AAPA SEMINAR ON EMERGENCY PREPARATION & RESPONSE: PREPARATION THROUGH PLANNING

July 12, 2006
Marriott Portland City Center
Portland, Oregon

WHO IS NYSA?

New York Shipping Association is a non-profit corporation of ocean cargo carriers, terminal operators, stevedores and marine-related businesses that operate the ships, move the cargo, train and employ the laborers, provide and maintain the equipment, that moves goods and products to the largest and richest consumer market in the world.

WHAT DOES NYSA DO?

- Represent management in labor relations and contract issues.
- Negotiate the labor-management contracts and work rules with the longshore and security officer unions; co-manage the joint funds.

Hire, train and dispatch longshore workforce.

- Utilize our collective strength to influence public policy and legislation.
- Work to protect the interests and welfare of the individual members and educate the public on our industry.
- Conduct studies/analyses/surveys and other activities on relevant issues.
- Encourage and support the continued development of the port.

FROM RUBBLE TO RECOVERY

NYSA PLANNING HISTORY

NYSA

Pre-93...not much, and mostly internalized

Post-93….major improvements in systems

Post-9.11….. it doesn't get too much better, but…

NYSA PLANNING

Post-93:

- Daily Data Collection & Protection
- Systems Redundancy
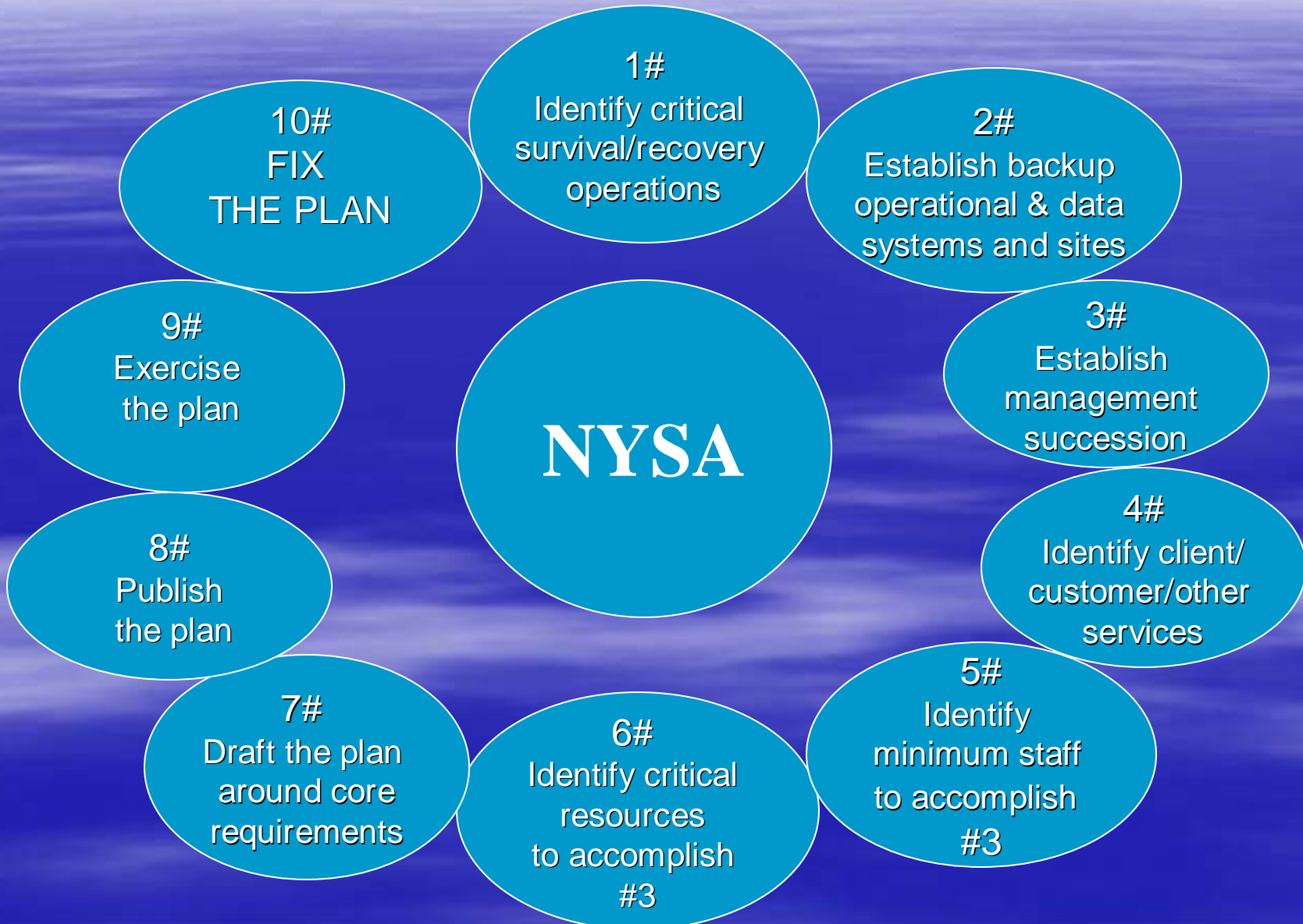- Short -Term Alternate Operational Sites

Post-9.11

- Continuation of Data Protection.
- Manuals/Documents Burned to Disc.
- Multiple Disk Storage.
- Additional Alternate (Long/Short Term) Operational Sites.
- Redundant Communications/Data Systems.
- Drafting of Policy & Procedures Manual.
- Drafting of a Business Continuity Plan.
- Drafting of a Communications Plan.
- Drafting of a Port-wide Recovery Plan.

I.   CONTINUITY PLANNING

RECOMMENDED PLANNING STEPS

NYSA

1#
Identify critical survival/recovery operations

2#
Establish backup operational & data systems and sites

3#
Establish management succession

4#
Identify client/customer/other services

5#
Identify minimum staff to accomplish #3

6#
Identify critical resources to accomplish #3

7#
Draft the plan around core requirements

8#
Publish the plan

9#
Exercise the plan

10#
FIX THE PLAN

PLAN DESIGN TARGETS

1# Consider all events/contingencies

2# Protect human life & reduce exposure

3# Preserve corporate/historic records/assets

4# Minimize duration/impact

5# Minimize damage/loss

6# Facilitate recovery

7# Reduce complexity of recovery events

8# KEEP IT SIMPLE STUPID!
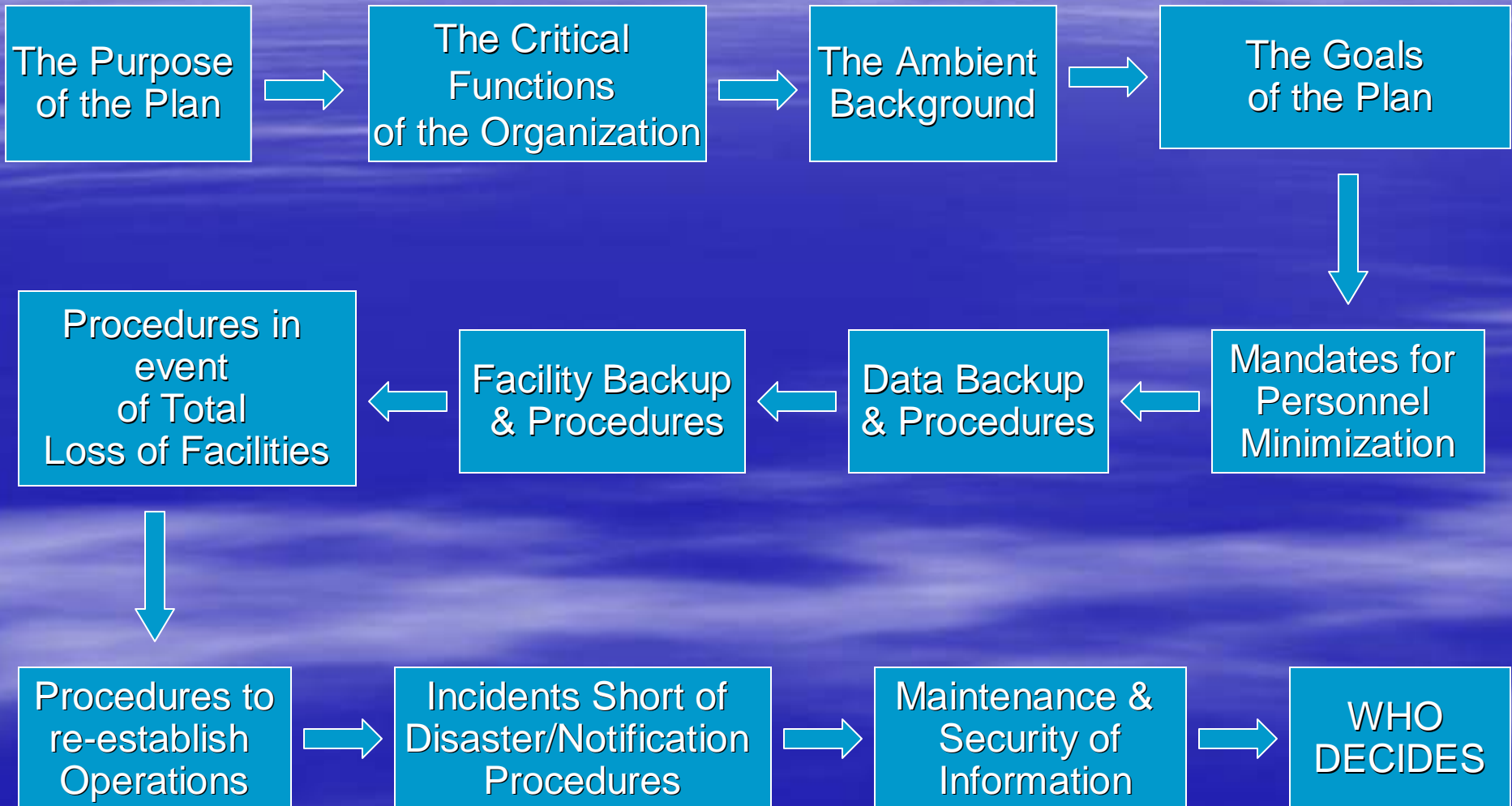
POLICY & PROCEDURES MANUAL

1. Complete set of Standing Operating Procedures
2. Thorough description of all corporate functions by individual
3. Detailed instructions on procedures and contacts
4. Identifies the repositories for all documents including the Manual
5. Allows for stranger walk-in, sit-down, turn on operation
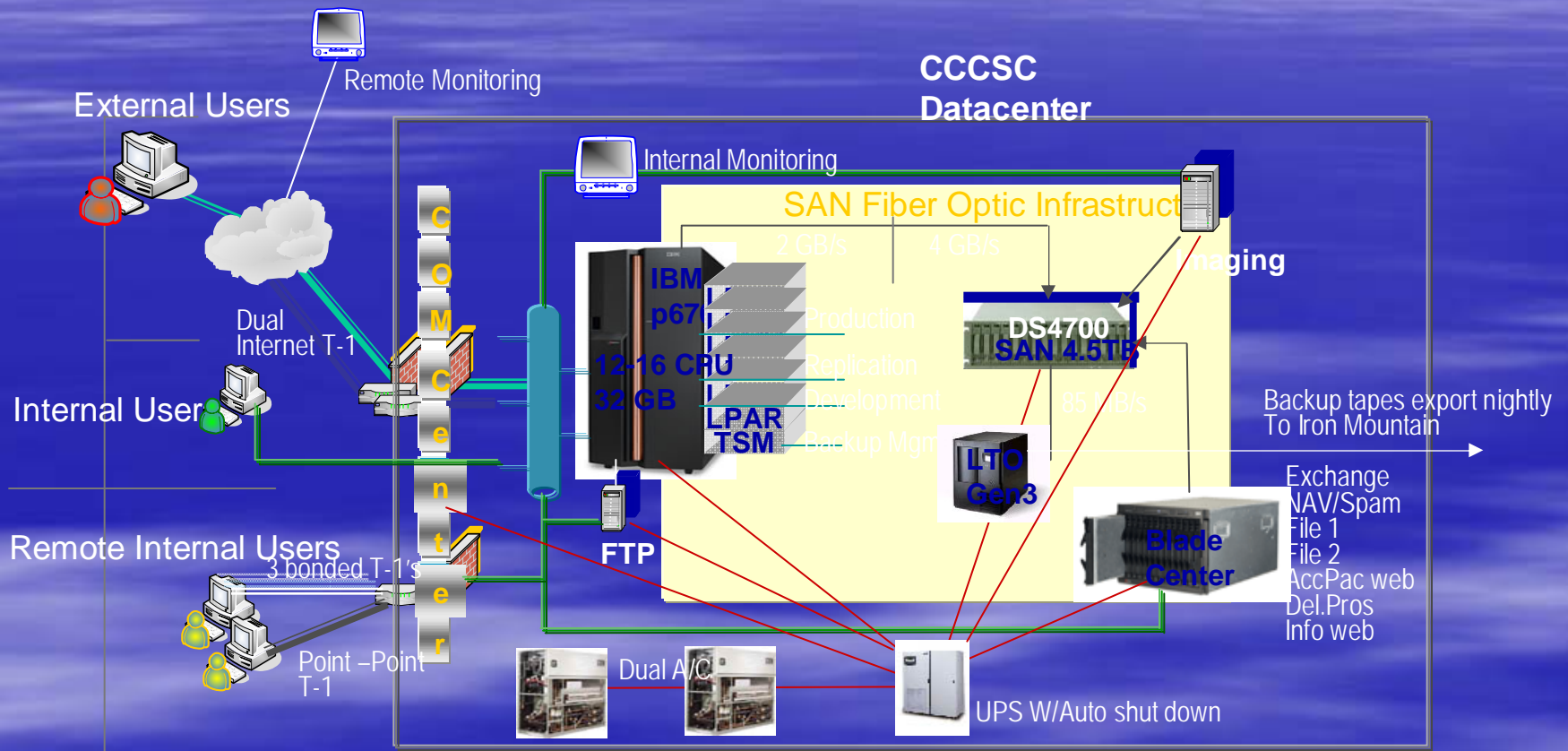6. Double disk saved and protected
7. Annual update and audit

RECOVERY PLAN

CURRENT RESPONSE/RECOVERY PLAN INCLUDES

The Purpose of the Plan → The Critical Functions of the Organization → The Ambient Background → The Goals of the Plan

Procedures in event of Total Loss of Facilities ← Facility Backup & Procedures ← Data Backup & Procedures ← Mandates for Personnel Minimization

Procedures to re-establish Operations → Incidents Short of Disaster/Notification Procedures → Maintenance & Security of Information → WHO DECIDES

"IT" SYSTEMS ARCHITECTURE

Remote Monitoring

External Users

CCCSC
Datacenter

Internal Monitoring

SAN Fiber Optic Infrastructure

2 GB/s   4 GB/s

Imaging

IBM
p67x

DS4700
SAN 4.5TB

Dual
Internet T-1

12-16 CPU
32 GB

Production
Replication
Development
Backup Mgmt

Internal Users

LPAR
TSM

Backup tapes export nightly
To Iron Mountain

LTO
Gen3

Exchange
NAV/Spam
File 1
File 2
AccPac web
Del.Pros
Info web

Remote Internal Users

3 bonded T-1's

FTP

Blade
Center

Point –Point
T-1

Dual A/C

UPS W/Auto shut down
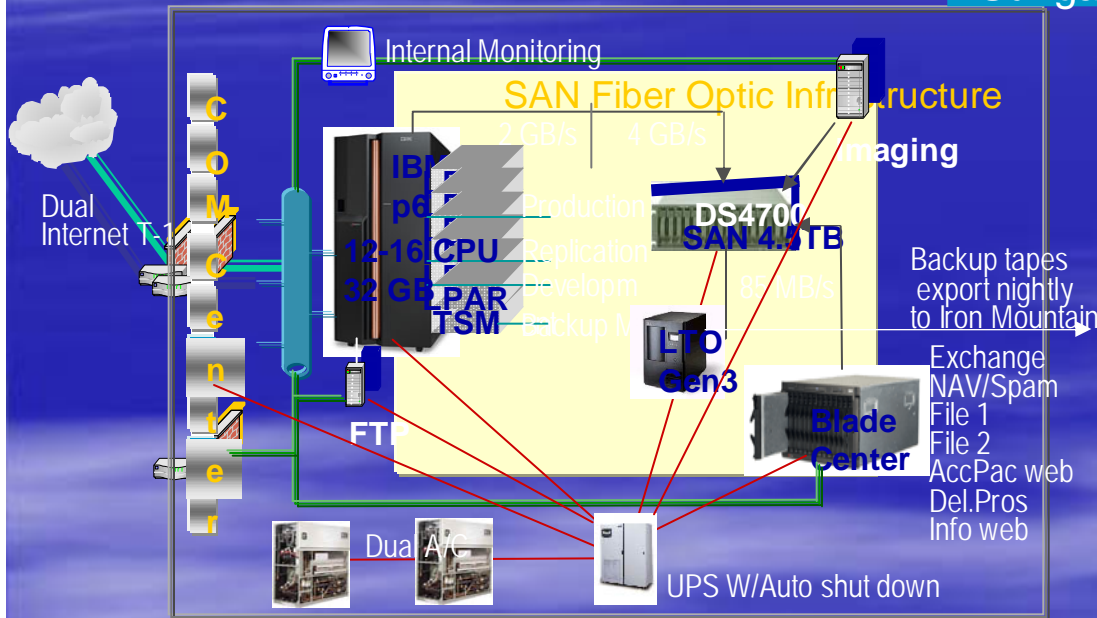
"IT" SYSTEMS ARCHITECTURE

To Sungard

The basic datacenter environment is functionally duplicated at Sungard. The main components consist of : IBMp690 with three L-PARs (A/S, DB, TSM); One LAN Server; Internet access via T-1 circuit; User stations.

The Business Continuation setup

- Use the latest tapes from Iron Mountain to restore system
- Create operating system
- Create A/S, DBS & TSM
- Create LAN server with Active Directory
- Load applications and populate data
- Establish internet access
- Assign access privileges
- Test applications, connectivity and accessibility to applications
- Test connectivity and accessibility to files
- During a short recovery period Exchange & Imaging are not available
- For a prolonged period, Exchange server will be installed.

Internal Monitoring

SAN Fiber Optic Infrastructure

2 GB/s   4 GB/s

Imaging

IBM
p6

DS4700
SAN 4.5TB

12-16 CPU
32 GB
L-PAR
TSM

Production
Replication
Developm
Backup M

85 MB/s

LTO
Gen3

Backup tapes
export nightly
to Iron Mountain

Dual
Internet T-1

C
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FTP

Blade
Center

Exchange
NAV/Spam
File 1
File 2
AccPac web
Del.Pros
Info web

Dual A/C

UPS W/Auto shut down

Created by CCCSC IT, May 30, 2006

SYSTEMS CONTINUATION PLAN

Diagram 1: 45 Broadway is down.

Staff from 45 Broadway → Moves to → Sungard. → Internet access to p670, Local LAN/File server, Internet/Intranet E-Mail

Pension Department staff: → Moves to → 100 Wood Avenue South
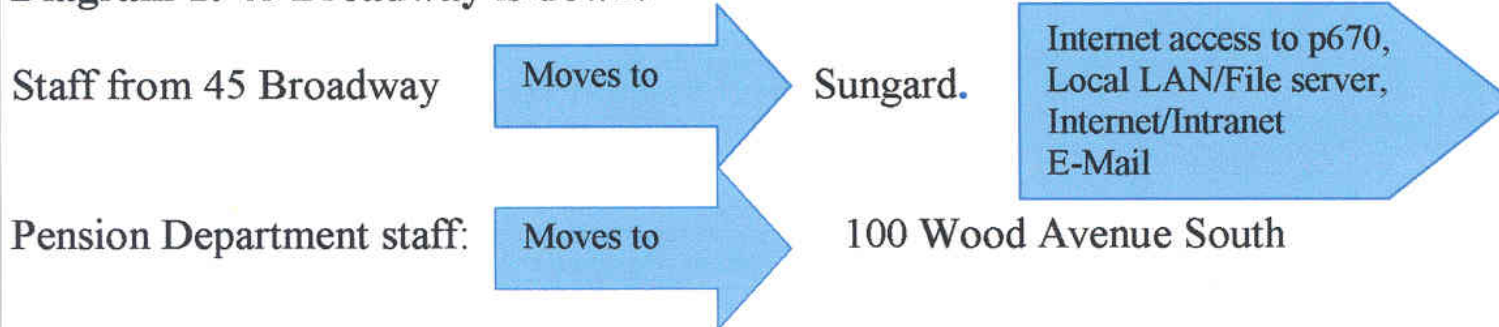
Diagram 2: 100 Wood Avenue South is down

NYSA, USMX & CCCSC staff → Moves to → Sungard → Local access to p670, LAN/File Server Internet/Intranet/ E-Mail

Hiring Agents/Dispatchers → Move to → Training Center → Internet access to p670 @ Sungard

45 Broadway staff → Staff works @ 45 Broadway. Access p670 @ Sungard. Set up local LAN/File server & Imaging System
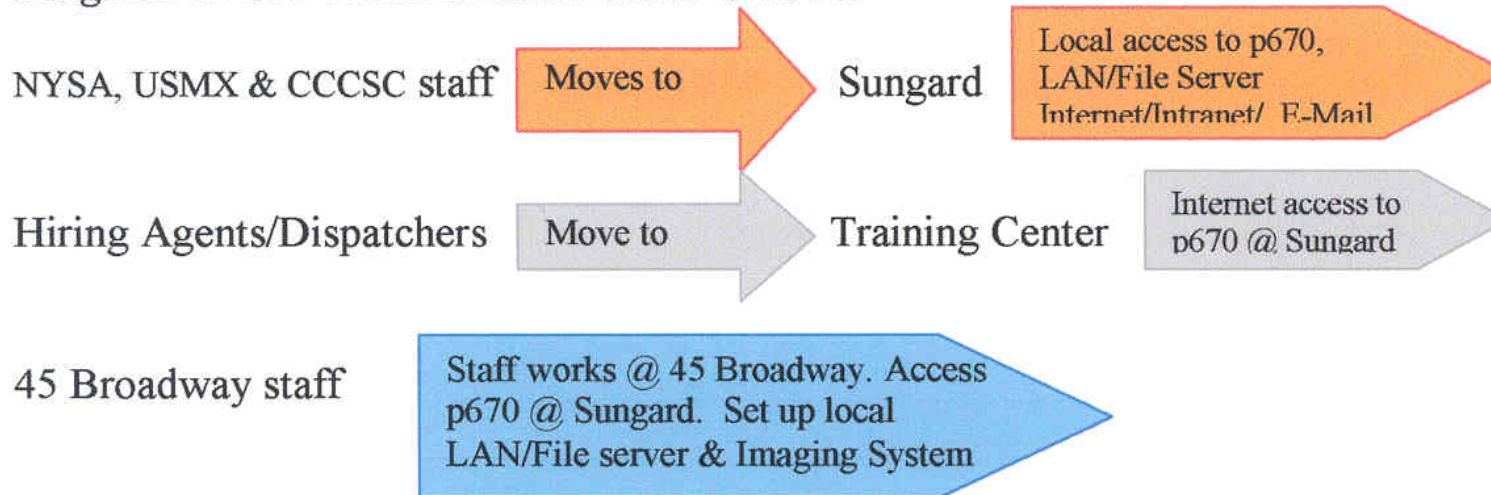
SYSTEMS CONTINUATION PLAN

Diagram 3: 100 Wood Avenue South & 45 Broadway are down

NYSA, USMX, CCCSC staff → Moves to → Sungard → Local access to p670; LAN/File server Internet/Intranet & E-Mail

Hiring Agents/Dispatchers → Move to → Training Center → Internet access to p670 @ Sungard

45 Broadway Staff → Moves to → Sungard → Local access to p670; LAN/File server Internet/Intranet & E-mail

45 Broadway Pension → Moves to → Training Center → Internet access to p670 @ Sungard. Set up & Imaging System

SYSTEMS CONTINUATION PLAN

Diagram 4: All Locations are down

NYSA, USMX & CCCSC staff — Moves to → Sungard

Hiring Agents/Dispatchers — Move to → Sungard

45 Broadway (all staff) — Move to → Sungard

Local access to p670;
LAN/File server
Internet/Intranet & E-mail
No Imaging services
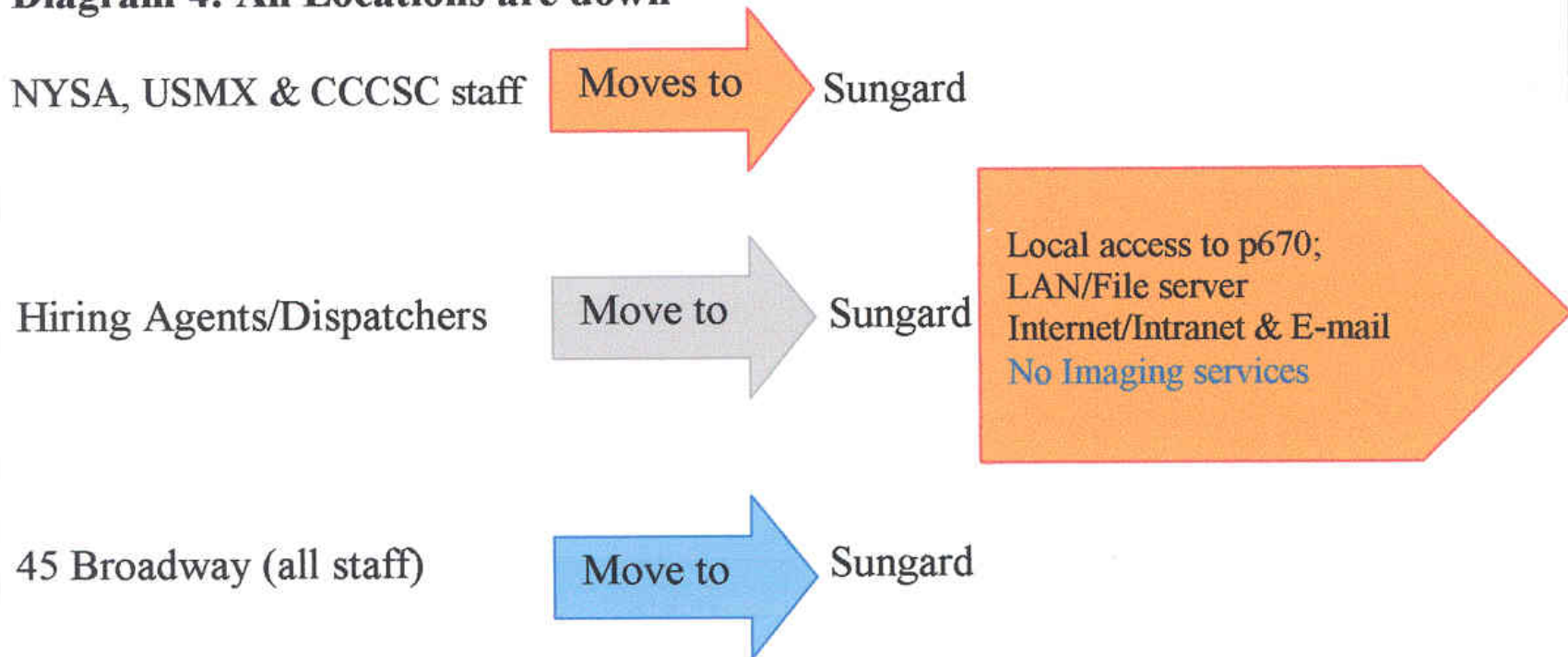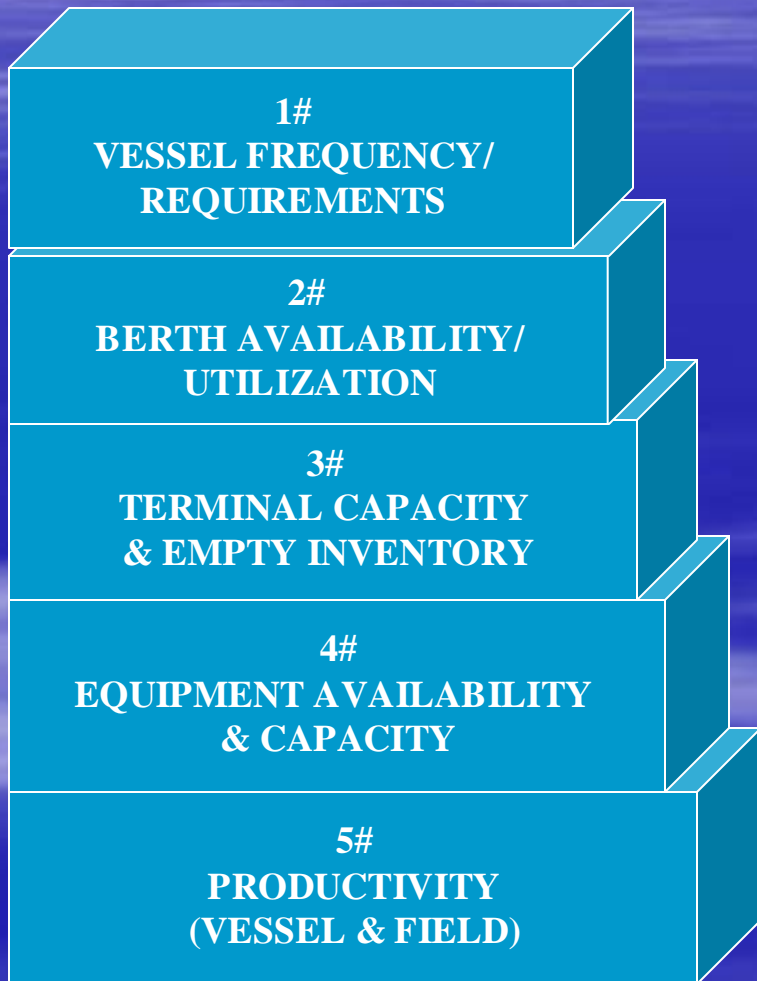
COMMUNICATIONS PLAN

COMMUNICATIONS OPTIONS
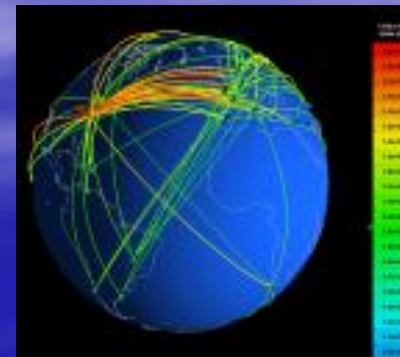
Report to the Port Recovery Working Group

A Recommended Response and Recovery Process
For Container, Ro-Ro, and Non-Petroleum Bulk Vessels

II. PORT RECOVERY PLANNING

1. Analyze current operations

2. Conduct asset inventory

3. Apply surge requirements

4. Allocate assets to vessel requirements

5. Identify operational changes/requirements

6. Review labor & labor access issues

7. Plan for labor support

8. Plan for worst case scenario

9. Build in contingencies

10. Exercise the plan

ASSET INVENTORY

1#
VESSEL FREQUENCY/
REQUIREMENTS

2#
BERTH AVAILABILITY/
UTILIZATION

3#
TERMINAL CAPACITY
& EMPTY INVENTORY

4#
EQUIPMENT AVAILABILITY
& CAPACITY

5#
PRODUCTIVITY
(VESSEL & FIELD)

6#
ESTIMATED CARGO/VESSEL
CLEARANCE TIMES

7#
OFF-TERMINAL EMPTY
STORAGE CAPACITY

8#
INTERMODAL CAPACITY
& ROAD/RAIL ACCESS ISSUES

9#
LABOR
ASSETS

10#
LABOR SKILLS INVENTORY

DEVELOPING THE VESSEL MANAGEMENT PLAN

1. Convene a recovery committee
2. Recovery committee identifies diversions, if any
3. Recovery committee identifies recovery assets
4. Committee inventories arriving/departing/anchored vessels
5. Priority vessel list developed (FIFO, seasonal requirements)
6. Committee reviews Surge Capacity Inventory
7. Committee matches inventory to vessel requirements
8. Committee reviews available tugs/bunker/pilots
9. Committee drafts Vessel Management Plan

THE VESSEL MANAGEMNT PLAN (VMP)

1. A list of vessels, inbound and outbound

2. The order of arrival for inbound vessels

3. The designated berths for inbound vessels

4. The loading status for outbound vessels

5. Required intraport movements

6. A listing of priority cargos, inbound and outbound

7. The required tugs, pilots and bunker vessels

8. The required number of gangs, mechanics, etc.

THE PLAN IN ACTION

1. Return labor to the port
2. Complete work on berthed vessels
3. Prepare berthed vessels for departure
4. Move outbound vessels in order of VMP inbound berth requirements
5. Move inbound/priority vessels to berths
6. Rotate all vessels in accordance with VMP until backlog eliminated
7. Return to normal operations; re-position surge equipment
8. Draft the after-action report

EXTERNAL CHALLENGES

1. Failure to localize the effect of the TSI
2. Failure to establish command immediately
3. Failure to adequately communicate
4. Tendency to overreact
5. Tendency to isolate industry
6. Tendency of agencies to think they are omniscient
7. Tendency to horde information
8. Failure to recognize criticality of port operations
9. Tendency to be controlled by law enforcement instinct
10. Tendency to be driven by political considerations
11. Lack of interoperability
12. Lack of trained responders
13. Lack of Port of Safe Refuge
14. Lack of a permanent single responsible agency

OTHER ISSUES TO BE CONSIDERED

POST-INCIDENT PLAN REVIEW & REVISION

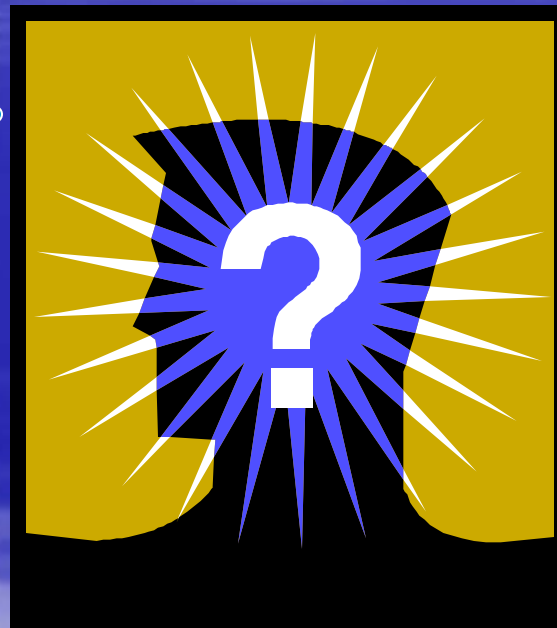POST INCIDENT PERSONAL/ MEDICAL ISSUES

PUBLIC INFORMATION PLAN

Evacuation Plans

SHELTERS (In-Place Issues)

EMERGENCY STORES & MEDICAL SUPPLIES

INDIVIDUALS WITH DISABILITIES/ SPECIAL NEEDS

EMPLOYEE STATUS SYSTEM

?

WHAT KEEPS ME AWAKE AT NIGHT

1. Have we done enough?

2. Have we done it right?