

Business Continuity Plan – Scenario 2

A very large not-for-profit organization, YPUA, has an IT department responsible for managing all desktop, servers, networks and database systems. The company has a donation list of nearly 200 Million and manages over 10 Billion dollars every year. Because YPUA is international, it has locations in every major western city (Europe and North America) in over 16 countries.

YPUA has a number of analysts, technicians and operators. They have clerical staff, accountants, managers, and an army of volunteer workers. They have media and marketing specialists. The media centre (in the central office) is made up of Macintosh computers. Analysts, clerical staff and accountants have computers on their desk. Technicians and operators manage servers but generally do not have desktop machines. In total, there are approximately 180 desktop machines, and about 12 servers.

YPUA doesn't really have an inventory, per-se. Each office would have a room to store office supplies, but it is not tracked like inventory. When someone needs something it is purchased out of that branch's operating budget.

Their Accounts Payable, Receivable, General Ledger, Payroll and HR system is a system, customized by consultants from an original generic system (SAP). This runs on a SMP SunOne RAID server running SunOS Server- that is in the New York head office.

The volunteers are managed by the HR system as \$0 salaried employees.

Every branch runs their own system for HR, payroll, accounts receivable and accounts payable. This runs locally on a Sun Workstations, some of which run SunOS (on SPARC processors) and some of which run Sun Desktop Linux (Intel based machines). There is a synchronization process that occurs every evening (local time) which updates the central office data base with the branches' changes. This process also updates the local branch information on local donors who have moved in or out of their region.

Each branch, including the main office has its own employee's that it pays out of its own budget. Other than occasional appreciation events for volunteers, employees are salaried and paid monthly.

Donations received at each branch, over the course of the year are saved in an account. Annually a review is made of local charitable organization needs, and the needs of the services provided directly by the YPUA. Then the funds are distributed on a monthly basis. 40% of local income is directed to the main office, and another 20% is used to pay the rent, salaries and ongoing costs of the local office.

The main office uses most of its income for marketing and fund-raising, the operating costs of the main office is covered, and the remaining amount is distributed to 3rd world projects.

The most important system the organization maintains is a database of donors and the historic pattern of their donations. It is stored locally in each branch and synchronized nightly with the central database. That synchronization is done along with the SAP data.

The central office produces advertising media material including pamphlets, posters, billboards, bussboards, magazine ads, radio ads, TV ads, and TV infomercials. All these media are stored, on a MAC server and the work done on Macintosh computers. They have a wide format Epson Stylus Color Pro 4000 that does prepress proofs. Libraries of media clips and historic materials are stored on MiniDV tape and CD-R's.

The central office also produces standard solicitation and thank you letters. These are then sent to the branches where they are customized to suit the local language and circumstances. All these are stored on individual desktop computers.

The company's WAN is a VPN that is physically supported by IBM's intercontinental packet switching network. This way all the machines appear to be local. The only exception is the media centre which has its machines on a LAN and has a gateway to the corporate VPN

What you need to do:

Create a “disaster avoidance & recovery” plan outlining what needs to be done to avoid disaster and also get the business back up and running in the event of a complete disaster (fire, flood, “act of God” – in other words, all the equipment is gone). Focus only on the IT equipment, software, and infrastructure.

In order to explain how the data would be recovered, you will also need to address some sort of disaster prevention procedures – i.e. when and how data is backed up, to where, etc.

Some questions to get you started:

1. Backups: Identify everything that should be backed up. For each, how often should it be backed up? Full? Incremental? Logs? For each, determine the media you would use. Who will perform each of these, and how will they be done? User initiated? Automated?
2. How would you replace the equipment? Where would you get it from? How much would it cost? How long would it take to arrive and set up? How many people would it take?
3. What risks do you see in your plan? How would you minimize these risks?
4. How will you ensure that your plan will actually work in the event of a disaster?

Points	Subject	Criteria / Metrics
5	Document Submission Quality	Pages, Formatting, Spelling
2	Inventory / Cataloging	Identify Need / Process
	Hardware (Computing & Network)	Money / Cost / Budget
	Software (OS and Application)	Time Allocated / Required
	Configurations (Hardware & Software)	Human Resource Factors
	Data	
2	Disaster Avoidance (Prep/Maintain/Train)	Identify Need / Process
	Hardware (Computing & Network)	Money / Cost / Budget
	Software (OS and Application)	Time Allocated / Required
	Configurations (Hardware & Software)	Human Resource Factors
	Data	
2	Backup	Identify Need / Process
	Hardware (Computing & Network)	Money / Cost / Budget
	Software (OS and Application)	Time Allocated / Required
	Configurations (Hardware & Software)	Human Resource Factors
	Data	
2	Restoral	Identify Need / Process
	Hardware (Computing & Network)	Money / Cost / Budget
	Software (OS and Application)	Time Allocated / Required
	Configurations (Hardware & Software)	Human Resource Factors
	Data	
1	DRP Maintenance / Simulation	Identify Need / Process Money / Cost / Budget Time Allocated / Required Human Resource Factors
1	Environmental Requirements (Power, Cooling, Site, Data Infrastructure)	Identify Need / Process
15	Points Available	