

ITS Strategic Roadmap – FY16

Business Continuity and Disaster Recovery (BC/DR)

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Background

The ITS Business Continuity Management (BCM) Program oversees the development of BC/DR initiative's including resilience strategies, recovery objectives, business continuity, crisis management plans, and operational risk management considerations.

The purpose of the program is to identify risks, threats, and vulnerabilities that could impact business operations, and ensures the department has appropriate recovery strategies and plans in place to support safe evacuation of employees in the event of a disaster, and continuity of operations for critical IT services provided to the Metropolitan Government of Nashville & Davidson County.

Business Continuity Management is an ongoing process supported by senior management and resourced to ensure that necessary steps are taken to identify the impact of potential losses, manage risk, develop resiliency, maintain viable recovery strategies and plans and ensure continuity of ITS services through exercising, rehearsing, testing, training, maintenance and assurance.

The BCM Program encompasses a suite of plans to properly prepare response, recovery, and continuity activities for disruptions affecting ITS systems, business processes, and facility operations. The program also provides training and awareness material to ITS employees regarding business continuity and disaster recovery practices.

Current Strategic Drivers

1. **End of Life (EOL) Technology Replacement (High)** – The LDRPS Plan Development tool is currently on Windows 2003 server which reaches EOL in July 2015. Also, support for Metro's Mass Notification Tool, NotiFind will end December 2015. Requires capital funding.
2. **Need of Risk Identification of ITS Services and Assets related to BC/DR (Medium)** – In order to prepare ITS for the most probable risks, a Comprehensive Risk Assessment must be performed to identify risks related to business continuity and disaster recovery.
3. **Lack of Recovery Objectives and Dependency Mapping of ITS Services and Assets (High)** – Many of the existing ITS disaster recovery plans list assumptions of other processes and services that will be available and restored within a specific time frame. Many of the assumptions are not valid or nonexistent. A Business Impact Analysis must be performed to identify recovery objectives and identify system and process dependencies.
4. **Expectation of Uninterrupted ITS Services and/or Recovery Procedures for Quick Resumption Following a Disruption (Medium)** – Several Business Continuity Plans for other Metro Departments list the assumption that ITS will either provide uninterrupted service or has recovery procedures in place for quick resumption following a disruption.



5. **Increase ITS Awareness of BCM Program and Emergency Response Plans (Medium)** – In order to encourage foundational plan development practices, ITS employees must understand the plan development process and be fully aware of ITS emergency response procedures and communication plans.
6. **Improve User Experience with LDRPS (Medium)** – One of the barriers that have prevented full development of ITS disaster recovery plans is the complexity of the program’s plan development tool, LDRPS.

On the Horizon Strategic Drivers

1. **Pending administration change (Game Changing)** – A new administration and Metro Council leadership may change the direction for a metro-wide business continuity and disaster recovery initiative.
2. **Development of Secondary or Backup Data Center (Game Changing)** – ITS currently has various backup procedures for critical data and assets, but no plan exists for restoration procedures to mitigate a single point of failure or an interruption to the network or sequential procedures to bring up any identified critical services.

Short Term Goals (0-6 months) 7/1/15 – 12/31/15

#	Goal/Objective	Est. Start	Est. Duration
1	BCM Program Implementation: Work with ITS to develop business continuity strategies, emergency response plans, and/or new disaster recovery plans.	9/2014	ongoing
2	BCM Program Awareness and Training: Provide awareness and training of the ITS BCM Program, BC/DR practices, and evacuation procedures for ITS emergency response plans.	3/2015	3 months
3	Plan Testing and Maintenance: Work with ITS Department and plan development teams to test business continuity strategies and disaster recovery plans; while providing feedback for plan improvement.	4/2015	3 months
4	Coordinate with External Agencies for Emergency Response Plans: Collaboration efforts for new business continuity strategies, specifically the ITS Emergency Response Plan that requires coordination with other Metro departments such as fire department and general services.	4/2015	2 months
5	Upgrade BCM Program Tools – LDRPS and NotiFind: Coordinate with Sungard AS for the transition to a new platform and upgrade of LDRPS and NotiFind (requires capital funding).	4/2015	3 months



Medium Term Goals (6-18 months) 1/1/16 - 12/31/16

#	Goal/Objective	Est. Start	Est. Duration
1	BCM Program Awareness and Training: Provide tool-based training for the Assurance CM and Assurance NM applications with ITS and all Metro Government Agencies	7/2015	6 months
2	BCM Program Development: Work with ITS to develop business continuity strategies, new disaster recovery plans, and revision process for existing disaster recovery plans.	7/2015	12 months
3	Business Impact Analysis: Work with ITS Divisions to identify critical ITS services and the assets and resources that support them.	7/2015	ongoing
4	Coordinate with External Agencies for All Plans: Collaboration efforts for business strategies and disaster recovery plans that require coordination with other Metro departments such as fire department and external agencies such as Department of Homeland Security.	8/2015	ongoing
5	ITS Risk Assessment: Work with ITS Information Security Team to conduct a broader Risk Assessment to identify all threats, vulnerabilities, and risks to ITS Services and Assets.	1/2016	ongoing

Long Term Goals (18-36 months) 1/1/17 - 6/30/18

#	Goal/Objective	Est. Start	Est. Duration
1	BCM Program Awareness and Training: Provide tool-based training for the Assurance CM and Assurance NM applications with ITS and all Metro Government Agencies	1/2017	ongoing
2	Develop Plan for Secondary Disaster Recovery Data Center: Begin plan development of a secondary disaster recovery data center to house infrastructure that will provide and support restoration of critical ITS services (requires capital funding).	3/2017	9 months
3	Business Impact Analysis: Work with ITS Divisions to identify critical ITS services and the assets and resources that support them.	7/2017	ongoing

