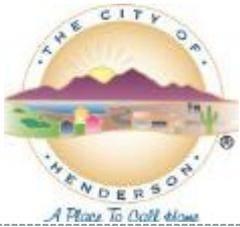


# *Business Impact Analysis / Disaster Recovery Strategy*



CITY OF HENDERSON

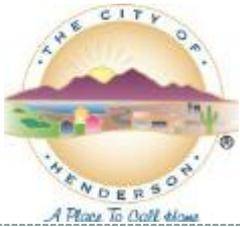




# BACKGROUND



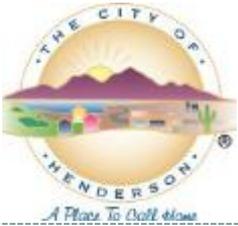
- The City of Henderson won a grant from the Department of Homeland Security to perform a Business Impact Analysis (BIA) and develop a Disaster Recovery (DR) Strategy
- The grant was for both the City of Henderson and the Las Vegas Metropolitan Police Department
- An RFP was issued and a contractor was selected to perform the BIA and DR Strategy for both entities simultaneously



# BIA GOALS



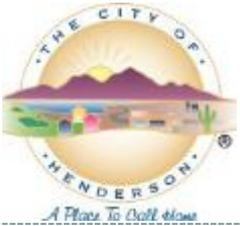
- The goals of the BIA were:
  - Define major business processes
  - Using a standardized methodology, identify:
    - ✦ Impacts should those business processes be degraded or halted
    - ✦ What IT systems/data are needed for those business processes to work
    - ✦ Recovery Time Objectives (RTO) – how long can the City go before serious impacts would be felt if a business process were degraded or halted
    - ✦ Recovery Point Objectives (RPO) – If an IT system were to be recovered, what is the oldest recovered data that could be used and not seriously impact the business process
    - ✦ Critical resources necessary to recover an IT system
    - ✦ Dependencies – internal and external, infrastructure, systems, and data
  - Prioritize the processes so that they fell into three categories – Critical, Essential, and Deferred



# BIA PROCESS



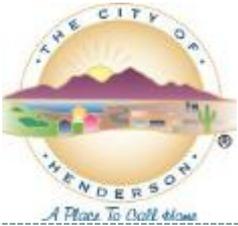
- **Multiple personnel from each department were interviewed**
  - Collected data on business processes, associated IT systems, RTO, RPO, and business process dependencies
  - Used standardized methodology to force rank business processes
  - Grouped business processes into three priority categories:
    - ✦ Critical – recovery needed in less than 2 days
    - ✦ Essential – recovery needed in less than 7 days
    - ✦ Deferred – recovery needed in less than 30 days
  - Reviewed with the IT Executive Steering Committee
  - Once the BIA was completed, it was used as a primary input into the Disaster Recovery Strategy process



# DR STRATEGY GOALS



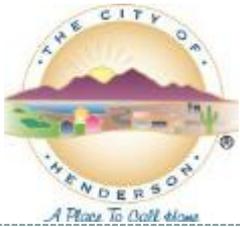
- The goals of the Disaster Recovery (DR) Strategy were:
  - Document the current environment for systems supporting the identified business processes
  - Develop various DR strategies (own facilities, hosted, cloud, etc...)
  - Create cost and feasibility models for each selected strategy
  - Provide recommendations and estimated costs for executive review and approval



# DR STRATEGY PROCESS



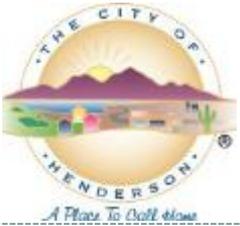
- Based on the BIA, developed DR baseline of the IT systems needed to support those processes:
  - Interviewed IT personnel
    - ✦ From the BIA, for each system supporting a business process, determined the technology(s) used, technical dependencies, operational procedures, and existing DR capabilities
  - Added detailed information about the IT infrastructure, as this would need to be recovered first before critical applications could be recovered
  - Researched current system technical requirements (storage, memory, licensing, DR options, etc...) to develop DR costing and strategy model
- Categorized systems based on their parent business process
- Developed high-level DR Strategy recommendations
- Reviewed with IT Executive Steering Committee, who selected a going-forward strategy from the recommendations



# RESULTS



- The BIA/DR Strategy project was completed on-time and within budget
- The process stimulated productive, open dialogue about the services the City provides, their relative importance, and the importance of being able to provide those services even in the event of a disaster
- The DR Strategy resulted in a 3-5 year strategic plan to fully implement disaster recovery capabilities for IT systems
- The BIA/DR Strategy also provided valuable input and updates to the Continuity of Operations and Emergency Management Plans already in place



## NEXT STEPS



- Integrate BIA and DR planning into City and IT processes
- Re-architect City IT infrastructure to reduce risks from disasters affecting the ability to deliver IT services
- Develop and implement detailed Disaster Recovery plans for infrastructure and applications