



COUNTY OF LOS ANGELES BUSINESS CONTINUITY PLANNING

BUSINESS CONTINUITY PROGRAM (BCP) HANDBOOK FOR DEPARTMENT BCP TEAMS

Version 1.0 9/4/2004

Business Continuity Planning Department Handbook



Introduction

This handbook gives an overview of Business Continuity Program (BCP) planning for county departments. The directions are intended for BCP Coordinators, plan writers, and county executives who have responsibility for oversight of BCP planning. We have included Board orders and other authority documents establishing BCP policies for county government and user instructions and planning templates.

The Chief Administrative Officer's Office of Emergency Management (OEM) is the county lead for BCP planning. BCP questions are best submitted by email to bcp@lacoec.org. Emails sent to that address are automatically forwarded to all of the staff and managers in OEM who are responsible for BCP management, and staff is committed to responding to questions within one working day. You can also contact the OEM general number at (323) 980-2260 and ask for the OEM BCP manager. Please note that the BCP manager and all OEM staff assigned to work on BCP receive all emails that are addressed to bcp@lacoec.org.

In county government, most planning, including most of our disaster planning is done at the department level. However, in BCP, the primary planning unit is the business unit that actually provides the critical service. The web-based software we are using allows an unlimited number of local business unit plans to "roll up" to a department level plan.

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

What's in this handbook?

What is BCP and why are we doing it?	4
Definitions	5
Which programs need BCP plans?	6
Elements of county BCP plans	7
BCP planning responsibilities	9
<i>Department BCP planning teams</i>	<i>9</i>
BCP and emergency response plans	10
BCP User Guide	11
<i>Introduction to LDRPS- the web based planning software</i>	<i>11</i>
<i>Navigating in LDRPS</i>	<i>11</i>
<i>Skills needed and resources to work in LDRPS</i>	<i>12</i>
<i>Before you begin writing a plan</i>	<i>12</i>
<i>About the LDRPS plan tree Creating a plan and establishing plan writers and reviewers within LDRPS</i>	<i>15</i>
<i>Creating a plan and establishing plan writers and reviewers within LDRPS</i>	<i>16</i>
<i>Steps in developing a BCP plan using LDRPS</i>	<i>16</i>
<i>LDRPS help screens- the Plan Assistant</i>	<i>17</i>
<i>Changing your LDRPS password</i>	<i>18</i>
<i>Creating and changing documents within LDRPS</i>	<i>19</i>
<i>Seeing pages from your plan and printing the whole plan</i>	<i>21</i>
<i>How to print "roll up" plans</i>	<i>22</i>
After you've completed your plan- this is the beginning!	24

Appendix 1: Board of Supervisor order to all departments

Appendix 2: Chief Administrative Officer memo to Department Heads

Appendix 3: Countywide priorities for restoration of services

Appendix 4: Emergency Management and BCP oversight and management responsibilities

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

What is BCP and why are we doing it?

A business continuity plan is a road map for restoring the business functions that support critical programs and services after an emergency. The program may go down because of a major, widespread disaster, or a local incident such as a power failure, a fire, or some other problem with the building or the systems that support a program.

Los Angeles County is a national leader in disaster response planning. Through BCP the County is developing continuity of government plans for restoration of general government programs or for recovery of critical technology systems.

BCP is not just a technology process, since continuity of programs depends on human resources, contractors, and many other systems besides computers and other technology.

However, effective BCP requires a strong partnership between program and IT managers and requires executive commitment and oversight.

Recognizing that we have a gap in continuity of operations planning, **the Board of Supervisors ordered all departments to participate in the countywide BCP process.** The CAO's Office of Emergency Management (OEM) is designated as the planning lead, and the Emergency Management Council provides countywide executive oversight.

Business continuity plans are written based on *actual, currently available* resources. If there is no effective recovery plan for a critical IT system, the business continuity plan must be based on available alternate technologies or manual work-arounds.

Business Continuity Planning Department Handbook



Definitions

We've included definitions early in this handbook, since some of the terms we use in BCP are not familiar.

BCP stands for Business Recovery Program (or Business Recovery Plan). This is the plan for restoring a critical business unit's key functions following any occurrence that disrupts services. This could be as big as a major earthquake or as local as a serious power outage.

Business unit is the basic organizational group for which a plan is being written.

Dictionaries are the databases that store the elements of information that are or can be associated with plans. These store things like the inventory of county employees from CWTAPPS.

Disaster Recovery Program (DRP) refers to recovery of IT systems. This might include hot sites, backups, mirrored sites, etc. The department IT manager who is assigned to BCP is generally responsible for developing Disaster Recovery plans. *Disaster* in this case refers to a computer or IT system failure, not to a natural or man-made disaster.

LDRPS stands for "Living Disaster Recovery Planning System." LDRPS is the web-based software used by Los Angeles County departments to develop and document BCP plans.

Locations are the physical sites where work is done. All occupied county facilities are preloaded into LDRPS, and any location can be called up. Non-county locations, such as hot sites in other cities can easily be added

Process is the LDRPS term for a number of business programs and processes. It refers to a major program or service but also to the sub-processes that support it. This might be a major computer program or an office system that is required to support the higher level process.

Scope documents are a general overview of the plan you're working on. The boilerplate scope document in the planning table of contents will help guide you through development of this plan.

Tasks are the specific actions that the teams will take to restore critical programs.

Teams are the groups of people assigned to do specific recovery tasks. These teams may be similar to the groups in the Standardized Emergency Management System (SEMS), but they should have functional titles that give an idea as to just what they will do to recovery programs.

Business Continuity Planning Department Handbook



Which programs need BCP plans?

Departments should develop BCP plans for *all critical department programs or services which must be restored within thirty days*. Criticality is based on the department priority for each program and on the Countywide Priority.

Priorities must be established to guide the restoration of programs. If a significant number of programs are brought down, priorities will guide the order of program restoration. Therefore, departments are asked to rate the criticality of programs based on both department and countywide priorities. When a department can manage program restoration without support from other County departments, department priorities will determine the order of program restoration. After a widespread disaster, when there is competition for resources, the countywide priorities will assist in establishing priorities. In many cases, department and countywide priorities will be the same. Some departments may have few programs that fit into countywide priorities. *This does not diminish the importance of department programs, but establishes the reality that all programs cannot have an equal countywide priority.*

As the first step in BCP planning departments developed a Business Impact Analysis with lists of programs and services with their criticality ratings. These have been imported into LDRPS can be used in developing department BCP plans. In addition, these are in LDRPS under “Crisis Management Plans” which provide an interim planning tool until detailed LDRPS plans are completed.

Disaster recovery plans (DRPs) relate specifically to recovery of IT systems. IT managers should develop the DRPs for systems that are required to support critical programs and services. **Staff assigned to develop disaster recovery plans have slightly different planning screens in LDRPS than business planners, reflecting the need to document IT-related items.**

Many departments do not have enough resources to develop plans for all critical programs in the first year of BCP implementation. Departments should first complete plans for programs that have the countywide priorities. Some departments have few programs that have a countywide priority, and should begin developing plans for the programs with the highest department priority.

Plans will be as detailed as necessary to restore a program or service. If a business unit is small with limited external dependences, the plan will require less data than for a large, complex business unit with significant dependencies. *Plans should only include the details or information that the business unit needs to know to restore critical services.*

Plans should be updated at least annually.

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

Elements of county BCP plans

County BCP plans should include the following:

Chain of succession for County government - This will document the executive chain-of-succession for department managers and for county government. *This belongs in department-level plans associated with the department headquarters building.*

Alternate Emergency Operations Center- The plan will document plans for an alternate emergency coordination center, in the event the Department Operations Center is inoperable. *This belongs in the plan for the location of the Department Operations Center, usually at department headquarters.*

Alternate work locations - Plans should specify alternate locations for high-priority department processes and critical employees. Alternate work location planning will include consideration for the infrastructure (automation systems, phones, and utilities) required to support critical business functions.

Emergency actions to continue critical programs (called “processes” in LDRPS) - Plans will establish service priorities for programs, with recovery timelines and lists of essential resources. Departments will establish plans to operate essential programs, to the extent possible, when technological support systems are not available.

Identification of critical business functions that support critical programs - Department plans will identify essential business functions and the systems, contractors, and county personnel required to support the critical functions. Where the critical process belongs to another business unit or another department, the plan should reference this process.

Identification of critical staff - Plans will identify managers and staff who are critical to continue essential business functions.

Business recovery issues - Plans will address essential backup equipment and supplies, essential communications, essential staff, and other dependencies.

Communication plans- Plans will include call trees to ensure that critical staff can be located and contacted. Call lists should include home phones and pagers.

Address technology issues – BCP plans must reflect real recovery solutions using currently available technology. **If there is an essential computer or communications backbone system where there is no currently viable recovery plan, the department should identify this as a**

Don't write a plan to recover your programs that depends on some technology solution that doesn't actually exist.

If a critical program depends on a technology for which there's no viable recovery strategy, your department should begin development of a recovery plan.

But you must include in your plan a manual work-around or some other viable ad hoc solution.

Business Continuity Planning Department Handbook



technology gap in the plan page called “LAC Recovery Strategies.” The department should begin development of plans leading to technology disaster recovery. The Chief Information Office will provide technical assistance.

All County departments will plan for alternate department headquarters and alternate Department Emergency Operations Centers. *This should be part of the department level plan at the department headquarters facility.*

Where outside vendors provide essential support – Departments should encourage and, if feasible within contracting rules, require vendors that provide critical support for essential services to develop BCP plans. These vendors and their key contact staff should be documented in the BCP plan.

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

BCP planning responsibilities

The **Emergency Management Council (EMC)** and the **Chief Administrative Officer (CAO)** provide executive oversight to the planning process. The council approves policies, completed department plans, and the countywide plan. The CAO will provide overall leadership to county departments and provides reports to the Board of Supervisors.

The **Office of Emergency Management (OEM)** is the county lead in the overall BCP planning process and facilitates planning coordination between departments.

The **Chief Information Office (CIO)** provides guidance and assistance to departments in development of IT recovery programs and solutions. *Note that BCP is not just the development of technology plans, but includes all aspects of business recovery, including facilities, vital records, key staff, and supporting technology.*

County departments are responsible for their own plan development, using the web-based LDRPS planning tool. Departments will identify BCP teams. Departments will coordinate with one another and with external vendors and other key agencies. OEM will provide leadership and facilitation in this coordination, as required.

Integration of disaster plans- Departments will ensure the integration of BCP plans with existing disaster/emergency plans.

Department BCP planning teams

BCP planning teams in departments should include the following:

- A Department BCP Executive Manager who will oversee department-wide BCP implementation;
- A Department BCP Coordinator, who will be responsible for the day-to-day coordination of BCP implementation;
- The Department Emergency Coordinator, who will ensure that BCP plans are coordinated with other emergency plans;
- A Department IT Manager, to assist in planning for restoration of critical technology systems;
- The Department Risk Management Coordinator, who will assist in identification of risk exposures and mitigation through the BCP plan.
- Plan Writers from business units where plans must be developed. Plan Writers should have a strong operating knowledge of their business unit. Plan writers must

Business Continuity Planning Department Handbook



have basic computer skills and be able to follow instructions and enter data into the LDRPS web-based planning tool.

BCP and emergency response plans

BCP plans should be coordinated with Department Emergency Plans. BCP and emergency plans may both be used after a disaster, but address different operational needs.

The **Department Emergency Plan** addresses the actions departments must take following a disaster. For many departments, this includes *disaster response activities*, such as establishing a Department Operations Center, and deploying department assets to address specific problems that arise as a result of the disaster. Disaster response plans are activated following a local disaster, where businesses and families are disrupted by the disaster event. The Department Emergency Coordinator (DEC) is responsible for coordinating the development of the Department Emergency Plan.

The **Business Continuity Plan** addresses restoration of critical programs and services, which may or may not be specifically related to the department's response to a disaster. BCP plans should be activated in any situation where there is a disruption to critical business functions, such as a critical power outage or a building fire. *BCP plans address the infrastructure and other supporting elements for critical business functions.* The department BCP Coordinator is responsible for coordinating the development of the department BCP plans.

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

BCP User Guide

This supplements the on-line help functions within LDRPS. User suggestions regarding this guide are welcome- send ideas via email to bcp@lacoec.org. All emails to this address go to each OEM staff person with BCP management responsibilities.

Introduction to LDRPS- the web based planning software

The county contracted with Strohl Systems to provide web-based BCP planning software, which is called LDRPS. LDRPS is password-protected, and access must be granted by the OEM BCP program manager. The software has been extensively modified to meet county needs, and OEM will make future modifications as required. All departments are expected to use LDRPS to document BCP plans.

There is a learning curve involved, but it's no more difficult than using any normal office software. The software includes context-sensitive help screens (called the "Plan Assistant"), and OEM staff have modified these help pages to support County users. The Plan Assistant will guide plan writers through the process.

LDRPS uses databases to store the plan information that is entered. Plan information is printed using standard reports in a table of contents that is attached to each plan. LDRPS also accepts documents in a variety of formats (Word, PDF, Visio, and JPG graphic files are allowed. If you need to attach another type of document, contact the OEM manager.

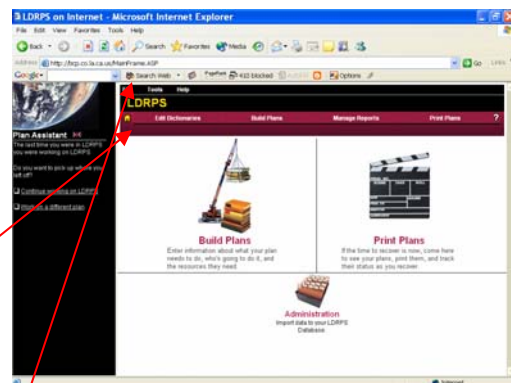
Sometimes you might get stuck in an LDRPS screen, where the program is telling you that a critical field cannot be blank. But maybe you don't even want to fill out that screen. When this happens, select "cancel," and then you can exit.

LDRPS also supports data imports. CWTAPPS information about county employees and Real Estate Management Division's database of occupied county facilities are both imported and will save time and help avoid errors in data entry.

Navigating in LDRPS

Rule one in using LDRPS: do not use the Windows navigation tools at the top of the browser. Use the menus within LDRPS. This picture of the screen shows the home page for planning. You can always return to this screen by clicking the house icon.

When you're done working and need to leave LDRPS, select "File/Log Off" from the LDRPS menus.



Business Continuity Planning Department Handbook



Skills needed and resources to work in LDRPS

Plan writers need the Adobe Acrobat PDF reader and Microsoft Word in order to complete plans. They also must have web access through LA Net.

Plan writers should have basic computer skills, and will need to learn a few things about LDRPS. OEM has developed skill sheets to help with some of these. Basic skills include:

1. How to navigate within the LDRPS screens.
2. How to add Word and other documents to plans and how to modify boilerplate documents that are part of the LDRPS plan template. It's possible to add many documents that can enhance and complete LDRPS plans.
3. How to use the search tools within LDRPS to narrow down your search for elements that belong in your plans. With 2500 buildings and 98,000 employees in the LDRPS databases, you will definitely need to learn to narrow your searches using the search tools in LDRPS!
4. How to change passwords.
5. How to print plans.
6. For department BCP Coordinators, how to print "roll up" plans.

Before you begin writing a plan

Before you begin writing plans, there are several steps you should to get ready. Some actions will prepare your department for actual plan writing, and others must be done by OEM BCP administrators to prepare the LDRPS software to accept your plans.

Department responsibilities before writing a plan

1. Define the members of your BCP planning team, and be sure they know you're starting your planning process. They will be resources for you in plan development.
2. Develop your initial list of programs which will require BCP plans. These should be those with the highest department and countywide priorities and where they must be restored in fewer than thirty days.
3. Work with the OEM BCP program manager to define which business units require plans. The BCP program manager must know the building location (address) where each business unit that requires a plan is housed. You must work with the OEM manager to define the table of organization to support that plan, and you must identify the key staff, such as the plan writer, who needs access to LDRPS for that plan.

Business Continuity Planning

Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

4. If you have not developed plans or if you need help with getting started, ask the OEM manager to schedule a planning workshop to get started.
5. *Do you have multiple locations that provide generally similar programs and services?* With OEM support you can develop a plan for one facility that can serve as a planning template for the other similar facilities.
6. *Do you have a database or spreadsheet that you need imported into LDRPS?* This might be an inventory of critical equipment that will be needed to develop plans. LDRPS accepts data imports. OEM has worked with the Auditor-Controller and the CAO's Real Estate Management Division to import CWTAPPS employee information and the inventory of county-occupied facilities. Department-specific data can be imported. As an example, the inventory of Public Works vehicles has been imported into LDRPS, and Public Works plan writers can draw from this list in developing plans. *All data import requests must come from the department BCP Coordinator.*
7. Decide what critical processes you need in your plan. This can be done in LDRPS, but it's easier to do this in a discussion with key staff in the business unit. What processes are critical in your plan? You don't need to enter every process, only those that are critical and must be restored in shorter than 30 days.
8. Does the business unit depend on a specific technology, such as a major computer system? If so, the department BCP Coordinator should include the BCP IT manager in the planning for this business unit. **The IT manager should develop a disaster recovery (IT) plan within LDRPS for the critical system. Recovery timeframes and criticality ratings are based on the same factors for the program or service that the system supports.**

OEM actions to support a department plan before departments write a plan

1. The OEM BCP manager will work with the department BCP coordinator to define the business units which will require plans.
2. OEM staff will enter the business unit into LDRPS and create the necessary LDRPS users to complete the plan.
3. OEM staff will provide workshops and training to assist departments in plan development.
4. Conduct data imports as required by departments.

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

5. As required, ensure coordination between departments where plans intersect, such as where a department's program depends on a program or service in another department.

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Business Continuity Planning Department Handbook



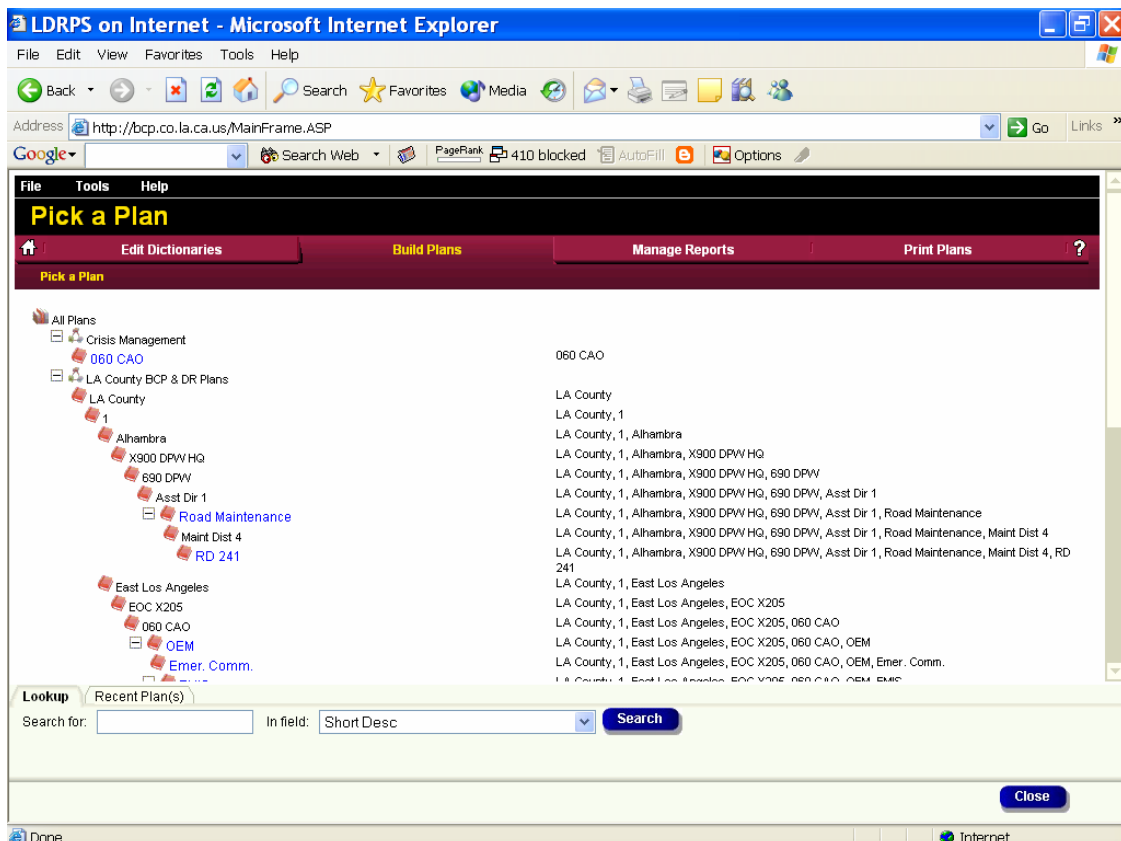
COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

About the LDRPS plan tree

Why are plans organized by the building location?

Almost all program disruptions happen because of problems related to a building. By organizing plans geographically, it is easier to identify all the critical functions that need restoration within the affected building.

It's still possible to "roll up" plans by department, even though the programs and their plans are related to different buildings.



Every LDRPS plan must have a space holder in the plan tree. OEM will build your plan trees. Note that plans are organized by the building location. Even though plans are organized by building, printed plans can be "rolled up" by department or any other organizational level, so long as it has been included in the plan definition that OEM creates.

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

Creating a plan and establishing plan writers and reviewers within LDRPS

OEM will work with the department BCP Coordinator to enter the plan space holder into LDRPS. (See the illustration on the previous page.) The software has limits on the amount of information that can be included in the plan definition, but we must include the department number and any other identifying information that may be required to define a plan roll up. OEM staff will work with you in defining these elements. **This is one thing where we need to get it right the first time- it's hard to fix mistakes.**

Steps in developing a BCP plan using LDRPS

1. Log on to URL, <http://bcp.co.la.ca.us> . Problems logging in? Contact the OEM BCP management team at bcp@lacoecoc.org.
2. Choose the appropriate plan that OEM has developed for you.
3. Complete your "Overview Statement".
4. Decide on the critical "processes" that should be included in the plan. (Maybe you've already done this as part of your actions before starting a plan.)
5. Enter these "Processes" into the Plan.
6. Always working with each process, enter "software", "equipment", "telecom", "vital records", "teams", and "dependencies." Note that "dependencies" are also other processes, and you can't enter these until the process has been created in LDRPS. Sometimes this means that you have to call another business unit and ask them to enter the process.
7. Decide on what "teams" are needed to implement the plan. What "positions" are necessary? Who should be assigned to these "positions"? What are the "tasks" for each position?
8. Enter the "teams", "positions", "assign employees", and "tasks".
9. From the "build plans screen," enter "call list" information. Who starts emergency calls outside of working hours and who do they call?
10. Edit the boilerplate documents in the Table of Contents: Cover Page, and Scope. You will do the "Recovery Strategies" if you need to take future actions to do a better job of recovering a program. This might address the need to develop better computer backups or to develop plans for a computer hot site.
11. Add "documents" to the plan as appendixes. Do you have documents that you need to add to your plan? As an example, the network manager in OEM has included a

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

document about “what to do until the network manager arrives” in case there’s a network failure when he’s not on site.

12. After your plan is completed, print the plan, and get approvals from your department BCP Coordinator and the department BCP executive.

LDRPS help screens- the Plan Assistant

The LDRPS User Guide is available by clicking the “help” menu.

The Plan Assistant in LDRPS contains the primary help screens. OEM staff has extensively modified these screens and will make many more changes in the future. Please let us know at bcp@lacoec.org if you have suggestions about improvements to these screens.

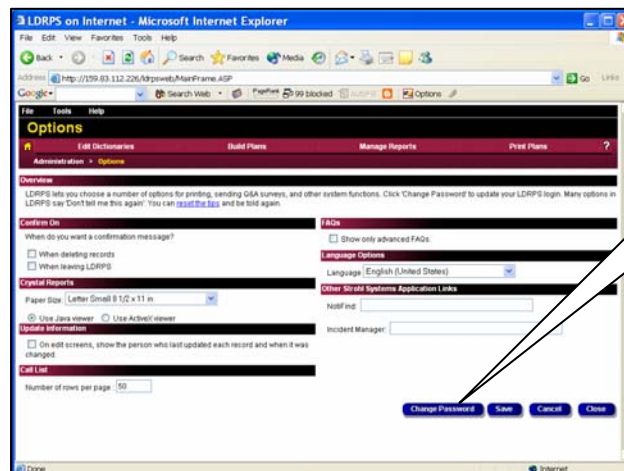
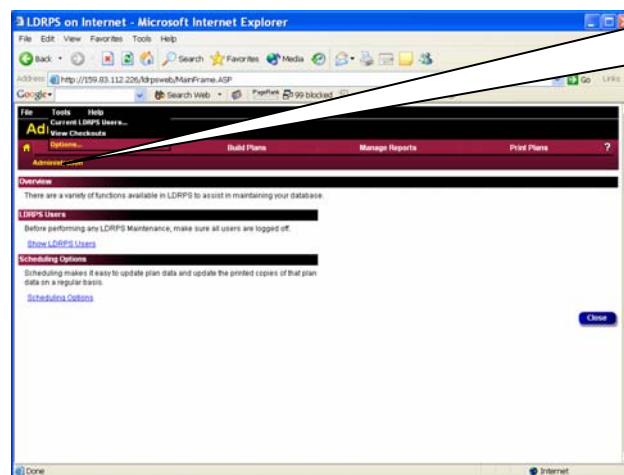
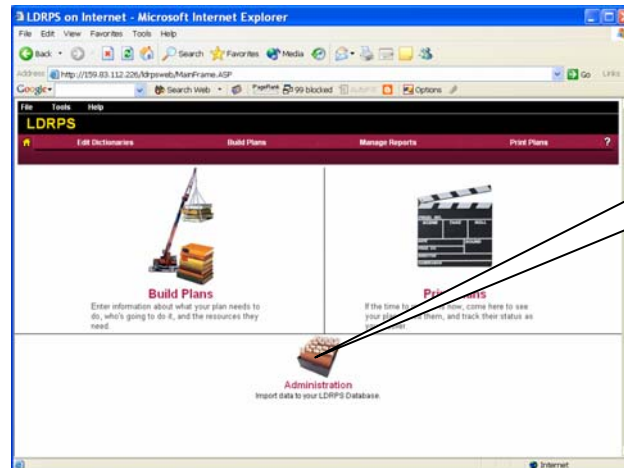
Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

Changing your LDRPS password

Below are screen shots to guide you through this. Email OEM at bcp@lacoec.org if you need staff to reset your password.



Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

Creating and changing documents within LDRPS

You can attach documents to your plan as appendices. These can be in most formats: Word, PDF (Acrobat), Visio, JPG (graphic), or others. If you need to include a document type that doesn't seem to work in LDRPS, contact OEM at bcp@lacoecoc.org, so we can help.

LDRPS includes “boilerplate” Word documents that you need to customize for your plan, and you need to develop the skills required to do this. ***You must have Microsoft Word on your computer to develop and print plans in LDRPS.***

*LDRPS uses many databases to store the information for your plan. **The only way you can see your plan is by printing part or the entire table of contents.** OEM staff has developed report formats that are in the table of contents that draw essential information from the databases to allow you to see your actual plans.*

Here's a summary of what you have to do to customize the documents (detailed screen shots and instructions follow this summary):

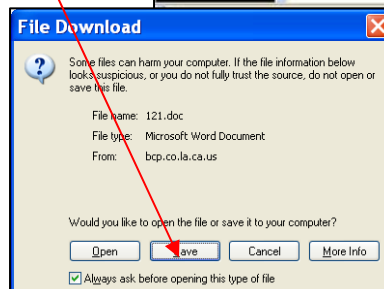
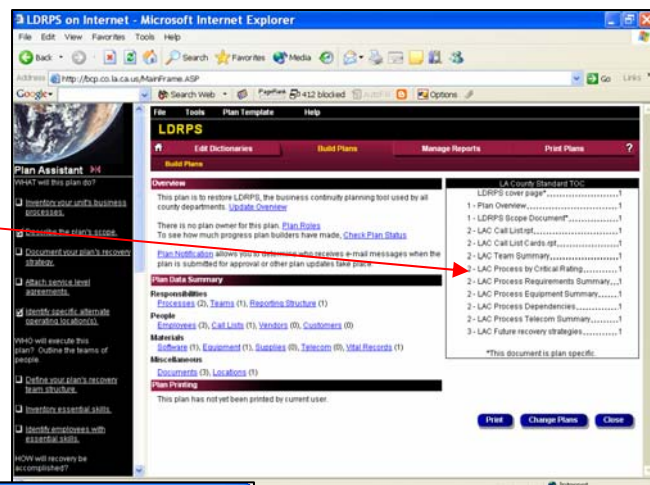
1. In LDRPS, save the document to your computer or network drive.
2. In Word, edit the document and save the edited version.
3. In LDRPS, add the document to your plan, *and assign it a “document type.”*

After you complete these steps, the document will be added to your plan's table of contents. When you add documents as appendices, you must always assign an appendix number to the document, so that LDRPS will know in what order you want your appendices to print.

Here are detailed instructions on modifying documents in LDRPS:

To save the document to your computer:

1. On the “build plans” screen, click on the document in the table of contents that you need to edit.
2. On the “file download” screen that pops up, select “save” and save the document to your computer or network drive.



Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

After you've saved the document, open Word and do your edits, and save and close your Word document.

To add the revised document to your plan:

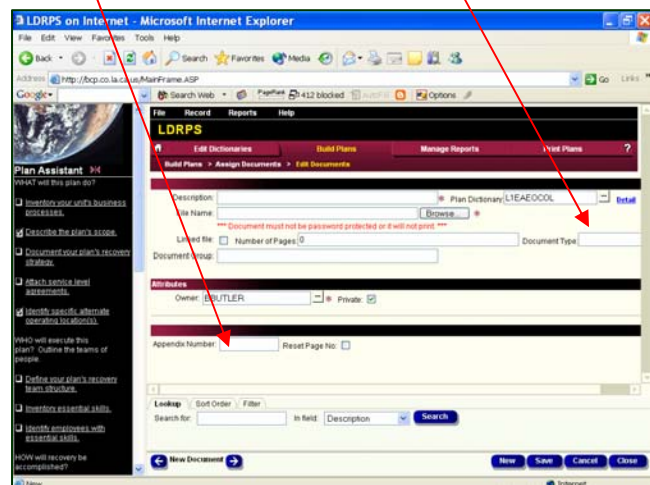
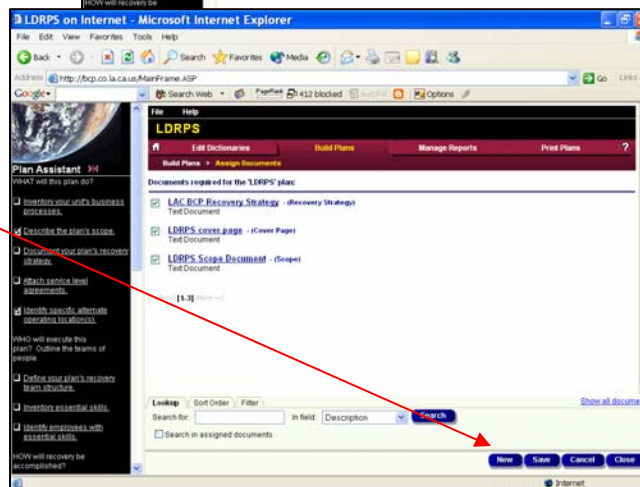
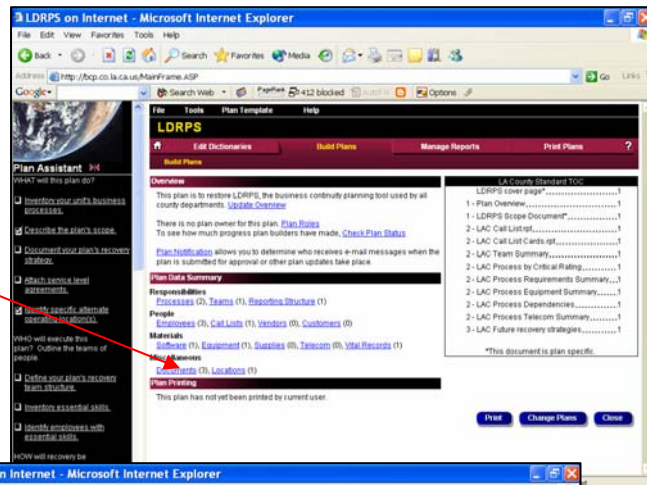
1. In the LDRPS "Build Plans" screen, select "documents."

2. This will bring up the "Assign Documents" screen. Select "new."

3. The next screen is "edit documents" and is where you will write a brief description, and browse to bring up your revised document. *Always either assign a document type for the "boilerplate" documents or assign an appendix number if it's a document you're adding to your plan.*

To Add other documents to your plan:

1. In the "assign document" screen, select "new" and browse for your document. Be sure to always include the appendix number, so that LDRPS will know how you want to print it with the rest of your plan.



Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

Seeing pages from your plan and printing the whole plan.

Remember that LDRPS stores your plan information in a set of databases, and the only way you can see your plan is by looking at documents in the table of contents (on the right side of the “build plans” screen) or by printing the plan.

To see your documents, just click on the document you want to see. As you build your plan, you probably will want to look at the report to see how things are developing.

You must have Adobe Acrobat reader on your computer to see your plan pages. It's free. Talk to your IT manager or click on this icon to get it.



To print your plan, click on the “print” button at the bottom of the “build plans” screen. *Be patient- it takes a bit of time for plans to print.* You will see the print status at the lower left side of the screen- it will say “Print job submitted” or other words indicating that the job is pending.

When the plan is ready for you to see, you will see a message “Printed on (date and time).” Click on these words to see your printed plan in Adobe Acrobat. From here you can follow screen instructions to save the plan to your computer or print it.

Business Continuity Planning Department Handbook



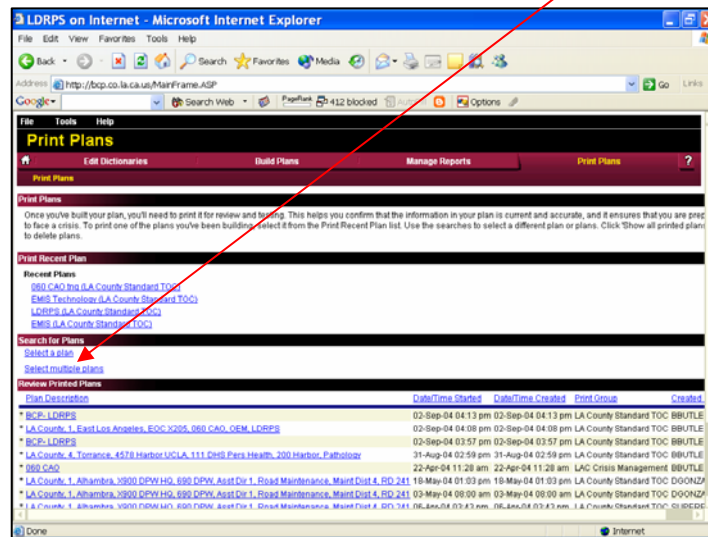
COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

How to print “roll up” plans

We all need to roll up multiple business unit plans into a higher level plan. You do this in the “Print Plans” screen by selecting “Print Multiple Plans” and then setting filters to determine which plans you want to roll up into a single printed plan.

Here’s an example of rolling up plans into a single department plan.

Go to the “Print Plans” screen, and select “Select multiple plans.”



On the next screen (“Print plans wizard”) you set your filter criteria, in this case your department number to select the plans you need to print. The “Phase should be set to “LA County BCP & DR Plans.” *Note that the OEM BCP manager must have set your permissions to allow viewing all department plans. OEM will set permissions for users based on a specific request from the Department BCP Coordinator.* Click on “search” on the bottom of the page.

Print Plans wizard

Search for Plans

Select search information to narrow down the list of plans you would like to print. For example, suppose you have an office in Philadelphia and would like to select from all plans for that location. Click the down arrow for City/State and select Philadelphia, Pennsylvania, then click Search. All matching plans will display, and you can choose from that list.

Phase: LA County BCP & DR Plans

Dept. no/name: 0601 CAO

Countywide: -- Select --

Practice plan placeholder: -- Select --

All Training Plans: -- Select --

Number of Supervisory District: -- Select --

Name of City or Unit/nc. Area: -- Select --

Dept (Dnnn name)TRN: -- Select --

Practice plans: -- Select --

LACO Code & Bldg Name: -- Select --

Department Number & Name: -- Select --

Bureau Name: -- Select --

Division Name: -- Select --

Function or Service (Level 1): -- Select --

Function or Service (Level 2): -- Select --

Function or Service (Level 3): -- Select --

Function or Service (Level 4): -- Select --

Function or Service (Level 5): -- Select --

Search Close

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

On the next screen, select the plans you want to include in your print job. If you want to see all plans, be sure to also select “Include sub-plans.” Then click on “next” at the bottom right.

In the next screen, you can select

can

The screenshot shows the 'Print Plans Wizard' interface. At the top, there are tabs for 'Edit Dictionaries', 'Build Plans', 'Manage Reports', and 'Print Plans'. The 'Print Plans' tab is active. Below the tabs, there is a 'Search Results' section with a message: 'Click on each plan you want to print. If you do not click include sub-plans, only the primary plan will print. Then click Next to submit the plans.' Below this message is a table with columns: 'Select', 'Include Sub-plans', 'Phase', 'Plan', and 'Table of Contents'. The table lists various plans, including 'LA County BCP & DR Plans', 'LA County, 1, East Los Angeles, EOC X205, 060 CAO', and 'LA County Standard TOC'. A red arrow points to the 'Include Sub-plans' checkbox for the first row. At the bottom of the table, there is a link '[1-10] [11-12] [More >>]'. Below the table are three buttons: 'Search Again', 'Next >>', and 'Close'.

In the next screen you can enter a message that will be printed on each page. Be sure that “Use default documents” is selected. Then select “print” at the bottom of the screen.

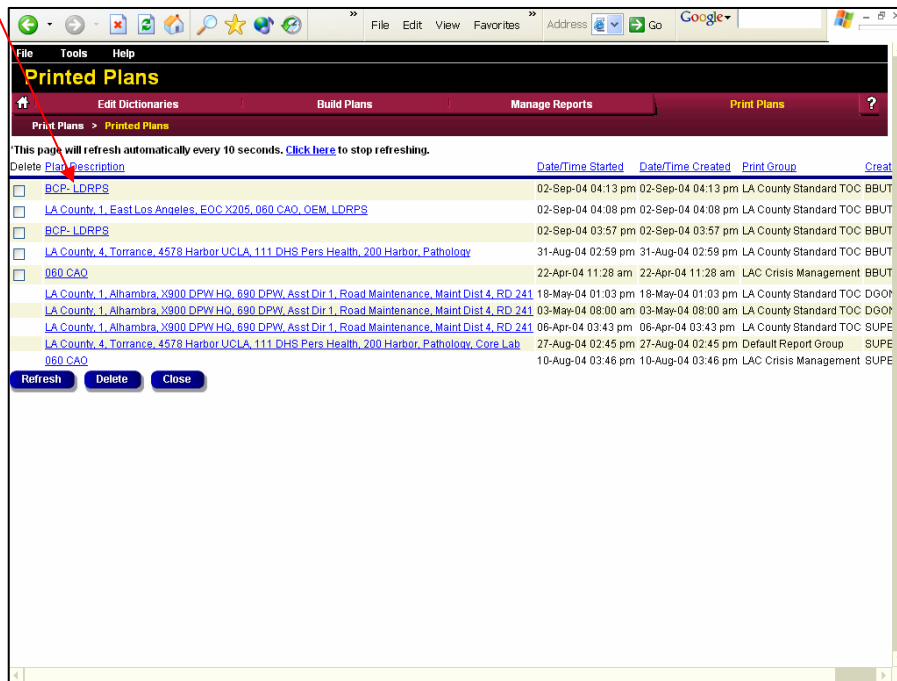
The screenshot shows the 'Print Plans Wizard' interface. At the top, there are tabs for 'Edit Dictionaries', 'Build Plans', 'Manage Reports', and 'Print Plans'. The 'Print Plans' tab is active. Below the tabs, there is a 'Print Information' section. It includes a 'What should appear on the cover page?' field with the text 'LA County, 1, East Los Angeles, EOC X205, 060 CAO'. Below this is a 'Confidential Message' field with a text area containing 'This shows how to print multiple plans for one department.' and a checkbox for 'Add Appendices for each plan'. Below the 'Confidential Message' field is a 'Documents to Print' section. It includes a message: 'By default, the system will print documents assigned to each plan's Table of Contents. You can change which documents should be printed.' Below this message is a 'Documents to Print' dropdown menu with 'Use default documents' selected. There is also a 'Summarize' checkbox. At the bottom right are two buttons: 'Print' and 'Close'. A red arrow points to the 'Use default documents' dropdown menu.

Business Continuity Planning Department Handbook



COUNTY OF LOS ANGELES
BUSINESS CONTINUITY PLANNING

You will then see this screen. You will see an entry under “Date/Time created” when it’s ready to print to PDF. When you see this, click on the latest plan entry, usually just called “BCP-LDRPS.”



Business Continuity Planning Department Handbook



After you've completed your plan- *this is the beginning!*

After you've completed work on your plan, and your BCP executive has approved it, that's not the end. It's actually the beginning. Here are some things you need to do:

1. Meet with the key staff and be sure they have copies of the plan and understand their responsibilities.
2. Keep the plan up to date as staff leaves or programs and services change. Plan on revising your plan at least annually.
3. Test your plan periodically. Disaster recovery (IT) plans need to be tested, using technical testing procedures. Business unit plans need to be tested during exercises, such as the annual county exercise.
4. **Be prepared to use the plan during an emergency. Plans are living documents to help you get your services back on line.**



**MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA**

Violet Varona-Lukens, Executive Officer
Clerk of the Board of Supervisors
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

All Department/District Heads

At its meeting held February 25, 2003, the Board took the following action:

22

The following item was called up for consideration:

Supervisor Antonovich's recommendation to approve implementation of the following initial actions outlined for a Countywide Business Continuity Program:

Instruct all Department/District Heads to participate in the development of a Countywide Business Continuity Program that is tested and validated annually;

Establish a County Business Steering Committee that will oversee the development, implementation, and maintenance of the Program;

Approve acquisition or internal development of software for the management and maintenance of departmental plans;

Secure a consultant to help develop the framework for documenting and maintaining the Business Continuity Program; and

Use \$400,000 in identified Information Technology Fund money for the acquisition or internal development of software and consulting services to initiate the Business Continuity Program.

On motion of Supervisor Molina, seconded by Supervisor Burke, unanimously carried, Supervisor Antonovich's aforementioned recommendation was continued two weeks to March 11, 2003.

Later in the meeting, on motion of Supervisor Antonovich, seconded by Supervisor Burke, unanimously carried, the Board reconsidered the foregoing motion.

(Continued on Page 2)

Syn. 22 (Continued)

Supervisor Antonovich made the following statement:

"On July 2, 2002, the Board of Supervisors approved my motion to instruct the Chief Information Officer, the Chief Administrative Officer's Office of Emergency Management, the Director of Internal Services, and the Auditor-Controller to develop a Countywide Business Continuity Program. The plan would include standards for County departments to ensure the delivery of critical County services. Service priorities and resource assessments would also be identified.

"On February 18, 2003, the Chief Information Officer released a report. The report corroborated that there is no coordinated County effort to restore critical services. Departments with plans did not test them regularly. Existing plans focused on information technology recovery, and not on business processes. And, there were no identified priorities for service restoration."

After discussion, on motion of Supervisor Antonovich, seconded by Supervisor Knabe, unanimously carried, the Board took the following actions:

1. Instructed all Department/District Heads to participate in the development of their component of a Countywide Business Continuity Program that is tested and validated annually;
2. Ordered the establishment of a County Business Continuity Program Steering Committee, chaired by the Chief Administrative Officer's Office of Emergency Management with support from the Chief Information Officer, the Director of Internal Services and the Auditor-Controller, that will oversee the development, implementation, and maintenance of the Program; and

(Continued on Page 3)

Syn. 22 (Continued)

- 3. Continued Supervisor Antonovich's recommendations to approve the acquisition or internal development of software for the management and maintenance of departmental plans; authorize the Chief Information Officer to secure a consultant to help develop the framework for documenting and maintaining the Business Continuity Program; and authorize use of \$400,000 in identified Information Technology Fund money for the acquisition or internal development of software and consulting services to initiate the Business Continuity Program one week to March 4, 2003 at 10:30 am. for a full presentation by the Chief Information Officer on the background, findings and recommendations contained in the Business Continuity Program Feasibility Study.**

8022503-22

**Copies distributed:
Each Supervisor**



County of Los Angeles

CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN
Chief Administrative Officer

April 1, 2004

To: All Department Heads

From: David E. Janssen
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE BRATHWAITE BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

COUNTY BUSINESS CONTINUITY PLANNING

The Board of Supervisors has directed all departments to participate in the development of a County Business Continuity Planning (BCP) program. This program will help ensure that we have the capability to continue the delivery of critical services following a disaster. My Office of Emergency Management (OEM) has been designated to lead this planning effort in coordination with the Chief Information Office and Internal Services Department. The Emergency Management Council will oversee the BCP program, and my office is providing regular progress reports to the Board.

On October 21, 2003, the Board approved a contract with Strohl Systems Group, Inc. to provide software, training, and consultant services to assist the County in implementing our BCP program. Los Angeles County is a nationwide leader in disaster response planning, but we cannot effectively recover from a major disaster without more comprehensive departmental and countywide plans for continuity of government and for post-disaster restoration of time-sensitive County services.

To implement this planning, departments must:

- Identify critical, time-sensitive departmental services and processes, and the resources needed to deliver them;
- Use the Strohl software to document the potential impact of service interruptions and establish realistic recovery time frames; and
- Use the software to document specific actions required to restore these services and processes within identified recovery time-frames.

Department plans must address all critical services' essential elements of post-disaster recovery, including facilities, key staff, and extra-departmental resources such as

All Department Heads
April 1, 2004
Page 2

contractors, public infrastructure, and essential supporting technologies. When the initial planning process is completed, each department will have plans for restoration of their most critical services. Departments will also be required to assist in development of future information technology (IT) recovery strategies, where new IT solutions are required for effective service restoration. **As with any emergency plan, departments will be expected to keep their BCP information current and to conduct periodic regular exercises.**

The department plans documented in the Strohl software will “roll up” into a countywide plan. In addition, OEM will work with Internal Services and other departments that provide countywide services to develop priorities and plans for restoration of these services. Following a major disaster or local service outage, affected departments will use the plans developed from the software to assist in restoration of services. In a widespread emergency, County departments’ post-disaster business recovery will be coordinated through the County Emergency Operations Center and the network of Department Operations Centers.

This planning will require a strong commitment from each County department, and I am requesting that you give this planning your full support. As a first step, I am requesting that you designate a departmental BCP planning team, to include the following list of positions. In some departments, one person may fill more than one of these roles.

- A Department BCP Executive Manager who will oversee department-wide BCP implementation;
- A Department BCP Coordinator, who will be responsible for the day-to-day coordination of BCP implementation;
- The Department Emergency Coordinator, who will ensure that BCP plans are coordinated with other emergency plans;
- A Department IT Manager, to assist in planning for restoration of critical technology systems;
- The Department Risk Management Coordinator, who will assist in identification of risk exposures and mitigation through the BCP plan.

Please send Constance Perett, OEM Administrator, a list of your team members *no later than April 12, 2004*. Ms. Perett can be reached at cperett@lacoec.org or (323) 980-2261. Her address is 1275 N. Eastern Avenue, Los Angeles, CA 90063, and fax number is (323) 881-6897.

All Department Heads
April 1, 2004
Page 3

This will be the first time many departments have developed BCP plans. Once departments' BCP teams are identified, the contractor will provide training in the methodology and process for developing the BCP plan, and OEM will provide ongoing support for departments. OEM will organize a kick-off meeting during April, 2004 to give your key staff an orientation on the BCP process. OEM will also post information on the OEM website, at www.lacoa.org. (Follow the link, "Resources for County departments.")

Questions regarding this memo should be directed to Constance Perett or Bill Butler, Assistant OEM Administrator, at bbutler@lacoecoc.org or (323) 980-2258.

DEJ:CP
BB:cm

c: Board Emergency Preparedness Deputies

Los Angeles County Business Continuity Program (BCP) Priorities

Business continuity priorities

These are the priorities for the application of *countywide* resources to restore infrastructure and systems that support county programs and services during an emergency. *Services on this list are not the only programs and services that will receive countywide support, but this will be the priority order for application of countywide resources.* Departments may use internal resources to recover programs and services that are not in this priority list, so long as this does not detract from countywide recovery priorities.

County departments will place a high priority on the rapid restoration of programs and services and return to normalcy; however, these priorities will be applied when there are insufficient resources to restore all County programs and services.

Notes:

1. These priorities are defined to describe *specific programs and services*, not departments. For example, Department of Health Services (DHS) has programs and services that fit in priorities 1, 2, and 3 below, but *not all programs and services in DHS fall in these priority areas.*
2. Countywide support services, such as those provided by Internal Services, will be prioritized using the criteria below. During BCP planning, priorities for Countywide support services will be established as part of the coordinated interdepartmental planning process.
3. The Board of Supervisors, the Director of Recovery Operations, or the Emergency Management Council may change this priority list, based on the needs presented by the emergency.
4. The examples of programs and services listed below are not exhaustive and are included only as illustrations.
5. These priorities were approved in principle by the Emergency Management Counsel, and will be used to prioritize BCP planning. The priority set will be tested and refined during the BCP process, and the Emergency Management Council and the Board of Supervisors will receive a final recommended priority set after BCP is completed.

How will these priorities be applied?

1. Following losses during an emergency when the restoration of infrastructure and support systems exceed the ability of the county to quickly restore these services, the BCP priority list will be applied.

Los Angeles County Business Continuity Program (BCP) Priorities

Page 2

2. Departments will ensure that BCP planning is done for these programs, at a minimum. Departments may elect to complete planning for other programs, *but planning must be completed for programs that fall into these priorities.*

BCP Priority programs and services:

Priority 1. Programs that provide for life-safety and protection of property, including critical police, fire, ***emergency*** medical services, coroner services, key dispatch services, including the 911 system, the County Emergency Operations Center, and Department Emergency Centers that support life-safety and “protection of property” programs and services.

Priority 2. Continuity of county governance, including support for the Board of Supervisors and key administrative bodies that support life safety and protection of property.

Priority 3. Emergency Public Information (EPI) programs and the infrastructure that supports these programs. EPI is formed by messages that *alert, inform, and reassure* the public and County employees, including public information programs managed primarily by Sheriff, Fire, Health Services, and Mental Health, with the involvement of the Board of Supervisors. This priority also includes EPI programs that facilitate coordination with other governments, such as Joint Information Centers.

Priority 4. Non-public-safety emergency communications systems that enable emergency communications between county departments, cities and school districts, the County Emergency Operations Center’s communications with the State. (Note that communication systems, which are necessary for public safety, are included in priority 1.)

Priority 5. Public health and welfare systems that meet the emergency, short-term needs of people, such as emergency food and shelter and “safety-net” programs such as welfare programs.

Priority 6. Programs that support custodial and residential services where the residents are under county care and supervision. These include hospitals, jails, juvenile detention facilities and probation camps, persons dependent on critical Mental Health maintenance programs, County supervised group homes for children and dependent adults, and other similar facilities.

Priority 7. Programs that must be restored in order to protect the county from severe financial losses and lawsuits.

Priority 8. Criminal justice system programs that support criminal court activities.


Priority 9. County programs, including ad hoc programs, that directly promote county and community economic and social recovery including federal and state reimbursement

Los Angeles County Business Continuity Program (BCP) Priorities

Page 3

programs for disaster losses, county recovery assistance centers, disaster mental health programs, and building repair and reconstruction permitting centers. In some departments this includes employee payroll systems that may be required to support proper federal and state reimbursement claims.

Approved by the Emergency Management Council
August 20, 2003



DAVID E. JANSSEN
Chief Administrative Officer
Chair, Emergency Management Council