community will normally take precedence over the recovery of an individual organization, the Institute's Business Continuity Plan can still provide for a more

> expeditious restoration of our resources for supporting key functions.

- o The Plan is based on the availability of the hot sites or the back-up resources, as described in Part IV. The accessibility of these, or equivalent back-up resources, is a critical requirement.
- o The Plan is a document that reflects the changing environment and requirements of MIT. Therefore, this Plan, and the Functional Area Management Team plans it supports, requires the continued allocation of resources to maintain and to keep them in a constant state of readiness.

Development

MIT's Information Security Office, with assistance from key Institute support areas, is responsible for developing the Institute's Business Continuity Plan. Development and support of individual FARM Team Plans are the responsibility of the functional area planning for recovery.

Maintenance

Ensuring that the Plan reflects ongoing changes to resources is crucial. This task includes updating the Plan and revising this document to reflect updates; testing the updated Plan; and training personnel. The Business Continuity Management Team Coordinators are responsible for this comprehensive maintenance task.

Quarterly, the Business Continuity Management Team Coordinator(s) ensure that the Plan undergoes a more formal review to confirm the incorporation of all changes since the prior quarter. Annually, the Business Continuity Management Team Coordinator(s) initiate a complete review of the Plan, which could result in major revisions to this document. These revisions will be distributed to all authorized personnel, who exchange their old plans for the newly revised plans. At that time the Coordinator(s) will provide an annual status report on continuity planning to the Managing Director for Risk and Environmental Programs in the Executive Vice President's Office.

Testing

Testing the Business Continuity Plan is an essential element of preparedness. Partial tests of individual components and recovery plans of specific FARM Teams will be carried out on a regular basis. A

comprehensive exercise of our continuity capabilities and support by our designated recovery facilities will be performed on an annual basis. Recovery testing of Category I (Critical) systems will be done annually. Simulation exercises incorporating all of MIT's emergency responders and key business units will be carried out annually under the direction of the SIMTEST Team.

Organization of Disaster Response and Recovery

The organizational backbone of business continuity planning at MIT is the Business Continuity Management Team. In the event of a disaster affecting an MIT organization or its resources, the Business Continuity Management Team will respond in accordance with this Plan and will initiate specific actions for recovery. The Business Continuity Management Team is called into action under the authority of the Managing Director for Risk and Environmental Programs, who has the responsibility for approving actions regarding Business Continuity Planning at MIT.

Business Continuity Management Team

Two teams work in concert to ensure the continuity of MIT systems: the Business Continuity Management Team (BCMT), with its Institute Support Teams, and the Functional Area Recovery Management (FARM) Team for the area affected. In the event of a disaster, the BCMT provides Institute level support, while the FARM Team is concerned with resources and tasks integral to running the specific functional area.

This section provides general information about the organization of recovery efforts and the role of the Business Continuity Management Team. Part III of this document describes the Business Continuity Management Team and the responsibilities of each Institute Support Team in detail.

Business Continuity Management Team

The Business Continuity Management Team is composed of upper-level managers in MIT administration. The following is a list of each position on the Business Continuity Management Team, and a brief overview of each member's responsibilities:

o **Managing Director for Risk and Environmental Programs**. Overall responsibility for BCMT.
o Director, Department of Facilities Coordinates all services for the restoration of plumbing, electrical, and other support systems as

well as structural integrity. Assesses damage and makes a prognosis for occupancy of the structure affected by the disaster.

- **Data Security Manager**. As Co-Coordinator of the Business Continuity Management Team with the Team Leader, Data Center Operations, provides liaison between the Institute's operational and management teams and the FARM teams in affected areas. Also responsible for ongoing maintenance, training and testing of the Institute's Business Continuity Plan. Coordinates the Institute Support Teams under the auspices of the Business Continuity Management Team. Is the liaison to the Emergency Response Group in the Risk Management Office.
- **Director, I/T Service Process**. Coordinates support and recovery of data processing and communications facilities and the designated recovery sites.
- **Chief, Campus Police**. Provides for physical security and emergency support to affected areas and for notification mechanisms for problems that are or could be disasters. Extends a security perimeter around the functional area affected by the disaster.
- **Director of Insurance**. Provides liaison to insurance carriers and claims adjusters. Coordinates insurance program with continuity planning programs.
- **Director, MIT News Office**. Communicates with the news media, public, staff, faculty, and student body who are not involved in the recovery operation.
- **Director Administration, Human Resources Department.** Provides support for human resources elements of recovery and staff notification through the emergency broadcast service.
- **Associate Comptroller, Comptroller's Accounting Office**. Represents the Vice President for Finance and Treasurer. Liaison to Financial Operations FARM Teams.
- **Director, Safety Office** - Coordinates risk reduction and avoidance activities and emergency response with the BCMT.
- **Emergency Response Team Leader**- The team leader working with the Facilities, Building Management & Protection Team, provides the initial response to the majority of campus emergencies.

Institute Support Teams:

Under the overall direction of the Business Continuity Management Team, Institute Support Teams are assembled for the emergency to provide support to assist a functional area's recovery. These teams, described below, work in conjunction with the FARM Team of the area affected by the problem condition to restore services and provide assistance at the Institute level. In many cases, the organizations comprising these support teams have as their normal responsibility the provision of these support services.

This support is generally documented in a procedure manual for the organization. The Business Continuity Plan is an adjunct to that documentation and highlights, in particular, the interfaces between the campus level services and the individual FARM Team operations requirements. In cases where the documentation in this Plan and the organization's documents differ, the organization's documentation has precedence.

Damage Assessment/Salvage Team.

Headed by the Manager, Personnel Administration for Department of Facilities and activated during the initial stage of an emergency, the team evaluates the initial status of the damaged functional area, and estimates both the time to reoccupy the facility and the salvageability of the remaining equipment. This team draws members from the Facilities Department, from the Information Technology Service Process and from the FARM team of the affected area as well as appropriate vendors supporting our environment.

Following the assessment of damage, the team is responsible for salvaging equipment, data and supplies; identifying which resources remain; and determining their future utilization in rebuilding the data center or office facility and recovery from the disaster. The members of the Damage Assessment Team become the Salvage Team

Transportation Team.

A temporary Institute Support Team headed jointly by the Team Leader, Data Center Operations and by the Manager, Personnel Administration for Facilities, responsible for transporting resources - personnel, equipment, and materials - to back-up sites as necessary. This team draws members from two organizations: Information

Technology personnel, and Facilities personnel who normally transport heavy equipment within the Institute.

Public Information

The MIT News Office, working closely with the Human Resources Department handles the interface with the media, the general public and faculty, staff and students who are not participating in the recovery process.

Voice Operations Service Team

Headed by the Voice Operations Service Team Leader, is responsible for establishing voice and data communications between the affected site and the remainder of the campus.

Disaster Response

This section describes six required responses to a disaster, or to a problem that could evolve into a disaster:

- Detect and determine the start of a disaster condition
- Notify persons responsible for recovery
- Initiate the Institute's Business Continuity Plan
- Activate the designated hot site
- Disseminate Public Information
- Provide support services to aid recovery

Each subsection below identifies the organization(s) and/or position(s) responsible for each of these six responses.

Disaster Detection and Determination

The detection of an event which could result in a disaster affecting information processing systems at MIT is the responsibility of Facilities Operations (PPO), Campus Police, Information Technology personnel, or whoever first discovers or receives information about an emergency situation. The focus is on identification of a problem developing in one of the critical business functional areas or other building on campus housing

major information processing or communications systems or the communications lines between these buildings.

Disaster Notification

PPO (Facilities Operations) will follow their existing procedures and notify the individuals who are acting as the Business Continuity Management Team Duty Persons (DR-Duty team). The Dr-duty person on call will monitor the evolving situation and, if appropriate, will then notify the Business Continuity Management Team representative based upon a predefined set of notification parameters. Documented in the DR-duty procedures (Page - *)

When a situation occurs that could result in interruption of processing of major information processing systems, critical business functionality or networks on campus, the following people must be notified:

Normally, Facilities Operations and /or the Campus Police receive the initial notice through their alarm monitoring capabilities. However, if the problem does not activate a normal alarm system, immediately notify these areas.

- The Business Continuity Management Team Coordinator (Data Security Manager)
- The Service Process FARM Team Coordinator and communications FARM Team Coordinators (if the situation affects the data or voice transmission lines or facilities)
- Vice President for Information Systems

- Managing Director for Risk and Environmental Programs
- MIT Emergency Operations Group

Initiation of the Institute's Business Continuity Plan

Initiation of this Plan is the responsibility of the Business Continuity Management Team Coordinator or any member of the Business Continuity Management Team.

Activation of a Designated Hot Site

The responsibility for activating any of the designated hot sites or back-up resources is delegated to the Vice President for

Information Systems. In the absence of the Vice President, responsibility reverts to the Information Technology Service Process Leader or the Service Process FARM Team Coordinator or BCMT Coordinator(s). Within [NN] hours of the occurrence, the Vice President for Information Systems, or alternate, determines the prognosis for recovery of the damaged functional area through consultation with the Data Security Manager and the Damage Assessment Team, headed by Facilities and the functional areas affected.

If the estimated occupancy or recovery of the damaged functional area cannot be accomplished within [_____], the designated back-up site is notified of the intention to occupy their facility.

Dissemination of Public Information

The Director of the MIT News Office is responsible for directing all meetings and discussions with the news media and the public, and in conjunction with the Human Resources Department, with MIT personnel not actively participating in the recovery operation. In the absence of the MIT News Office representative, the responsibility reverts to the senior MIT official present at the scene.

Recovery Status Information Number (___) ___-____0 has been established as a voice mail information number for posting recovery status and information notices. All reports will be placed by the Continuity Planning Coordinator(s) or the 5ESS Operations FARM team leader.

Provision of Support Services to Aid Recovery

During and following a disaster, Institute Support Teams, as described on page *, are responsible for aiding the FARM Teams. They operate under the direction of the Business Continuity Management Team through the Coordinator(s).

Disaster Recovery Strategy

The disaster recovery strategy explained below pertains specifically to a disaster disabling Buildings [_____] or other primary processing facilities. These areas provide mainframe

computer and critical server and communications support to MIT's administrative applications. Especially at risk are the critical business applications - those designated as Category I (see below) systems. The Data Center Operations FARM Team Plan provides for recovering the capacity to support these critical applications within [_____]. Summarizing the provisions of the Data Center Operations Plan, subsections below explain the context in which the Institute's Business Continuity Plan operates. The Business Continuity Plan complements the strategies for restoring the data processing capabilities normally provided by Operations & Systems in the Data Center Operations FARM team plan.

This section addresses three phases of disaster recovery:

- Emergency
- Backup
- Recovery

Strategies for accomplishing each of these phases are described below. It should be noted that the subsection describing the emergency phase applies equally to a disaster affecting Building [_____] or other building on campus, or the functional area that provides support for the maintenance of the critical system.

Emergency Phase

The emergency phase begins with the initial response to a disaster. During this phase, the existing emergency plans and procedures of Campus Police and Facilities direct efforts to protect life and property, the primary goal of initial response. An Incident Command Post is set up and a security perimeter is established by the Campus Police as local support services such as the Cambridge Police and Fire Departments are enlisted through existing mechanisms. The BCMT Duty Person is alerted by pager and begins to monitor the situation.

If the emergency situation appears to affect Building [____](or other critical facility or service), either through damage to data processing or support facilities, or if access to the facility is prohibited, the Duty Person will closely monitor the event, notifying BCMT personnel as required to assist in damage assessment. Once access to the facility is permitted, an assessment of the damage is made to determine the estimated length of the outage. If access to the facility is precluded, then the estimate includes the time until the effect of the disaster on the facility can be evaluated.

If the estimated outage is less than [_____], recovery will be initiated under normal operational recovery procedures. If the outage is estimated to be longer than [_____], then the Duty Person activates the BCMT, which in turn notifies the Managing Director for Risk and Environmental Programs and the Vice President for Information Systems and the Business Continuity Plan is activated. The recovery process then moves into the back-up phase.

The Business Continuity Management Team remains active until recovery is complete to ensure that the Institute will be ready in the event the situation changes.

Back-up Phase

The back-up phase begins with the initiation of the Data Center Operations FARM Team Plan for outages enduring longer than [_____]. In the initial stage of the back-up phase, the goal is to resume processing critical applications. Processing will resume either at [_____] or at the designated hot site, depending upon the results of the assessment of damage to equipment and the physical structure of the building.

In the back-up phase, the initial hot site must support critical (Category I) applications for up to [_____] and as many Category II applications as resources and time permit. During this period, processing of these systems resumes, possibly in a degraded mode, up to the capacity of the hot site. Within this period, building [_____] will be returned to full operational status if possible.

However, if the damaged area requires a longer period of reconstruction, then the second stage of back up commences. During the second stage, a shell facility (a pre-engineered temporary processing facility that we have contracted to use for this purpose) is assembled on [_____] and equipment is installed to provide for the processing of all applications until a permanent site is ready. See Page * for a list of the designated recovery sites.

Recovery Phase

The time required for recovery of the functional area and the eventual restoration of normal processing depends on the damage caused by the disaster. The time frame for recovery can vary from several days to several months. In either case, the recovery process begins immediately after the disaster and takes place in

parallel with back-up operations at the designated hot site. The primary goal is to restore normal operations as soon as possible.

Scope of the Business Continuity Plan

The object of this Plan is to restore critical (Category I) systems within [_____], and Essential (Category II) systems within [_____] of a disaster that disables any functional area and/or essential equipment supporting the systems or functions in that area.

The latest Risk Assessment of the computer applications that support MIT administration assigned a number of systems to Category I - Critical. This risk category identifies applications that have the highest priority and must be restored within [_____] of a disaster disabling a functional area. Specifically, each function of these systems was evaluated and allocated a place in one of four risk categories, as described below.

Category I - Critical Functions

- .
- .
- .
- .

Category II - Essential Functions

Functions to be run as soon as processing time becomes available are listed in the Appendix B, (Page *)

Category III - Necessary Functions

These functions, while necessary for MIT, can be suspended for the duration of the recovery process. However, the data collected and normally utilized in their processing must be collected and eventually processed after operations are fully restored.

Category IV - Desirable Functions

These functions are important to MIT administrative processing, but due to their nature, the frequency they are run and other factors, they can be suspended for the duration of the emergency. Since the data they process is generally time sensitive, the data collection process can be suspended as well.

The administrative systems in Categories I - IV are those that provide Institute wide services. There are many departmental and laboratory systems, as well as non-information processing systems (such as FCS. the Facilities Control System) that are also either essential for the Institute or the local area(s) they support. Recovery for these systems too must be based upon an assessment of the impact of their loss and the cost of their recovery. See the *Departmental FARM Team Plan* document for further information on assessing and managing the risk at the departmental level.

.Part III. Team Descriptions

Part III describes the organization and responsibilities of the Business Continuity Management Team. The Business Continuity Management Team plans and implements the responses and recovery actions in the event of a disaster disabling either a functional area in [_____], or other critical processing facility. Its primary role is to provide Institute level support services to any functional area affected by the problem.

- **Managing Director for Risk and Environmental Programs**. Responsible for the BCMT.
- **Director, Department of Facilities** Coordinates all services for the restoration of plumbing and electrical systems and structural integrity. Assesses damage and makes a prognosis for occupancy of the structure affected by the disaster
- **Data Security Manager**. As Business Continuity Management Team Co-coordinator, provides liaison between the Institute's operational and management teams and the FARM teams in affected areas. Also responsible for ongoing maintenance, training and testing of the Business Continuity Plan. Coordinates the Institute Support Teams under the auspices of the Business Continuity Management Team. The Co-coordinator of the BCMT is the Coordinator of the Data Center Operations FARM Team, who will take responsibility for recovery in the absence of the Data Security Manager.
- **Director, I/T Service Process**. Provides for support for data processing resources with primary responsibility for restoration for [___] and other major processing facilities. Recovery plans for the computing facilities are

the responsibility of the Data Center Operations FARM Team and are described in the Data Center Operations FARM Team plan.

- **Director, I/T Voice and Network** Process Provides alternate voice and data communications capability in the event normal telecommunication lines and equipment are disrupted by the disaster. Develops recovery plans for the primary telephone switching equipment and satellite facilities in other buildings on campus as described in the Voice Operations FARM Team plan.
- **Chief, Campus Police**. Provides for physical security and emergency support to affected areas and for notification mechanisms for problems that are or could be disasters. Extends a security perimeter around the functional area affected by the disaster. Provides coordination with public emergency services (Local Police and Fire Department, etc.) as required.
- **Director, Safety Office.** Coordinates safety and hazardous materials related issues with other organizations involved in recovery planning and response as well as governmental and other emergency services.
- **Director of Administration, Human Resources Department.** Coordinates all activities of the recovery process with key attention to the personnel aspects of the situation. This includes coordinating release of staff from areas affected after receiving approval from the Vice President, Human Resources, initiating emergency notification systems (SNOWLINE) and working with the MIT News Office on dissemination of information about the recovery effort.
- **Director, MIT News Office**. Communicates with the news media, public, staff, faculty, and student body who are not involved in the recovery operation.
- **Associate Comptroller, Comptroller's Accounting Office**. Represents the Vice President for Finance and Treasurer.

Institute Support Teams

Business Continuity Management Team

1.   Function

To oversee the development, maintenance and testing of recovery plans addressing all Category I and II business functions. In the event of a "disaster" to manage the backup and recovery efforts and facilitate the support for key business functions and restoration of normal activities. To be the liaison to MIT's Emergency Operations Group

2.   Organization

The BCMT is co-chaired by the MIT Data Security Manager and the Manager of Data Center Operations, who serves in

the absence of the Security Officer. The Team is composed of key management personnel from each of the areas involved in the recovery process.

3.   Interfaces

The team interfaces with and is responsible for all business continuity plans and planning personnel at MIT.

Preparation Requirements

On a quarterly basis, the team will meet to review FARM Team plans that have been completed in the last quarter.

Semi-annually, to update the early warning duty roster, train duty roster personnel and coordinate the smooth transition of responsibility between participants.

On an annual basis, the Team will review the overall status of the recovery plan, and report on this status through the Data Security Manager, to Senior Management

Individual Team members will prepare recovery procedures for their assigned areas of responsibility at MIT. They will ensure that changes to their procedures are reflected in any interfacing procedures.

The BCMT will ensure that continuing levels of support are available for the FARM Teams that require it.

The BCMT will also review and approve FARM Team plans as they are submitted, re-evaluate the criticality of MIT operating functions at regular intervals and provide for awareness and training in recovery planning. They will also participate in emergency preparedness drills initiated by the Safety Office or other appropriate campus organizations.

Action Procedures

Damage Assessment/Salvage

1. Function

To report to the Business Continuity Management Team (BCMT), within [_____] hours after access to the facility is permitted, on the

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extent of the damage to the affected site, and to make recommendations to the BCMT regarding possible reactivation and/or relocation of data center or user operations. Existing Facilities emergency procedures are documented in a manual known as the "Black Book" maintained by Facilities. The Business Continuity Plan procedures supplement, and are subordinate to those in the Black Book, which takes precedence in the case of any difference. Following assessment of the damage, the team is then responsible for salvage operations in the area affected.

2. Organization

Headed by the Manager, Personnel Administration for Facilities and activated during the initial stage of an emergency, the team, evaluates the initial status of the damaged functional area, and estimates the time to reoccupy the facility and the salvageability of the remaining equipment. During an emergency situation, the individual designated in the "Black Book" will take operational responsibility for implementation of damage assessment. This team draws members from the Facilities Office, from the I/T Service Process, and from the FARM team of the affected area. Following assessment, the team is responsible for salvaging equipment, data, and supplies; identifying which resources remain; and determining their future utilization in rebuilding the data center and recovery the business unit's operations.

3. Interface

The Damage Assessment/Salvage Team will interface with other Facilities operations groups, the Campus Police and Information Technology operations functions, including vendor and insurance representatives, to keep abreast of new equipment, physical structures, and other factors relating to recovery.

4. Preparation Requirements

Identification of all equipment to be kept current. A quarterly report will be stored off-site. The listing will show all current information, such as engineering change levels, book value, lessor, etc. Configuration diagrams will also be available. Emergency equipment, including portable lighting, hard hats, boots, portable two-way radios, floor plans and equipment layouts will be maintained by Facilities.

A listing of all vendor sales personnel, customer engineers and regional sales and engineering offices is to be kept and reviewed

quarterly. Names, addresses and phone numbers (normal, home, and emergency) are also to be kept.

[Action Procedures](#)

Campus Police

1. Function

To provide for all facets of a positive security and safety posture, to assure that proper protection and safeguards are afforded all MIT employees and Institute assets at both the damaged and backup sites.

2. Organization

The team will consist of the Campus Police Department Supervisor and appropriate support staff. The team will report through the Chief who is a member of the Business Continuity Management Team.

3. Interfaces

The Campus Police Team will interface with the following teams or organizational units, relative to security and safety requirements:

- Human Resources
- Facilities
- Safety office
- EMS
- MIT News office
- Other appropriate departments as required

4. Preparation Requirements

- Provide emergency medical services, if necessary.
- Identify the number of Campus Police personnel needed to provide physical security protection of both the damaged and backup sites.
- Identify the type of equipment needed by Campus Police personnel in the performance of their assigned duties.
- Coordinate and arrange for additional security equipment and manpower, as applicable, if needed.

- Identify and provide security protection required for the transport of confidential information to and from both off-site and backup sites. Coordinate with the appropriate MIT Department.
- Periodically review the level of security needed at both the damaged and backup sites.

Action Procedures

MIT News Office - Public Information

1. Function

The most difficult time to maintain good public relations is when there is an accident or emergency. Public relations planning is required so that when an emergency arises, inquiries from the news media, friends and relatives of staff, faculty, and students can be handled effectively. While we cannot expect to turn a bad situation into a good one, we can assist in making sure facts presented to the public are accurate and as positive as possible given the situation.

It is in our best interest to cooperate with the media as much as possible, so that they will not be forced to resort to unreliable sources to get information that could be untrue and more damaging to the Institute than the facts.

Therefore, it is the policy of MIT in time of emergency, to:

- Have the MIT News Office serve as the authorized spokesperson for the Institute. All public information must be coordinated and disseminated by their staff.
- Refrain from releasing information on personnel casualties until families have been notified. Once families have been notified, names of those personnel should be released quickly to alleviate the fears of relatives of others.
- Provide factual information to the press and authorities as quickly as facts have been verified, and use every means of communications available to offset rumors and misstatements.
- Avoid speculating on anything that is not positively verified, including cause of accident, damage

estimates, losses, etc. (Fire Officials normally release their own damage estimates.)
- Emphasize positive steps taken by the Institute to handle the emergency and its effects.

Situations calling for implementation of the Emergency Public Information Plan may include, but are not limited to:

- Systems malfunctions disrupting the normal course of operations.
- Accidents, particularly when personal injury results.
- Natural disasters, such as fires, floods, tornadoes and explosions.
- Civil disorders, such as riots and sabotage.
- Executive death.
- Scandal, including embezzlement and misuse of funds.
- Major litigation initiated by or against the Institute.

2. Organization

The Director of the MIT News Office, a member of the Business Continuity Management Team, will act as the Public Information Officer for the Institute. The News Office alternates are listed in Appendix A. In their absence, the responsibility will revert to the Senior Manager on the scene.

3. Interfaces

The MIT News Office will be the interface between MIT and the public or news media. Copies of all status reports to the Business Continuity Management Team or senior management will be forwarded to the News Office for potential value in information distribution for good public relations. They will work with the Human Resources Department in dissemination of information to staff.

4. Preparation Requirements

Existing relationships with local media will be utilized to notify the public of emergency and recovery status. The News Office will maintain up-to-date contact information for the media and other required parties.

A facility will be identified to be used as a pressroom. Arrangements will be made to provide the necessary equipment and support services for the press. Coordination with the Voice

Operations Team for additional voice communication, if required, will also be made.

[Action Procedures](#)

_____

Insurance

1. Function

To provide for all facets of insurance coverage before and after a disaster and to ensure that the recovery action is taken in such a way as to assure a prompt and fair recovery from our insurance carriers.

2. Organization

The team will consist of the Director of Insurance and required staff and insurance carrier personnel. The team reports through the Business Continuity Management Team, of which it is a member.

3. Interfaces

The Insurance Team will interface with the following teams, relative to insurance matters:

- MIT News Office
- Campus Police
- Damage Assessment/Salvage
- I/T Service Process
- Appropriate FARM Teams

This team will be activated upon the initial notification of a disaster.

- **4. Preparation Requirements**
  - Determine needs for insurance coverage. Identify the coverage required for hardware, media, media recovery, liability and extra expense.
  - Prepare procedure outlining recommended steps to be followed by Damage Assessment/Salvage Team during initial stage of disaster (Appendix A)
  - List appropriate contacts in (Appendix B).

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- Arrange for availability of both still and video recording equipment to record the damage.
- Ensure that an equipment inventory is available, to include model and serial number of all devices.
- Evaluate all new products and services offered by MIT for potential liability in the event of a disaster.

Action Procedures

Voice and Network Operations

1. Function

To provide for voice and data communications to support critical functions. Restore damaged lines and equipment.

2. Organization

The team which will consist of appropriate Network and Voice Operations staff will also coordinate with and supervise outside contractors as necessary. The team will report through the Director, I/T Service, who is a member of the Business Continuity Management Team.

3. Interfaces

The Telecommunications Operations team will interface with the following teams or organizational units, relative to telecommunications requirements:

- Facilities
- Campus Police
- Other Information Technology departments as necessary
- Other MIT departments requiring emergency telecommunications
- Outside contractors and service providers as necessary

4. Preparation Requirements

- Provide critical voice and data communications services in the event that normal telecommunications lines and

equipment are disrupted or relocation of personnel is
necessary.

- Consult with outside contractors and service providers to
  ensure that replacement equipment and materials are
  available for timely delivery and installation.
- Utilize available resources, such as the MIT Cable Television
  network and voice mail system, to broadcast information
  relevant to the disaster.

Action Procedures

Human Resources Department

1. Function

To provide for delivery of Human Resource services, such as counseling and
support, compensation, benefit administration, benefit continuation, and
workmen's compensation to all MIT employees in the event of an emergency or
disaster.

2. Organization

The team will consist of Employee Relations and Benefits management, HRIS.
HR officers and HR/Benefit assistants. The team will report through the
Manager of Labor Relations who is a member of the Business Continuity
Management Team.

3. Interfaces

The MIT Human Resources Team will interface with the following
teams or organizational units, relative to HR requirements:

- President's
  Office
- Campus
  Police

- Safety
  Office
- Facilities
- EMS
- MIT News
  Office
- Other appropriate departments as
  required

Make special arrangements to protect confidential papers and records.
If confidential information must be removed and transported outside of HR
Headquarters, coordinate with Campus police for security protection of
information.
Assist in damage control, if possible.

.Part IV. Recovery Procedures

Business Continuity Management Team Coordinator

This appendix contains instructions to the Business Continuity
Management Team Coordinators for overseeing disaster response
and recovery efforts.

Action Procedures

Player	Action
Coordinator	Ensure entire Business Continuity Management Team (BCMT) has been notified. Then notify Vice President for Information Systems and Managing Director for Risk and Environmental Programs
Coordinator	Activate the Emergency Operations Center (See Page *) and notify staff to meet there.
Coordinator	Meet with Damage Assessment Team to review their findings and present results to BCMT.
Coordinator	Present recommendations to BCMT for next steps in recovery effort.

Coordinator	Begin notification of all recovery teams. Check to ensure all recovery participants have been notified.
Coordinator	Monitor the activities of the recovery teams. Assist them as required in their recovery efforts.
Coordinator	Report to BCMT on a regular basis on the status of recovery activities. Report to Senior Management as appropriate on recovery status.
Coordinator	On an hourly basis, or other appropriate interval, update the Recovery Status information message on [___-___-____]. To change the message dial [_____], enter [_____] then press [___] to get to the message service. A new message overwrites the prior message. Update or coordinate status information on 3Down

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Damage Assessment/Salvage

This appendix contains instructions to the Damage Assessment/Salvage Team for disaster response and recovery efforts.

Action Procedures

Player	Action
Manager, Personnel Administration	Notify team members, and vendors to report to the site for initial damage assessment and clean up.
	Notify insurance representative
Building Management & Protection Team	During normal hours, issue Work Orders and call the RM Support Team.
Team Leader	Request permission to enter site from Fire Department (if required).
	Take a service representative from each of the appropriate vendors, the insurance claims representative and appropriate Facilities and Information Technology

personnel into the site.

Team Members	Review and assess the damage to the facility. List all equipment and the extent of damage. List damage to all support systems (power, A/C, fire suppression, communications, etc.).
Team Leader	Notify the BCMT as to the severity of the damage and what can potentially be salvaged.
Team Leader	Notify the BCMT if the area can be restored to the required level of operational capability in the required time frame.

Salvage Operations

Player

Action

Team Leader	Initiate the Emergency Notification List and have all members report to the Staging Area.
Salvage Team	Have the Building Services Supervisor determine which equipment and furniture can be salvaged. Photograph all damaged areas as soon as possible for potential insurance claims.
Salvage Team	**Important** ** *Prior to performing any salvage operation contact Insurance Team to coordinate with possible insurance claims requirements and appraisals.*
	Have the Facilities Supervisor and staff start salvaging any furniture and

equipment.

Based upon advice from Insurance Team and customer engineering, contact computer hardware refurbishers regarding reconditioning of damaged equipment

Team Leader   Meet with the Business Continuity Management Team Coordinator to provide status on salvage operations.

Configuration List

A sample of the configuration and full equipment inventory report from the Fixed Asset Control Systems or other automated equipment inventories should be inserted here. The Continuity Plan Masters in off-site storage will contain the full listing.

Blueprints

Complete sets of blueprints of the buildings housing critical processing and the data center are maintained in the [_____] Vault and in off-site storage at the [_____].

Campus Police

This appendix contains instructions to the Campus Police for disaster response and recovery efforts.

Action Procedures

Player   **Action**

| Campus Police Duty Sgt. | An MIT Police Case Report will be completed upon stabilization of the disaster situation. As per standard police procedure, this report will detail the names of all victims, witnesses, injuries, facility damage description, etc., as well as list all notifications |

| Campus Police Duty Sgt. | Initiate the notification listing of appropriate Campus Police Department Command Staff and personnel (App. A) |

| Campus Police Day/Night | Notify the Business Continuity Management Team if the emergency affects Data Processing or Telecommunications operations in any way. |

| Campus Police Duty Sgt. | Assign Campus Police personnel to both the damaged and backup sites, as required. |

| Campus Police Duty Sgt. | Ensure that all Campus Police personnel are properly equipped at each affected location and the recovery sites. (Page *) |

| Campus Police Duty Sgt. | Coordinate the need for additional manpower and equipment as required. |

| Campus Police Command | Periodically submit status reports to the Staff Continuity Coordinator at the Emergency Control Center. |

| Campus Police Command | Ensure that all facets of security protection Staff are afforded, relative to entry/exit controls, transportation of information, etc. at both the damaged and backup sites. |

MIT News Office - Public Information

Action Procedures

Player	Action
Campus Police	Notify MIT News Office when an emergency occurs.
News Office	Assess the public relations scope of the emergency, in consultation with senior management if necessary, and determine the appropriate public relations course of action.
	In instances where media are notified immediately, due to fire department or police involvement, the News Office will proceed to the scene at once to gather initial facts. Emphasis must be placed upon getting pertinent information to the news media as quickly as possible.
News Office Staff Assistant	Maintain a log of all incoming calls to ensure a quick response to media and other requests.
News Office	Maintain a log of all information that has been released to the media.
News Office	When appropriate, prepare news releases on a periodic basis for distribution to the local media list.
News Office	If employee injuries or fatalities are involved, notify Human Resources to send appropriate management personnel to the homes of the involved families.
Personnel	Notify News Office as soon as families have been informed. This will permit the release of names and addresses of victims so that families of those not involved can be relieved of anxiety.
News Office	Contact the public relations director(s) at the hospitals where injured have been taken to coordinate the release of information.
News Office	In cases where long-term media coverage is anticipated, establish a Press Room in

the (location to be selected) Provide for telephone requirements of the press.

News Office	Schedule periodic press conferences, taking into consideration management personnel who will be participating.
News Office	If media wants to photograph physical damage, Clear request with Campus Police prior to approving request. Then accompany all photographers.
News Office	Coordinate follow-up news releases after the immediate emergency has passed to present the Institute in as positive light as possible. Possible topics could include: What has been done to prevent recurrence of this type of emergency? What are plans for reconstruction? What has been done to express gratitude to the community for its help? What has been done to help employees, students and faculty?

Insurance Team

This appendix contains instructions to the Insurance Team Coordinator for disaster response, salvage and recovery efforts.

Action Procedures

Player	Action
Insurance Team Leader	Contact appropriate Insurance people upon first advice of disaster.
Insurance Team Leader	Meet with Damage Assessment/Salvage team at site.

Insurance Team Leader	Go through disaster scene with Damage Assessment/Salvage team and advise on matters relating to insurance and claims. Ensure that nothing is done to compromise recovery from insurance carrier. Photograph all applicable areas.
Insurance Team Leader	File all appropriate claims forms with all involved insurance carriers.
	Report status of claims activity to the Business Continuity Management Team.

Voice and Network Operations

This appendix contains instructions to the Voice and Network Operations Team for disaster response and recovery efforts.

Action Procedures

Player	Action
HELP Line Personnel or after-hours Duty Person	Receives report of disaster from Facilities or Campus Police and notifies appropriate Network or Voice Operations and other personnel
Team Leader, Telecommunications Operations	Oversees assessment of damage to telecommunications facilities. Directs contingency and recovery efforts. Provides updates to Business Continuity Management Team and MIT administration
Operations and Customer Service	Arranges for voice and dial-up data communications services to support critical functions. Procures stock to repair or replace damaged equipment. Restores full services in a timely manner
Transmission Services	Provides data communications facilities or

circuits to support critical functions. Assists with restoration of cable and wire plant, as needed. Assists Information Technology and other departments with relocation and restoration of data facilities.

Human Resources Department

Action Procedures

Player   **Action**

Manager of Labor Relations	Notify team members to determine actions needed to carry out required HR services.
HR Management	Notify the BCMT if the emergency affects confidential personnel records
HRIS	In the event that HR systems are damaged or destroyed, make necessary arrangements to get back online ASAP through internal or external vendors.
HR Team	After the crisis is over, a meeting will be held to discuss the events that took place, what took place in HR, what was done to help employees, students, faculty, and their immediate families, how things could have been done better or differently, and what has been done to express gratitude to the community for its help.

Appendix A - **Notification List**

This appendix contains the names and telephone numbers of managers and personnel who must be notified in the event of a disaster. The Business Continuity Management Team Coordinator is responsible for keeping this notification list up-to-date.

Three individuals, the BCMT Coordinators, and one person assigned on a rotating basis from the list of FARM Team Coordinators, have responsibility for the interface with other campus organizations, such as Facilities Operations, to monitor emergencies as they occur. These Duty People are then responsible for activation of the full Business Continuity Management Team and necessary Functional Area Recovery Management Teams.

The BCMT Duty People are equipped with pagers, activated either by Facilities Department Operations or they can be paged directly.

In addition, each Duty Person is equipped with a cellular phone for emergency use.

To page the BCMT Duty Person:

Note: The cellular phones are normally off-line, use the pager number in an emergency.

The people on duty will monitor the situation and determine if it has the potential to impact our processing ability. [See Duty Person procedure for details]

BCMT Directory

Contact List inserted here

Appendix B - Recovery Facilities

The following facilities have been identified as designated recovery sites for restoration of processing under the MIT Business Continuity Planning strategy.

Emergency Operations Centers

The Emergency Operations Center is the location to be used by the Emergency Response Team and their support staff as a location from which to manage the recovery process. As such, the Coordinator will select the specific location at the time of the occurrence. The following are the locations available:

Hot Site (Operational data centers providing emergency computing resources)

Facilities provided: (See Data Center Operations FARM Team Plan)

.c3.**Shell Sites (Computer conditioned space available to install equipment)**

Facilities provided: (See Data Center Operations FARM Team Plan)

Business Recovery Facility

Contact

Appendix C - Category I, II & III functions

For details about each of these functions see the appropriate FARM Team Plan

Appendix D - Plan Distribution List

PLAN DISTRIBUTION MATRIX

ORGANIZATION	RECIPIENT	LOCATION	MIT PLAN COPIES	FARM TEAM COPIES
Business Continuity Management Team				
Coordinators			2	1
			2	1
Audit Division			2	1
Campus Police			2	
			2	
Comptrollers Accounting Office			2	1
CAO - Payroll			2	1
Insurance			2	
Service Process			2	
MIT News Office			2	
			2	
Human Resources			2	1
Facilities			2	1
Emergency Response Team			2	

Safety Office			2	
Voice Operations			2	
Network Operations			2	
Support Process			2	1
Senior Management				
			1	
			1	
			1	
FARM Team Coordinators				
Bursars Office			1	
Comptrollers Accounting Office			1	
CAO - Payroll			1	
Freshman Admissions Office			1	

Lincoln Fiscal Office			1	
Office of Financial Planning & Management			1	
Student Information Services			1	
Technology Licensing Office			1	
			1	
Property Office			1	
Library Systems				
Information Copies				
Academic Computing Services			1	
Delivery Process			1	
Discovery Process			1	
I/T Integration			1	
Office Computing			1	
Voice, Data, Imaging			1	
I/T Staff Development			1	
I/S VP Office			1	1

Appendix E - Recovery Duty Procedures

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