



County of Orange
C a l i f o r n i a

Thomas G. Mauk
County Executive Officer

May 2, 2006

Honorable Nancy Wieben Stock
Presiding Judge of the Superior Court of California
700 Civic Center Drive West
Santa Ana, CA 92702

Subject: Response to Orange County Grand Jury Report, "Business
Continuity: Can Orange County Stay Open for Business After
a Disaster?"

Dear Judge Stock:

Per your request, and in accordance with Penal Code 993, enclosed please find the County of Orange response to the subject report as approved by the Board of Supervisors. If you have any questions, please contact Theresa Stanberry at (714) 834-3727 in the County Executive Office who will either assist you or direct you to the appropriate individual.

Very truly yours,

Thomas G. Mauk
County Executive Officer

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2005 – 2006 Grand Jury Report
“Business Continuity: Can Orange County Stay Open for Business After a Disaster?”
Responses to Findings and Recommendations

Response to Findings 6.1 – 6.3

- 6.1 **Current Business Continuity Plans are incomplete:** Plans were developed without a formal process and are incomplete. A lack of focus on the most critical business functions and omission of business recovery centers for people, processes, and backup computer facilities are serious deficiencies in most plans.

Response: Disagrees partially with the finding

Plans were developed in 2002 by a CEO provided template. The County Business Recovery Center (BRC) was opened after the time of this Finding. The BRC is intended to satisfy recovery needs during minor incidents affecting single Agencies. The BRC is equipped with work stations that have access to the County Mainframe applications, the Internet, and the Intranet. Printing facilities are available and email is available on request.

- 6.2 **Current Business Continuity Plans either have not been tested or testing is not complete:** Though Orange County is a leader in conducting table-top exercises for emergency responses to disasters, its agencies have not conducted formal tests of their plans for resuming internal operations after a disaster. Some plans were partially tested in response to local disasters and recovery alternatives such as emergency power generators are routinely tested.

Response: Agrees with finding

- 6.3 **Current Business Continuity Plans are not integrated:** Some integrative elements are missing from the existing plans. For example, there is no prioritization of business functions across all agencies and no coordinated approach to defining and acquiring common support elements such as business recovery centers for people and backup facilities for computers. The CEO has initiated such coordination recently but is working at lower organizational levels without much visibility at the executive level.

Response: Agrees with finding

Response to Recommendations 7.1 – 7.4

- 7.1 **Active leadership from the Board of Supervisors:** The Board of Supervisors should ensure the Business Continuity planning effort at County-level by guiding the planning, providing the necessary funding, and exercising oversight over the project. (See Findings 6.1 through 6.3.)

Response: The recommendation has been implemented

- a. On December 13, 2005, the Board or Supervisors approved funding and has placed the Business Continuity planning effort within the top 10 priorities for the County on the 2005 Strategic Financial Plan.
- b. In August of 2005, the Board implemented a quarterly IT project reporting process that includes the Board's oversight; the Business Continuity effort will be managed within these parameters and updates will be given to the Board regarding status.
- c. On February 7, 2006, the Board received status and again acknowledged the Business Continuity priority of the County.

- 7.2 **Use of best practice processes and project structure:** The Board of Supervisors and CEO should require the use of best practice processes and project structure for further Business Continuity Plan development. (See Findings 6.1 and 6.2.)

Response: The recommendation has not yet been implemented, but will be implemented in the future.

- a. The CEO/IT Business Continuity Office is developing the County of Orange Business Continuity Planning Model and the more detailed County of Orange Business Continuity Planning Guidelines. These documents are to be used in the creation of County of Orange Business Continuity Plans and were adopted from the Disaster Recovery Institute's "Seven Step Business Continuity Planning Model" and "Professional Practices" documents. These standards and best practices will be distributed by June 2006.
- b. The CEO/IT Business Continuity office will distribute these standards to Agencies/Departments by June 2006. In addition, Business Continuity planning software to be implemented Countywide will adhere to the use of these best practices. Agencies/Departments will be trained on the software and Business Continuity best practices by August 2006. After the software is implemented, the Agencies/Departments will transfer existing plans into the software and update accordingly.

- 7.3 **Executive Steering Committee:** The Board of Supervisors should direct the CEO to establish an executive steering committee to carry out its policies and to guide the Business Continuity project. The committee, led by the CEO, will ensure a collaborative effort by the agencies and a uniform approach to plan development including: guidelines, training, and use of standard Business Continuity software tools. (See Findings 6.1 through 6.3.)

Response: The recommendation has not yet been implemented, but will be implemented in the future.

- a. The CEO office chairs several Countywide IT committees and councils that govern IT related issues. These committees and councils are invaluable to this County due to the decentralized nature of the organization.
- b. The CEO Chief Information Officer will create and chair a committee to ensure the collaborative effort by the agencies with the primary objective of developing uniform and consistent business plans across each agency/department. The committee charter will be approved by July 2006.

7.4 **Development of a County-level plan:** The Board of Supervisors and CEO should require the development of a County-level Business Continuity Plan. This plan should include prioritization of critical business functions across all county agencies and use of common support elements such as backup facilities for both people and computer systems (See Findings 6.3.)

Response: The recommendation has not yet been implemented, but will be implemented in the future.

- a. A survey was recently taken by CEO/IT to document the prioritization of critical business applications for each Agency/Department. While the results from the survey have been itemized and categorized, the reorganization into one County of Orange prioritization list remains to be completed. A further Risk Analysis and Business Impact Analysis will be conducted for each Agency to determine critical business processes and the relationship to the critical applications. The prioritization survey will be completed by December 2006.
- b. In February 2006, the CEO's office opened the Business Recovery Center equipped with 12 workstations and profiles configured with mainframe system connectivity in order to facilitate immediate recovery needs for the County. The Auditor/Controller's office participated in successful recovery tests and drills. A newsletter was distributed Countywide to facilitate the Business Recovery Center awareness. Plans to increase the support capacity of the Business Recovery Center will be included as a strategic priority for the newly created Business Continuity Committee.
- c. After the Risk Analysis and Business Impact Analysis are completed, a strategy will be documented for an alternative processing location or hot site by February 2007.