Massachusetts Institute of Technology

Functional Area Recovery Management Team

Plan Development Template

Public Distribution Version

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Functional Area Recovery Management Team

Plan development instructions and guidelines

At a large, multi-disciplined, open, urban campus like MIT there are many exposures to which we are vulnerable to some degree. These can range from a leaky faucet to a blizzard that shuts down the entire Boston metropolitan area.

Planning for the appropriate response to deal effectively with this broad range of events is the goal of the FARM Team, the Functional Area Recovery Management Team, for each "business unit" at MIT.

In developing the FARM Team plan for your unit, there are two perspectives that must be addressed. The first, is what would be the impact on the Institute if your organization could not provide the product or service it normally contributes.

The second, is what would be the impact internally, within your business unit, even though it may have a different or no immediate or lasting effect on the Institute.

The FARM Team template, which is attached, provides a structure for the development of a plan to restore your operation and recover your capabilities in an emergency. It also provides for the immediate response to an event, in terms of business operation and restoration of services, but it does not replace the Emergency Action Plan (EAP) required by the Safety Office which deals with life safety issues such as evacuation plans.

When you begin development, or a major revision, of your plan you need to ensure that key departmental management and personnel are involved. They will be the ones who have to follow the plan in the event of an incident and they are the ones who can make the best judgements about which services are critical to your functionality. Therefore I suggest beginning with a briefing at a staff meeting about recovery planning and FARM Team development at MIT and in your organization. [Note: The Information Security Office is available to assist you in this].

As an outcome of the meeting, you should put together a small team to help develop the plan. The FARM Team Plan itself documents two major teams, one responsible for "technical" aspects, such as computers and communications and the other which addresses the more complex "business" issues. These include finding space to relocate, staffing considerations (shift work, critical personnel assignments, office equipment, working from home, etc.) Each of these teams has a coordinator, and the coordinators have special responsibilities, including

serving on the disaster recovery duty team (dr-duty) which is part of the Business Continuity Management Team (BCMT).

The FARM Team template includes a section defining Preparation Requirements for each team. Please spend some time reviewing the suggestions, and definitely add any that are required by your organization, to come up with a list of those things which have to be done, resources that have to be assembled or acquired or contacts and arrangements or agreements that have to be completed in advance of a contingency to put you in a readiness state. The generic set provided by the template are designed to be a starting point for staff discussions and not the final list.

Once these requirements have been identified it becomes the responsibility of the appropriate coordinator to have them fulfilled.

In many cases, outside organizations may be participants in your plan. This may include other campus organizations like Information Systems and the BCMT or external organizations providing services and support to you. In each case, ensure that they are aware of and participants in your plan development.

While there are two (or possibly more) coordinators within each FARM Team, one person should be delegated as the overall person responsible for it's development and maintenance. It can be either of the two identified or a third person. The template defines some additional responsibilities and peparation requirements for the FARM team Coordinator, including training, testing and maintenance of the departmental plan.

The template provides forms to document staff, equipment and supply requirements for the department. These too are meant as guides, not as final product. Please add and modify them as needed to reflect your organization's requirements. With equipment and software in particular detailed information may be required to replicate your operational environment. Remember, this plan may be the only available documentation during the initial stages of a recovery.

FARM Team Plans are to be updated annually and a copy submitted to the BCMT. If there were major changes to your organization (moved to new building, add new or revised functionality, etc) an update to the plan should laso be submitted. On a quarterly basis the organizational information (phone numbers, staff assignements, etc) should be updated and revisions sent to the BCMT Coordinators. Note that plans will be maintained in the Recovery Plan Library on the web, accessible with an MIT Certificate.

Finally, plans should be tested on an annual basis. For those organizations which have been placed in Category I (see template for list of categories) a full

test of your computer operations at a backup facility is required. Tabletop exercises of the business component of your plan are acceptable for all units. From time to time you may also be subject to a Simulation Exercise, managed by the SIMTEST team (part of the BCMT). These "surprise" exercises usually involve evacuations and may also involve relocation of parts of your business to a backup recovery location as defined in your plan.

If you have any questions about the development of your FARM Team plan or about recovery planning at MIT in geneal, please call Jerry Isaacson in the

Information Security Office 253-1440 or send e-mail to **gii@mit.edu**

January 11 2002

[Organization Name]

FARM Team Plan

Friday, February 08, 2002

*In the event of a disaster,
turn to
Section III Recovery Procedures
beginning on Page 12*

Table of Contents

I. Preface

This plan was developed by *[ORGANIZATION*] to ensure the business continuity of this organization. The document was prepared under the direction of the Farm Team Coordinator.

A. Purpose

Every organization at MIT is growing increasingly dependent upon the availability of computing and communications resources to carry out their day to day activities. A Functional Area Recovery Management (FARM) Team plan is a tool to assist our organization in preparing for "disasters" that could make those resources unavailable for short term or extended periods. This FARM team plan also addresses the recovery of other vital resources, such personnel, paper, and the physical facilities.

There are a number of organizations on campus which provide services to a broad client base, such as Procurement or CAO, whose recovery is critical to the Institute in general. However, each department and organization on campus is an important component of the Institute and must evaluate the impact of a disruption upon its own operations, as well as to the possible impact upon other organizations and the Institute in general.

Use this document to learn about the issues involved in planning for the continuity of *[ORGANIZATION]* and its functions, as a checklist of preparation tasks, for training personnel, and for recovering from a disaster. The appendices contain specific recovery plans and procedures.

B. Audience and Distribution

This document is primarily addressed to the Functional Area Recovery Management (FARM) Team for **[ORGANIZATION]** and local organization management. This team has the responsibility of preparing for, responding to, and recovering from any disaster that affects our ability to perform our mission. For a complete distribution list, see Appendix Distribution List.

C. Business Continuity Plan Overview

Planning for the recovery of **[ORGANIZATION]** and implementing the plan in the event of a disaster are complex tasks requiring coordination among three MIT organizations: this FARM Team, the MIT Information Security Office and the Business Continuity Management Team (BCMT).

The Information Security Office (N42-250B, x3-1440 or gii@mit.edu) provides us, and other FARM Team developers, with support and assistance in preparing and implementing recovery plans. The Information Security Office is also the primary link to the resources available to us through MIT's Business Continuity Management Team.

The BCMT provides Institute level support services that we may require during our recovery process. See the BCMT web page (http://web.mit.edu/bcmt) for information about the team and recovery planning at MIT.

D.   Scope of This Plan

In the event of a disaster, the **[ORGANIZATION]** FARM Team is responsible for recovering our functionality within _____ (hours, days, weeks, months) **[ENTER THE AMOUNT OF TIME WE CAN CONTINUE TO PROVIDE CRITICAL SERVICES IF WE WERE FORCED TO EVACUATE OUR FACILITY, WITHOUT ADVANCED NOTICE, FOR AN INDEFINITE PERIOD OF TIME. See Endnote for more information about determining your criticality[i]].**

To facilitate recovery, this FARM Team Plan defines procedures for restoring both the computer applications and the organizational resources (personnel, space, equipment, etc.) supporting our operations.

Recovery plans and procedures are in the Appendix III. page-12, Recovery Procedures.

E.   Risk Assessment

For more information on evaluating the risk of a "disaster" and the impact upon our internal and Institute operations see the Endnote[i]

At the Institute level, the following four levels of recovery requirements have been defined:

Institute Category		Definition
1	**Critical**	Minimal operations must be restored in [NN] hours.
2	**Essential**	Minimal operations must be restored within [NN] to [NN] days.
3	**Necessary**	Minimal operations must be restored in [NN] days.
4	**Desirable**	The organization can operate with little or no outside support services for the duration of the emergency

.

Recognizing that a localized "disaster" may not always have an immediate significant impact on the Institute as a whole, to the department affected there can be a major disruption of their ability to continue their mission. To facilitate the process of evaluating the impact on localized organizations, the Institute has defined a subsidiary set of criteria for determining recovery requirements of an organization's business operations to its own needs.

Departmental Category		Definition
1	**Departmental critical**	Loss of this service or capability will severely impact the operation of this department, and of other teams within or supported by this department, if not restored within [NN] days.
2	**Departmental Essential**	Loss of this capability will have a serious impact on a department's ability to function if not restored within [NN] days.
3	**Departmental Necessary**	While limiting the effectiveness of this organization, it will be able to continue providing its services for the duration of the emergency.

II. FARM Team Description

The **[Organization]** FARM Team plan documents the responses and recovery actions to be taken in the event a disaster affects our organization or the resources which we rely upon for support. The FARM Team consists of the following recovery teams and is led by a Coordinator. *[who is often the head of the Operations Recovery Team:]*

- Operations Recovery Team
- Business Recovery Team
- Special Operations Recovery Team (Optional)

The Operations Recovery Team is responsible for the planning and execution of recovery efforts in support of computing, voice and data communications. They are responsible for restoring the team's computer systems, networks, telephones and applications and for ensuring that vital electronic records are both backed up and stored at an off-site location.

The Business Recovery Team is responsible for planning for the restoration of all other aspects of the operation. This includes finding a place to relocate staff, recover paper and other non-electronic media and vital records, assigning personnel, salvaging and restoring facilities, providing supplies and other supporting services.

The Special Operations Recovery Team is an optional team which would normally address any unique operational requirements. This could include restoration of special laboratory services, location of unique equipment requiring specialized knowledge or facilities for recovery, etc.

Each of these teams is staffed by the personnel who are normally responsible for that corresponding component or activity. Appendix A, **Notification Lists** identifies the individual members of these teams.

A.   FARM Team Coordinator

The [**Manager in charge of this process**] serves as the FARM Team Coordinator, reporting to departmental management. As a component of the overall Institute recovery planning effort, the Coordinator works with the BCMT through the Information Security Officer in a disaster situation. *[The Coordinator is usually, but not necessarily, the head of the Operations Recovery Team.]*

The FARM Team Coordinators, both Operations and Business Team,are also assigned to Disaster Recovery Duty (DR-Duty). This function is described in detail in the BCMT Recovery Plan. People assigned to Dr-Duty serve one month assignments on call to respond to potential emergencies on campus.

1.   Function

In planning and preparing for recovery from a disaster, the Coordinator is responsible for plan development and testing and for liaison with the Business Continuity Management Team through the Information Security Officer. Appendix E specifies the actions of the FARM Team Coordinator in disaster response and recovery. In addition to the Coordinator's responsibilities as head of a recovery team, the Coordinator is also responsible for the following specific tasks:

2.   Preparation Requirements

- Ensure that staff with the needed levels of expertise are available to serve on FARM Team recovery teams. This implies having staff familiar with Safety Office Emergency Action Plans as well as contingencdy plans for a disaster situation.

- Establish an Emergency Control Center for the organization.[ii]

  This would be a place for departmental management and other critical personnel to meet to discuss and subsequently manage the situation. A site outside the building is preferred. Access to communications (voice/data) is suggested.

- Maintain the FARM Team plan.

  To ensure that this plan remains current, the FARM Team Coordinator will regularly update it, test it, and train the personnel responsible for implementing it. In addition, the Coordinator will constantly promote

the Plan to maintain and enhance awareness of the Plan within the organization.

1. Ensure that the **[Organization]** FARM Team Plan is updated annually, or more often if major changes occur in the organization.

2. Ensure that the updated document is distributed to recovery team personnel, organization management, the MIT Information Security Office, the BCMT and to an off-site storage. location

- .Test The Plan

    Annually, the Coordinator will conduct a thorough test of this Plan, using only data from off-site storage that includes recovery documentation, procedures, programs, and files and other support services. Deficiencies in these recovery tests will be noted, and corrected immediately after the test is concluded. A report on test results will be sent to the BCMT Coordinators annually.

- Train Personnel

    Periodically, the Coordinator reviews and revises the training materials used to educate personnel required to prepare, maintain, or execute portions of this Plan. The Coordinator trains any new personnel who join the recovery teams.

- Promote The Plan

    Promoting this Plan means keeping it viable and visible to all members of the FARM Team and to the organization's staff and management. To promote this Plan, the Coordinator will develop an orientation program for personnel on the FARM Team outlining the actions planned for response to and recovery from a disaster.

- Coordinate with BCMT

    The Coordinator may work with the BCMT to arrange for support in specific areas, for alternate space for processing and/or communications. In most cases we will be working with our usual contact representative from each department, for example, our telecommunications or network representative. However in some cases, such as dealing with public information, we may require additional support from the BCMT. The levels of support and the individuals to contact are documented in the MIT Business Continuity Plan, a copy of which is provided to each FARM Team Coordinator and is available on-line in the Recovery Plan Library which requires MIT certificates to access.

To facilitate access to these resources, the support services that we anticipate will be required along with an identified representative from each team can be found in Appendix E..

B.   Operations Recovery Team

1.   Function

The Operations Recovery Team is responsible for coordinating the restoration of all computer services, voice and data communications required by our Department. The Team is headed by ***[COMPUTER SYSTEMS MANAGER OR OTHER APPROPRIATE INDIVIDUAL].*** The team may include personnel from the Information Systems Telecommunications and Network Services and/or Service Processes who normally provide support to our Department.

2.   Preparation Requirements

The following are some of the areas that we must address in order for us to be ready to recover from a major emergency situation:

- Maintaining Inventory

The Operations team will ensure that a complete and current inventory of all computing equipment, software, data and other vital records and materials required for running the organization is maintained at the off-site storage facility. The facility to be used, and the contact individual there is listed in Off-Site Storage Appendix C; Page 21

If using a commercial off-site storage facility ensure that access to the facility is maintained by having 2 or preferably 3 people who have the proper authorizations to remove material from the secure location.

- Personnel Assignments

The personnel, including all support personnel outside of our Department must be identified and their responsibilities documented as part of this plan [Notification List[12].]

- Damage Assessment

Facilities, the Operations Recovery Team team leader, and the MIT Insurance Office are responsible for determining the extent of damage to our area and with providing an estimate of the time required to restore damaged facilities to full capability. The Business Recovery and Special Operations team leaders will also be consulted in this process.

C.   Business Recovery Team

1.   Function

The Business Recovery Team is responsible for coordinating the relocation of the department (if necessary) and the restoration of all non-automated services and facilities required by our department. The Team is headed by ***[ADMINISTRATIVE OFFICER OR OTHER APPROPRIATE INDIVIDUAL].***   The team may include personnel from other organizations who normally provide support in these areas to our Department.

2.   Preparation requirements

- Personnel Assignments

The personnel, including all support personnel outside of our department must be identified and their responsibilities documented as part of this plan [Notification List[12].] If personnel are to work from home or other locations adequate support services, controls, facilities and related items must be documented. In addition, Human Resources should be notified to ensure we are in compliance with MIT policies and any other appropriate regulations.

Shift and weekend work may be required due to loss of facilities or other constraints. Personnel assignments should be set up in advance to simplify notification during an emergency. At the same time, a list of critical employees should be developed for those people who would be required to report immediately in the event of an emergency.

- Facilities

A minimal set of facility requirements must be prepared. This will identify the space, services (power, environmental, etc.) furniture and office equipment and supplies that we would require in order to maintain minimal required services during a disaster. Consider the needs for both a one week and a longer duration outage.

- Vital Records

 Identification and off-site storage of locally managed vital records, not included in those backed up as part of the Operations Team's recovery plan must be completed to ensure recovery of the department.

This should include contracts and other legal documents, address and related information files, research and reports, and other paper, film or other media that contain information that is important to MIT and/or the department's operations.

If using a commercial off-site storage facility ensure that access to the facility is maintained by having 2 or preferably 3 people who have the proper authorizations to remove material from the secure location.

- Mail and other delivery services

   Coordination with MIT Mail Services, and other mail and package delivery organizations to ensure information about any new locations and personnel changes are coordinated with those groups.

D.   Special Operations Recovery Team (Optional)

1.   Function

The Special Operations Recovery Team is responsible for coordinating the restoration of any unique services, facilities or equipment required by our department. This team is headed by ***[TITLE OF APPROPRIATE INDIVIDUAL].*** The team may include personnel from other organizations, research partners or vendors who normally provide support in these areas to our department.

2.   Preparation requirements

- Personnel Assignments

The personnel, including all support personnel outside of our department must be identified and their responsibilities documented as part of this plan Notification List[12].

- Facilities

A minimal set of special facility or other requirements must be prepared. This will identify unique space, services (power, environmental, etc.) furniture or other office equipment and supplies that we would require in order to maintain minimal required services during a disaster.

- Vital Records

Identification and off-site storage of locally managed vital records, not included in those backed up as part of the Operations or Business Recovery Team's recovery plan must be completed to ensure recovery of the department. This could include research data, vendor information, reports and findings and any other critical information important to the department and its mission. While this may be difficult in research areas, it may pay to evaluate the cost of an on-premises, fire-resistant safe or cabinet to store local records.

III.   Recovery Procedures

This appendix specifies the action plan for resumption of critical processing during or following a disaster. It also addresses acquiring alternate resources in the event that a disaster disables any of the normal resources or operational capability. The appropriate Recovery Team heads are responsible for keeping this information up-to-date.

A.   Notification Lists

In the event of a disaster affecting *[Organization],* notify all persons listed in sections 1 and 2.

Refer to section 3 for the names and positions of all members of the *[ORGANIZATION]* FARM Team and its Recovery Teams.

The FARM Team Coordinator is responsible for keeping this notification list up-to-date.

1.   Management

This subsection lists organizational management and MIT administration who must be notified in the event of a disaster affecting our operation.

Name	Position	Extension	Home phone

2.   Team Heads

This subsection lists heads of the Recovery Teams that together form the FARM Team. Tables in section A.3 list the members of each of the teams. The FARM Team coordinator is indicated by a check in the Coord column.

Name	Team	Coord	Ext	Home phone
	Operations Recovery			
	Business Recovery			
	Special Operations Recovery			

3.   Operations Recovery Team Members

Name	Position	Extension	Home Phone

4.   Business Recovery Team Members

Name	Position	Extension	Home Phone

5.   Special Operations Recovery Team Members (Optional)

Name	Position	Extension	Home Phone

6.   Business Continuity Management Team Support Services

BCMT Support Services	Contact	Phone 617	Page
Business Continuity Management Team	Information Security Office	253-1440	
Dr-duty person			
Damage Assessment/Salvage	Facilities Operations		
Physical Security, Emergencies	Campus Police		
Public or Media Relations	MIT News Office		
Insurance Claims or Appraisals	Insurance Office		
Voice Communications	Telecommunications		
Network Services & Data Communications	Network Operations Team		
Human Resources	Personnel		
Computing support, data backup, facilities	Operations Team		
Application Systems support	Your application support group		
Other teams (as needed)			

B.   FARM Team Coordinator

The FARM Team Coordinator is responsible for overall development and operation of the recovery plan. The Coordinator is also the liaison between the organization and the Business Continuity Management Team. The following are the specific tasks related to this responsibility. These are in addition to the usual responsibilities of the individual who, in most cases, also acts as head of one of the Organization's Recovery Teams.

Person	Task to be done	√
Coordinator	Notify Departmental Management	
	Notify Team Heads of emergency situation	
	Determine if an Emergency Control Center is required. If it is, notify Business Team Heads and Departmental management to report to the pre-defined location.	
	Monitor the Recovery Team efforts.	
	Coordinate and communicate with the various recovery team members and the Business Continuity Management Team if additional resources are required.	
	Coordinate the return of processing to the usual functional area, or to a new site, if necessary	
	After the recovery effort, meet with the Recovery Team members. Analyze the recovery procedures, and make any necessary additions or modifications to this plan.	

C. Operations Recovery Team

The Operations Recovery Team Head is responsible for coordinating the recovery of the data processing, voice and data communications functionality of the organization. The following table has been developed to assist that individual with the recovery effort.

Person	Task to be done	√
Operations Team Leader	Notify Departmental Management	
	Notify Team Members of emergency situation	
	Notify FARM Team Coordinator	
	Obtain permission to enter the site from Facilities or other proper authorities, if required, and work with the insurance representative for the Institute, Facilities and repair personnel from any appropriate vendors.	
	Review and assess the damage to the facility. List all departmental equipment and resources affected and the extent of the damage.	
	Assess the estimated length of time of the outage, and report the assessment to Departmental management, other Team Heads and the Information Security Officer if necessary	

The computer hardware, communications equipment and software listed below represent the subset of our current inventory that would be essential for creating the recovery environment for the **[Organization]**. The Operations Recovery Team is responsible for updating this inventory quarterly or whenever changes are made.

The resources listed below are the *minimal requirements* for restoring data processing, communications and related services for the [**Organization**] in a disaster situation.

1. **Local Hardware (Including any departmental local area networks)**

Equipment	Model	Qty	Vendor	Application	Remarks

2. **Remote Hardware (Including equipment being managed by Information Systems or other organizations)**

Equipment	Model	Qty	Vendor	Application	Remarks

3. **Local System Software**

Software	Ver.	Vendor	Qty	Purpose

4.   Remote System Software

Software	Ver.	Vendor	Qty	Purpose

5. Application Systems Software

a) <u>This section contains a list of each of the application systems that we utilize in our Department.</u> **[Enter name of application here]**

(**Enter a brief description of the application.**)

Special Equipment:	Scanners, Computer Output Microfilm, etc.
Location:	
Support Person(s)	
Business Function	

(You can reproduce this section as often as you need to)

6.   Local Communications resources

	Quantity Local Remote		Purpose	Vendor
Phones				
Phone Lines, Digital				
Phone Lines, Analog				
Phones, Cellular				
FAX Machines				
Network Connections				
Modems				
LANs				

7.   Required Forms

This section lists the forms and other special documentation (letterhead, form letters, etc.) that are required by the department for their operation. Each Recovery Team head is responsible for keeping their list up-to-date.

Purpose	Form	Qty	Source	Storage Location

8.   Off-Site Storage - Local files

Back-up tapes, files and documentation supporting the **[Organization]** functions are stored off-site, as indicated below. The table below lists the off-site storage locations for back-up of electronic media (tapes, disks, etc.) data and application software.

Application/System	Storage Location for Back-up Media

8.a.   People who have authorization to access off-site storage

Name	Phone	Bldg/Room	Home Phone	

9.   Off-Site Storage - Remote files

Back-up tapes, files and documentation supporting the **[Organization]** functions are stored off-site, as indicated below. The table below lists the off-site storage locations for back-up of electronic media (tapes, disks, etc.) data and application software.

Application/System	Storage Location for Back-up Media

9.a.   People who have authorization to access off-site storage

Name	Phone	Bldg/Room	Home Phone	

D.   Business Recovery Team

The Business Team Recovery Head is responsible for coordinating the recovery of the overall functionality of the organization. The following table has been developed to assist that individual with the recovery effort.

Person	Task to be done	√
Team Head	Notify Departmental Management	
	Notify Team Members of emergency situation	
	Notify FARM Team Coordinator	
	Assist Operations Recovery Team head in Damage Assessment	
	Assess the estimated length of time of the outage, and report the assessment to Departmental management and other Team Heads.	
	If our operational space, including office, laboratory and classroom, become unavailable, notify the FARM Team Coordinator, the Office Management & Facilities Services (OFMS) department and Facilities that resources may be needed for restoration of minimal functional capability.	
	Inform those organizations of the recovery priorities that have been established , recognizing that limited space and other resources may be available, particularly with the loss of a large building with many occupants competing for the available resources	
	Notify other staff, faculty and students about changes in operation, schedules or location necessitated by the recovery effort and the location of any Emergency Operations Center (see Appendix B)..	
	Review the scope of the problem, noting areas affected, probable duration, location to resume operations, number of users involved, plan for recovery, staff requirements, and staff availability	
	Collect necessary material, for example the User Notification lists, and go to the Emergency Operations Center.	
	Organize assembled staff into the following	

	responsibility areas: • User Contact • User Assistance	
	Develop general information to be released to Institute departments and a plan of notification.	
	Review the plan of notification with Personnel and the MIT News Office.	
User Contact	Develop a priority-ranked list of Institute departments to contact.	
	Review contact procedures and the message to be delivered.	

1. Facilities / resources

	Qty	User	Purpose	Type	Source/Location
Floor Space					
Desks					
Tables					
Chairs					
Files					
Wastebaskets					
Office supplies					
Lighting					
Special Needs equipment					
Special Access requirements					
Shredders					
Copiers					
Postage Meters					
Partitions					
Other Equipment					

2. Hardware

Equipment	Model	Qty	Vendor	Application	Remarks

3.   Required Forms

This Section lists the forms and other special documentation (letterhead, form letters, etc.) that are required by the Department for their operation. Each Recovery Team head is responsible for keeping their list up-to-date.

Purpose	Form	Qty	Source	Storage Location

4.   Documentation

Copies of the complete documentation set for our organization as well as operational documentation for each application we use are stored in **[number of locations, at least two]**:

5.   Vital Records

Any vital records which are required by our organization, including external contact lists, special documentation, contracts, personnel, financial and other business records as well as research data which is not available elsewhere are duplicated and stored in the following locations. **[For assistance in determining which records may be vital from an Institute perspective, contact the Library Archives]**.

Record Type/identification	Recovery Team	Back-up Storage Location

E.   Special Operations Recovery Team

The Special Operations Recovery Team Head is responsible for coordinating the recovery of any unique, hazardous or other special functionality of the organization. The following table has been developed to assist that individual with the recovery effort.

Person	Task to be done	
Team Head	Notify Departmental Management	
	Notify Team Members of emergency situation	
	Notify FARM Team Coordinator	
	Assist Operations Recovery Team head in Damage Assessment - determine special requirements	
	Assess the estimated length of time of the outage, and report the assessment to Departmental management and other Team Heads.	
	Notify other staff, faculty and students about changes in operation, schedules or location necessitated by the recovery effort.	

1.   Special Hardware

Equipment	Model	Qty	Vendor	Application	Remarks

2.   Special Software

Software	Version	Which User	Purpose	Vendor	Qty

3.   Required Forms

This Section lists the forms and other special documentation (letterhead, form letters, etc.) that are required by the department for their operation. Each Recovery Team head is responsible for keeping their list up-to-date.

Purpose	Form	Qty	Source	Storage Location

F.   Distribution List

The [**Organization**] FARM Team Plan is distributed as shown in the table below. Two copies are sent to each member of a recovery team so that the recipient can store one copy in the office at MIT and one at home for safekeeping.

Name	Responsibility	Location	Copies
Information Security Office	**MIT Continuity Plans**		**1**
Business Continuity Management Team	**Continuity Planning Management**		**2**
Audit Division	**Plan audits**		**1**
	Operations Team Head		**2**
	Business Team Head		**2**
	Special Ops Team Head		**2**

i   **Determining our criticality:** For our purposes, the definition of a disaster is an event that disrupts our organization's ability to function for an extended period of time. Most often, it is the result of a physical problem such as a building fire, a natural disaster or an environmental problem that closes our building because of a hazardous material exposure risk. However, it could also be the loss of our hard drive with the only copy of a research proposal due out in an hour, the loss of key personnel, the loss of power, data or voice communications. Disasters do not happen often, but when they do they are unexpected, always at the wrong time and they are never exactly what you planned for.

Therefore any recovery plan must be looked at in the light of ***IT IS NOT BUSINESS AS USUAL***. Our plans must be designed to restore only those functions that are the essential elements of our organization's business - whether that business is teaching a course, carrying out a research project or providing administrative services to the entire Institute or just our department.

The Institute has defined 4 criticality levels:
>   **Category -1 - Critical** - minimal operations must be restored in [nn] hours.
>   **Category - 2 - Essential** - Minimal operations must be restored within [NN] days.
>   **Category - 3 - Necessary** - Minimal operations must be restored in [NN] days.
>   **Category - 4 - Desirable** - The organization can operate with little or no support services for the duration of the emergency.

To facilitate the evaluation process we have defined a subsidiary set of criteria for determining criticality of an organization's business operations to its own needs.

>   **Category D-1 - Departmental critical** - Loss of this service or capability will severely impact the operation of this team and of other teams within the department if not restored in [NN] days or less.

>   **Category D -2 - Team Essential** - Loss of this capability will have a serious impact on a unit's ability to function if not restored within [NN] days.

>   **Category D -3 - Organization Necessary** - loss of this functionality will limit the effectiveness of this organization if not restored within [NN] days.

>   **Category D -4 - Organization Desirable** - loss of this service can be accommodated for the duration of the emergency by

provision of alternate means or delaying processing for the time required.

Consider that as the length of the outage increases, the organization(s) affected become less and less effective. Also recognize that to restore functionality requires the application of financial, physical and personnel resources. This allocation of resources needed to recover must be in line with the scope of the loss (or loss potential). In other words it doesn't make sense to spend $100,000 in recovery efforts to prevent a potential loss of $50,000.

When you evaluate your criticality, in terms of how long your organization can function without access to their normal facilities or support services, take into consideration alternate approaches to solving the problem. Things which might not make sense in normal circumstances might during a disaster. For example, could your staff work at home, using the phone or communication network to do their jobs if the office was unavailable? What would it take to do that? (i.e.. acquiring computers & software, setting up conference call schedules, etc.)

For many organizations on campus we have found that it is not unreasonable to expect them to go [NN] days or more without normal processing services, during a disaster.   There may also be time windows during which certain functions become more or less critical and these should be noted. These could be end of year closings, start or end of class terms, etc.

All of these factors must be considered in the assessment of your risk and subsequent classification of your organization's criticality.   This Template is provided to assist organizations, particularly those with a D-1 or D-2 criticality, and all Institute level organizations with the documentation of their recovery plans.

Special Operations Team Recovery Considerations -

There are organizational units on campus that have processing and support requirements that relate more closely to "process control" rather than information processing. Alarm systems, special environmental control systems and others are examples of this. Recovery planning for these environments is also a necessity but may not fit exactly into the structure of this template. The requirement for planning of these mission critical systems (which often can have recovery requirements measured in minutes rather than days) is no less important and plans should be developed for them as well. The Information Security Office 253-1440, is available to work with your organization in development of the appropraiate plans and supporting documentation.

[ii] **Emergency Control Center** - this is a room or other location that is the focal point of the recovery effort. Depending upon the nature of the problem, it provides a pre-determined location for our organization management to meet at to

evaluate the problem and to begin the recovery effort. It may, or may not, require special facilitation (analog phone services, network drops, etc.)