

Prairie View A&M University



Business Continuity Planning Project Kick-Off Meeting

Presentation Topics



- Introductions
- LBL Overview
- Business Continuity Plan (BCP) Overview
- BCP Development Process
- LBL Project Team
- Project Timeline
- Business Impact Analysis (BIA) Questionnaire
- Questions and Answers

Introductions



- Prairie View A&M University
 - Dr. George C. Wright – PVAMU President
 - Mary Lee Hodge – Vice President for Business Affairs
 - James Abbt – PVAMU Emergency Manager
- LBL Technology Partners
 - Jackie Ragan, CBCP, CISA, CISM, CGEIT



LBL Overview

- Founded in 1941
- 150 employees
- Specialize in Business Continuity Planning for higher education
- Founding member of the Leading Edge Alliance:
 - Over 60 offices including Houston
 - Approximately 4,500 staff
 - Over \$700 million of revenue
 - Multinational Firm





Higher Education Consulting Projects

- UCLA
- Denver University
- Eastern Illinois University
- West Virginia University
- Creighton University
- University of Nebraska
- University of Akron
- Maricopa Community Colleges
- Weber State University
- PIMA College
- Towson University
- Cornell University
- New York Medical College
- University of North Carolina
- Northern Kentucky University
- Florida Community College at Jacksonville

LBL Technology Partners

Definitions

- **Disaster** – Any event causing enough disruption to deny access to the resources currently used to perform the business functions.
- **Business Continuity Planning** - The advance planning and preparations which are necessary to:
 - Identify the impact of potential losses
 - Formulate and implement viable recovery strategies
 - Develop recovery plans which ensure continuity of services in the event of an emergency or disaster
 - Administer a comprehensive training, testing and maintenance program

LBL Technology Partners

Definitions

- **Resources** - The critical technology, staff, equipment, forms, supplies, vital records and facilities needed to perform the business functions after a disaster occurrence.
- **Business Processes/Functions** – A group of business activities undertaken by an organization in pursuit of a common goal. A business function is a series of interrelated activities that convert inputs into results (outputs). A business function usually depends upon several business resources for support, e.g. IT, personnel, facilities. A business function rarely operates in isolation, i.e. other business functions will depend on it and it will depend on other functions.



BCP Planning Benefits

Before a disaster event

- Reduce dependence on key personnel
- Improve documentation
- Decrease potential threats and exposures
- Lower the possibility of a disaster event



BCP Planning Benefits

During a disaster event

- Avoid disruptions to business functions and services
- Protect students, faculty, visitors and staff
- Safeguard critical assets
- Minimize confusion and delays

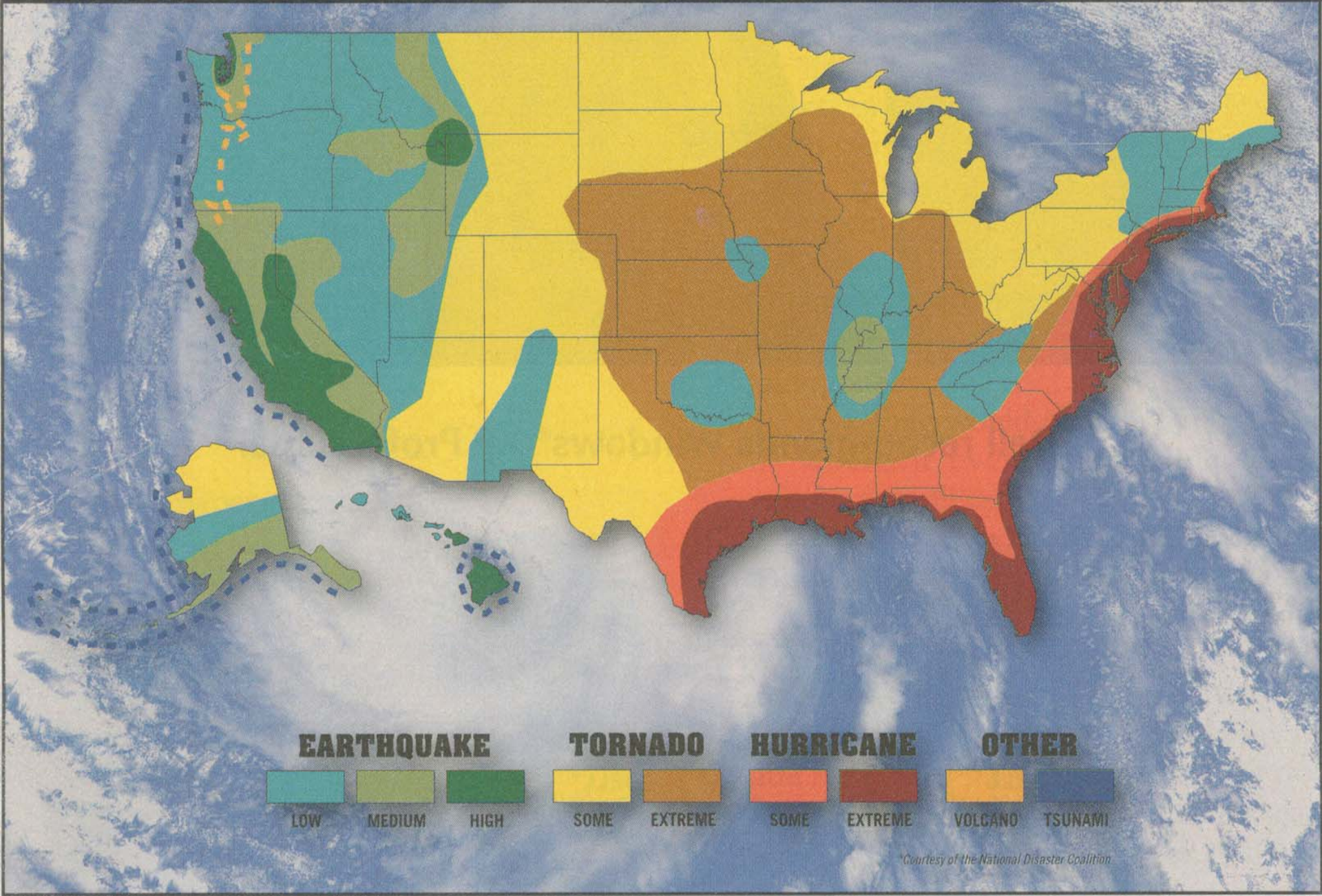


BCP Planning Benefits

After a disaster event

- Reduce potential financial loss
- Decrease potential legal liability
- Ensure organizational stability and an orderly recovery
- Adhere to legal, statutory, and regulatory requirements

NO MATTER WHERE YOU LIVE – DISASTERS ARE POSSIBLE





Examples of Major Disasters in the US

- Network Outage - Hinsdale, IL - 1988
- Hurricane Hugo - Charleston, SC - 1989
- Earthquake - San Francisco, CA - 1989
- Hurricane Bob - Northeast - 1990
- Riot - Los Angeles, CA - 1991
- Hurricane Iniki - Hawaii - 1992
- Bombing - New York, NY - 1993
- L.A. Earthquake - 1994



Examples of Major Disasters in the US

- Oklahoma City Bombing - 1995
- East Coast Hurricanes - 1996
- Florida Riots - 1997
- Ohio Valley Floods - 1998
- Washington Riot - 1999
- Red River Flood – 2000
- Terrorist Attacks – 2001
- NE Power Outage – 2003
- Hurricanes Charley, Frances and Ivan – 2004
- Hurricanes Katrina and Rita - 2005



AP







Lessons Learned

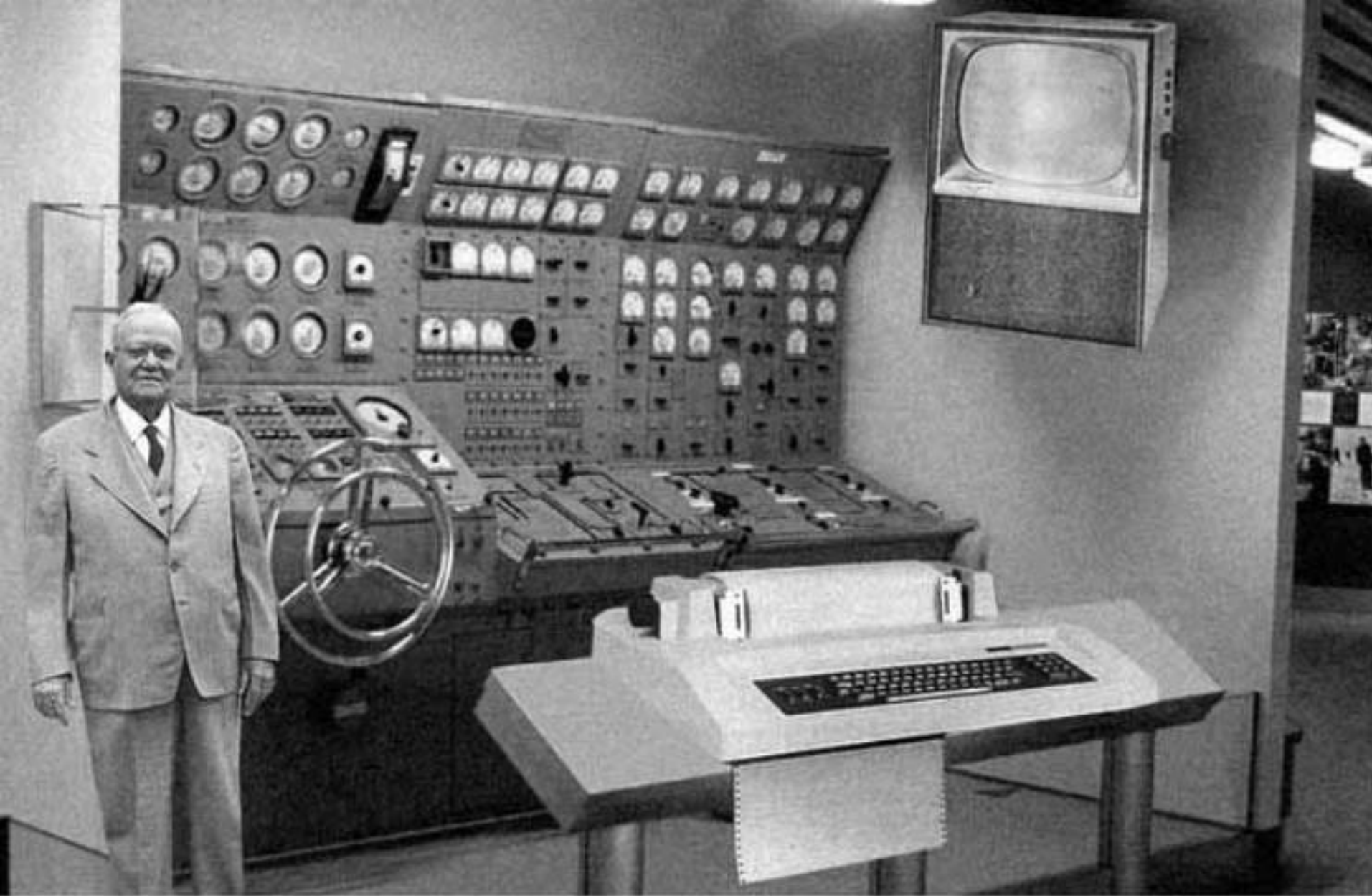
- ✓ Be prepared
- ✓ Keep calling trees current
- ✓ Involve senior management
- ✓ Take care of your people
- ✓ Do not be concerned about minor expenses
- ✓ Communicate, Communicate, Communicate





Home Computer Use in BCP

- Depends on the age and configuration of the computer



Scientists from the RAND Corporation have created this model to illustrate how a "home computer" could look like in the year 2004. However the needed technology will not be economically feasible for the average home. Also the scientists readily admit that the computer will require not yet invented technology to actually work, but 50 years from now scientific progress is expected to solve these problems. With teletype interface and the Fortran language, the computer will be easy to use.



Methodology

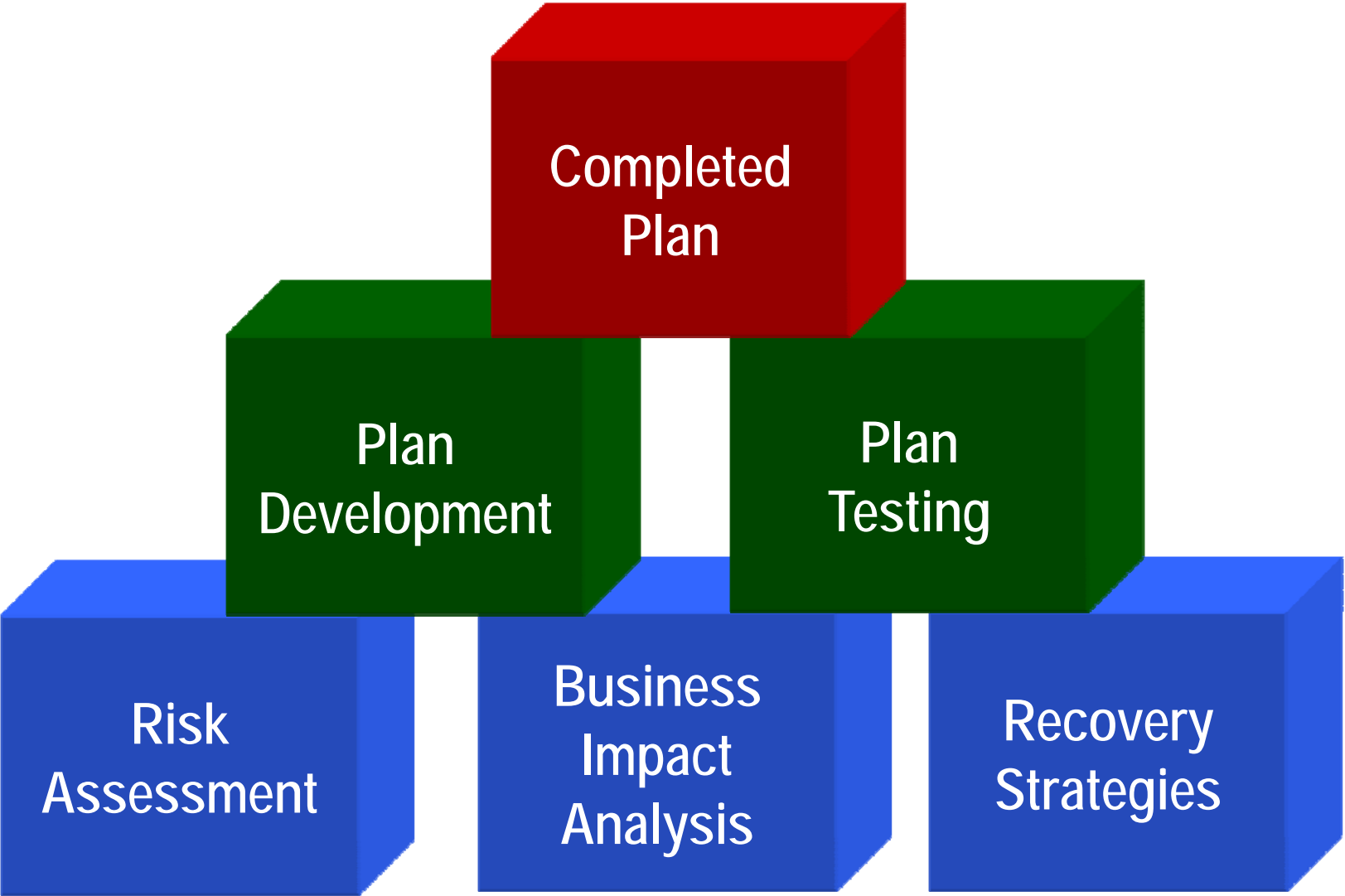
Project Phases

Phase 1: Business Impact Analysis

Phase 2: Recovery Strategies

Phase 3: Plan Development

Phase 4: Test Strategies and Exercises



Completed
Plan

Plan
Development

Plan
Testing

Risk
Assessment

Business
Impact
Analysis

Recovery
Strategies



Completed Plan

Plan Development

Plan Testing

Risk Assessment

Business Impact Analysis

Recovery Strategies

Physical Security

Backup Procedures

Threat Analysis

Single Points of Failure

Critical Requirements

Maximum Outage

System Dependencies

Outage Impact

Technical Recovery

Facility Recovery

User Recovery

Business Recovery

Plan Structure

Recovery Teams

Written Procedures

Maintenance Procedures

Test Schedule

Test Methods

Test Procedures

Test Evaluation

Business Impact Analysis

Critical Requirements

Critical Functions	Critical Information
Critical Personnel	Critical Processes

System Dependencies

Application Dependency	Platform Dependency
Database Dependency	User Dependency

Maximum Outage

User Input	Financial Impact
Service Impact	Technical Impact

Outage Impact

Revenue Loss	Increased Costs
Service Loss	Legal Actions



BIA Objectives

- Identify critical business processes/functions and their associated resources such as technology, facilities, vital records, staff, etc.
- Prioritize processes/functions, systems, and other critical resources
- Analyze the impact of an outage
- Determine recovery windows and recovery points
- Formulate the basis of the recovery strategies

Recovery Strategies

Technical Recovery

External Hot site	Drop Ship
Internal Hot site	Vendor Supplied

User Recovery

Manual Procedures	Vital Records
Restoration Procedures	Special Needs

Facility Recovery

Space Needs	Security Needs
Infrastructure Requirements	Fire Protection

Business Recovery

Business Processes	Key Personnel
Critical Requirements	Additional Resources



Recovery Strategies Objectives

- Determine alternatives and options
- Determine recovery timeframes
- Correlate the recovery timeframes to the recovery objectives
- Identify costs for recovery services
- Recommend cost effective recovery strategies

Plan Development

Plan Structure

Common Format	Disaster Scenarios
Plan Scope	Command Center

Written Procedures

Activation Procedures	Technical Procedures
Notification Procedures	Department Procedures

Recovery Teams

Management Team	User Team
Administrative Team	Technical Team

Maintenance Procedures

Maintenance Responsibility	Change Factors
Maintenance Frequency	Distribution Procedures



Plan Development Objectives

- Develop the recovery team structure
- Document the procedures to be used before, during and after a disaster event
- Use a logical sequence and standard format that is easy to understand
- Provide data gathering forms (PVAMU to complete)
- Write the plan in modules
- Prepare maintenance procedures
- Perform knowledge transfer/training

Training and Testing

Test Schedule

Type of Test	Scheduled Dates
Responsible Parties	Actual Dates

Test Procedures

Test Scenario	Test Participants
Test Assumptions	Written Procedures

Test Methods

Hot site Tests	Simulation Tests
Workshop Tests	Network Tests

Test Evaluation

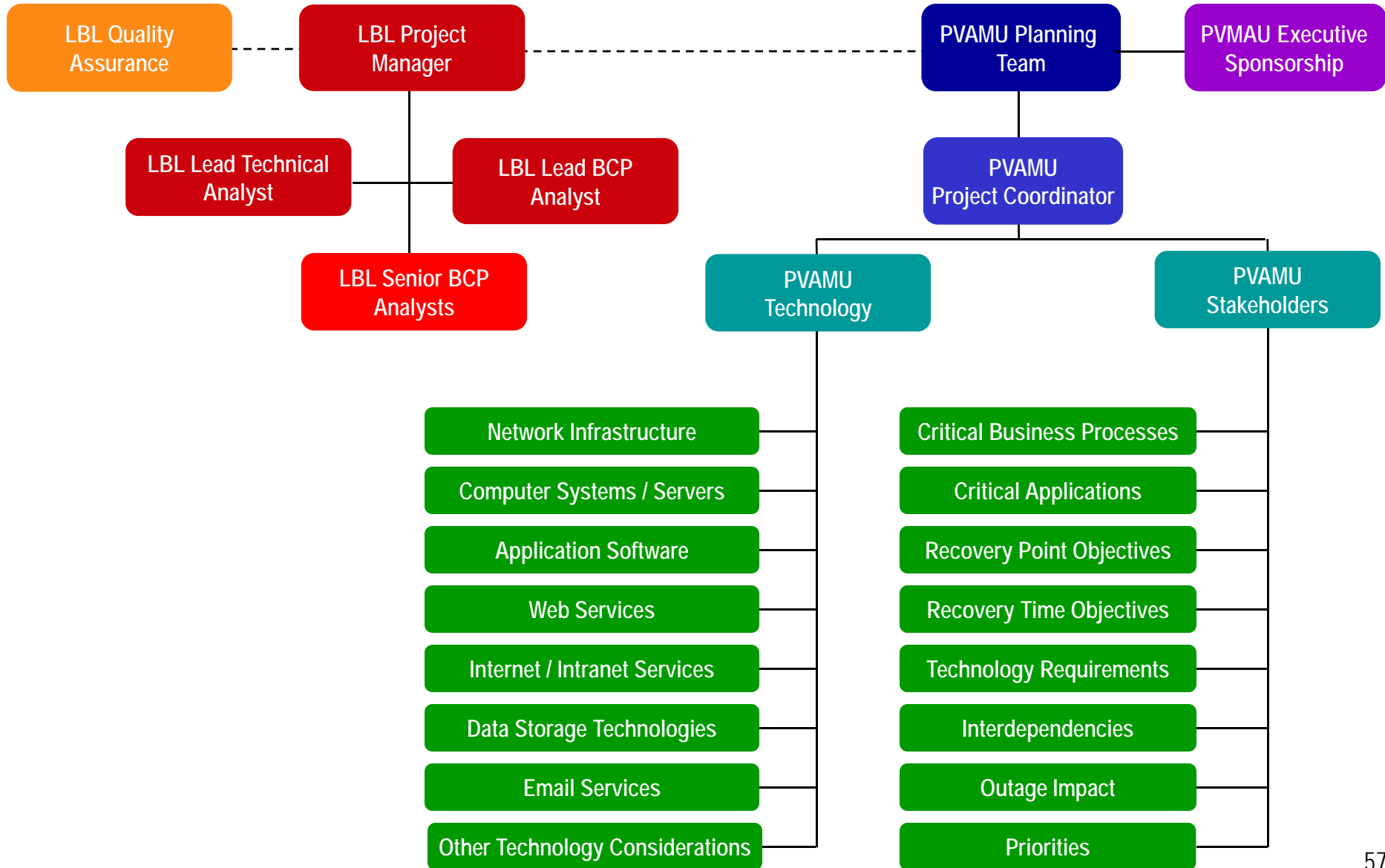
Activity Accuracy	Work Completed
Elapsed Time	Pass/Fail



Training and Testing Objectives

- Test the plan for effectiveness
- Check the process for efficiency
- Confirm roles and responsibilities
- Review the procedures for ease of response
- Improve the process by lessons learned
- Serve as training for the participants

Project Organization Chart





LBL Primary Project Team

Consultant Name	Role	Experience
Geoff Wold, CPA, CITP, CISA, CGEIT	Project Manager	20 Years
Jackie Ragan, CBCP, CISA, CISM, CGEIT	Lead BCP Analyst	15 Years
Brad Lyons, CBCP, CISA, CISM	BCP Analyst	7 Years
Jeff Locketz, CPA, CITP, CBCP, CISA, CISM, CGEIT	Quality Assurance	15 Years

Project Schedule

Activity Description	Start Date	Completion Date
Business Impact Analysis		
Project Kick-Off Meeting	7/08/2009	7/09/2009
Departments Complete BIA Questionnaires	7/13/2009	7/29/2009
Department BIA Interviews	8/03/2009	8/14/2009
Information Technology Interviews	8/03/2009	8/14/2009
Outage Impact Analysis	8/17/2009	8/21/2009
Resource Prioritization	8/17/2009	8/21/2009
BIA Report	8/24/2009	8/28/2009
Recovery Strategies		
IT Completes Server Specifications	8/31/2009	9/04/2009
Analysis and Strategy Development	9/07/2009	9/18/2009
Recovery Strategies Report	9/21/2009	9/25/2009

Project Schedule

Activity Description	Start Date	Completion Date
Plan Development		
Plan Design and Structure	9/28/2009	10/09/2009
PVAMU Completes Data Collection Forms	9/28/2009	10/09/2009
Plan Documentation	10/12/2009	11/06/2009
Maintenance Plan	11/09/2009	11/20/2009
Communications Plan	11/09/2009	11/20/2009
SharePoint Implementation	11/16/2009	11/20/2009
Knowledge Transfer	11/16/2009	12/04/2009
Plan Testing		
Testing Strategies	12/07/2009	12/11/2009
Tabletop Exercises	12/14/2009	12/18/2009



BIA Survey Questionnaire - Purpose

- To assist in the development of a Business Continuity Plan (BCP) for PVAMU
- To identify and prioritize critical and essential business processes/functions performed within each Department and their related critical resources
- To be completed prior to the interview
- Designed to provoke thought about critical and essential business processes/functions and the resources required for performing those functions
- Completed questionnaire will be used as an interview guide. Follow-up BIA interviews will be held Aug 3 – Aug 14, 2009



Prairie View A&M University



Questions?

