



Mid Penn Chapter

Association of Contingency Planners

September 2007



A Message from our President

SPECIAL POINTS OF INTEREST:

- *Message from the President*
- *Mid-Penn Chapter Mission Statement*
- *Sign up for DRJ*
- *ACP & ISACA Mtg.*
- *2008 Call for Nominations. Corporate & Local Chapter*
- *Getting Started, Business Impact Analysis*
- *Risk Analysis/Risk Management*
- *September, National Preparedness Month*

September is "National Preparedness Month".

Are you Prepared to handle any situation that comes your way!



Throughout 2007 our ACP Mid Penn Chapter continues to grow. Our ACP Mid-Penn chapter has hovered around the 40-member mark and our goal is to remain the premier membership group for disaster recovery and business continuity professionals who work and live in the Central PA region.

In the first six months of 2007 we have had a snowstorm cancel a meeting and have had some very interesting speakers. The topics have included technical subjects such as tape-less backup/restore and data de-duplication as well as security-related issues such as identity theft. Thank you to all our speakers who, without exception, have graciously provided food for the meetings. I guess we have proved the two theories that the best planning can be ruined by unpredictable weather and that a meeting topic is all the more interesting with a meal.

As business continuity becomes more of an IT governance issue in many industries and companies, ACP will continue to bring relevant programs to our membership. Some of our upcoming meetings will be on topics such as risk management, benchmarking and data leakage protection and our September meeting will be a joint session with the local ISACA chapter.

Please remember that nominations will soon be accepted for all officer and director positions with a full slate of candidates up for vote in November. This is an ideal time for members to become more involved in ACP and the best time for new members to join and make an immediate impact on the direction of the chapter.

As always, I encourage you to provide feedback to me and let me know how our chapter can help you in your pursuits as a continuity professional. Also feel free to email any ideas you have for future events. As 2007 continues to wind down and the winter season is right around the corner, we look forward to seeing you at a meeting soon.

Kevin Gemmell, CISA, CBCP
ACP Mid-Penn Chapter President
Penn National Gaming, Inc.
kevin.gemmell@pngaming.com

The Mission of the Mid-Penn chapter of the Association of Contingency Planners (ACP International) was formed in 2003 and is dedicated to serving the needs of business continuity & disaster recovery professionals working and living in the Central Pennsylvania region. ACP Mid-Penn's goals are to foster sharing of information to provide a network of resources from which our members can perform the duties and develop their careers.

Sign-up now to attend the **Disaster Recovery Journal** conference to be held in San Diego, California beginning Sunday, September 16, 2007 through Wednesday, September 19, 2007. For more information regarding this conference contact the Disaster Recovery Journal at www.drj.com or call 1-314-894-0276 for more details. This is considered the largest Business Continuity conference in the industry.



Join the ACP Today!

www.acp-international.com

**“Remember to
Plan for a
Disaster and Test
your Plan”!**

**You should also
conduct a
“Walkthrough” of
your Business
Continuity Plans
at least every
6 months.**



ACP Liberty Valley Chapter

Executive Awareness for Business Resilience Expo November 8, 2007

The ACP Liberty Valley Chapter is hosting the Executive Awareness for Business Resilience Expo on November 8, 2007. This is open to all ACP members. If you would like to attend or be a sponsor for this event, contact Ralph Petti for more information on this day long event. The ACP Liberty Valley Chapter consists of over 100 area businesses in the greater Philadelphia area, including southern New Jersey. This event will be held at the Holiday Inn Stadium on Packer Ave in South Philadelphia. This event is free to all ACP members, there will be a nominal fee for ACP non-members. The ACP Liberty Valley Chapter look forward to hearing from you.

Ralph Petti, Director of Business Development, Prevalent Networks, LLC

30 Technology Drive, 1st Floor , Warren, NJ 07059

Office:(908)212-1765

September 20, 2007

ACP Mid Penn Chapter and ISACA Harrisburg Chapter

4:30 P.M.— 7:00 P.M.

Please mark September 20, 2007 on your calendar for attending the combined meeting with the ACP Mid Penn Chapter and the ISACA Harrisburg Chapter. The meeting will be held at Highmark, 1800 Center Street, Camp Hill, PA.

Paul Kirvan will be the speaker for the event. The topic of his presentation is “Global Standards in Business Continuity and the Importance of Benchmarking”.

Paul Kirvan is the Vice President of Marsh USA, Inc. out of New York.

Paul will explain how Business Continuity standards are finally moving to center Stage. “Are you aware of them, and their increasing importance to your Work”? In this session we will examine current business continuity standards, regulations, legislation and professional practices. To make these issues more relevant to you as practitioners, we will explain how you can leverage the standards to 1) baseline the viability of your existing BC plans and related documentation, and 2) benchmark your plans for compliance with the standards.

This session will be limited to 30 participants. If you are interested in attending, please contact Linda Mensch via e-mail at lmensch@tycoelectronics.com. Please reserve your attendance today! In addition, Paul Kirvan has graciously offered to sponsor a meal for all attendees. This is an event you do not want to miss. We look forward to seeing you at this important event.

Thursday, September 20, 2007 from 4:30 P.M. until 7:00 P.M.

Corporate ACP Call for Nominations Due September 21, 2007

Dear ACP Member,



As an ACP member in good standing, you are invited to nominate another ACP member or yourself to be included on the slate of candidates for the 2007 ACP Corporate Board of Directors election ballot. There are 10 directors on the Board and they are elected for a term of two years. Five are elected each year by a majority of votes by members in good standing. Directors are elected 'at large' and the new Corporate Board decides which Board position each member holds at the Board of Directors meeting in January,

Qualifications for an ACP member to be eligible for *nomination* are:

1. An ACP "member in good standing" as of 09/01/07 as indicated on the current and official Corporate ACP database maintained by Technical Enterprises, Inc. *and* Corporate ACP by-laws define ACP Chapter Executive Committee (officer) positions as President, Secretary and Treasurer. *and*
2. Have prior service either as an ACP Corporate Director or 1 year prior service as an ACP Chapter Executive Committee member or two years service as a chapter board member. Corporate ACP by-laws define ACP Chapter Executive Committee (officer) positions as President, Secretary and Treasurer. *and*
3. Be willing to accept the nomination and willing to serve a two year term in office

Other Corporate By-law considerations the nominating committee will review include:

1. No chapter may have (as a result of the election) more than two directors on the ACP Corporate Board of Directors.
2. No company may have (as a result of the election) more than one director on the ACP Corporate Board of Directors.

Nominations must be received no later than 5:00pm (Eastern Time) on **Friday, September 21st, 2007**. Complete and return a nomination form if you would like to place a name into nomination.

Please contact Jim Crosson for more information or if you have any questions at 610-867-9839.

Mid Penn Chapter— Call For Nominations



It is getting close to that time of year when the Mid Penn Chapter will be looking for volunteers to hold an office within the Mid-Penn Chapter of the Association of Contingency Planners. Nominations will be held in November 2007 with the official date to begin your tenure in January 2008. Any member nominated for a position will hold the position for a period of two-years. If you are interested in being considered for a position on the Mid Penn chapter Board of Directors please contact our President, Kevin Gemmell at Kevin.gemmell@pngaming.com.

We need your help to volunteer for one of the officer positions! There is a commitment to filling one of these roles, however, we are sure you will find the time spent on the board of directors very rewarding. As you move forward with your career in Business Continuity and as a Disaster Recovery planner, you will find that the expertise gained by becoming a member of the Mid Penn Chapter ACP: board of directors will assist you in your future endeavors. You will have the opportunity to meet and greet many new people. You will also have the opportunity to be creative in your new role and be able to share ideas on how we can make our Mid Penn chapter one of the best. Our membership has continued to increase over the past few years and we continue to look for new ways to continue to attract qualified individuals to become a member of our chapter. Our speakers program has been very successful. Many of our speakers have volunteered to sponsor the event by serving food to the attendees. In order for our chapter to remain a strong organization, we need dedicated people like yourself to become part of our team. Please volunteer your expertise and dedication to our Mid Penn Chapter. Remember, November 2007 new candidates will be nominated.



Developing
your
"Business Impact
Analysis"



**Any Questions
on preparing
your "BIA"?**
As a member of
the local Mid
Penn ACP chapter,
you have the
means available
to you, so you
may obtain answers
to your important
questions.



Getting Started, Business Impact Analysis

The "Business Impact Analysis (BIA)" is the backbone of the entire business continuity exercise or, at least, it should be if handled correctly. Even so, it cannot stand alone and without full support, approval and backing from the highest level of management, the exercise will not achieve its full potential. A well executed BIA can make the difference between a fully developed, robust business continuity plan, and a mediocre one. The BIA can be adjusted to cover any specific client requirement but it does not have a fundamental theme at its core. The purpose is to identify the effect of many different external and internal impacts upon the various parts of your organization in times of crisis. It will show which parts of your organization will be most affected by an incident and what effect it will have upon the company as a whole. In other words, you should use the BIA to establish which are the most critical business functions to your company's survival. Each organization has hundreds of operations in its

overall business but only a percentage will be key to its survival and it is these that we need to build business contingencies for. Of course you should not ignore the remainder but because they are less critical, you can prepare recovery plans for them instead.

When developing your BIA you should consider your Function description, Dependencies, Impact profile, Operational impacts, Financial impacts, Work backlog, Recovery resources, Technology resources, Standalone PCs or Workstations, Local Area Networks, Work-around procedures, Work-at-home, Workload shifting, Business records, Regulatory reporting, Work inflows, Work outflows, Business disruption experience, Competitive analysis and Other issues and concerns that may be relevant to the success of performing the function.

Upon completion you should be ready to assign your Recovery Time Objectives (RTO) to each function based on the responses. The RTO is the

time in which the function must be back in operation or impact to the business will result. Once an RTO is established for each function, a prioritization of the function can take place. Time bands or tiers should then be created by the BC team based on the functional RTO. Time bands are arbitrary time slots developed to fit each business and functional recovery. If you have functions that have an RTO from 24 hours and go on for 96 hours, you may want to consider the following:

Tier1	(0-24 Hours)
Tier2	(24-48 Hours)
Tier3	(48-72 Hours)
Tier4	(72-96 Hours)

All of the functions that need to be recovered within 24 hours would be considered a Tier 1 function and so on. Again, the Tier ratings should be customized to your company. A Tier 1 of 0-5 hours could be valid in one company while another company might have a Tier 1 of 48-72 hours.

Participants in the BIA Process

Effectively, you are looking to interview line, production, or function managers who are the middle management of the business. Those who understand the objectives of the business but also have a good understanding of the operations they are responsible for. This is probably the one opportunity you will have to sit down with all the function heads of the organization.

They are busy people, so make sure that you take advantage of the time they give you. Have the BIA questionnaire completed and use the first meeting to give an overview of the BIA and expectations such as deadlines. Discuss the BIA document and answer any questions that the team may have. Follow-up interviews, for clarification of answers, can be conducted once the BIA is returned and should be done with each function

head individually. Once all BIA documents are returned and follow-up interviews are complete, the results of the BIA should be evaluated and functions of the business prioritized. After initial prioritization, the team should be brought together one more time to discuss and agree upon the final priority list that will be submitted to senior management.

Risk Analysis versus Business Impact Analysis

Risk Analysis involves identifying the most probable threats to an organization and analyzing the related vulnerabilities of the organization to those threats.

Risk assessment involves evaluating existing physical and environmental security and controls and assessing their adequacy relative to the potential threats of the organization.

Business Impact analysis in-

volves identifying the critical business functions within the organization and determining the impact of not performing the business function beyond the maximum acceptable outage. Types of criteria that can be used to evaluate the impact include: customer service; internal operations; legal/statutory and financial.

There are many different ideas

regarding the definition of risk analysis and whether it should be done before or after the BIA.

If you know before hand which functions were the most critical to the business, think about how much easier it would be to establish the internal and external risks to the business.

Perform your BIA then perform your Risk Assessment!

*Determine your
Critical Functions!*

*Determine your
Risks!*

*Document your
Risks!*

*Determine your
Acceptable Risks!*

Mitigate your Risks!



Risk Management!



Risk Management is made up of four distinct processes: risk analysis, risk assessment, risk mitigation and vulnerability assessment and controls evaluation.

Risk Management is the total cost to identify, control and minimize impact of uncertain events. The objective of risk management is to reduce risk to an acceptable level. Support of this process by senior management is a demonstration of their due diligence.

Risk Analysis is a technique to identify and assess factors that may jeopardize the success of a project or achieving a goal. Another term for this process is a project impact analysis. This process will require a cost benefit analysis be conducted.

Risk Assessment is the computation of risk. Risk is a threat that exploits some vulnerability that could cause harm to an asset. The risk algorithm computes the risk as a function of the assets, threats, probability and impact. One instance of a risk within a system is represented by the formula $(T+P/I=R)$. **Threat + Probability/Impact = Risk**

During the Risk Assessment phase you need to derive an overall likelihood that indicates the probability that a potential threat may be exercised within the risk assessment, therefore you need to define probability categories.

High Probability: Very likely that the threat will occur within the next year.

Medium Probability: Possible that the threat may occur during the next year.

Low Probability: Highly unlikely that the threat will occur during the next year.

Risk Mitigation is the process in which an organization implements controls and safeguards to prevent identified risks from ever occurring, while at the same time implementing a means of recovery should the risk become a reality in spite of all efforts.

Vulnerability Assessment and Controls Evaluation is a systematic examination of a critical infrastructure, the interconnected systems on which it relies, its information, or product to determine the adequacy of security measures, identify security deficiencies, evaluate security alternatives, and verify the adequacy of such measures after implementation.

Thank-you

For your support and dedication to the Mid Penn ACP Chapter.

Without your support and Dedication, our chapter would not be as successful!

New Members are Welcome! If interested in joining our chapter, please contact our membership director, Linda Mensch at lemnsch@tycoelectronics.com



September
National Preparedness Month
www.ready.gov (For More Information on this important topic)

September is National Preparedness Month. This important initiative was designed to promote family emergency preparedness and how you can prepare your self and your family for emergencies.

National Preparedness Month is a nationwide effort held each September to encourage Americans to take simple steps to prepare for emergencies in their homes, businesses and schools. National Preparedness Month 2007 is sponsored by the U.S. Department of Homeland Security. The goal is to increase public awareness about the importance of preparing for emergencies and to encourage individuals to take action.

Be Informed!

Some of the things you can do to prepare for the unexpected, such as making an emergency supply kit and developing a family communication plan are the same for both a natural or man-made emergency.

There are important differences among potential emergencies that will impact the decisions you make and the actions you take. In addition, you should learn about the emergency plans that have been established in your area by your state and local government.

Emergency preparedness is no longer the sole concern of earthquake prone California and those who live in the part of the country known as “Tornado Alley”. For Americans, preparedness must now account for man-made disasters as well as natural ones. Knowing what to do during an emergency is an important part of being prepared and may make all the difference when seconds count.

In the event of an emergency does your family know who to call and where to meet in the event of an emergency? Does your family have a plan in case of an emergency. Before an emergency happens, you should sit down with your family and decide how you will get in contact with each other, where you will go and what you will do in an emergency. Keep your plan in a safe place where you can access it in the event of a disaster. Write down where your family spends the most time: work, school and other places you frequent, Schools, daycare providers, workplaces and apartment buildings should all have site specific emergency plans that you and your family need to know about. Ask others for a copy of their plan. Do they have a plan?

As Business Continuity, Disaster Recovery and Contingency Planners professionals, we spend quite a bit of time attending conferences and developing plans for our business. How many of you actually have a family preparedness plan? Don't forget to put together an “Emergency Supply Kit” today. The kit should contain water, non-perishable food, battery powered radio, weather radio and extra batteries for both, flashlight and extra batteries, first aid kit, whistle to signal for help, dust mask, moist towelettes, garbage bags, wrench or pliers, can opener for food if kit contains canned food, local maps.

National Preparedness Month Tips of the Day:

There are a few simple steps you and your family can take to become better prepared for an emergency. Get a Kit, Make a Plan, Be Informed and Get Involved.

Tip of the Day—Best Way Out:

Take a moment to imagine that there is an emergency, like a fire in your home and you need to leave quickly. What are the best escape routes from your home; Find at least two ways out of each room. Now, write it down—you've got the beginning of a plan.