



## Positioning IT for Success in DR Planning

*Clear North Technologies Information Security Series*



### Objective

**Develop a high-level framework to properly position IT in developing Disaster Recovery (DR) & Business Continuity (BC) plans for the business**



## Characteristics of DR & BC Planning

- Like insurance...
  - Perceived as important
  - Lack of urgency
- Like cleaning your basement...
  - A huge, unwieldy job - where to begin?
  - Nobody's volunteering
- Rarely starts with a budget
- Rarely starts with any 'targets' or objectives
- EVERYBODY has the most important mission
- DR projects often start with IT
  - Probably has been a 'Top 5' initiative in IT for the last 3-5 years



## Why Start DR & BC With IT?

- Depending on the industry, it makes sense
  - Information is often the most important asset needed to recover a business
- The role and perception of IT is changing
  - Shift from 'offense' to 'defense'
  - 'Paradox of Excellence'
  - Evolution towards 'utility' in some respects
- How is your IT group perceived in terms of...
  - Technical competence
  - Business understanding
  - Positioning the value of what IT does



## Risk Management for SMB

- Small business defined as
  - < 1500 employees
  - < \$23 Million in annual revenue
- 99.7% of U.S. businesses are small businesses
- Majority of information available on disaster management positioned for large businesses
- Most small businesses do not have a plan for surviving disasters

\* Small business size varies by industry.

\*\* Information based on Small Business Administration data.



## Risk Management for SMB

- As a small business you are exposed to the same potential disasters as any large business.
- Just as much risk as every other business within your city - no more, no less.
- Small businesses often lose the most.
  - Least willing to prepare
  - Single place of business



## Characteristics of Successful Projects

- So, you've drawn the short straw...
- Before beginning, define DR project 'success' as it relates to your business
  - Like writing your own eulogy
  - Jump ahead and envision a 'perfect' outcome
- Often includes success with 'soft' issues
  - Connecting the whole business - different business units felt 'represented'
  - Outcomes were identified & targets met
    - Dates, budgets, testing, etc.
- But a key 'critical success factor'....



## Characteristics of Successful Projects

- ***Setting proper expectations!***
  - Consider two identical projects with identical outcomes
  - One can be classified a success, the other a failure
- DR/BC plans succeed, but not always as planned
- "Control what you can control"
- So, let's get started.....



## Getting Started

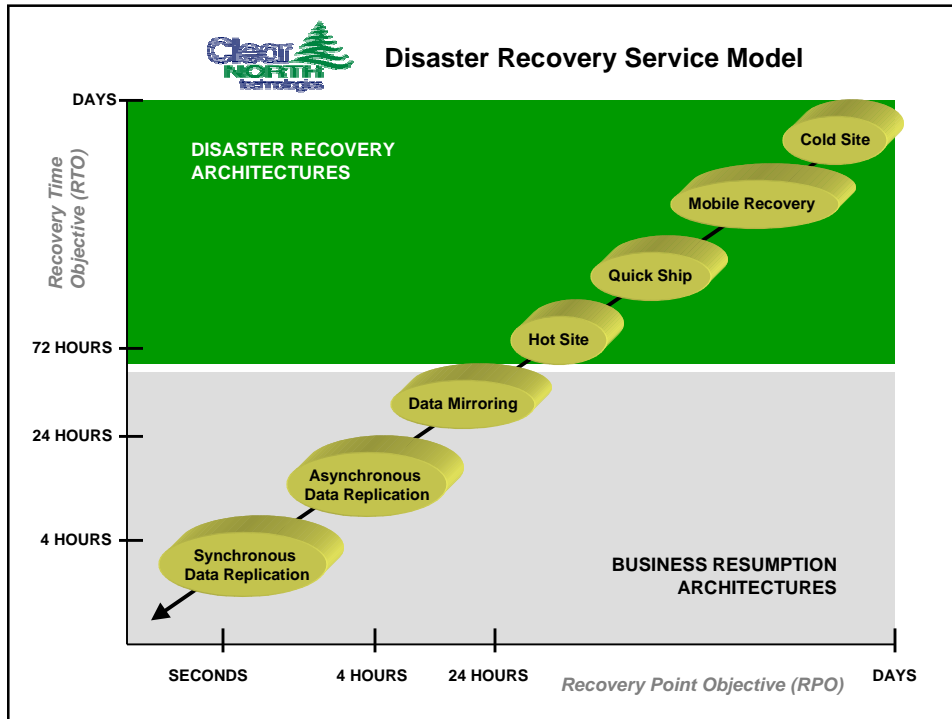
- SEPARATE DR and BUSINESS CONTINUITY!!
  - Bleeding together clouds understanding & expectation
- Consider the kind of business are you're in...
  - Service
  - Retail
  - Manufacturing
  - Financial
- ...versus RTO and RPO
  - Recovery Point Objective
  - Recovery Time Objective
- ***Establishing RTO & RPO helps define costs and frame value going forward***



## Balancing RTO & RPO

- Following slide useful for RTO / RPO discussion
- Solutions imply cost rises as RTO / RPO get more aggressive
- Objective is to frame cost in the discussion
  - Also helps clarify DR versus BC





## Next Steps

- *NOW* you can have more productive discussions with the business
  - Sense of cost involved
  - Sense that the business can balance RTO & RPO with cost to maximize value
- From here, easier to implement a 'classic' project



## Small Business Hazards

- Types of Disasters
  - Man-Made
  - Natural
- Man-Made Disasters
  - Fire
  - Explosion
  - Pipe Rupture
  - Blackout
- Natural Disasters
  - Midwest
    - Fire
    - Tornado
    - Severe Storm/Lightning
    - Winter Storm
    - Earthquake
    - Flooding
  - World
    - Tropical Storm
    - Mud Slide
    - Avalanche
    - Tsunami



## Resources

- United States Small Business Association  
<http://www.sba.gov/>
- Federal Emergency Management Agency  
<http://www.fema.gov/>
- The SANS Institute  
<http://www.sans.org/>



## Prepare: Overview

- Part I: Take steps to prepare your business
  - Obtain management commitment
  - Identify a disaster management program administrator
  - Perform a risk assessment
  - Perform a business impact assessment
  - Identify recovery and resumption strategies (RTO & RPO)
  - Develop a written continuity plan
  - Offsite storage of information and data
  - Recovery location



## Prepare: Where to Focus

### Risk Assessment

Disaster Threat	Rate of Occurrence	Annualized Loss	Insurance Coverage	Insurance Coverage	Insurance Deductible	Insurance Residual
Tornado	1/80	\$19,125.00	90%	\$17,212.50	\$62.50	\$1,975.00
Flooding	1/40	\$18,000.00	90%	\$16,200.00	\$125.00	\$1,925.00
Earthquake	1/250	\$6,480.00	90%	\$5,832.00	\$20.00	\$668.00
Fire	1/40	\$44,100.00	90%	\$39,690.00	\$125.00	\$4,535.00
Severe Storm/Lightning	1/10	\$9,000.00	90%	\$8,100.00	\$500.00	\$1,400.00
Winter Storm	1/10	\$9,000.00	90%	\$8,100.00	\$500.00	\$1,400.00

**\$11,903.00**

\* Risk assessment performed using the ALE method.

\*\* Based on an assumed total asset value of \$1.8 million U.S. dollars.



## Prepare: Spread the Risk

- Offsite Storage of Information and Data
  - Important business records must be stored offsite from your place of business.
  - Create an inventory of offsite records, keep the inventory with your disaster management plan.
  - Always use hard copies when possible – it is difficult to view electronic records without computers.
  - *Consider what type of records to store offsite*



## Prepare: Recovery

- Recovery Location
  - The feasibility associated with the use of alternate work locations needs to be addressed.
  - Identify a meeting place where a “command center” can be established.
    - Conference room at a hotel
  - Identify alternate places of business
    - Several locations at least 7 miles away
  - Can employees work from home until a permanent / temporary place of business can be established?



## Clear North Technologies

- Clear North Technologies, Inc. is prepared to assist your organization with:
  - Disaster Management Planning
  - Security Audits and Assessments
  - Penetration Studies
  - Policy Authoring
  - Security Technology Deployment
  - Managed Intrusion Detection
- IT support for SMB with secure, practical solutions



## Questions & Contact Info

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***Thank you!***

