

# The Essentials of SharePoint Disaster Recovery Planning

*@spmcDonough on Twitter  
(for heckling purposes)*



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About

me

# aka



"How I got SharePoint chocolate  
in my DR peanut butter"

# About *me*

My background with disaster recovery (DR)

- started before I ever touched SharePoint
- began in the financial services & insurance industry

My background with SharePoint

- began in 2004 with SharePoint Portal Server 2003
- I switch between IT Pro and Developer hats

DR and SharePoint

- co-authored two SharePoint DR books
- regularly speak, blog, and "work" on DR topics



# About this talk: why?

Most DR presentations I've seen (and delivered myself) focus on "how to" technical concerns ...

- How to implement backups
- How to establish high-availability

Not enough has been done to discuss the choices and processes that go into DR planning

- aka, the "non-gearhead" stuff



# The prerequisites

This is a 100-level talk, so I don't assume much:

- you don't know much about DR (other than "it's a good idea for my organization")
- you are interested in the end-to-end DR process and more than just strictly technical concerns.

Don't take notes unless you really want to

- <http://SharePointInterface.com>

my blog



In the time we  
have ...







# The Agenda

- Discuss the "big picture"
- Analyze the DR process
- Explore how SharePoint and DR come together





"The Big Picture"



# "The Big Picture"



- many layers

# "The Big Picture"



- many layers

- you're probably going to cry as you peel them back





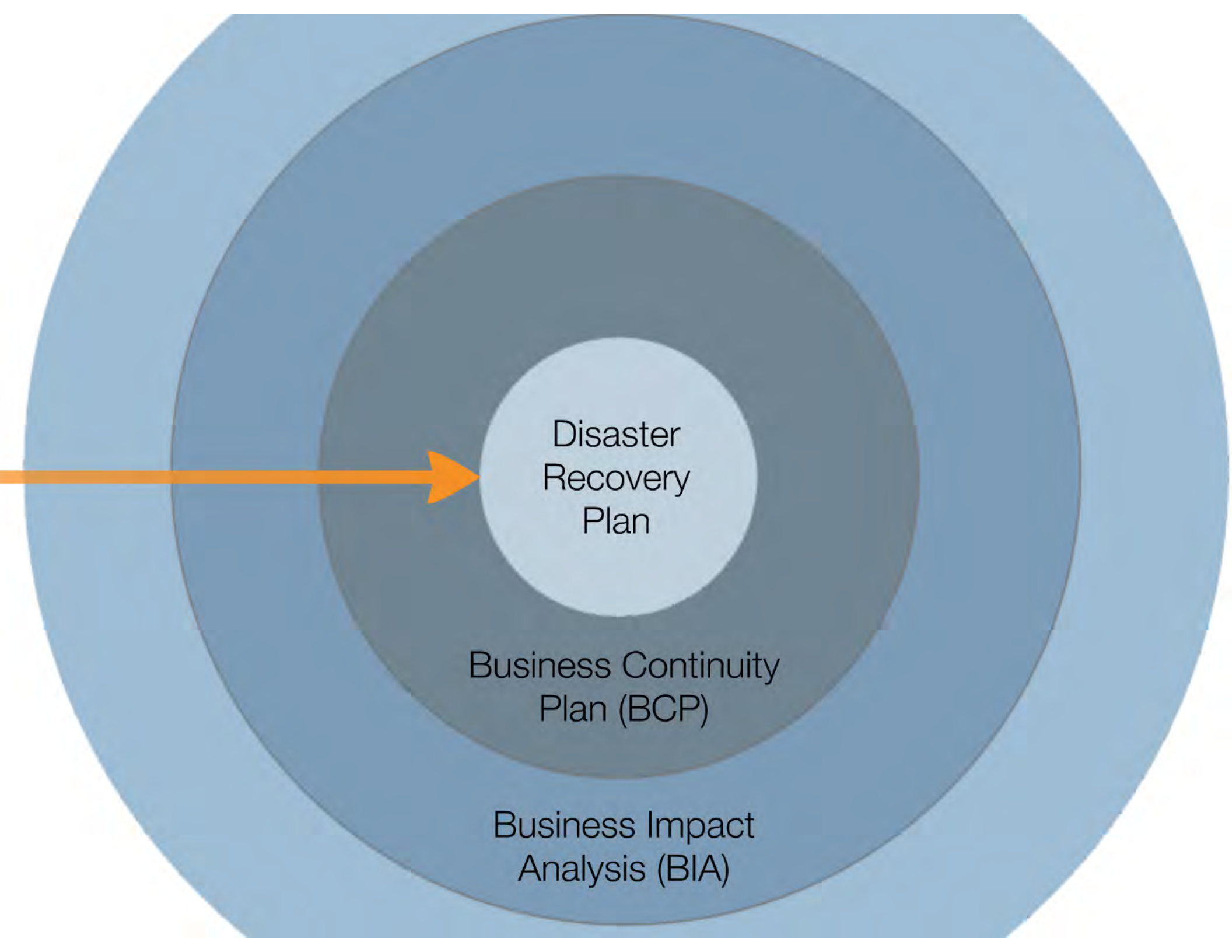
Disaster  
Recovery  
Plan





Disaster  
Recovery  
Plan

Business Continuity  
Plan (BCP)

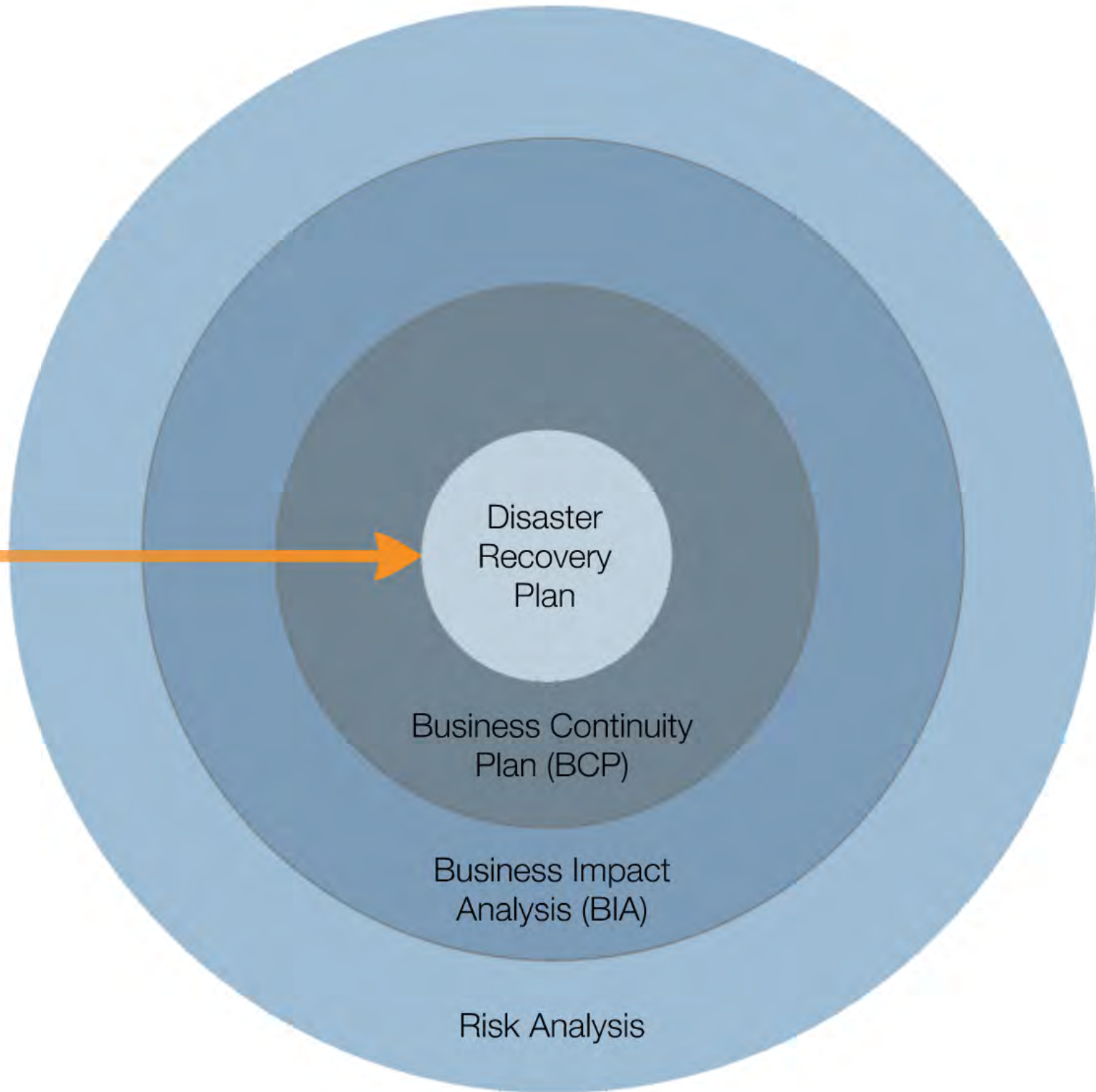


Disaster  
Recovery  
Plan

Business Continuity  
Plan (BCP)

Business Impact  
Analysis (BIA)

START  
HERE

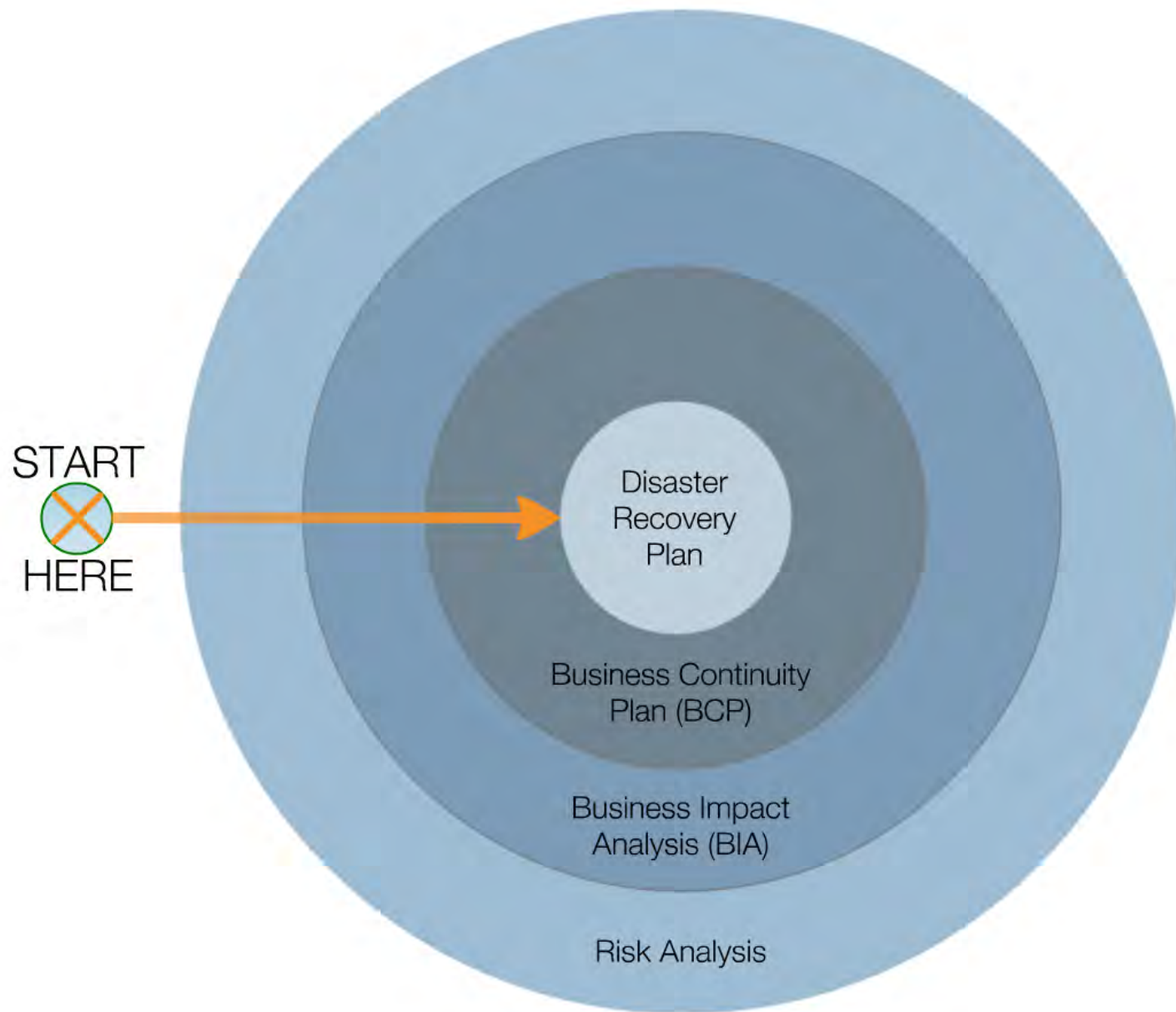


Disaster  
Recovery  
Plan

Business Continuity  
Plan (BCP)

Business Impact  
Analysis (BIA)

Risk Analysis



There's a lot that should happen before you ever get to AN ACTUAL DR plan





## Risk Analysis

### Risk Analysis

Identifies and quantifies the probable threats to normal business operations and activity

#### What could go wrong?

- Primary data center is flooded
- Your network is cyberattacked
- The bulk of employees fall ill
- Power is out in your location (who kicked the cord?)

#### Quantify it

- What is the realistic probability of the event?
- If the event occurs, how severe would the impact be?
- Probability x Severity = Overall Risk



## BIA

### BIA

A business impact analysis maps risks to business processes and systems that would be affected if something were to go wrong

#### What comes out of the BIA?

- A document or matrix that maps individual risks to one or more business processes and systems that would be affected
- An estimate of what each interrupted process or covered system might cost the organization, often times in dollars per hour (\$/hr)
- Prioritization of processes and systems to protect
- Acceptable loss and downtime windows



## BCP

### BCP

A business continuity plan addresses the findings of a BIA and defines processes to mitigate and/or minimize interruptions to normal business operations

#### What does a BCP cover?

- Manual procedures and work arounds to keep business moving in the absence of supporting systems
- Key information and logistical plans to address unavailable facilities, equipment, and personnel
- Communications plans
- Disaster recovery plans



## DR Plan

### DR Plan

Disaster recovery plans document requirements and steps for restoring systems to agreed-upon levels of functionality

#### What can be found in a plan?

- An overview of what the plan addresses and what it doesn't address (quality important?)
- Recovery priorities (hardware, software, facilities, personnel, etc)
- References to dependent information systems/items
- Procedures for recovery
- Measurable success criteria for recovery

# Risk Analysis

Identifies and quantifies the probable threats to normal business operations and activity

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# Disaster Recovery Journal

<http://www.drj.com/>


Good online reference for disaster recovery articles, whitepapers, and other resources.



# BIA

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## What comes out of the BIA?

- A document or matrix that maps individual risks to one or more business processes and systems that would be affected
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e loss and downtime windows ✨



These are a key outputs from this phase of planning and will be used extensively in subsequent phases.

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A business continuity plan addresses the findings of a BIA and defines processes to mitigate and/or minimize interruptions to normal business operations

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- Manual procedures and work-arounds to keep business moving in the absence of supporting systems
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# DR Plan

(Disaster) recovery plans document requirements and steps for restoring systems to agreed-upon levels of functionality

## What can be found in a plan?

- An overview of what the plan addresses and what it doesn't address (equally important!)
- Recovery prerequisites (hardware, software, facilities, personnel, etc)
- References to dependent information/systems/items
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 Identifies and quantifies the probable threats to normal business operations and activity

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# BIA

**BIA**  
 A business impact analysis maps risks to business processes and systems that would be affected if something were to go wrong

**What comes out of the BIA?**

- A document or matrix that maps individual risks to one or more business processes and systems that would be affected
- An estimate of what each impacted process or system might cost the organization, often times in dollars per hour (\$/hr)
- Prioritization of processes and systems to protect
- Acceptable loss and downtime windows



# BCP

**BCP**  
 A business continuity plan addresses the findings of a BIA and defines processes to initiate and/or minimize interruptions to normal business operations

**What does a BCP cover?**

- Manual procedures and work arounds to keep business moving in the absence of supporting systems
- Key information and logistical plans to address unavailable facilities, equipment, and personnel
- Communications plans
- Disaster recovery plans



# DR Plan

**DR Plan**  
 Disaster recovery plans document requirements and steps for restoring systems to agreed-upon levels of functionality

**What can be found in a plan?**

- An overview of what the plan addresses and what it does (it address (usually in part))
- Recovery prerequisites (hardware, software, facilities, personnel, etc)
- References to dependent information systems/terms
- Procedures for recovery
- Measurable success criteria for recovery

These are a key output from this phase of planning and will be used extensively in subsequent phases

More abstract



More concrete

More strategic



More tactical

More "business-y"



More technical



# Risk Analysis

**Risk Analysis**  
 Identifies and quantifies the probable threats to normal business operations and activity.

**What could go wrong?**

- Primary data center is flooded
- Your network is cyberhacked
- The bank of employees tell it
- Power is out in your location (aka kicked the cord?)

**Quantify it**

- What is the realistic probability of the event?
- If the event occurs, how severe would the impact be?
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# BIA

**BIA**  
 A business impact analysis maps risks to business processes and systems that would be affected if something were to go wrong.

**What comes out of the BIA?**

- A document or matrix that maps individual risks to one or more business processes and systems that would be affected
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# BCP

**BCP**  
 A business continuity plan addresses the findings of a BIA and defines processes to mitigate and/or minimize interruptions to normal business operations.

**What does a BCP cover?**

- Mutual procedures and workarounds to keep local loss moving in the absence of supporting systems
- Key information and logistical plans to address unavailable facilities, equipment, and personnel
- Communications plans
- Disaster recovery plans



# DR Plan

**DR Plan**  
 Disaster recovery plans document requirements and steps for restoring systems to agreed upon levels of functionality.

**What can be found in a plan?**

- An overview of what the plan addresses and what it doesn't address (locality in particular)
- Recovery procedures (hardware, software, facilities, personnel, etc.)
- References to dependent information systems (links)
- Procedures for recovery
- Measurable success criteria for recovery

More abstract



More concrete

More strategic



More tactical

More "business-y"



More technical

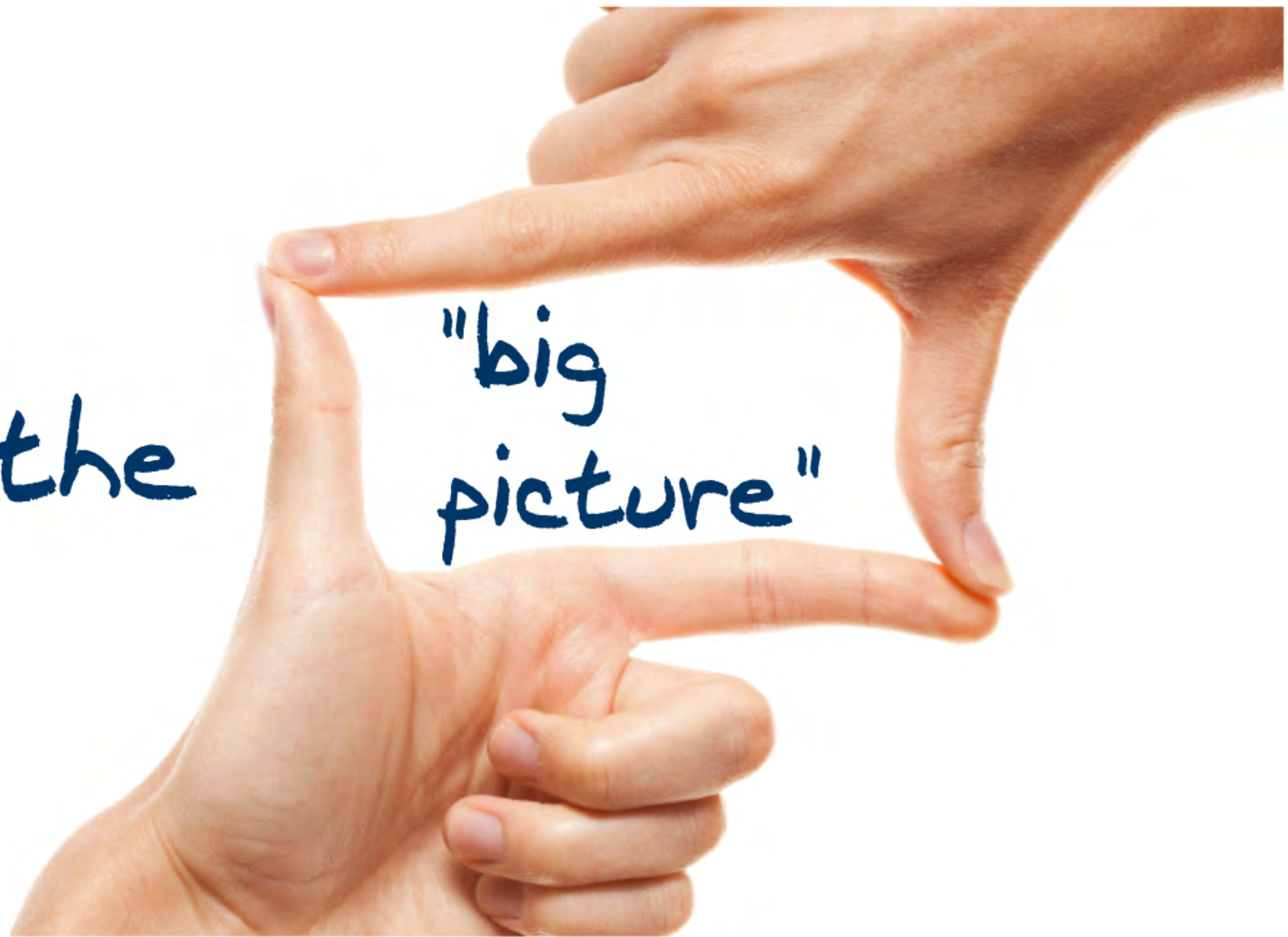
## Disclaimer

There are many approaches to quantifying disaster risks and building contingency plans; I'm presenting only one. Form isn't nearly as important as simply ensuring you have a strategy!



that was the

"big  
picture"



The focus going forward  
is on ...

the DR



Process

The focus going forward  
is on ...

the DR  Process

... which is driven by  
RPO and RTO  
requirements



This is a good point to define those acronyms

RPO

RTO

This is a good point to define those acronyms

# RPO



Recovery  
Point  
Objective

# RTO



Recovery  
Time  
Objective

# RPO



Recovery  
Point  
Objective

# RTO



Recovery  
Time  
Objective

*That's all great, but what do they really MEAN?*

They define operational windows that guide and inform your selection of technologies and strategies for recovery



RPPO



# RPO (Recovery Point Objective)

Monday Jul 4 2011

1:00 AM 2:00 AM 3:00 AM 4:00 AM 5:00 AM 6:00 AM 7:00 AM 8:00 AM 9:00 AM 10:00 AM 11:00 AM 12:00 PM 1:00 PM 2:00 PM 3:00 PM 4:00 PM 5:00 PM 6:00 PM 7:00 PM 8:00 PM 9:00 PM 10:00 PM

- "looks backwards"
- defines maximum acceptable data loss

Monday Jul 4 2011

AM 9:00 AM 10:00 AM 11:00 AM 12:00 PM 1:00 PM 2:00 PM 3:00

wards"

mium accenta









Your data center just  
took a mortar ...

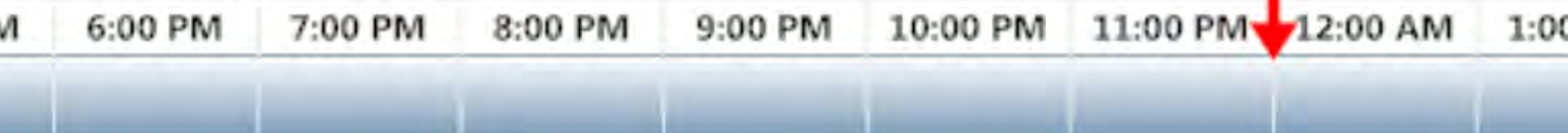
RPO

# RPO (Recovery Point Objective)



Disaster

Monday Jul 4 2011



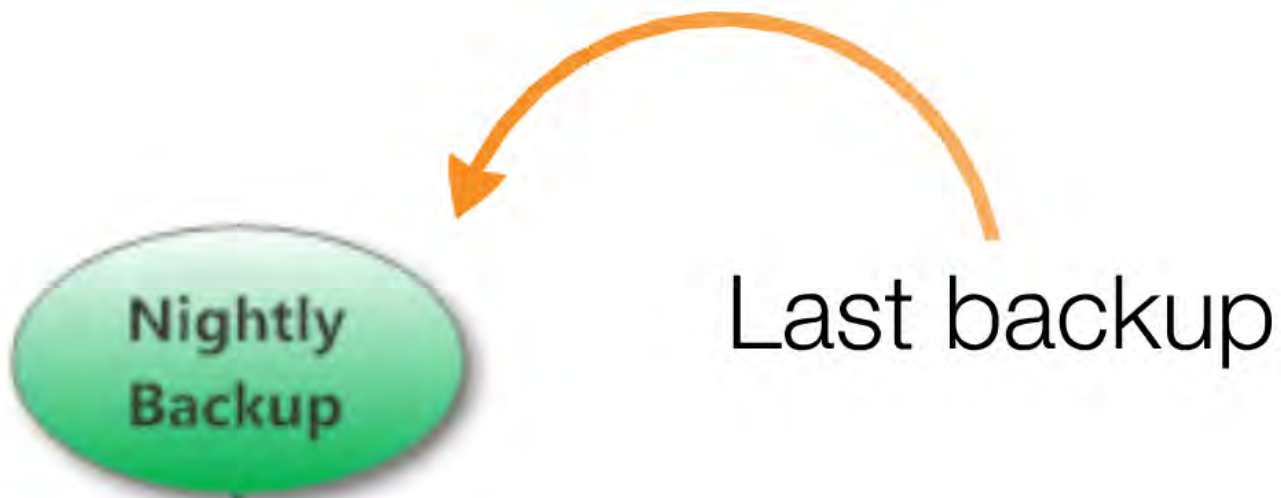
# RPO (Recovery Point Objective)





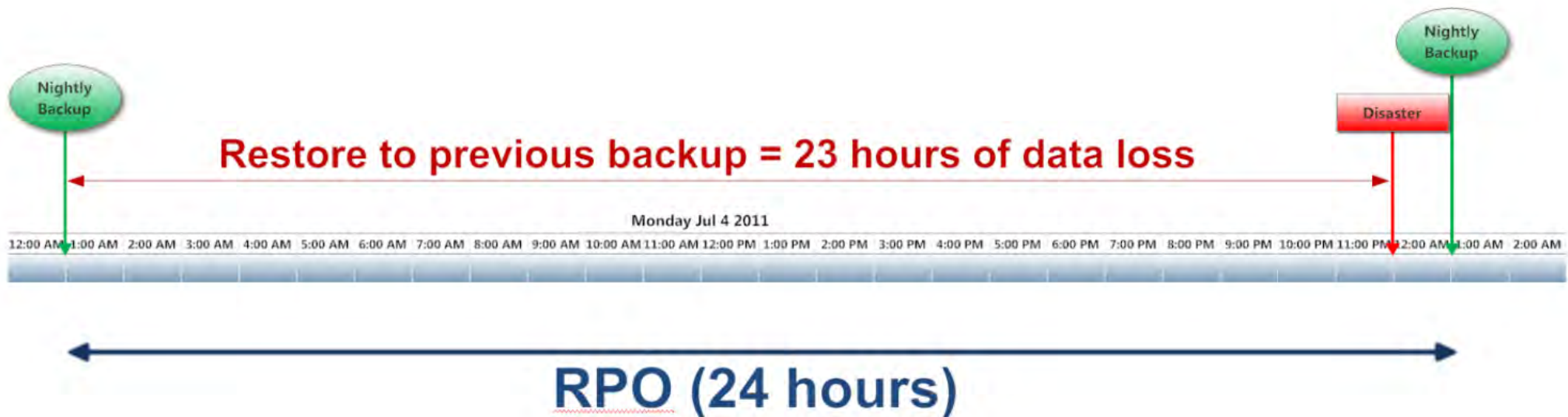
Next scheduled backup





12:00 AM 1:00 AM 2:00 AM 3:00 AM 4:00 AM 5:00 AM 6:00 AM 7:00 AM 8:00

# RPO (Recovery Point Objective)



# RTTO





# RTO (Recovery Time Objective)



- "looks forward"
- defines how much time you have to get things working again

# RTO (Recovery Time Objective)



← RTO (8 hours) →

# RTO (Recovery Time Objective)



**RTO (8 hours)**



The focus going forward  
is on ...

the DR  Process

... which is driven by  
RPO and RTO  
requirements

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requirements

Please allow me a  
moment to preach ...







# Risk analysis

## BIA

*RPO and RTO are determined up here*

## BCP



# DR Plan

*Implementation takes place down here*





Risk analysis

Business

BIA

*RPO and RTO are determined up here*

BCP



*Implementation takes place down here*

DR Plan



Technical

*If you're trying to build a DR Plan without business input, you're doing it wrong.*



Risk analysis

Business

BIA

*RPO and RTO are determined up here*

BCP



*Implementation takes place down here*

DR Plan



Technical

*If you're trying to build a DR Plan without business input, you're doing it wrong.*

*Kind of like ...*

Kind of like ...

DR Plan





Kind of like ...

DR Plan



Business  
Continuity  
Strategy

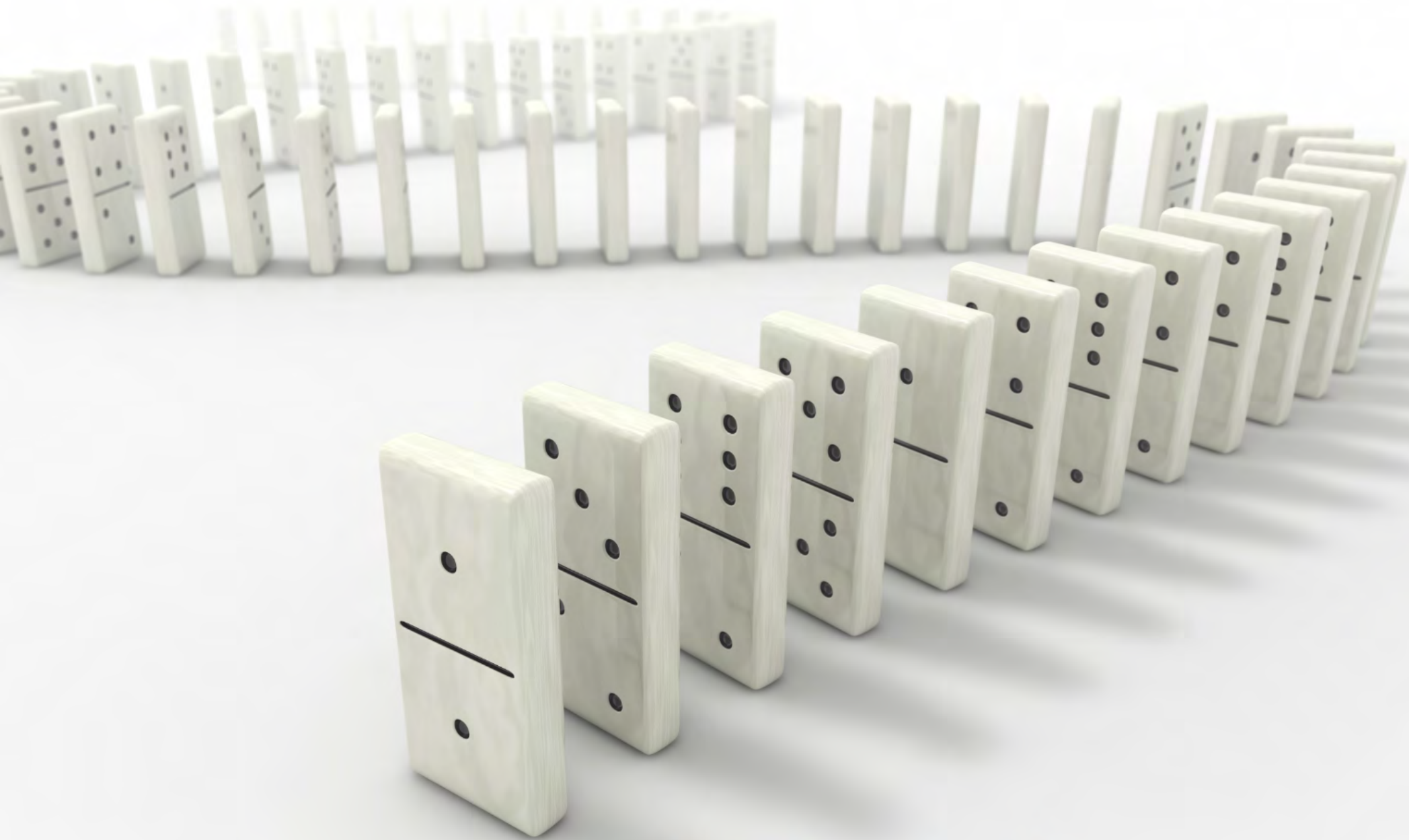




If I haven't beat the horse  
to death enough for you ...



<http://sharepointinterface.com/2009/07/08/rpo-and-rto-prerequisites-for-informed-sharepoint-disaster-recovery-planning/>



The DR Process





**Assessment**



**Planning**



**Maintenance**



**Implementation**

The DR Process





# Assessment



# Assessment

Building an understanding of

- The SharePoint platform itself
- Your SharePoint environment as it exists today

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Accomplished through two "D" words



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## Discovery

# Discovery

---

- Logical architecture
- Physical deployment
- Configuration data
- Business data (content)
- Dependencies and interfaces



Before we go too far, we should probably talk about the other "D" word

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You're going to have to document your discoveries and SharePoint itself



Before we go too far, we should probably talk about the other "D" word



You're going to have to document your discoveries and SharePoint itself

Believe it or not, there are tools that can help.





# Logical Architecture

- Focuses on the SharePoint's software/service components, what they do, and how they relate to one another
- Particular attention is placed on platform elements you use

## Commonly documented

- IIS application pools
- SharePoint Web applications
- Service applications (Search, BCS, Managed Metadata, etc.)
- Zones and alternate access mappings
- Web application policies
- Content databases
- Site collections
- My Sites

# Commonly documented

- IIS application pools
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- Zones and alternate access mappings
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- My Sites

Goal: show which pieces of SharePoint are in-use, how they interrelate, and how they work together

Think "birds-eye" view of logical farm components - not physical layout/usage



# Physical Architecture

- Focuses on SharePoint's implementation across a set of infrastructure components and hardware

## Commonly documented

- Physical servers used by SharePoint
- SQL Servers
- Storage area networks (SANs)
- Switches
- Wide area network (WAN) connections
- Firewalls
- Hardware load balancers
- Active Directory domain controllers
- Email relays and gateways



The modern monkeywrench that makes all of this more complicated:



# Virtualization



**Logical Architecture**



**Physical Architecture**

- 33% of small and mid-size businesses (SMBs) admitted that they do not back up virtual servers as often as physical servers
- 49% back up virtual machines weekly or monthly
- 37% back up virtual machines each day

Source: Acronis Global Disaster Recovery Index 2012  
[http://acronisinfo.com/?attachment\\_id=521](http://acronisinfo.com/?attachment_id=521)

The modern monkeywrench that makes all of this more complicated:



# Virtualization



**Logical Architecture**



**Physical Architecture**



# Configuration Data

- Focuses on the data and settings that make SharePoint and its constituent components/pieces operate.

## Commonly includes

- Farm configuration database
- Non-content service application databases
- Web.config files
- IIS7 configuration files
- Other configuration stores tied to logical architecture items

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Initially, it is more important to understand where data resides and the form it takes than to document actual settings



# Commonly includes

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- Other configuration stores tied to logical architecture items

Initially, it is more important to understand where data resides and the form it takes than to document actual settings

Pay close attention to secure configuration data, configuration data that is stored in a tough-to-reach manner, and distributed configuration



# Business Data

- This is data that gets created and exists within SharePoint as a result of day-to-day business

If you remember nothing else,  
remember this:

Content  
databases

=



as in "most important business  
data locations to protect"

# Dependencies & interfaces

- These are the points where SharePoint touches other line of business systems - including other SharePoint farms.



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## Some examples

- HR Data consumed through an external list using BCS
- Search that is supplied through a separate services-only SharePoint farm
- A Page Viewer web part that exposes a non-SharePoint Web application using an iframe
- InfoPath forms that pull data from (or write data to) non-SharePoint systems

# Some examples

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These are important to identify for purposes of determining what is ultimately included in (and excluded from) your SharePoint DR plan



# Documentation tools





# Creating SharePoint diagrams

Technical diagrams for SharePoint 2013

[https://technet.microsoft.com/en-us/library/cc263199\(v=office.15\).aspx](https://technet.microsoft.com/en-us/library/cc263199(v=office.15).aspx)

Visio stencils for IT Pro posters

<http://www.microsoft.com/download/en/details.aspx?displaylang=en&id=11616>

# PowerShell farm documentation

Document farm configuration settings (SharePoint Foundation 2013)

[https://technet.microsoft.com/en-us/library/ff645391\(v=office.15\).aspx](https://technet.microsoft.com/en-us/library/ff645391(v=office.15).aspx)

Document farm configuration settings in SharePoint 2013

[https://technet.microsoft.com/en-us/library/ff645391\(v=office.15\).aspx](https://technet.microsoft.com/en-us/library/ff645391(v=office.15).aspx)

# Documentation Toolkit for SharePoint

<http://www.spdockit.com/>

*note: not free*



**Assessment**



**Planning**

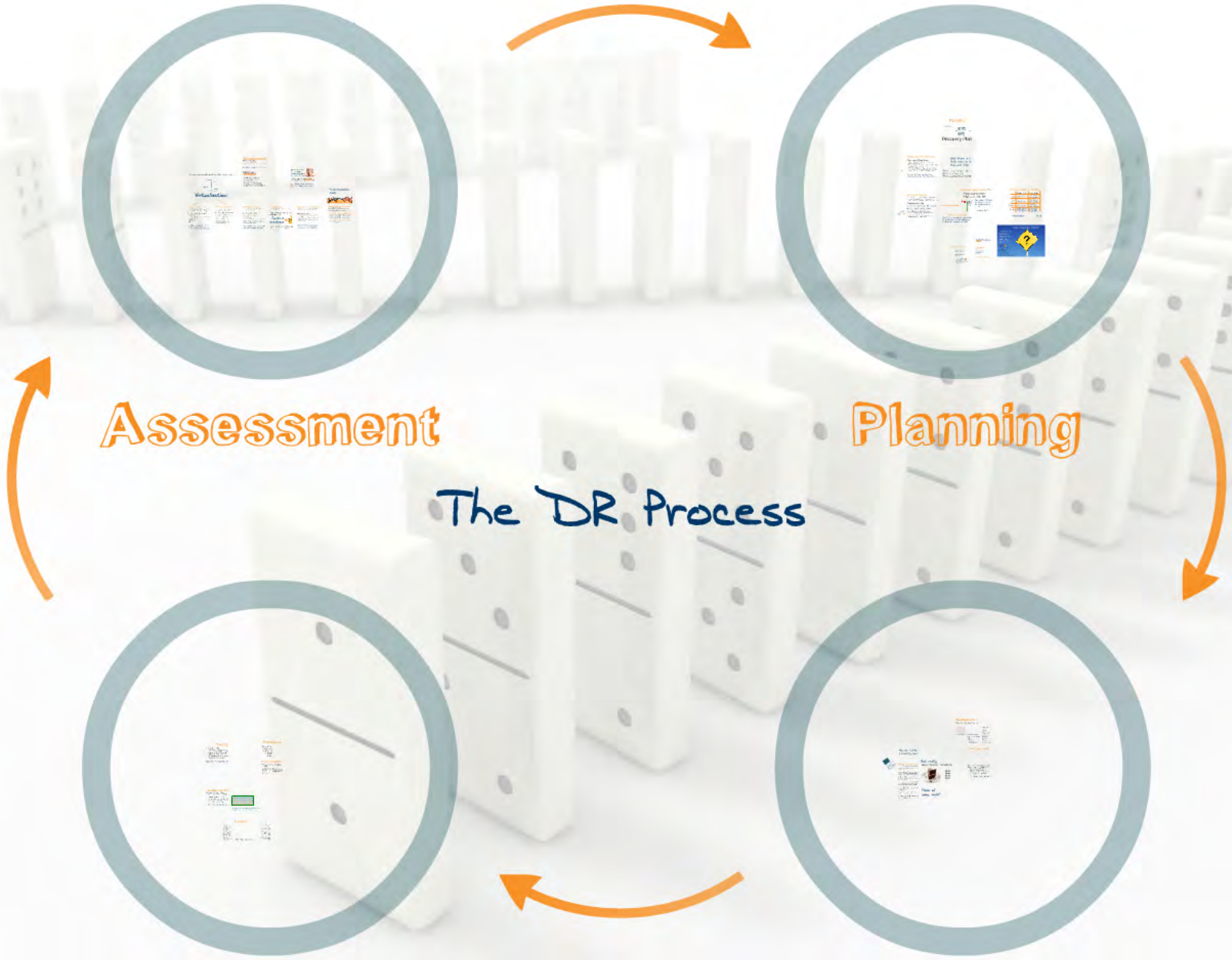


**Maintenance**



**Implementation**

*The DR Process*







### Planning RTO RPO Recovery Plan

**Scope and Breadth**  
Common Questions  
- How much data do we need to restore?  
- How long will it take to restore?  
- How much downtime can we tolerate?  
- How much recovery cost can we tolerate?

What, there is a little more to it than just that  
- Define scope and granularity  
- Define recovery targets  
- Define special technology

**Recovery Targets**  
- RTO  
- RPO  
- Recovery Point Objective  
- Recovery Time Objective  
- Recovery Time Lag

**Custom approaches**  
- Backup and restore  
- High availability (HA)  
- Your data will only be available for a few days, so you need to have a backup strategy  
- HA  
- DR  
- Disaster Recovery

**Recovery Time Objective**

Recovery Time Objective	Recovery Point Objective
1 hour	15 minutes
4 hours	1 hour
8 hours	2 hours
16 hours	4 hours
24 hours	6 hours
48 hours	12 hours
72 hours	18 hours
96 hours	24 hours
120 hours	30 hours
144 hours	36 hours
168 hours	42 hours
192 hours	48 hours
216 hours	54 hours
240 hours	60 hours
264 hours	66 hours
288 hours	72 hours
312 hours	78 hours
336 hours	84 hours
360 hours	90 hours
384 hours	96 hours
408 hours	102 hours
432 hours	108 hours
456 hours	114 hours
480 hours	120 hours

**Recovery Approach**  
What is the appropriate combination of strategies and technologies to address your recovery targets?



# Planning





Planning

# Assessment Results





# Plannning

Assessment Results



+

RTO

RPO



# Planning

Assessment Results



$$+ \begin{matrix} \text{RTO} \\ \text{RPO} \end{matrix} =$$

# Recovery Plan



Well, there is a little more to it than just that

- Define scope and granularity
- Define recovery targets
- Define approach (technology)

# Scope and Granularity



# Scope and Granularity

## Common Questions

- Do you treat your SharePoint farm as one big system or as multiple functional pieces?
- What's not in-scope for your plan? Are one or more separate (but dependent systems) included?
- How do you handle regional disasters such as earthquake, flood, or attack? The choice carries data center implications\*
- Can you (or do you even want to) leverage the cloud?\*

- 23% of all businesses don't have an offsite backup strategy in place today
- 42% rely on onsite backups to tape or disk and then take those (physically) offsite each day

Source: Acronis Global Disaster Recovery Index 2012  
[http://acronisinfo.com/?attachment\\_id=521](http://acronisinfo.com/?attachment_id=521)

# Scope and Granularity

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# Cloud computing



- Is not a DR "magic bullet"
- Simplifies some aspects of DR (availability) but complicates others (RPO/RTO, security)
- Comes in many different shapes, forms, and hybrids (Office 365, ITaS, private cloud, etc.)

Figure out if the cloud will be  
part of your DR strategy early on!

# Scope and Granularity

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Answers to these questions help determine how you ultimately define ...



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# Recovery Targets

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- Specify what to restore in SharePoint through mapping of business processes to SharePoint functional area
- Prioritized from most critical to least critical (RPO, RTO, \$\$\$)

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## Simple example

*"I need to restore the HR intranet"*

May entail building and/or restoring:

- A SharePoint farm (baseline environment)
- Content database housing the HR site collection
- BCS and associated connections to external line-of-business systems housing HR data
- Secure Store service for required BCS credential sets
- InfoPath Services for HR-related forms



These are all  
recovery targets



- A S
- Conte
- BCS an
- business s
- Secure
- Infop



## Define Approach

What is the appropriate combination of strategies and technologies to address your recovery targets?

# Common approaches with MANY VARIATIONS

- Backup and restore
- High availability (HA)



Your choice will likely be guided by a few key considerations:

- RPO
- RTO
- Resources (Cost)



# Factors when selecting

	Backup & Restore	High Availability
RPO	Typically hours	From minutes down to zero
RTO	Typically hours	From minutes down to zero
Resources	Less expensive	Significantly more expensive
Examples	SharePoint native backups SQL Server backups Enterprise backup systems 3rd party SharePoint backups	Windows clustering Replication products SQL Server AlwaysOn Transaction log shipping



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VIRTUALIZATION



Cloud





What should you protect?



# What should you protect?

Technical (recovery) targets you select depend on your strategy, but most plans include the following critical (technical) items at a minimum:

## Databases

- Content ✨
- Service Apps

## Solution packages (WSPs)

## Documentation

- Farm configuration
- Server configuration
- Accounts & permissions





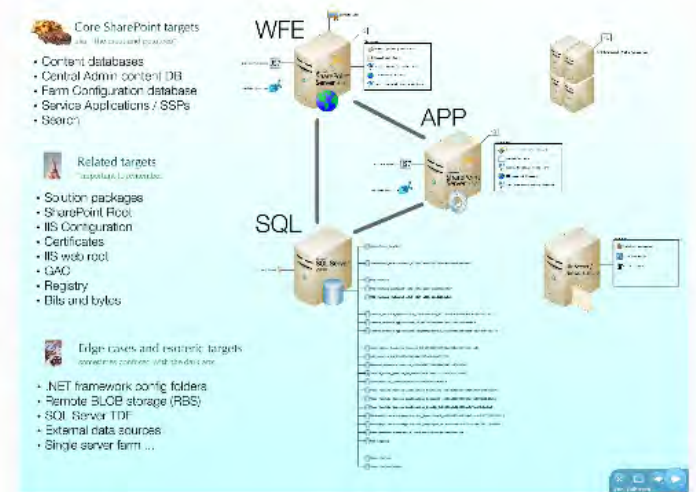
# 2 FREQUENTLY ASKED QUESTION

How do I get a list of  
everything I should protect?



# Answer:

There is no definitive "list of everything." No two Sharepoint farms (or DR plans) are the same.



## Core SharePoint targets aka, "the meat and potatoes"

- Content databases
- Central Admin content DB
- Farm Configuration database
- Service Applications / SSPs
- Search



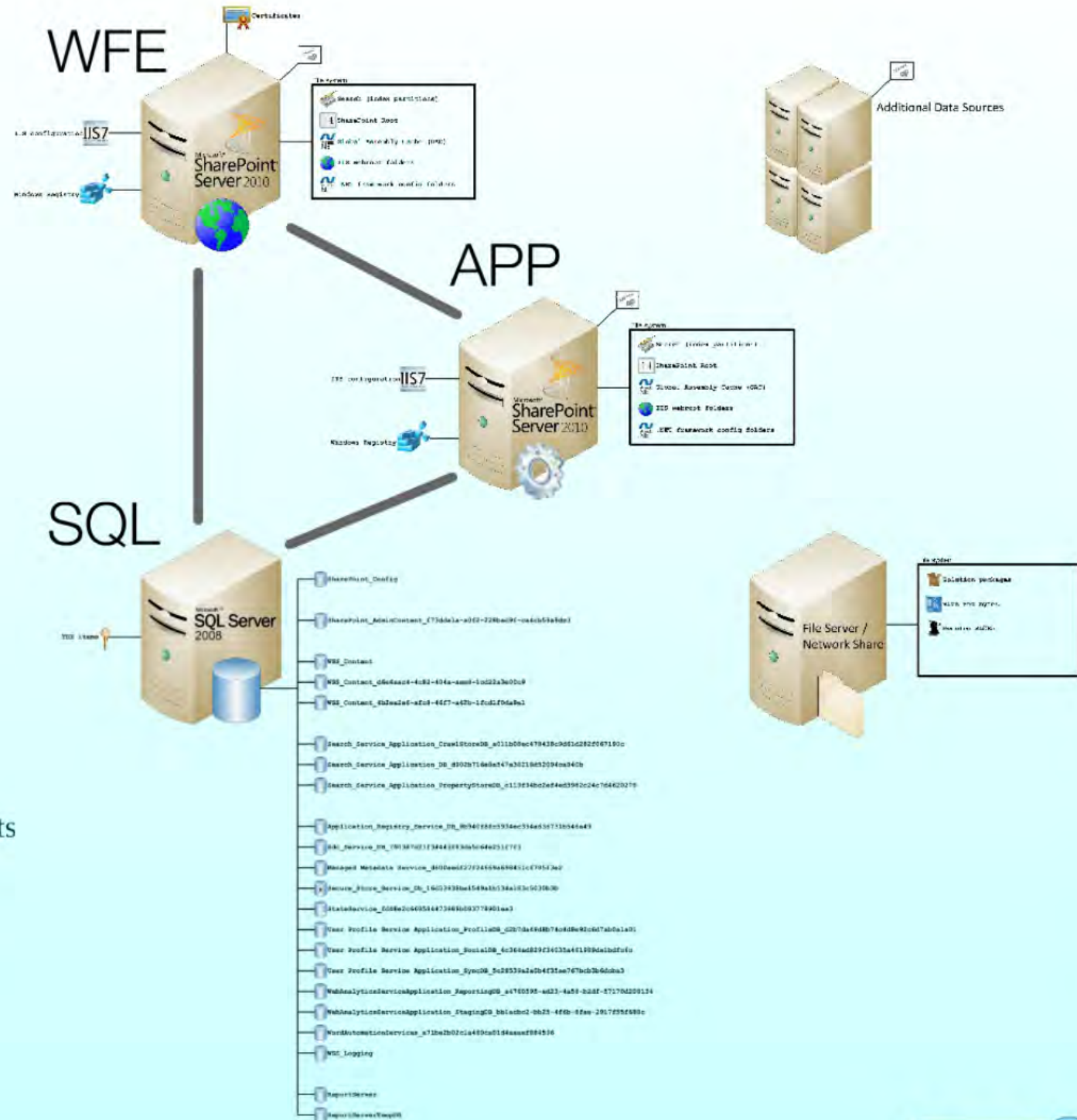
## Related targets "important to remember"

- Solution packages
- SharePoint Root
- IIS Configuration
- Certificates
- IIS web root
- GAC
- Registry
- Bits and bytes



## Edge cases and esoteric targets sometimes confused with the dark arts ...

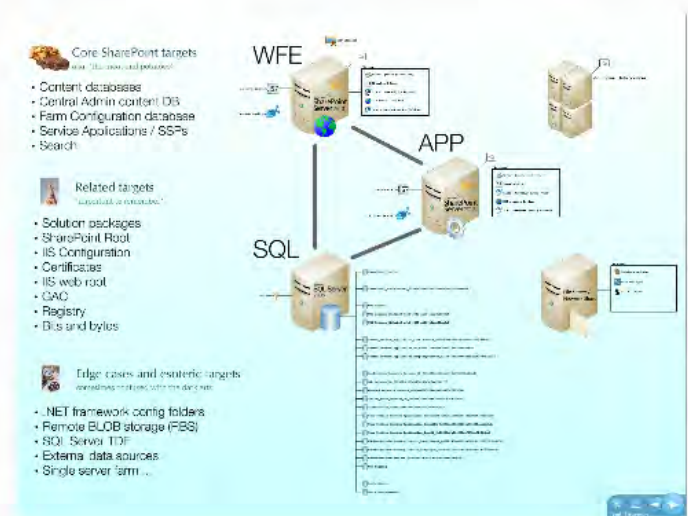
- .NET framework config folders
- Remote BLOB storage (RBS)
- SQL Server TDE
- External data sources
- Single server farm ...





# Answer:


There is no definitive "list of everything." No two SharePoint farms (or DR plans) are the same.



You'll have to build your own list based on what you use in your farm



# Documentation



Of course you need to document your DR plan!

Documentation of the plan spans this phase and the next phase ...

Plan!

Documentation of the plan  
spans this phase and the  
next phase ...

Let's be honest:

documentation spans every  
phase of the DR process.

There's a focus on it here

and in the next phase, though.





**Assessment**



**Planning**

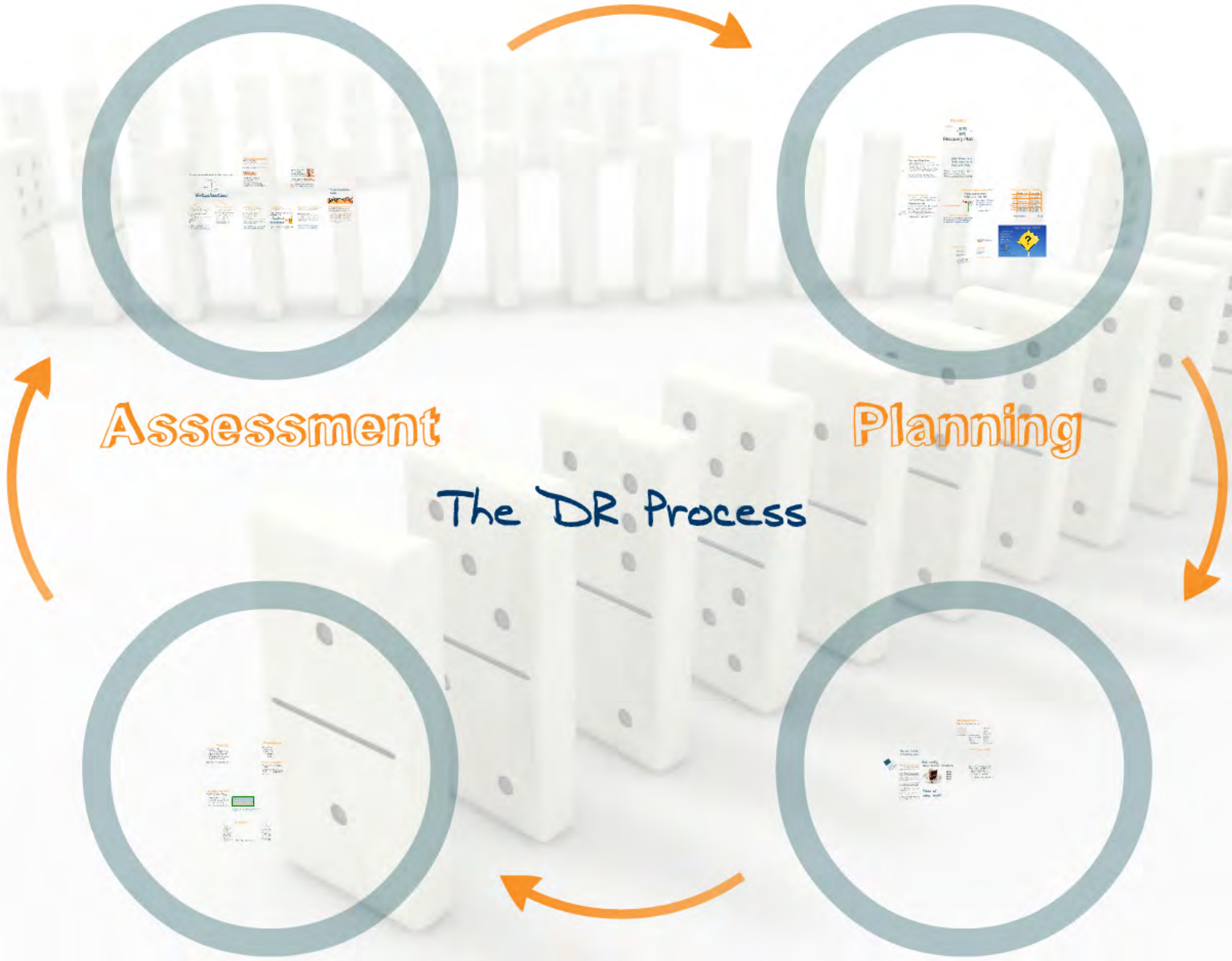


**Maintenance**



**Implementation**

*The DR Process*





# Implementation



# Implementation

Where the rubber meets the road

# Implementation

Where the rubber meets the road



Write the plans ...



Assemble resources ...



# 2 FREQUENTLY ASKED QUESTION

How do I write  
A recovery plan?

How do I write  
A recovery plan?

Writing a recovery plan





Start by talking to those in your organization who have some responsibility for business continuity.

Write



How do I write

A recovery plan?

Writing a recovery plan

Characteristics of a good recovery plan

# A recovery plan:

## Writing a recovery plan

Characteristics of a good recovery plan

- The plan should address a discrete system or subsystem



# Writing a recovery plan

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- Clearly identifies any assumptions made by the plan - hardware, software, dependent system restores, knowledge to execute, etc.



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Piece of  
cake, right?



# Not really.

Recovery plans are living documents



Iterate  
Iterate  
Iterate  
Iterate

....

# Implementation

Where the rubber meets the road



Write the plans ...



Assemble resources ...





Assemble resources ...

Some things to consider

#### Software

- Licenses
- Install media

#### Physical storage

- Documents/plans/lists/etc.
- Secure or sensitive items

#### Hardware

- SharePoint Servers
- SQL Servers
- Switches
- Storage/SANs
- Firewalls
- AD controllers/appliances
- DNS servers/appliances
- Load balancers

#### Facilities (if required)

- Rent/buy space
- Data center build-out
- WAN connectivity
- HVAC
- Fire suppression
- (Voice) communications
- Security
- Backup generators/power



Don't lose sight





Your SharePoint recovery plans should be tying into one or more bigger BCPs

- Communications plan tie-ins
- Criteria for DR plan activation
- Clear documentation of (manual) workarounds for non-restored functionality
- Integration points with other DR plans





**Assessment**



**Planning**

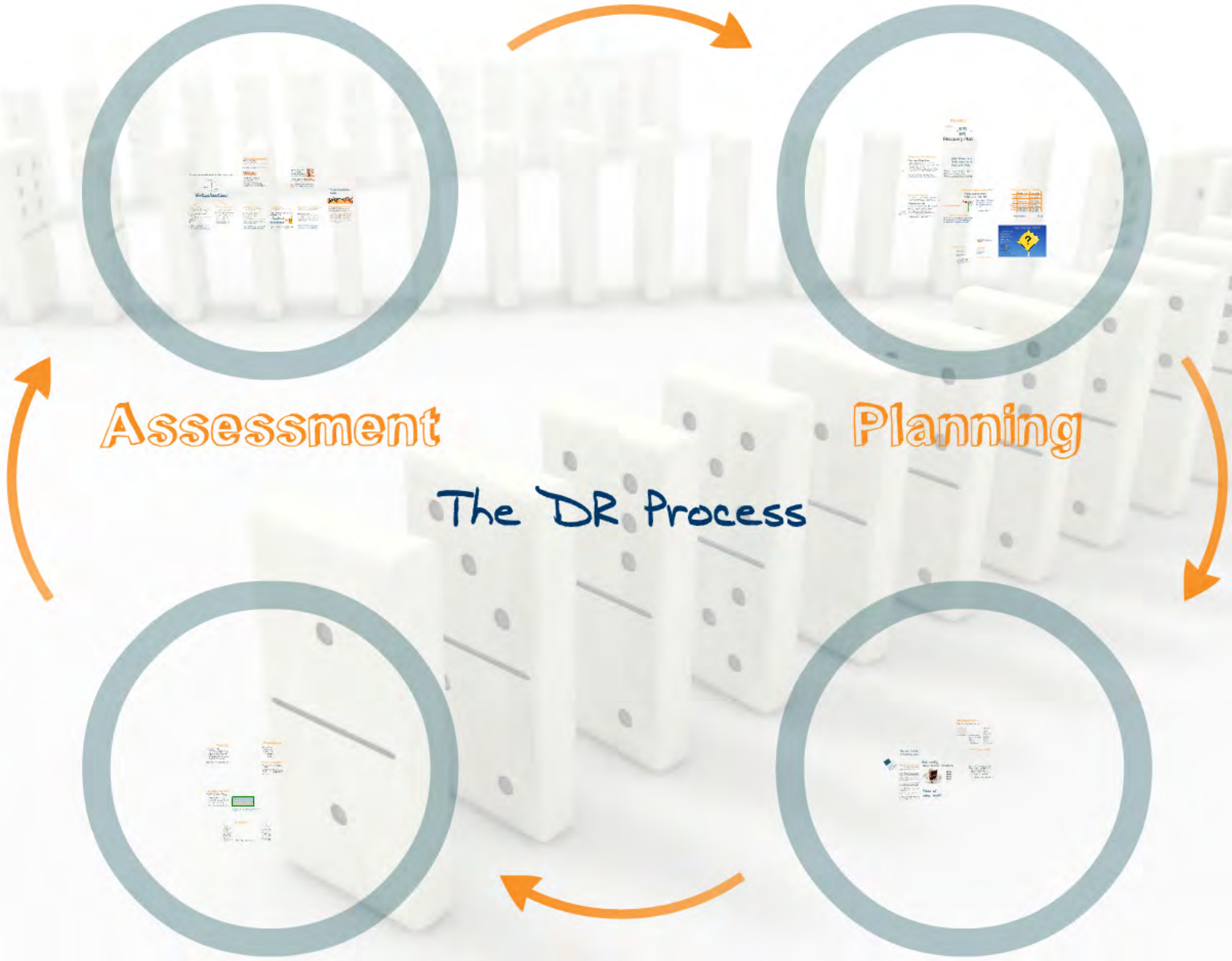


**Maintenance**



**Implementation**

*The DR Process*







# Maintenance



# Maintenance

The part that  
many of us  
wish would  
simply go  
away.





# What's included?

- Exercises that test and validate DR plans
- Updates to your plans as SharePoint environments change
- Budgeting for the changes that will happen



**PASS**



**FAIL**



# Testing

**PASS**



**FAIL**



# Testing

How testing can help you

- Identify gaps in plans so that you can address them before a disaster
- Validate that you can actually hit RPO and (especially) RTO targets
- With repetition, you can reduce your RTO (practice makes perfect!)

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- Identify gaps in plans so that you can address them before a disaster
- Validate that you can actually hit RPO and (especially) RTO targets
- With repetition, you can reduce your RTO (practice makes perfect!)

*Bottom line: without testing you'll never know if your recovery plans actually work*



# Updating Your Plan

As your SharePoint environments change, so too must your recovery plans

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As your SharePoint environments change, so too must your recovery plans

- RPO and RTO may change
- SharePoint farms grow and evolve
- SharePoint used for new purposes
- Offsite DR facilities change

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*Your DR plans are living documents ...*





Don't leave your  
recovery plans to  
become "undead"



Don't leave your  
recovery plans to  
become "undead"

They don't "go away" because you abandon them;  
they just take on an un-life of their own ...



# Budgeting







Both time AND money

# Time

- Carry out DR tests (personnel, facilities time, business downtime)
- Review, maintain and update DR plans
- Review changes to SharePoint farms
- Audit plans with an eye towards compliance with any regulations



Both time and



# Money

- Salary costs associated with dedicating time to DR activities
- Costs associated with offsite facilities
  - Recurring licensing costs\*
- Costs associated with independent auditing of systems and DR plans



and money





**Assessment**



**Planning**



**Maintenance**



**Implementation**

*The DR Process*



# The dirty secret

Nobody gets this "right" the first time; that's why it's a continuous process



Assess



An  
important  
resource

NIST Special Publication 800-34 Rev. 1

**Contingency Planning Guide for  
Federal Information Systems**

Marianne Swanson  
Pauline Bowen  
Amy Wohl Phillips  
Dean Gallup  
David Lynes

May 2010



U.S. Department of Commerce  
*Gary Locke, Secretary*

National Institute of Standards and Technology  
*Patrick D. Gallagher, Director*

NIST Special Publication 800-34, Rev. 1, Contingency  
Planning Guide for Federal Information Systems

[http://www.nist.gov/manuscript-publication-search.cfm?pub\\_id=905266](http://www.nist.gov/manuscript-publication-search.cfm?pub_id=905266)



# Wrap-up

- Remember the order of operations:

Risk Analysis → BIA → BCP → DR Plan

- RPO AND RTO drive many of the DR planning decisions you'll make
- No two SharePoint environments are alike; no two DR plans are identical
- Recovery plans are living documents that you'll constantly test and revise



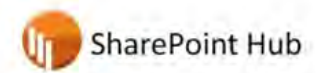
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MINDSHARP



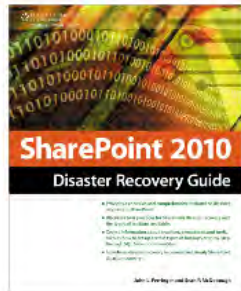
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About: <http://about.me/spmcdonough>



SharePoint 2010 Disaster Recovery Guide

<http://tinyurl.com/SPDRGuide2010>



SharePoint 2007 Disaster Recovery Guide

<http://tinyurl.com/SPDRGuide2007>