

2023 911 Center Operations Continuity of Operations Plan and Disaster Recovery Plan

City of Philadelphia Office of Information Technology, Pennsylvania

DISASTER MANAGEMENT

PROJECT DETAILS

DIFFICULTY: Hard

COST: \$100,000 - \$125,000

TIMEFRAME: 14 Months

DELIVERABLES: A comprehensive Continuity of Operations Plan with Disaster Recovery Annex for the City's 911 Operations Center.

CORE COMPETENCIES:

- Multi-Departmental Interviews
- Survey/Questionnaire Development
- Plan Integration
- Continuity Planning
- Stakeholder Engagement
- Gap Analysis

PROJECT TEAM

Vision Planning and Consulting

Mission Critical Partners

CLIENT CONTACT

Jack Dougherty

Senior Project Manager

Mission Critical Partners

jackdougherty@missioncriticalpartners.com

PROJECT OVERVIEW

VPC was contracted by the City of Philadelphia - Office of Information Technology (OIT), in partnership with Mission Critical Partners, to develop a Continuity of Operations Plan with Disaster Recovery (COOP/DR) Annex for the City's 911 Center. The COOP serves as a guide for resuming and/or sustaining the Center's mission essential functions as soon as possible, before, during, and after a localized, City-wide, or catastrophic emergency affecting the 911 Center.

PROJECT SUMMARY

The COOP/DR Plan includes a framework and procedures to continue mission essential functions within the Recovery Time Objectives established by the 911 Disaster Recovery Team, and to maintain these essential functions for up to 30 days. VPC initially developed a gap assessment to identify critical elements to be included in the comprehensive 911 Operations COOP-DR, particularly related to staffing and inventories.

Staffing - Staff rosters including number of personnel; Contact information; Emergency notification procedures for nights/weekends and holidays; A checklist for staff members along with staff readiness materials.

Inventories - Hardware inventories, including quantity, make/model, and serial numbers; An inventory of SaaS, applications, or other accounts/licenses; A list of vendors, services, contracts, account numbers, and emergency contacts for all vendors providing support to 911 Operations staff, technology, or facilities.

VPC designed a capabilities assessment and questionnaire for the 911 Communications Division to guide them through the Mission Essential Functions identification process, and developed templates to assist in creating the rosters, inventories, and special considerations for all physical, technological, and human

resources. MEFs are those actions, operations, or processes that MUST continue in the wake of a disaster or hazard event in order for the department to continue work and to avoid potential life, environmental, economic, or technological, damages or losses.

The client was initially averse to workbooks to collect the necessary information, so VPC modified the approach to include smaller, more easily digestible information gathering activities over a span of several months, and held over a dozen interviews with 911 Center and Communications Division Representatives, as well as the Police, Fire, and OIT staff to identify and verify: all MEFs, key personnel, and backup facility information, and critical inventories, gathered through the capability assessment and questionnaires, interviews, follow-up phone calls, and emails.

An individual Annex for the DR Component was developed, which presents all Continuity information gathered and provided as well as RTO's, backup frequency and procedures, point of contact for backup or alternate facilities, network mapping, and diagrams. VPC staff conducted an onsite training session for City employees to educate staff on how to use the documents and emphasize the importance of keeping the Plans up-to-date at all times.