

2020 City of Baltimore IT Disaster Recovery Plan

CUSTOM TECHNOLOGY SOLUTIONS

Baltimore City Office of Information and Technology



CORE COMPETENCIES

- Disaster Recovery Planning
- Meeting Coordination and Facilitation
- Workshops & Interviews
- Best Practices Review
- Plan Integration
- Gap Analysis
- Template Development
- Report Preparation

PROJECT SUMMARY

Vision Planning and Consulting (VPC) served as Deloitte's teaming partner for a Disaster Recovery Plan (DRP) for the Baltimore City Office of Information & Technology (BCIT). The development of an IT Disaster Recovery Plan (DRP) was a key recommendation from the *2019 IT/Cyber Capability Analysis and Cyber Program Roadmap* to improve the City of Baltimore's security posture in the future. The goal of the Deloitte/VPC Team was to enhance the City's IT/Cyber Resilience capabilities by creating and socializing a Disaster Recovery Plan template for BCIT. The template would then become available for the preparation of DRPs for other City departments.

PROJECT DETAILS

VPC developed the environmental and physical planning components of the DRP, which included a review of the City Hazard Mitigation Plan (HMP) and conducting basic site surveys of the City's data centers, Emergency Operations Centers, and BCIT's main offices.

VPC conducted a review of the City's existing emergency management plans and products, and incorporated relevant information and content into the DRP including top hazards and recommended areas for integration for other planning products such as the Emergency Operations Plan and Continuity of Operations Plan. VPC developed a plan integration chapter and infographics to describe these various disaster planning products and their interrelationships.

VPC developed four different Risk Scenarios, based on the most common or likely hazards, and also included pandemic considerations, in light of the 2020 COVID-19 public health crisis. VPC participated in stakeholder interviews to capture the current state of resilience program governance and the current operating model for disaster recovery.

The information gleaned from the interviews allowed the Team to develop roles and responsibilities for key staff members, both ongoing and in a disaster situation.

VPC developed inventories and staff roster templates for the DRP to ensure BCIT could have a record of all: critical infrastructure and technology; staff members, including those able to work remotely during a disaster, if necessary; lines of succession; and a list of all buildings/facilities, and the emergency contact information for each of those critical facilities.

The Team developed recommendations to identify next steps for both BCIT, and the City as a whole, for Disaster Recovery Planning. The final deliverable included components such as: roles and responsibilities, recovery methodology, infrastructure overview, orders of succession, recovery playbooks for critical applications, and plan maintenance and testing procedures. The end product also serves as a template for the preparation of DRPs for other key City departments such as Police, Fire, Finance, and Public Health, as part of a follow-on task for the Deloitte Team.