

Business Continuity

Port environment

DEFINE BUSINESS CONTINUITY

- WHAT IT IS NOT
 - RECOVERY
- FOCUS:
 - PEOPLE
 - PROCESSES
 - TECHNOLOGY
 - DELIVERABLES

INFRAGARD DEFINITION

- MANAGEMENT PROCESS
- DEVELOPING ADVANCE PROCEDURES
- ENABLING THE ORGANIZATION TO COPE
- ALLOWING CRITICAL BUSINESS FUNCTIONS TO CONTINUE

HOW IT FITS TOGETHER



Key Components

Comprehensive Program

Emergency Response

Focus: People

Action: Emergency Responders

- Escalated Response
- Communications
- Personnel Accountability
- Personnel Evacuation
- Employee Education
- Transition to Crisis Mgmt Team

Crisis Management

Focus: Decision Processes

Action: Crisis Mgmt Team

- Activation
- Notification
- Incident Containment
- Initial Assessment
- 800# recorded
- Web Banner rolls
- Transition to Business Continuity Team

Business Resumption

Focus: Business Revenue

Action: Business Continuity Team

Preparedness

- Critical Process Id
- Recovery Strategies Approved by Mgmt.
- Plans Tested & Improved
- Vital Records Program
- IIS, Telecom, Facilities Partner Support
- Alternate sites selected
- Executive Protection

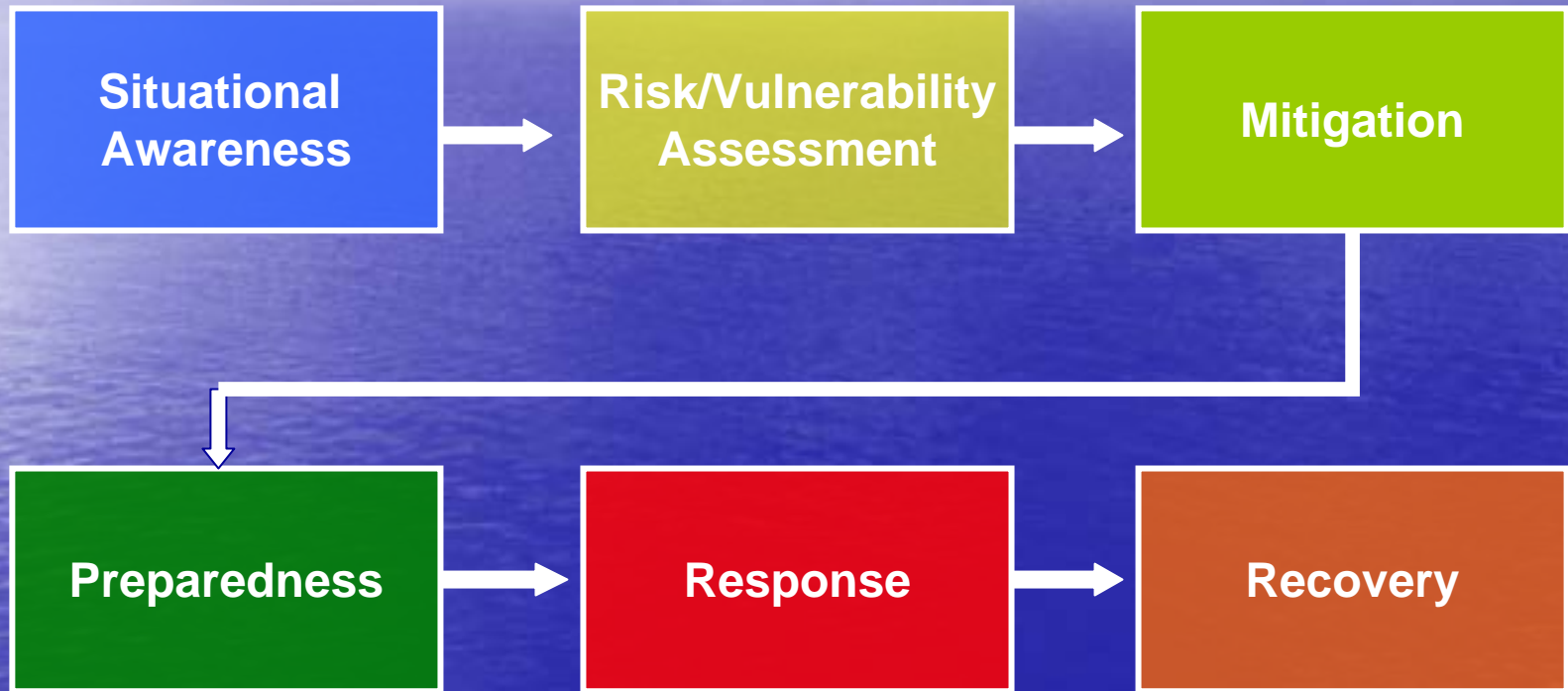
Recovery

- Alternate site announced
- Owners Notified
- Plans initiated
- Mail / phone switch redirected
- Web banner info updated

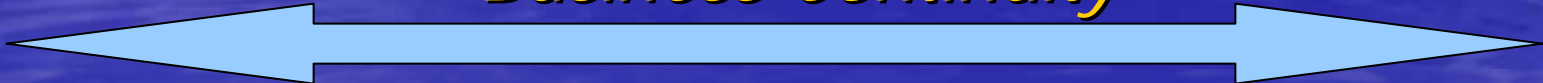
Resumption (to pre-event condition)

- Site(s) announced
- Owners Notified
- Plans Implemented
- Web banner info updated

Security System Model

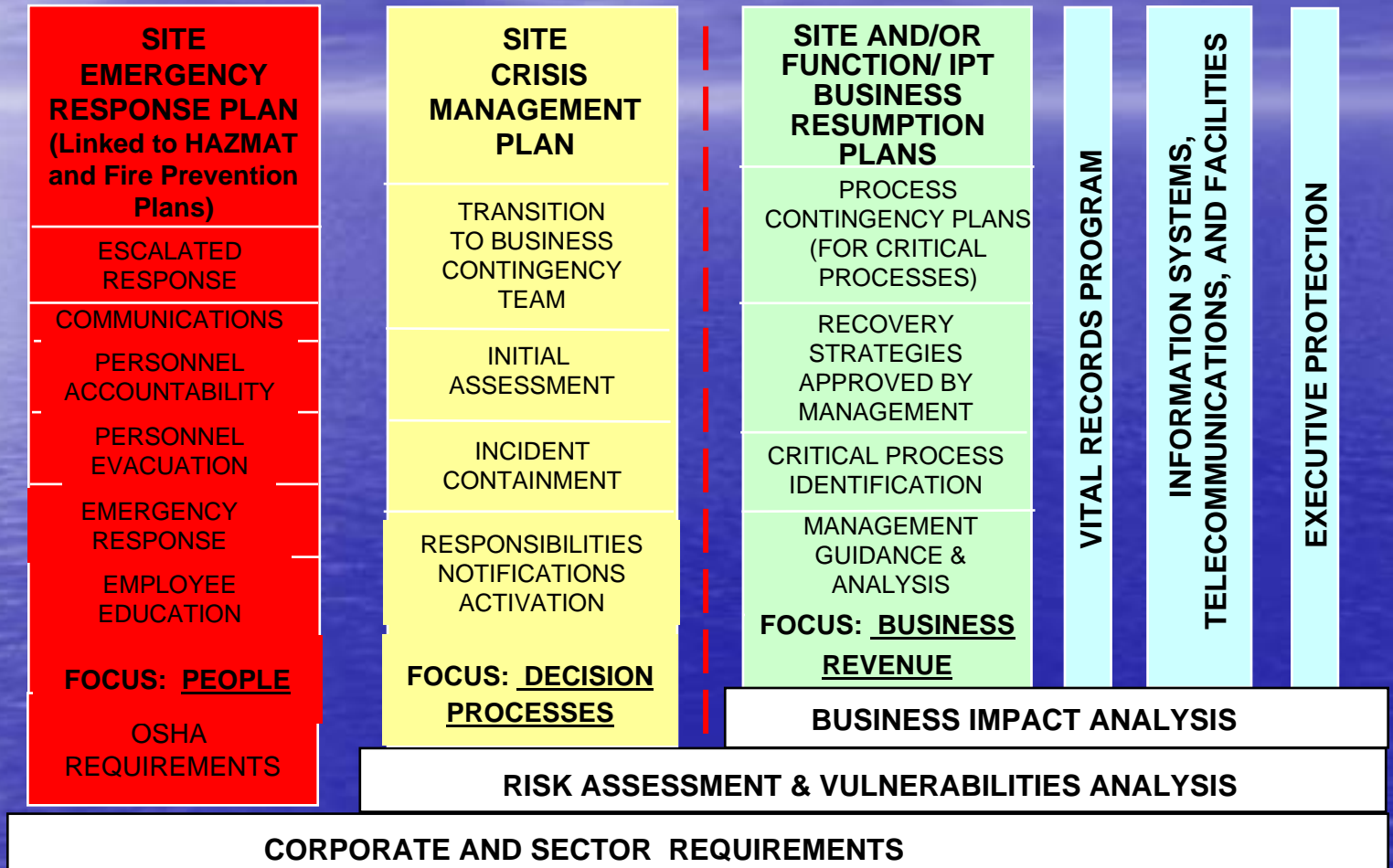


Business Continuity



Business Continuity Program (BCP)

BCP Structure



PROGRAM GOALS

- LIFE SAFETY OF THE EMPLOYEES
- CONTINUE CRITICAL BUSINESS FUNCTIONS
- RETURN TO STATE OF NORMALCY
 - QUICKLY
 - EFFICIENTLY
- ?

SCOPE OF THE PROGRAM?

- PORT AUTHORITY
 - FACILITIES
- REGIONAL INFRASTRUCTURE
- WATERWAYS
- TERMINAL OPERATIONS
- SUPPLY CHAIN
- AMERICAN ECONOMY

ISSUES?

- AUTHORITY
- JURISDICTION
 - GOVERNMENTAL
 - UPSTREAM
- LEGAL AND CONTRACTUAL
- BUSINESS COMPETITION
- PRIVACY
- STAKEHOLDER POLICY

DHS DIRECTIVE ON RECOVERY

MARITIME INFRASTRUCTURE RECOVERY PLAN

- PROTECT AMERICAN ECONOMY
- RESTORATION OF PASSENGER AND CARGO FLOW, SPECIFICALLY CONTAINER CARGO
- DOES NOT ADDRESS LONG TERM INTERRUPTIONS
- NOT A PLAN FOR THE PHYSICAL RECOVERY OF A PORT
- PROVIDES GUIDANCE FOR THE REDIRECTION OF CONTAINER CARGO

EXPERIENCE AT POLB/POLA

- LABOR ACTION OF 2002



COAST GUARD INTEREST

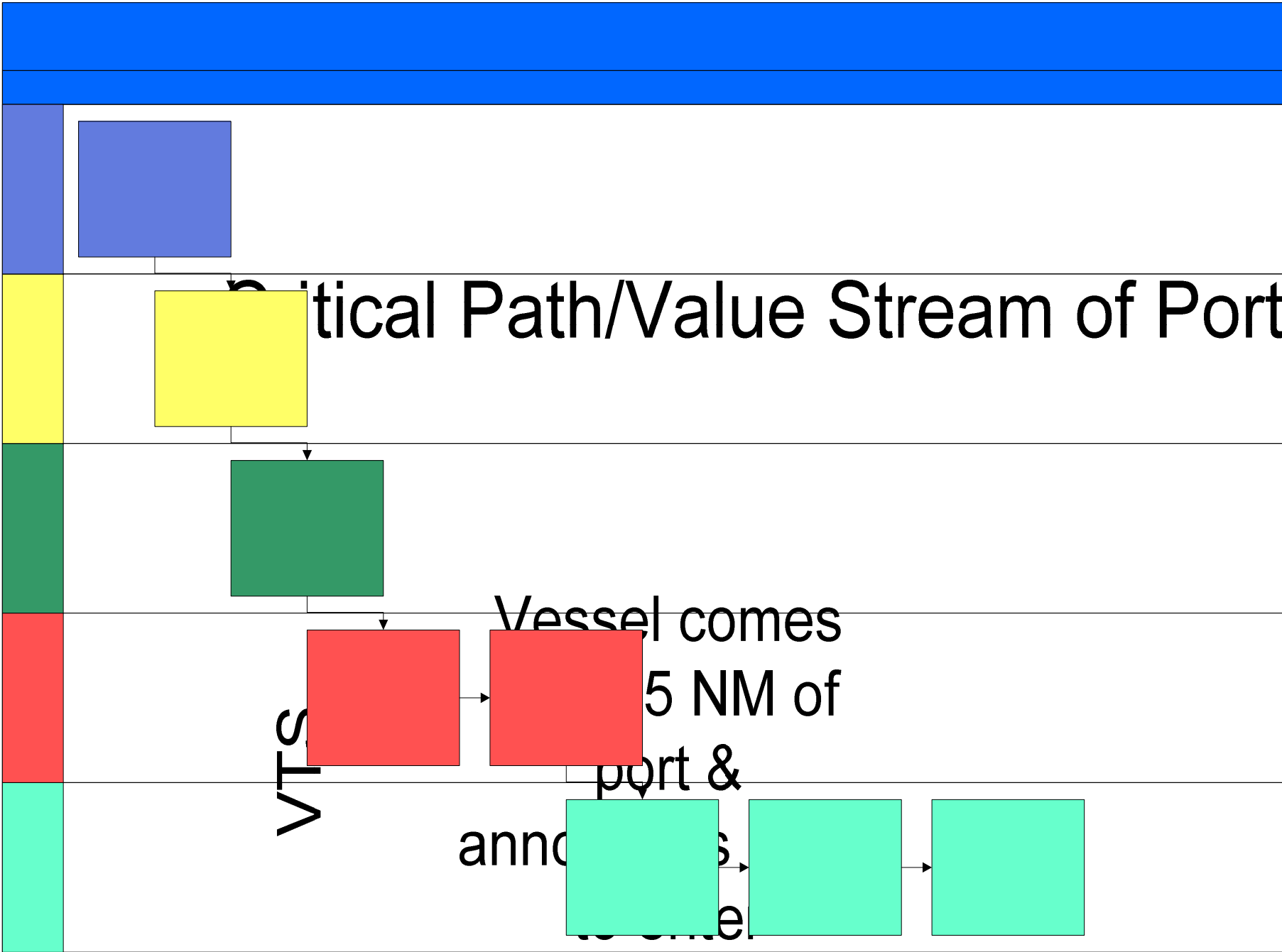
- PAST EXERCISES
 - LEAD SHIELD
 - ROGUE X
- WORKSHOP
 - CRITICAL PATH
- UPCOMING SYMPOSIUM

CA ENHANCEMENT PLAN

- INITIATIVE 5: ENHANCE PORT SECURITY
 - PROJECT 5: REGIONAL BUSINESS & GOVERNMENT CONTINUITY PLANNING
 - PROGRAM MANAGEMENT:
 - ❖ DAMAGE AND SAFETY ASSESSMENTS
 - ❖ STRUCTURAL INSPECTIONS
 - ❖ MITIGATION AND CONSTRUCTION ACTIVITIES
 - ❖ PERSONNEL AVAILABILITY
 - ❖ BUSINESS PROCESSES, VENDORS, SUPPLIERS
 - ❖ UTILITIES RESTORATION
 - ❖ LAND AND WATER TRANSPORTATION RESTORATION
 - ❖ PRIORITIZED RESTORATION OF BUSINESS AND GOVERNMENT

CRITICAL PATH

- NUMEROUS STAKEHOLDERS
- BINDING RELATIONSHIPS?
 - UNSTRUCTURED “ENTERPRISE”
 - INDEPENDENT INTERESTS
 - BUSINESS
 - HUMAN



STAKEHOLDERS

- HOW MANY?
- WHO?

RISK ASSESSMENT

- BUSINESS IMPACT ANALYSIS
 - CRITICAL PROCESSES
 - CONSEQUENCES
 - HUMAN
 - PHYSICAL
 - PSYCHOLOGICAL
 - ALL STAKEHOLDERS
 - FINANCIAL COSTS
 - DAMAGE
 - CASHFLOW
 - DOWNTIME/OVERTIME
 - MAXIMUM ALLOWABLE OUTAGE & RECOVERY TIME OBJECTIVES
 - TIME BEFORE IMPACT IS UNACCEPTABLE
 - SHORTAGE ALLOWABLE OUTAGE RESTORED FIRST
 - ESTABLISH DIFFERENT RECOVERY TIME OBJECTIVES
 - COST OF ALTERNATIVE PROCEDURES VERSUS WAITING FOR RESTORATION

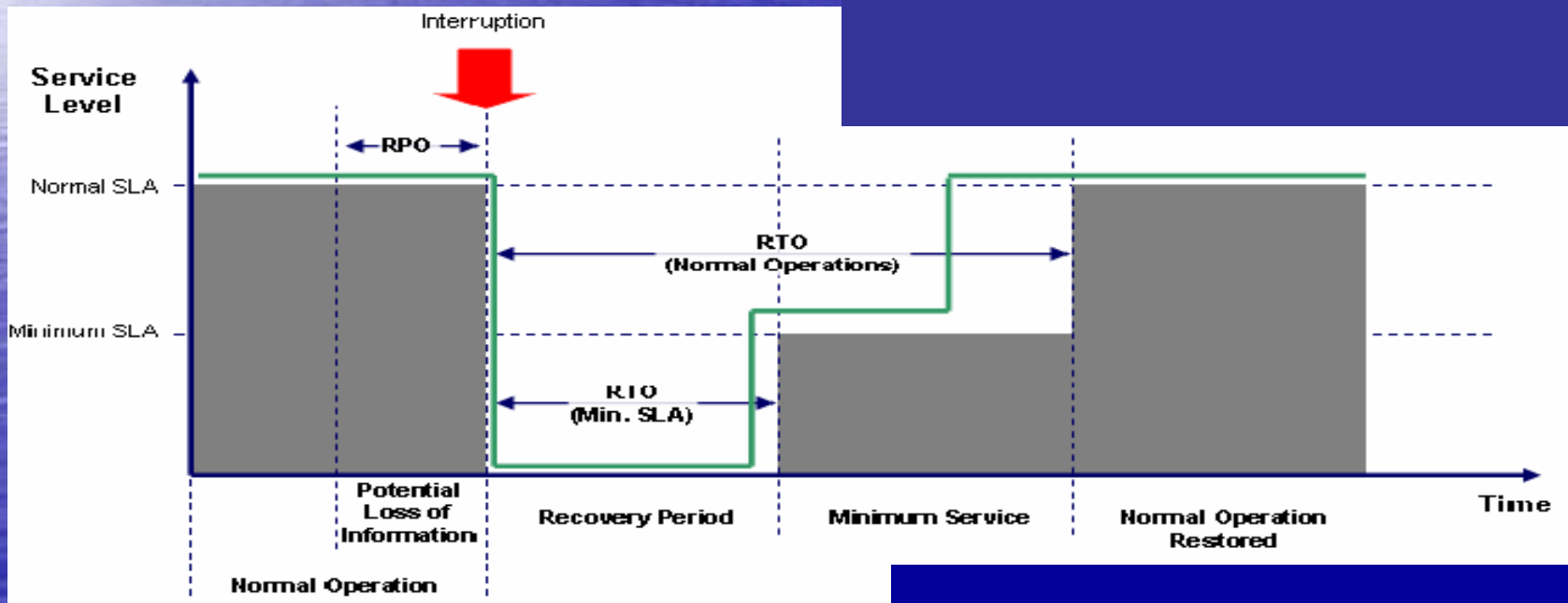
RTO AND RPO

Recovery Time Objective

(RTO) is the length of time a business process can be unavailable before the overall business is severely impacted. As part of the impacts reviewed, the Recovery Point Objective (RPO) was included in the BIA update.

Recovery Point Objective

(RPO) is the timeframe where information must be recovered or it will become useless due to outdating or volume levels exceeding recovery capabilities.



• PORT OF LONG BEACH



- 3,300 acres of land
- 33% of all CA port cargo
- 2nd Busiest port in U.S.
- Significant HazMat handling
- Passenger handling
- 8.1 million population within a 25 mile radius

- 10 piers
- 80 berths
- 7 container terminals
- 71 gantry cranes
- 76-foot-deep main channel
- 5,300 vessel calls in 2005

- **SAN PEDRO BAY:
ONE HARBOR – TWO PORTS**



BUSINESS CONTINUITY PORT AUTHORITY

- ORGANIZATION
- FACILITIES
- PROCESSES
- INFRASTRUCTURE
- VENDORS AND SUPPLIERS
- IT SYSTEMS

ORGANIZATION

- TOP LEVEL POLICY
 - PROTECT PEOPLE, PROPERTY & BUSINESS INTERESTS
- OWNERSHIP OF SYSTEMS, PROCESSES AND RESOURCES
- MANAGEMENT STRUCTURE
 - DECISION MAKING: QUORUM
 - SUCCESSION PLANNING
 - PERSONAL PROTECTION
 - TRAVEL
 - BRIEFINGS
 - KITS
 - EVACUATION PLANS
 - INSURANCE
 - SOS
 - MEDICAL
 - PPQ'S

ORGANIZATION (cont'd)

- KEY EMPLOYEES
 - TRACKING
 - AVIAN FLU
- NO SINGLE POINT FAILURES
 - CROSSTRAINING
 - DOCUMENTED JOB FUNCTION
 - DESK TOP PROCEDURES
 - TELEWORK POLICY
 - DOCUMENTED
 - PRACTICED
 - EXPEDITED EMERGENCY REPLACEMENT POLICY
 - TEMP AGENCIES
 - PRE- IDENTIFIED
 - EMPLOYEE SKILL SURVEYS
 - BEYOND JOB FUNCTIONS
- SHELTER IN PLACE?

FACILITIES

- BACKUP LOCATION
 - PRE-IDENTIFIED
 - LOGISTICAL SUPPORT
- WITHIN AREA OF THREAT?
- SAME POWER GRID?
- TRANSPORTATION FOR EMPLOYEES
- REDIRECTION OF MAIL AND DELIVERIES

PROCESSES

- CRITICAL
 - FLOWCHARTED
 - INTERPERSONAL AND INTERDEPARTMENTAL RELIANCES
- KEY OPERATIONAL
- SUPPORT
- BUSINESS RECORDS
- CAVEAT: IF NOT CRITICAL?

INFRASTRUCTURE

- WATER
- POWER
- SANITARY SEWER
- TELESYSTEMS
- ROADS
- BRIDGES

VENDORS AND SUPPLIERS

- KOBE EARTHQUAKE
- SINGLE SOURCE?
- JUST IN TIME
- VULNERABILITY ASSESSMENTS
- SITE VISITS
- VALIDATED BC PLANS
 - REQUIREMENT IN K

IT SYSTEMS

- SEPARATE PLAN
- PLUG AND PLAY
- BACKUP SITES
 - COLD V. HOT
 - LOCATION

ALTERNATIVES

- ATTAINABLE
- HIGH PROBABILITY OF SUCCESS
- VERIFIABLE THROUGH TESTS AND EXERCISES
- COST EFFECTIVE
- APPROPRIATE FOR THE SIZE AND SCOPE OF THE OPERATION

CONSIDER PRIVATE SECTOR CAPABILITIES

- EQUIPMENT
- SUPPLIES
- TECHNICAL EXPERTISE
- LOGISTICAL CAPABILITIES

“GOVERNMENT DOES NOT UNDERSTAND BUSINESS MODELS AND ECONOMIC IMPACT”

CRITICAL SOCIETAL FUNCTIONS

- FOOD
- TRANSPORTATION
- SHELTER
- HEALTH AND SANITATION
- BANKS
- FAMILIES

MEDICAL PLANNING

- FIRST RESPONDERS
- STOCKPILES OF MEDICINES
- PROPHYLACTIC TREATMENT
- PSYCHOLOGICAL SUPPORT
 - GRIEVING AREA?
 - LONDON EXPERIENCE

BUSINESS CONTINUITY OPERATIONS CENTER

- CONTENTS
- TEAM
- ACTIVATION
- LOCATION

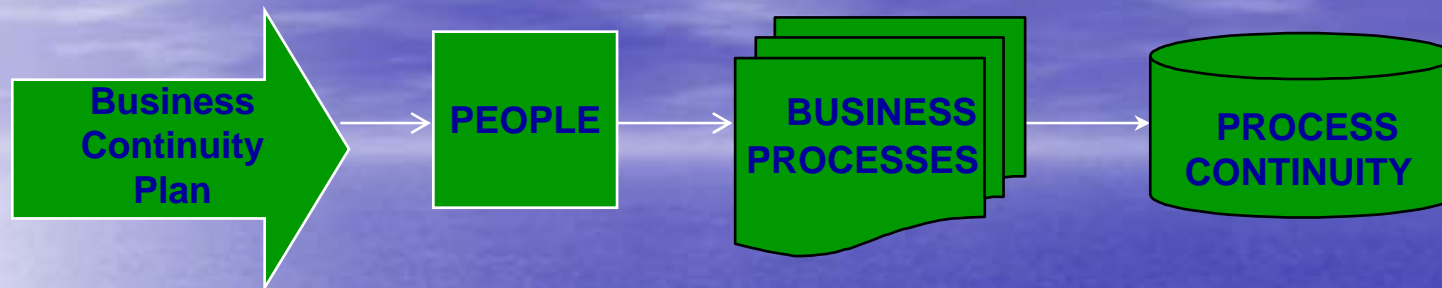
BUSINESS CONTINUITY CULTURE

- ASSESSING
- DESIGNING AND DELIVERING
- EXERCISING OF PLANS
- MAINTENANCE
- AUDITS
 - SELF
 - EXTERNAL

DESIRED END RESULT

- RESILIENCY
 - ORGANIZATION
 - INFRASTRUCTURE
 - PROCESSES
- QUICK DECISION MAKING
- ADAPTABILITY
 - PRE-IDENTIFIED ALTERNATIVES

BUSINESS CONTINUITY



Comprehensive and documented plan utilized in the event of a disaster, focus solely on the business operations.

Plan defines resources, actions, tasks and data required to manage the recovery effort in the event of a business interruption.

Identifies:

- Primary location
- Alternative Recovery Sites (Alt 1 and Alt 2)
- Interdependencies (internal and external)
- RTOs and RPOs
- Critical
 - People
 - Applications
 - Data
 - Vendors
 - Vital Records
 - 800 numbers
 - Web sites (internal and external)

CHALLENGE

- NATIONAL PRIORITY
 - SYMPOSIUM
- LOCAL PLANNING
- IDENTIFIED SCOPE
 - SUPPLY CHAIN
 - CRITICAL PATH
 - INTEGRATION OF ALL STAKEHOLDERS