* AAPA Hurricane Preparedness Seminar

Preparing the "BACK OFFICE"

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* The Back Office includes…

* Facilities Management
* Procurement / Purchasing
* Human Resources
* Finance
* Customer Relations
* Marketing
* Public Relations

* Facilities Management

* Know your Facilities & their vulnerabilities
  * Prone to flooding
  * Critical infrastructure
  * Access points
* Contingency Plans
  * For operational / maintenance functions
  * For critical administrative functions

Procurement / Purchasing

* General Considerations
  * High dollar credit card available
  * Early warning deployment
    * People
    * Equipment
    * Supplies
  * Contingency /emergency contracts in place

* Procurement / Purchasing

* Emergency Supplies

* Batteries
* Flashlights
* Hard hats
* Cots
* Soap
* First Aid

* Blankets
* Towels
* Cell phone chargers
* Toilet paper
* Cleaning supplies / mops / brooms

* Procurement / Purchasing

* Provisions
  * Bottled water
  * Food (meal in a can)
  * Snacks – high energy
  * Fruit – canned
  * "Tools" such as can opener, matches, small portable propane tanks

* Procurement / Purchasing

* Equipment
    * Portable generators
    * Light stands
    * Pumping hoses
    * Water pumps
    * Sand bags
    * Port-a-potties
    * Critical operational equipment

Human Resources-

* Employees
  * People are critical
  * Communications are key
    * Before, during & after event
  * Have a formal "Buddy System"
    * 1st & critical responders paired up with non-critical responders

* Human Resources-

* Critical Functions
  * Assess what MUST be done...now
    * Technology requirements
    * People required
    * Facilities – backup &/or optional
    * Transportation requirements
    * Document your plan & critical functions

Examples from POB – Critical Function Details

* Form 1 Critical Processes and Services for Critical Functions
* Form 2 Departmental COOP Evaluation Form
* Processes Contingencies
    * Billing
    * Payroll

[Organization Name]
[Division Name]
Critical Processes and Services for Critical Function
Form 1

Each department is to complete this worksheet to determine and prioritize its critical processes that are necessary to accomplish a critical function.

In the first column, indicate the process or service that supports the critical function identified in the box. In the second column, estimate the Recovery Time Objective (RTO). The RTO is the amount of time that is allowable before the process must resume.

After all processes or services are identified, prioritize them according to necessity to resume operations.

Critical function is to manage and maintain facilities.

Critical Process or Service	RTO
Budget Department: 1. Procurement approval (ADPICS) 2. Oversight of departmental spending versus approved budget allowance and approved appropriation level.	1 week When back to normal
Accounting Services Department: 1. Accounts Payable especially to reimburse for stevedoring services. 2. Billing Unit to bill maritime customer for wharfage, etc. 3. Accounts Receivable to track billing and customer payments in FMIS. 4. Payroll	1 week 1 week 1 week 2 weeks
Procurement: 1. Must be able to procure needed parts and supplies (possible emergency procedures).	1 day

[Organization Name]
Departmental COOP Evaluation Form

Date: May 2009   Form 2
Department: Finance Division
Critical Process: Manage and Maintain Facilities

Position	Reintegration Days*	Telework Agreemt. Y/N	RSA Key** Y/N	Tools Need to Perform Tasks***	Records Required ****	Comments
Director of Finance	Immediately	N	Y	Cell Phone, Computer System, Phone	Access to working fund checks	Could be immediately but definitely within 2-3 days
Financial Analysis and Billing Manager	1 week	N	N	Cell Phone, Computer System, Phone, Fax	Access to working fund checks, lease records, invoices	Could be immediately but definitely within 1 week
Comptroller	1 week	N	N	Computer System, Phone, Fax	Access to working fund checks	Could be immediately but definitely within 2-3 days
Assist. Comptroller	1 week	N	Y	Computer System, Phone, Fax	Access to working fund checks and FMIS	Could be immediately but definitely within 2-3 days
A/R Supervisor & Staff	Longer	N	N	Computer System, Phone, Fax, Copier		When back to normal
Payroll Supervisor	1 week	N	N	Phone, Fax, Copier	Time cards	Within a week or when Payroll is due
Financial Analysis Unit	Longer	N	N	Computer Systems, Phone	Reports and Analysis	When back to normal
A/P Supervisor & Staff	1 week	N	N	Computer Systems, Phone, Fax Copier	Invoices	1 week or when back to normal
Billing Supervisor & Staff	1 week	N	N	Computer Systems, Phone, Fax, Copier	Lease Records, Invoices	1 week or when back to normal
Budget Manager & Staff	Longer	N	N	Computer System, Phone, Fax, Copier	Files	When back to Normal
Procurement Manager & Staff	Immediately	N	Y	Cell Phone, Computer System, Phone, Fax, Copier	Contracts, BPW contracts, procurements	At least one person accessible for emergency buys

*Assuming that space is at a premium, when <u>must</u> the person in this position return to work? Options: Immediately (meaning during the emergency; 1 day, 1 week, or longer)

**RSA Key – RSA keys are used for remote access to MPA computers and applications.

***List all tools and systems, such as phones, faxes, computers, copiers, computer applications (ex. E-mail, Brass, FMIS, payroll, NAVIS, MAXIMO, etc.), cars, cells, radios, etc.

****Records that are vital to insuring the continuation of the MPA's critical functions as described in the COOP.

[Note: items above refer to prior page items]

Organization:	Accounting
Process:	Billing
POC:	[Supervisor's Name]
Date: 05/2009	

Process Description: Billing, Compile Vessel Statistics

Process Impacts: (*List of Stakeholders / External Interfaces /Information Systems)*
- Stakeholders: Customers, Management
- External Interfaces: Customers, Stevedoring Subcontractor
- Information Systems: NAVIS, BRASS, FMIS, Infopac, Focus, Windows, MS Office

Risk/Threats *(Potential Problems)*
- System not accessible from Pt. Breeze
- Cannot invoice customers, over bill, under bill
- Cannot compile statistics, statistics compiled incorrectly

Risk Mitigation Steps / Responsibility / Milestone (To Reduce Threat)
- Connect to system at alternate location
- Hard copy, daily and monthly, detail and summary reports
- Continue manual compilation of statistics for comparison to system

Organization: Accounting	
Process: Billing	
POC: [Supervisor's Name]	
Date: 05/2009	

Contingency Approach (In case threat happens)

Triggers:

* Information to bill from not received, incorrect, or incomplete

* <u>Dockage</u>: Docking & Sailing Papers from Operations

* <u>Wharfage</u>: Cargo/Passenger manifests or summaries (Wharfage Resume) from customers

* <u>Loading, Unloading & Handling</u>: Invoices/Reports from Stevedoring subcontractor

* <u>Miscellaneous Charges</u>: Reports (crane logs-Crane Department, water tickets, reefer plug usage-Maintenance Department, gang/hatch sheets) from Operations

* <u>Terminal Leases</u>: Lease agreements from Legal, overflow storage reports from Operations

* Automated accounting system users experience system problems, discover errors

* Reported revenue varies from expected --- budget/prior year comparisons

* Statistics vary from expected --- budget/prior year/manual compilation comparisons

* Customer inquiries

Organization: Accounting	
Process: Billing	
POC: [Supervisor's Name]	
Date: 05/2009	

Continuity Steps or Plan Reference
* Relocate to alternate worksite
* Notify appropriate information system coordinator (ISD/FMIS), (Disaster Recovery Plan)
* Calculate and generate customer invoices and compile statistics manually
* Audit manifests

Steps to Restore Normal Operating Environment - Document and make corrections as required

Business Priority: Critical but can be delayed a few days.

Organization: Accounting	
Process: Payroll/Working Fund	
POC: [Supervisor's Name]	
Date: 05/2009	

Process Description:
- <u>Payroll</u>: Collect time and leave used for all Port employees from department timekeepers, and forward to payroll administrator, State Highway Administration (SHA). Allocate payroll costs.
- <u>Working Fund</u>: Manage MPA working fund

Process Impacts: (*List of Stakeholders / External Interfaces /Information Systems***)**
- <u>Stakeholders</u>: Management, Employees, Bank (First Union)
- <u>Information Systems</u>: FMIS, EMIS, PFS—PR, Infopac, Focus, Windows , MS Office

Risk/Threats *(Potential Problems)*:
- Not able to submit payroll information
- Payroll costs not allocated or allocated incorrectly
- Working fund not replenished, or bank and working fund records do not reconcile

Organization: Accounting
Process: Payroll/Working Fund
POC: [Supervisor's Name]
Date: 05/2009

Risk Mitigation Steps / Responsibility / Milestone (To Reduce Threat)
Hard copy daily history reports and monthly detail and summary reports

Contingency Approach (In case threat happens)
Triggers:

- Submit payroll based on prior experience/or ask for exception
- Automated accounting system users experience system problems/discover errors
- FMIS records do not agree with bank records (WF), EMIS records (PR) vs. GL detail
- Submitted working fund receipts are not reimbursed timely
- Payroll or Working Fund accounts vary from expected --- budget/prior year comparisons
- Notification from bank, SHA, or GAD, or employee inquiries

Organization: Accounting
Process: Payroll/Working Fund
POC: [Supervisor's Name]
Date: 05/2009

Continuity Steps or Plan Reference
- Relocate to new location.
- Notify appropriate information system coordinator (ISD/FMIS)
- Notify State disbursement unit --- General Accounting (GAD)
- Maintain manual records, and reconcile to automated accounting system
- Perform payroll allocation manually

Steps to Restore Normal Operating Environment
Document and make corrections as required.

Business Priority: Important (Payroll) must be addressed immediately (depending upon the payroll cycle)

* Human Resources-

* Critical Functions
  * Communicate …
    * … to employees
    * … to customers*
    * … to tenants*

  * only those functions that effect them
    e.g. billing for services prior to event

* Human Resources-

* Critical Functions

  * Critical function responsibilities in job descriptions, where appropriate

  * Communications lines between staff, supervisors & management

* Human Resources-

* Train / Practice
  * Table top exercises
  * Evacuation drills
  * Leadership team "CON"
  * Follow the documentation
  * Get everyone involved

* Finance

* Cost / Revenue Management
  * Project numbers in advance
  * Business interruption insurance
    * (see Cindy!)
  * Know your contracts
  * Know your insurance coverage
  * Know State & Federal requirements
  * Work WITH people, not AGAINST them

* Customer Relations

* Communicate with customers
    * Prior, during and after event
    * Collaborate planning
    * Know their vulnerabilities and "hot" buttons

* Marketing

* Use Disaster Recovery / Continuity Plan as sales tool

* Public Relations

* Press release templates
* Proactive contact with media outlets
* Technology-driven communications
  * i.e. social media, "push" technology
* Show no fear

Points to Remember

* Planning is Key
  * 95% of a successful recovery is due to planning ahead
* Document & distribute
* Train & Drill
  * Practice makes perfect
* Communicate fully
* Track your costs – all of them!
* Care for your employees
  * It's traumatic for them too!

Thank you for your attention!

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