

EXECUTIVE SUMMARY

1.1 PROJECT OBJECTIVES

The main objective of the project is to develop a comprehensive IT Business Continuity/Disaster Recovery Plan for the Rochester-Genesee Regional Transportation Authority (RGRTA) that provides the ability to quickly recover support for critical operations in the event of a disaster. The project is organized in multiple phases:

- Phase 1 - Business Impact Analysis
- Phase 2 - Recovery Strategy Recommendations
- Phase 3 – Plan Design and Documentation
- Phase 4 – Plan Validation: Training and Testing

The Authority is heavily dependent upon sophisticated information systems and communications for all aspects of their operations. Most Departments of the Authority are reliant on complex IT infrastructure and services. The need to provide these critical IT systems on a timely basis requires a highly reliable and available computer and communications infrastructure. This report contains the results of the Business Impact Analysis process.

Business Impact Analysis

The goal of the Business Impact Analysis report was to develop a prioritized list of business recovery targets that become the focus of subsequent recovery strategies. The BIA provides the foundation for developing well-reasoned and prioritized responses. Since the resources of the Authority are limited, the BIA analysis will help to ensure that the subsequent IT Business Continuity/Disaster Recovery Plan is focused on reestablishing the most critical resources in the most cost effective manner to minimize loss and disruption resulting from a potential disaster event.

The business impact analysis involved identifying the critical business processes and related supporting resources within RGRTA departments and determining the potential impact of an outage or disruption in services. The process included a comprehensive assessment of all business activities that are performed within RGRTA departments, as well as an analysis of the supporting resources that are required to perform these activities. This includes support in the form of servers, network, PCs, communications, facilities, systems software, and applications software.

Recovery Strategies Recommendations

The objective of this phase of the project was to:

- Determine alternatives and options
- Determine recovery timeframes
- Correlate the recovery timeframes to the recovery objectives
- Recommend cost effective recovery strategies

This report identifies recovery strategies for critical information technology systems, infrastructure, and facilities. The recovery strategies were formulated from information derived from the Business Impact Analysis (BIA) and best practices for the industry. The analysis focuses on identifying cost-effective options for the most critical applications and their associated information technology infrastructure used to access and support these applications.

1.2 OUTAGE IMPACT SUMMARY AND APPLICATION ANALYSIS

A key aspect of the Business Impact Analysis involved identifying the critical applications within each department and determining the impact of not performing the business process related to that application beyond the maximum acceptable outage. The following departments assisted with this effort by completing comprehensive Application BIA Analysis Questionnaires:

#	Department
1.	Call Center
2.	Executive
3.	Finance and Accounting
4.	Human Resources
5.	Legal Affairs
6.	Lift Line & Regionals
7.	Maintenance
8.	Marketing
9.	RTS Operations
10.	Procurement and Grants Administration
11.	Scheduling

Impact Levels

The department's used the following categories to rate the impact of an application outage to performing their related to business processes:

- Department Operations
- Financial/Economic
- Customer Service
- Public Safety/Public Health
- Statutory/Regulatory

The impact levels (of not performing the business processes related to the application) were assigned by the departments to each of the above categories using the following ratings as: *Severe, Moderate, Minor, or Not Applicable.*

Application Analysis

The following information was gathered and analyzed for each software application:

- Maximum Outage (period of time the business process that uses the application could be deferred) as determined by the users
- Availability of Alternate Processing Methods such as manual procedures
- How often (cycle) the application is used (i.e., daily, weekly, etc.)
- Duration (length of time) that the alternate process could be performed
- Volume (# of transactions per cycle)
- Potential Litigation

The results of the outage impact analysis is summarized below. This summary information is useful in understanding the rational for the criticality of the specific applications identified by the RGRTA departments.

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#	Department/ Software Applications	Outage Impact					Maximum Outage	Alternate Processing Method	Duration	Cycle	Volume	Potential Litigation
		Department Operations	Financial / Economic	Customer Service	Public Safety / Public Health	Statutory/ Regulatory						
1	Call Center											
	Business Objects	Moderate	Minor	Moderate	Moderate	Minor	5 or more days	No		Weekly	5 – 6 times per week	Yes
	Charter	Severe	Severe	Severe	Severe	Severe	2 days	No		Daily	Continuously	Yes
	Logic Tree	Severe	Moderate	Severe	Minor	Minor	1 day or Less	Yes	Depending on personnel	Daily	Constant	No
	Microsoft Office	Severe	Severe	Severe	Minor	Minor	2 days	No		Daily	Continuously	No
	Symposium	Severe	Severe	Severe	Minor	Severe	1 day or Less	No		Daily	Continuously	Yes
	Tooty	Moderate	N/A	Minor	N/A	N/A	5 or more days	No		Quarterly	20 – 30 times per quarter	No
	Trapeze	Severe	Severe	Severe	N/A	Minor	1 day or less	Yes	4 hours	Daily	Continuously	Yes
2	Executive											
	Adobe Reader 8	Minor	N/A	N/A	N/A	N/A	5 or more days	No		Monthly	Several times per month	No
	AS/400	Minor	N/A	N/A	N/A	N/A	5 or more days	No		Monthly	1 – 3 times per month	No
	Citrix	Severe	N/A	Minor	N/A	N/A	5 or more days	No		Weekly	Several times per week	Yes
	Microsoft Excel	Moderate	Moderate	Moderate	Minor	Minor	5 or more days	No		Weekly	6 – 12 times per week	Yes
	Microsoft Outlook	Severe	Severe	Severe	Severe	Severe	1 day or Less	No		Daily	Constantly	Yes
	Microsoft PowerPoint	Minor	N/A	N/A	N/A	N/A	5 or more days	No		Monthly	Once per month	No

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#	Department/ Software Applications	Outage Impact					Maximum Outage	Alternate Processing Method	Duration	Cycle	Volume	Potential Litigation
		Department Operations	Financial / Economic	Customer Service	Public Safety / Public Health	Statutory/ Regulatory						
	Microsoft Project	Severe	Moderate	Minor	N/A	N/A	5 or more days	No		Daily	1 – 3 times a day	Yes
	Microsoft Publisher	Minor	N/A	N/A	N/A	N/A	5 or more days	No		Infrequent	Infrequent	No
	Microsoft Word	Severe	Moderate	Moderate	Minor	Minor	1 day or Less	No		Daily	6 – 12 times per day	Yes
	Windows Media Player	Minor	N/A	N/A	N/A	N/A	5 or more days	No		Monthly	Several times per month	No
	WinZip	Minor	N/A	N/A	N/A	N/A	5 or more days	No		Infrequent	Infrequent	No
3	Finance and Accounting											
	RAMCO Financial Suite	Severe	Severe	Severe	Moderate	Severe	1 day or less	No			Approximately 175 daily	Yes
4	Human Resources											
	Charter	Moderate	Minor	Severe	Moderate	Minor	5 or more days	Yes	Indefinitely		Daily	No
	Highline Payroll / HR System	Severe	Moderate	Minor	N/A	Severe	1 day or less	Yes	1 week		Continuously	Yes
	RAMCO Financial Suite	Minor	Moderate	N/A	N/A	Minor	5 or more days	Yes	Indefinitely		2 – 3 times per month	No
5	Legal Affairs											
	Adobe Acrobat	Moderate	Minor	N/A	N/A	N/A	5 or more days	Yes	Indefinitely	Daily	Multiple times	No
	Charter	Moderate	Minor	Moderate	Moderate	N/A	5 or more days	Yes	Indefinitely	Daily	1 – 2 times	No
	Citrix	Minor	Minor	N/A	N/A	N/A	5 or more days	Yes	Indefinitely	Weekly	3 – 4 times	No
	Dragon Speech Dictation System	N/A	N/A	N/A	N/A	Moderate	5 or more days	Yes	Indefinitely	Daily	Multiple times	No
	Highline Payroll / HR System	Moderate	Minor	N/A	N/A	N/A	5 or more days	Yes	Indefinitely	Daily	3 – 5 times	No

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#	Department/ Software Applications	Outage Impact					Maximum Outage	Alternate Processing Method	Duration	Cycle	Volume	Potential Litigation
		Department Operations	Financial / Economic	Customer Service	Public Safety / Public Health	Statutory/ Regulatory						
	Lenel Camera System	Moderate	Moderate	N/A	N/A	N/A	5 or more days	Yes	Indefinitely	Monthly	10 times	No
	Microsoft Office	Severe	Severe	Severe	N/A	Moderate	5 or more days	No		Daily	Heavy use	No
	Outlook Add-in	Minor	Minor	N/A	N/A	N/A	5 or more days	No		Daily	Multiple times	No
	Nero	N/A	N/A	N/A	N/A	N/A	5 or more days	No		Weekly	1 – 2 times	No
	Pictomertry	N/A	N/A	N/A	N/A	N/A	5 or more days	Yes	Indefinitely	Monthly	2 times	No
	RAMCO Financial Suite	Moderate	Severe	N/A	N/A	Moderate	5 or more days	Yes	7 days	Daily	Multiple times	No
6	Lift Line & Regionals											
	ArcView	Minor	N/A	N/A	N/A	N/A	5 or more days	No		Monthly	Once per month	
	Citrix	Minor	N/A	N/A	N/A	N/A	5 or more days	No		Weekly	5 times per week	No
	Highline Payroll / HR System	Severe	Severe	N/A	N/A	N/A	5 or more days	No		Weekly	Once per week	No
	Microsoft Office	Severe	Moderate	Moderate	N/A	Minor	1 day or less	No		Daily	Heavy use	No
	Microsoft Publisher	N/A	N/A	N/A	N/A	N/A	5 or more days	No		Quarterly	Once every several months	No
	Pictomertry	Minor	N/A	Minor	Minor	Minor	5 or more days	No	Indefinitely	Bi-Weekly	Once every other week	No
	RAMCO Financial Suite	Severe	Moderate	N/A	Minor	Minor	5 or more days	Yes		Daily	All day in Parts Department	No
	Trapeze Customer Care	Moderate	N/A	Moderate	N/A	Minor	5 or more days	No	Indefinitely	Weekly	Weekly	Yes
	Trapeze Pass	Severe	Moderate	Severe	Moderate	Severe	1 day or less	Yes	None	Daily	All day long Scheduling Department	No

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		Department Operations	Financial / Economic	Customer Service	Public Safety / Public Health	Statutory/ Regulatory						
7	Maintenance											
	AS/400	Minor	Minor	Minor	Moderate	Moderate	2 days	No		Daily	3 times daily	Yes
	Crystal Reports	Minor	Minor	Minor	Minor	Minor	5 or more days	No		Weekly	Once daily	Yes
	Fleetwatch	Minor	Minor	Minor	Minor	Minor	5 or more days	Yes	7 Days	Daily	Once daily	Yes
	Highline Payroll / HR System	Minor	Minor	Minor	Minor	Minor	1 day or less	Yes	7 Days	Daily	13 times daily	Yes
	Kronos	Minor	Minor	Minor	Minor	Minor	5 or more days	Yes	7 Days	Daily	13 times daily	Yes
	Microsoft Excel	Minor	Minor	Minor	Minor	Minor	5 or more days	No		Daily	Continuous	Yes
	Microsoft Outlook	Minor	Minor	Minor	Minor	Minor	5 or more days	Yes	7 Days	Daily	20 times daily	No
	Microsoft PowerPoint	Minor	Minor	Minor	Minor	Minor	5 or more days	No		Monthly	3 times daily	Yes
	Microsoft Visio	Minor	Minor	Minor	Minor	Minor	5 or more days	No		Weekly	Once daily	Yes
	Microsoft Word	Minor	Minor	Minor	Minor	Minor	5 or more days	No		Daily	Continuous	Yes
	Paner	Minor	Minor	Minor	Minor	Minor	5 or more days	No		Daily	Once daily	Yes
	RAMCO Financial Suite	Minor	Minor	Minor	Minor	Minor	5 or more days	No		Daily	2 times daily	Yes
8	Marketing											
	Adobe Programs	N/A	Moderate	N/A	N/A	N/A	5 or more days	Yes	Indefinitely	Daily	Daily	No
	Microsoft Office	Moderate	Moderate	Minor	N/A	N/A	1 day or less	Yes	Indefinitely	Daily	Daily	No
	Microsoft Outlook	Severe	N/A	Severe	Severe	N/A	1 day or less	Yes	Indefinitely	Daily	Daily	No

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		Department Operations	Financial / Economic	Customer Service	Public Safety / Public Health	Statutory/ Regulatory						
9	RTS Operations											
	AS/400	Moderate	Minor	Severe	Minor	Minor	5 or more days					
	Charter	Moderate	Minor	Moderate	Moderate	N/A	1 day or less	No		Daily	Frequently	Yes
	Highline Payroll / HR System	Severe	Moderate	Minor	N/A	Severe	5 or more days	No		Daily	High Volume	Yes
	Lenel Camera System	Minor	Moderate	N/A	Severe	Moderate	5 or more days	No		Daily	Frequently – continuous monitoring, potential for playback	No
	Microsoft Office	Severe	Severe	Severe	Minor	Minor	5 or more days	No		Daily	Frequently	No
	Nice Racal Mirra	Severe	Severe	Severe	Minor	Minor	2 days	No		Daily	Frequently	No
	Orbital Science (ACS)	Severe	Severe	Severe	Minor	Minor	1 day or less	No		Daily	Frequently	Yes
	Petro Vend	Moderate	Moderate	Minor	Moderate	Moderate	1 day or less	No		Daily	Continuous recording	Yes
	Picometry	Severe	Severe	Severe	Severe	Severe	1 day or less	No		Daily	High volume	No
	Trapeze OPS	Minor	N/A	N/A	Minor	N/A	5 or more days	Yes	1 Week	Daily	Continuous	No

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		Department Operations	Financial / Economic	Customer Service	Public Safety / Public Health	Statutory/ Regulatory						
10	Procurement and Grants Administration											
	Adobe Acrobat	Minor	Minor	Minor	N/A	N/A	5 or more days	Yes	1 Week	Daily	10 – 12 times daily	No
	Microsoft Excel	Moderate	Minor	Minor	Minor	Minor	5 or more days	Yes	7 Days	Daily	100's of times daily	No
	Microsoft Outlook	Moderate	Moderate	Minor	Minor	N/A	5 or more days	Yes	1 Week	Daily	20 – 30 times daily	No
	Microsoft Word	Severe	Moderate	Minor	N/A	Minor	1 day or less	Yes	1 Day	Daily	100's of transactions daily	No
	RAMCO Financial Suite	Moderate	Moderate	Minor	N/A	N/A	1 day or less	Yes	1 Day	Daily	12 times daily	No
	Trapeze (Ride-Pro Car Pool Matching Software)	Severe	N/A	Moderate	N/A	N/A	5 or more days	No	1 Week	Daily	Once daily	No
	Veeder (Root Fuel Management and Leak Detection)	Moderate	Minor	N/A	Minor	Minor	5 or more days	Yes	1 Week	Daily	20 times daily	Yes

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#	Department/ Software Applications	Outage Impact					Maximum Outage	Alternate Processing Method	Duration	Cycle	Volume	Potential Litigation
		Department Operations	Financial / Economic	Customer Service	Public Safety / Public Health	Statutory/ Regulatory						
11	Scheduling											
	APCs	Severe	Moderate	N/A	N/A	Severe	1 day or less	No		Daily	Several times per day	No
	ArcView GIS	Minor	N/A	Severe	N/A	N/A	2 Days	No		As needed	As needed	No
	AS/400	Severe	Severe	Severe	N/A	N/A	1 day or less	No		Daily	1 time daily – sometimes more	No
	Charter	Minor	N/A	Severe	N/A	N/A	5 or more days	No		Monthly	Once a month or so	No
	Luminator/Twin Vision	Severe	N/A	Severe	N/A	N/A	1 day or less	No		Quarterly	1 Week each quarter	No
	Orbital (ACS)	Severe	Moderate	Severe	N/A	N/A	1 day or less	No		Daily	Depends	No
	Trapeze FX	Severe	Severe	Severe	N/A	Severe	1 day or less	No		Daily	Constantly	No

1.3 APPLICATION PRIORITIES AND RECOVERY TIME FRAMES

Following an interruption to the business processes for a department, resumption activities need to be focused on those processes that once lost, would significantly impact the ability to perform critical business processes. While recovering all business activities is the ultimate goal of an IT Business Continuity/Disaster Recovery Plan, critical systems and applications must be restored first to minimize the impact on essential operations. The software applications were identified and compared based on:

- Deferral period (period of time the process could be deferred) as determined by the users
- Availability of alternate processing methods such as manual procedures
- Duration (length of time) that the alternate process could be performed
- Potential litigation
- Potential revenue losses
- Operational impact
- Financial / economic impact
- Customer service
- Public safety / public health
- Regulatory / statutory impact
- Other factors

The applications identified by the RGRTA departments were assigned a rating based on the following criteria listed below:

Ranking	Description	Recovery Objectives
Critical	Application must be restored within 1 day or less	One Day or Less
Essential	Application must be restored within two days	Two Days
Important	Application can be restored after 5 or more days	Five or More Days

The tables below summarize the number of applications rated as Critical, Essential, and Important, which are based on the recovery time frames determined by each RGRTA department. Both the original BIA results and the revised BIA results are displayed in the tables below.

Original BIA Priorities and Recovery Time Frames

Priority	Recovery Time Frame	# of Applications		%
		Server	Desktop	
Critical	1 day or less	12	1	37%
Essential	2 days	1		3%
Important	5 or more days	13	8	60%
Total # Applications		35		100%

Revised BIA Priorities and Recovery Time Frames

Priority	Recovery Time Frame	# of Applications		%
		Server	Desktop	
Critical	1 day or less	12	1	37%
Essential	2 days	2		6%
Important	5 or more days	12	8	57%
Total # Applications		35		100%

Based on the input from the departments, the most critical RGRTA server applications were identified and are listed in the table below. The first column shows the original priority / recovery time frame identified for the application during the BIA process. The second column shows the revised priority / recovery time frame for each application which was determined during follow-up meetings.

	Application	Original Priority	Revised Priority
1.	ACS (all modules)	Critical	Critical
2.	Highline	Critical	Critical
3.	Trapeze Suite	Critical	Critical
4.	Fleet Maintenance (AS/400)	Critical	Essential
5.	Logic Tree	Critical	Essential
6.	Ramco Financial Suite	Critical	Essential
7.	Symposium	Critical	Essential
8.	APCs	Critical	Important
9.	Charter	Critical	Important
10.	Luminator / Twin Vision	Critical	Important
11.	Petro-Vend	Critical	Important
12.	Pictometry	Critical	Important

The most critical RGRTA server applications have been identified as:

- ACS (all modules)
- Highline
- Trapeze Suite

Now that the critical applications have been identified, recovery strategies need to be identified to allow these applications to be restored as soon as possible following an interruption to the operations of the Authority. Recovery strategy recommendations are identified in Section 5 of this report.

As the planning process continues, recovery strategies and procedures should be implemented for all systems and applications. The resulting Plan will ensure that the most critical applications will be recovered first.

1.4 REVENUE IMPACT AND DEPARTMENT INTERDEPENDENCIES

Revenue Impact

The departments identified if there was the potential for revenue impact to the Authority if the applications were unavailable to support the business processes. The Call Center indicated that there may be potential revenue impact related to the inability to process vendor orders and added expense in overtime costs and additional staffing. Finance and Accounting indicated that a delay in operations would cause all operating revenues to cease. Other RGRTA departments indicated that an outage to the systems may result in the loss of operational efficiency and inferior customer service which could have significant revenue impact.

Department Interdependencies

The results of the BIA indicate that the departments could be dependent on each other for inputs and outputs related to the applications that support their business processes. An outage in some systems may impact both the primary users and RGRTA departments that are dependent on the outputs of the primary users. In addition, the Authority sends and receives and sends information to and from external agencies including the State of New York and other third parties.

A summary of the potential revenue impact and department interdependencies is located in Section 4 of this report.

1.5 DISASTER RECOVERY PLANNING RECOMMENDATIONS

There has been a conscious effort on the part of the Authority to prepare for a potential disaster event and to reduce the impact of potential disaster threats. However, there are certain improvements that could further enhance the security capabilities of the Authority and ultimately minimize the impact and the related consequences of a disaster event as described below. Additional detail on these recommendations is included in Section 6 of this report.

1. Single Points of Failure

A single point of failure is defined as a single element, component, system, device, or person that is critical to providing a service. Availability is the aspect of continuity planning that is concerned with avoiding single points of failure. Any risk to the timeliness and bandwidth of the network should be thoroughly considered. The Authority has the following IT single points of failure:

- Core Switch / Router
- AS/400
- Email server
- Print and File servers
- Veritas Backup/Restore Software
- Private radio communication system
- Internet Service Provider
- Infrastructure servers
- Applications / database servers
- Telecommunication Provider
- Communication lines (T1 and fiber links)
- Voice Communication Equipment (PBX)

2. Backup and Off-site Storage Procedures

The Authority should develop written policies and procedures for backup processing and off-site storage and rotation. Additional considerations include:

- Encrypt all backup tapes in the event a backup tape is lost or stolen
- Implement a backup media log to record the movement of all backup media
- Transport the backup media in secure containers that are safe from fire, water, and dust
- Assure that the storage locations of backup media are clearly labeled and environmentally secure

3. Physical and Environmental Security

Improve the following physical and environmental controls in the data center and the backup server location:

- Use a sign in-log for all visitors
- Transport the backup media in secure and environmentally safe containers
- Send the alerts for breaches in moisture, heat, and humidity levels to the helpdesk and/or emailed to individuals so that action can be taken
- Relocate the backup server area to an area that has appropriate physical and environmental controls (Note: the implementation of the SAN will help mitigate this concern)

4. Server Recovery Procedures

Currently, the Authority does not have formal written documentation that describes the procedures for restoring their critical servers. Because RGRTA depends heavily on technology and automated systems, it is vital that written recovery procedures be developed.

1.6 RECOVERY STRATEGIES RECOMMENDATIONS

This report identifies recovery strategies for critical information technology systems, infrastructure, and facilities. The recovery strategies were formulated from information derived from the Business Impact Analysis (BIA) and best practices for the industry. The analysis focuses on identifying cost-effective options for the most critical applications and their associated information technology infrastructures used to access and support these applications.

We recommend that the Authority use an internal hot site (backup data center) with data replication or contract with a colocation service provider for the critical systems and applications. Both the internal hot site and colocation facility should be a secure facility sufficiently distanced from the primary data center location to prevent the destruction of both the primary and backup sites in the same disaster event.

Internal Hot Site

The benefits of the internal hot site approach compared to other alternatives are:

- Lower pre-disaster costs than a commercial hot site
- No annual subscription fees
- No declaration fees
- Faster recovery time
- No daily usage fees after a disaster
- Better proximity of the internal hot site for the RGRTA staff
- More control over the recovery process
- Lower post-disaster costs
- No travel required to another location
- Easier transition to an internal hot site
- Easier and less costly to test
- Ensures system compatibility
- Guaranteed availability of the internal hot site
- Extra capacity can be used for testing, upgrading, and special processing

The major disadvantage of an internal hot site is equipment obsolescence. This can be partially mitigated by moving the servers that are periodically being replaced to the internal hot site. This may result in some degrading of service at the time of disaster until the servers can be upgraded.

Colocation Service Provider

The benefits of the contracting with a colocation service provider compared to the other alternatives are:

- Lower pre-disaster costs than other recovery alternatives
- No annual subscription fees
- No declaration fees
- Faster recovery time
- No daily usage fees after a disaster
- More control over the recovery process
- Lower post-disaster costs
- Easier transition to a colocation site
- Easier and less costly to test
- Ensures system compatibility

The major disadvantages of using a colocation service provider are:

- Colocation service providers may be difficult to locate within a reasonable distance from RGRTA. Travel may be required.
- Costs (i.e., rental fees and connection charges) may fluctuate due to the amount of data being transferred via the server(s) each month. A sudden burst to a higher transfer rate may increase the monthly connection charge (depending on how the cost is calculated).

SAN (Storage Area Network)

To guarantee complete rapid data access recovery in a disaster, dual, redundant SANs should be deployed, one a mirror of the other and each in separate locations. A backup SAN should be located at the internal hot site. The two SAN's would be connected by high-speed fiber and replication would occur on a real time basis. This would eliminate the need to replace the SAN and restore from backup during a disaster situation, speeding the recovery of critical applications identified by the individual departments.

Development Servers

All development servers should be relocated to the internal hot site. The development servers could be used as production servers if a disaster disabled the primary servers at the primary data center location. The Authority should verify that the configurations of the development servers are adequate for the potential use as failover devices.

1.7 IT BUSINESS CONTINUITY/DISASTER RECOVERY PLAN (NEXT PHASE)

The next phase of this project will include developing a comprehensive IT Business Continuity/Disaster Recovery Plan for the Authority. The contents of the Plan will follow a logical sequence and are written in a standard and understandable format. The Plan will be brief and to the point and will be written to reduce the time required to read and understand the procedures. This will result in improved Recovery Team performance if the Plan has to be used. The Plan will document the actions necessary to assess the damage or impact of an emergency situation and the activities required to maintain control and recover from the disaster event.

The Plan will ensure minimal disruption to operations and services in the event of significant problems and interruptions, and ensure organizational stability. Although the Plan will cover the worst case of the total loss of the facilities and related IT resources, it will be written in modules so that in the event of a partial loss, the appropriate modules of the Plan can be used to implement the required recovery actions. The Plan will ensure that the Authority can continue critical operations and services in a timely manner during periods of emergencies and/or disasters.

Section 6 contains an outline of the Plan and a description of the Recovery Team Structure.