

Business Continuity Program Overview



Alliance of the Ports of Canada, the Caribbean, Latin America and the United States

Seaports
Deliver
Prosperity

Presentation Objective

- *Provide a brief overview of business continuity (BC)*
- *Discuss the BC Model used by POLB to prepare an All-Hazard BC Plan*
- *Review the current status of POLB's business continuity program*

Business Continuity Overview

- *Business Continuity is:*

- The ability of an organization to ensure continuity of service, support for its customers and its own viability before, during, and after a disruptive incident

- *Business Continuity is not:*

- Emergency Response = focus on life safety and property protection
- Disaster Recovery = focus on technology recovery

Business Continuity Overview – Cont'd

- *Why did the Port develop a business continuity plan?*
 - To support the continuation of Port operations to the greatest extent possible after a disruption occurs
 - To avoid cargo diversion that could result from a disruption at the Port
 - To promote a stable operational environment

Kobe Japan – 1995

- *Leading Port that never fully recovered - went from 5th (1994) to 41st (2007)*
- *46% reduction in trade following event*
- *Approximately 70% of companies had not recovered their pre-earthquake sales/production levels one year later*



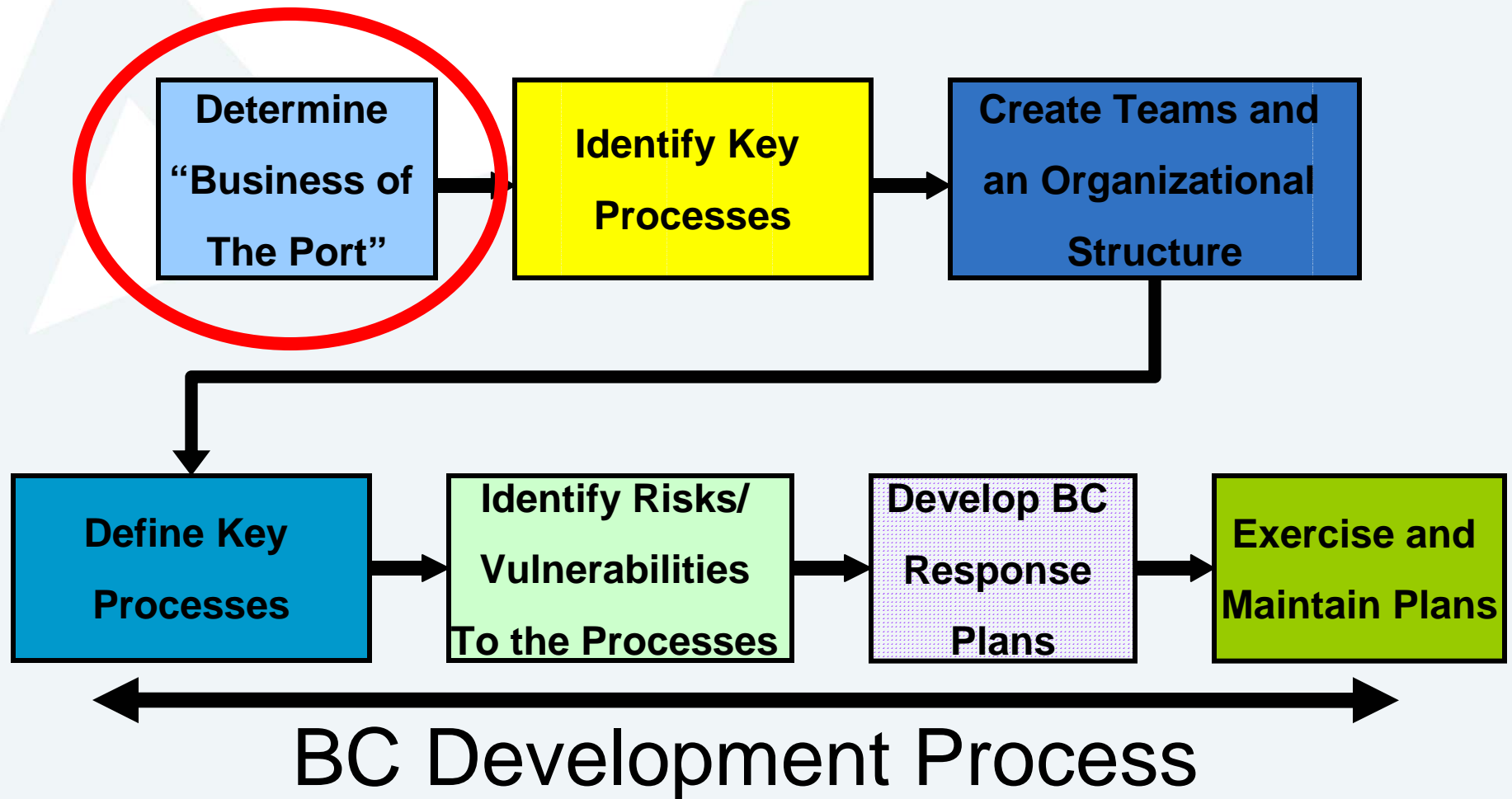
The Port's BC Model

- *The BC planning process was separated into three phases:*
 - Phase 1: Develop an All-Hazard BC plan for the Harbor Department
 - Phase 2: Coordinate our BC plan with our Tenants
 - Phase 3: Coordinate our plans with the Port of Los Angeles, City of Long Beach and other agencies

The Port's BC Model – Cont'd

- *Four general BC objectives were established:*
 - Improve Port Resiliency
 - Maintain stakeholder confidence
 - Provide a framework for quick decision-making during a Port disruption
 - Create an All-Hazard Plan vs. a Scenario - Based Plan

The Port's BC Model – Cont'd



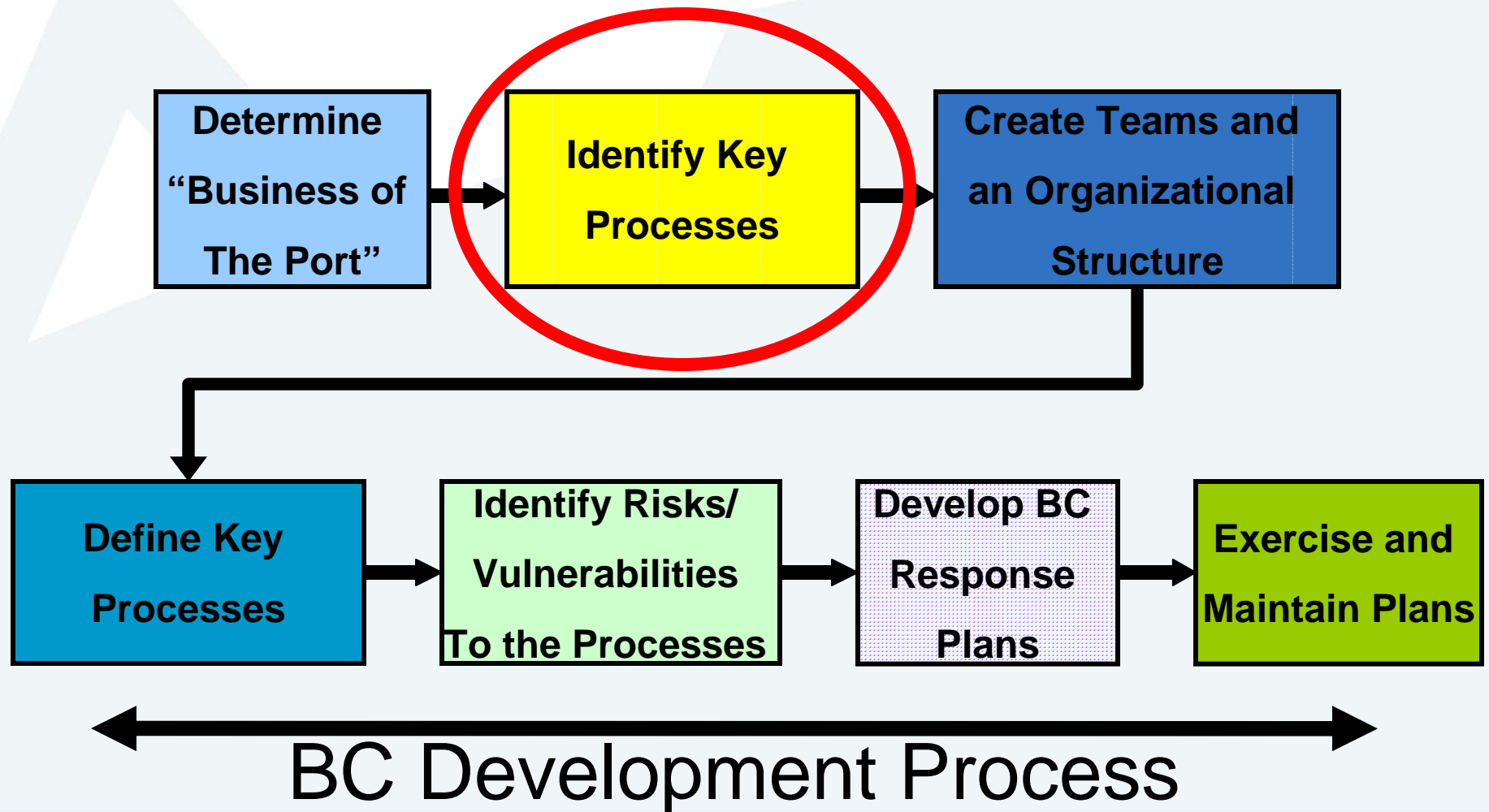
Step 1 – Determine the “Business of the Port”

- *Facilitate the efficient and environmentally sound movement of cargo*
- *Maintain a safe and secure Port environment*
- *Meet legal, regulatory and financial requirements*



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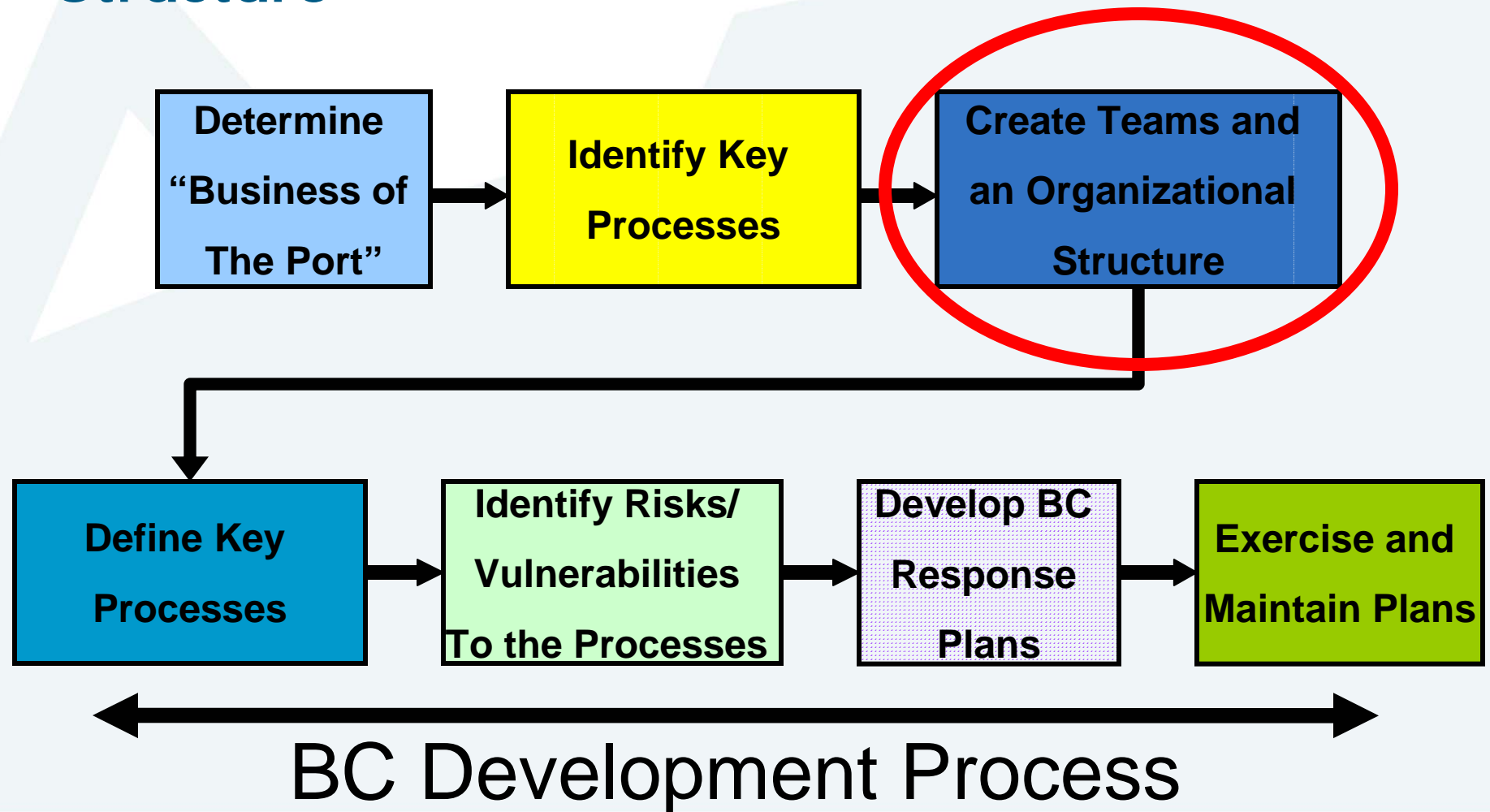
Step 2 – Identify Key Processes



Step 2 – Identify Key Processes – Cont'd

- *What processes must continue for a 30 day period to support the Business of the Port?*
- *Initially over 50 processes were identified*
- *Narrowed down to approximately 38 “mission critical” essential business processes from all divisions*

Step 3 - Create Teams and a BC Organizational Structure



Step 3 - Create Teams and a BC Organizational Structure – Cont'd

- *Management Support*

- Executive Director, Deputy Executive Director
- BC Steering Committee

- *BC Coordination Team*

- Division Directors report to one of six functional groups staffed by the BC Coordination Team

- Administration

- Communications

- Infrastructure

- IM/Disaster Recovery

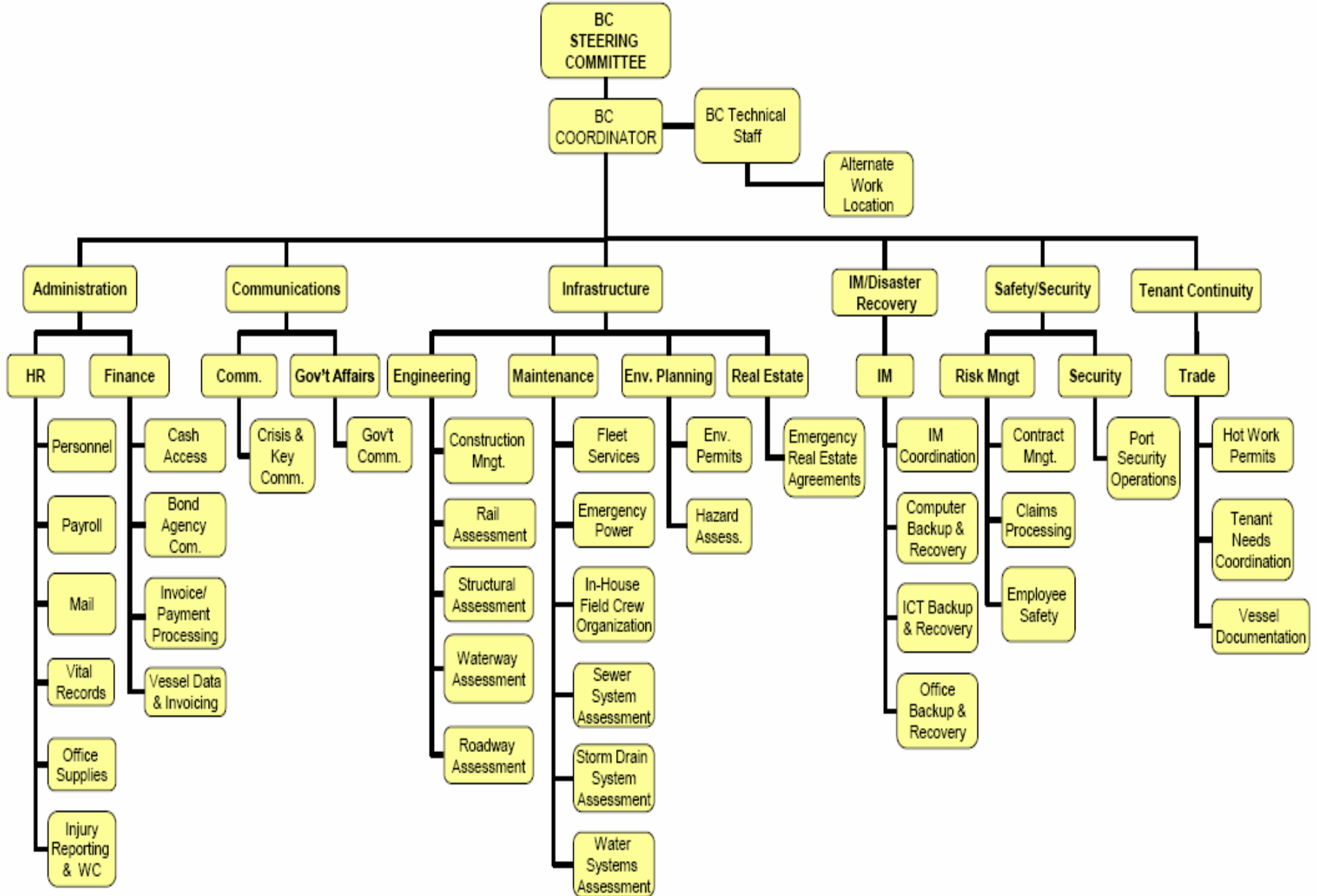
- Safety/Security

- Tenant Continuity

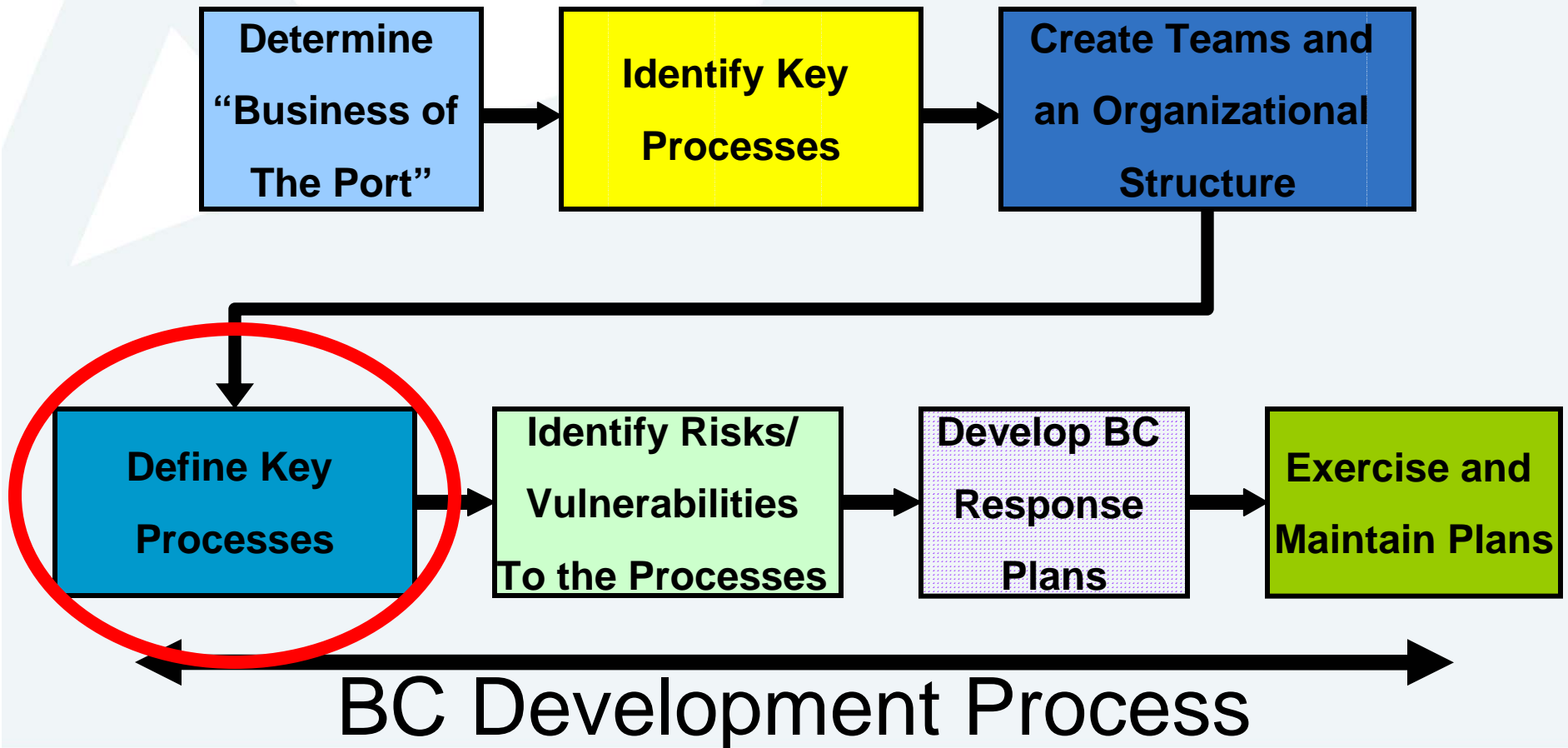
- *BC Recovery Teams*

- Each team composed of “Recovery Process Experts” who had strong working knowledge of existing process

BC Organizational Structure



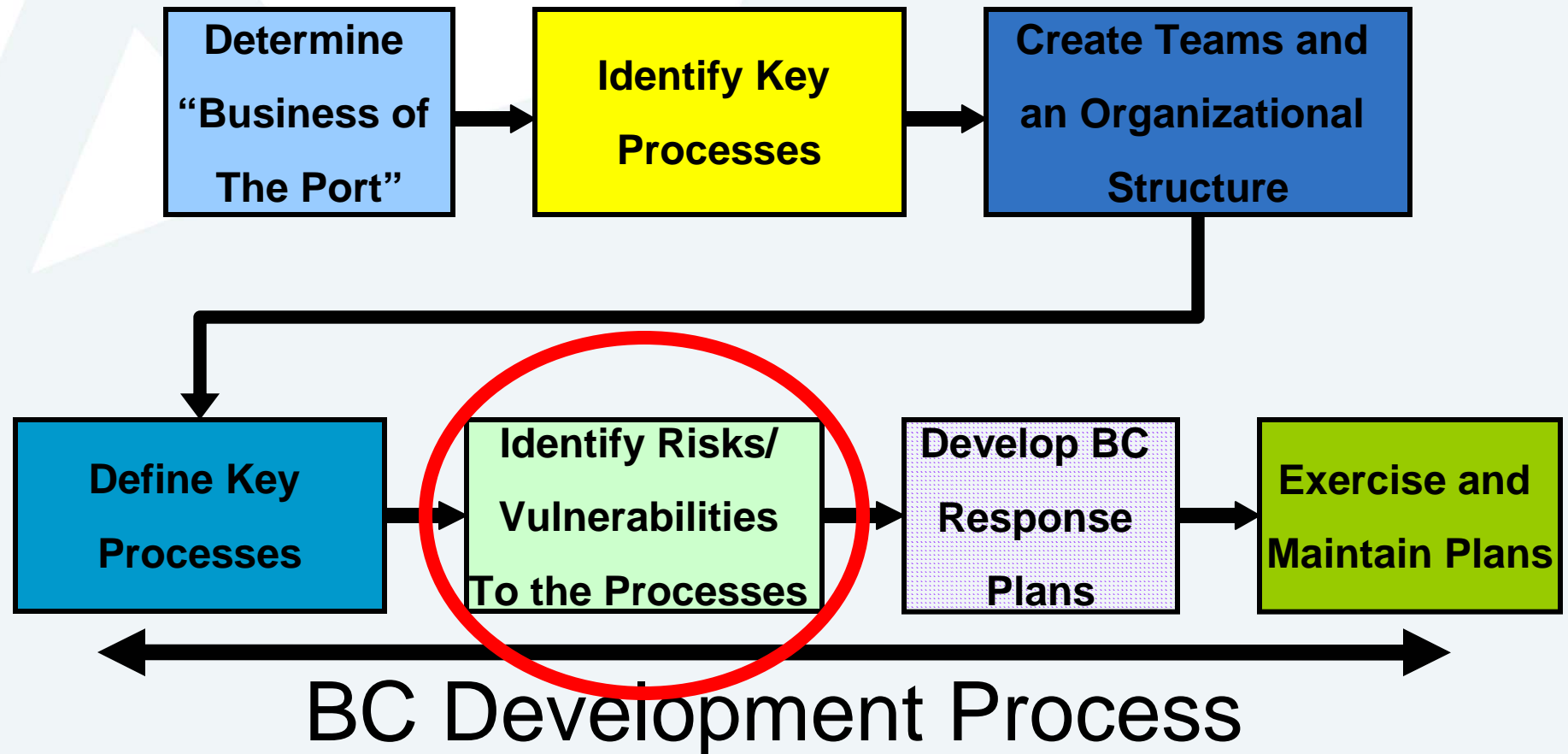
Step 4 – Define Key Processes



Step 4 – Define Key Processes – Cont'd

- *Recovery Teams defined key processes using a modified SIPOC (Suppliers, Inputs, Process, Outputs & Customers) method*
- *Each team determined what they needed to continue the process (4 areas):*
 - Facilities – what facilities are needed?
 - Personnel – how many personnel with what skills are required to perform your process. Are vendors also required?
 - Resources – what resources are needed to perform your process?
 - Technology - what computer applications and systems are necessary to perform your process?
- *Challenges:*
 - Concept of writing the process for others to implement/Coordinating Recovery Timeframes

Step 5 – Identify Business Impacts and Risks/Vulnerabilities



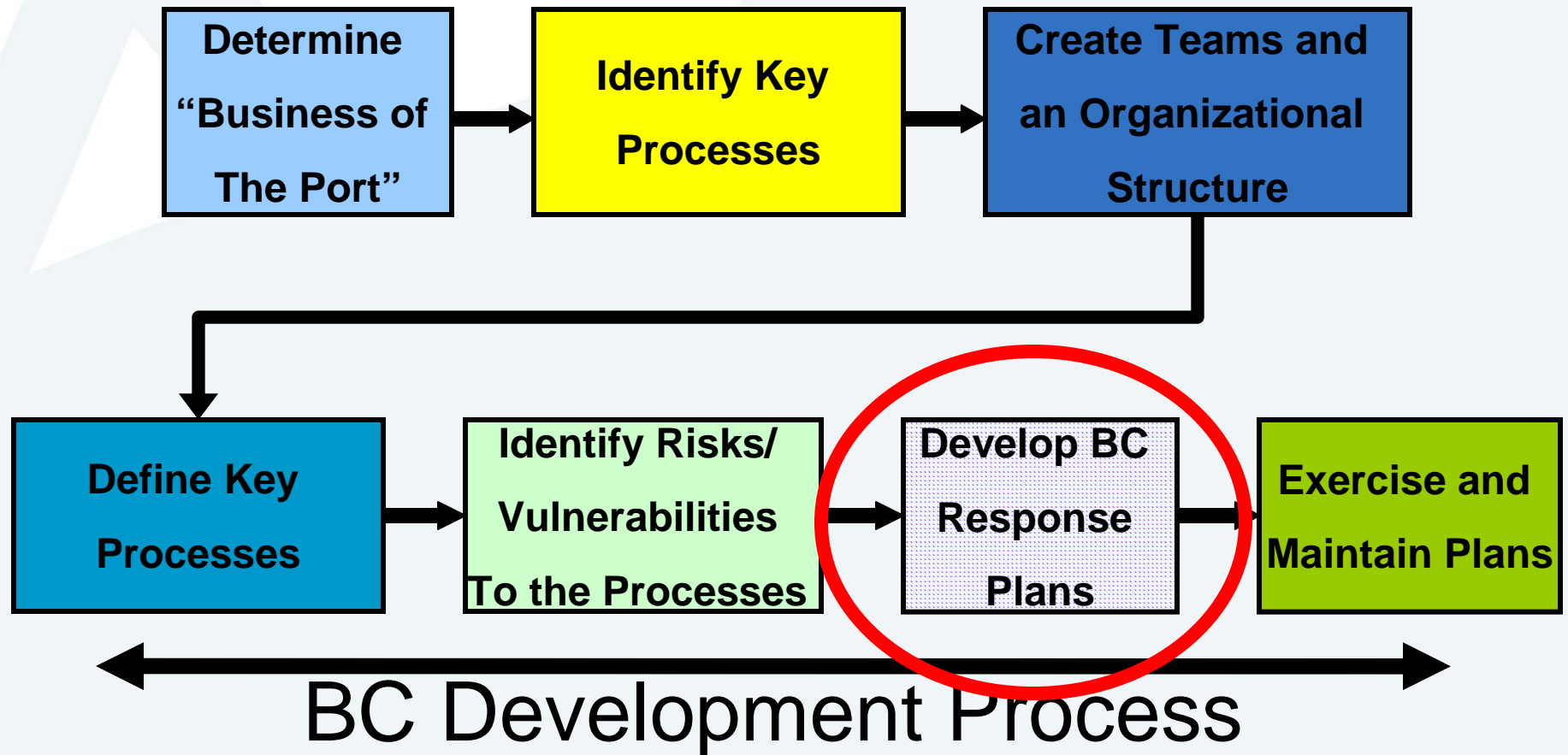
Step 5 – Identify Business Impacts and Risks/Vulnerabilities – Cont'd

- *Teams performed a process Risk/Vulnerability Assessment to identify risks to their process - focus is on the EFFECT AND NOT THE CAUSE*
 - Loss of Facility
 - Loss of Personnel
 - Loss of Resources
 - Loss of Technology
- *Infrastructure assessment teams identified critical infrastructures and continuity strategies*

Step 5 – Identify Business Impacts and Risks/Vulnerabilities – Cont'd

Example Risk Assessment - Roadway Assessment							
<i>Critical Infrastructure</i>	<i>Threat Name</i>	<i>Vulnerability</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Mitigation</i>	<i>Mitigation Description</i>	<i>Resources</i>
Port Ave. - main road to and from Pier X	Roadway impassable	1. Sink hole due to underground utilities. 2. Debris in road from collapsed structures. 3. Collapse of overpass above.	Medium	Severe	1. Repair sink hole 2. Remove debris in road 3. Use alternate detour route	South of overpass - Divert vehicles through Tenant X main gate to north gate to Port Ave. North of overpass - Divert vehicles through Tenant Y to the north gate to Port Ave.	1. Sink Hole Repair – Need tamper, roller, and 2.5 tons of aggregate base and 1 ton of asphalt for a 5'x5'x2' sink hole. 2. Debris in road – 1-2 bulldozers and 1-2 dump trucks to remove debris. 3. Detour – 3-4 CMS signs, 20 temp traffic signs, 500 traffic cones, cut off saw to remove fence fabric and posts, and detour maps

Step 6 – Develop BC Response Plans



Step 6 – Develop BC Response Plans – Cont'd

- *Step 5 – Develop BC Response Plans*
 - Teams prepared an All-Hazard BC Response Plan
 - Plans addressed the EFFECT and not the CAUSE of the incident
 - Plans utilize checklists
 - Plans are maintained in eBRP, the Port's Business Continuity Software
- *Response Plans outline:*
 - Roles and responsibilities
 - Contacting personnel
 - Assessing incidents' impact on process
 - Continuity Strategies

Step 6 – Develop BC Response Plans – Cont’d

SECTION 4 – Continuity Strategy

Procedure Name

Pier X

Instructions:

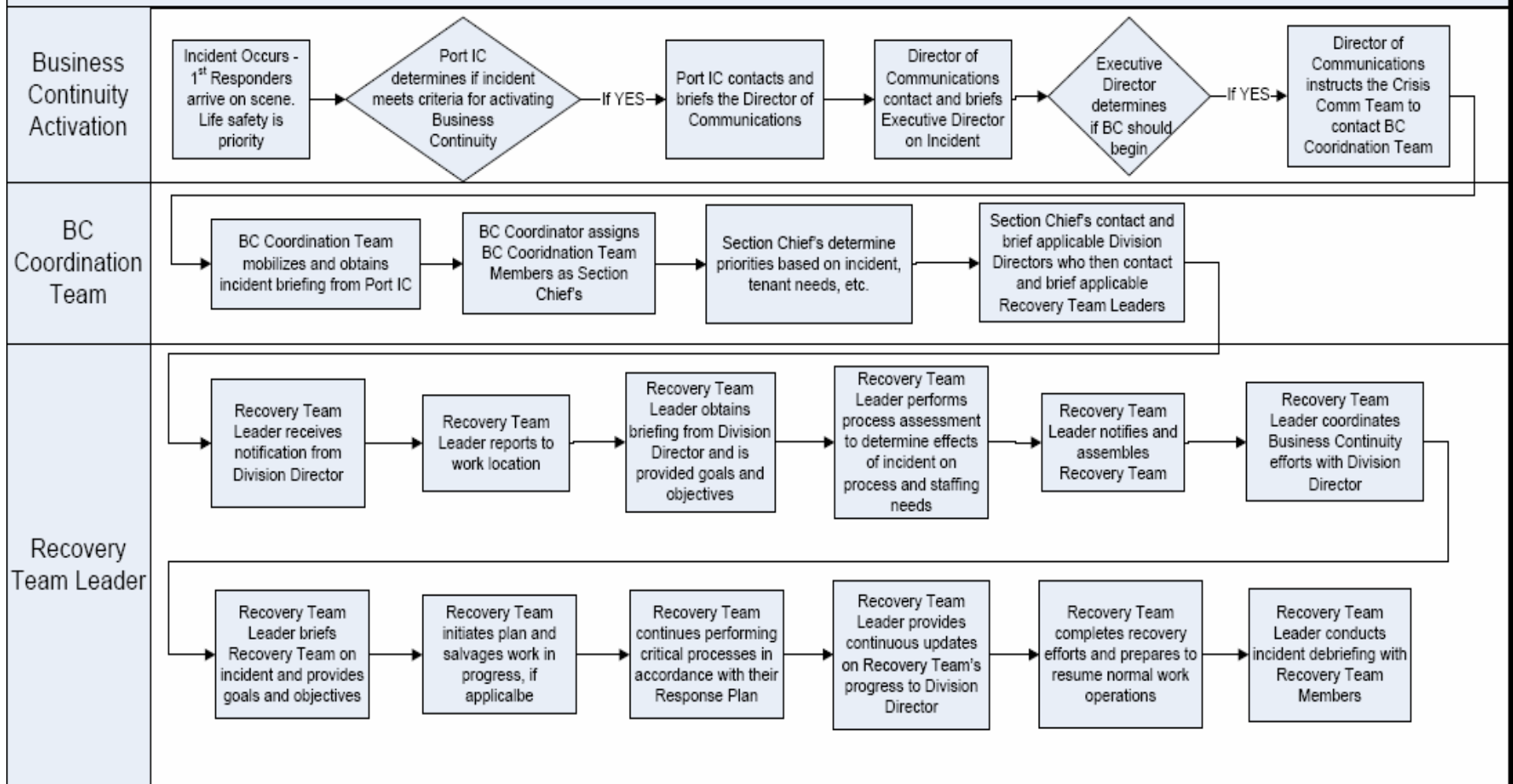
The continuity strategy for Pier X includes:

The Pier X intersection is impassible:

Strategy(s)	Description	Resources needed
1	Divert Traffic – Divert vehicles to Bear St using either Elm or Maple street.	3-4 CMS signs, 20 temporary traffic detour signs and 500 traffic cones from Port Maintenance Yard.
2	Use trucks or bulldozers to remove debris to clear a way for vehicles to travel	Truck, bulldozer, and sweeper available in Port Maintenance Yard.

Step 6 – Develop BC Response Plans – Cont'd

Recovery Team Leader Work Flow



Next Steps...

- *Step 7 - BC Training for All Employees*
- *Step 8 - Exercise & Update Response Plans*
- *Step 9 - Coordinate our plans with our tenants, the City and other agencies*

