Business Continuity Program Overview
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

- Determine “Business of The Port”
- Identify Key Processes
- Identify Risks/Vulnerabilities To the Processes
- Define Key Processes
- Develop BC Response Plans
- Create Teams and an Organizational Structure
- Exercise and Maintain Plans

BC Development Process
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
Step 2 – Identify Key Processes

- Determine “Business of The Port”
- Identify Key Processes
- Exercise and Maintain Plans
- Develop BC Response Plans
- Identify Risks/Vulnerabilities To the Processes
- Define Key Processes
- Create Teams and an Organizational Structure

BC Development Process
Step 2 – Indentify 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

Determine “Business of The Port”

Identify Key Processes

Create Teams and an Organizational Structure

Define Key Processes

Identify Risks/Vulnerabilities To the Processes

Develop BC Response Plans

Exercise and Maintain Plans

BC Development Process
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

<table>
<thead>
<tr>
<th>Administration</th>
<th>IM/Disaster Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>Safety/Security</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Tenant Continuity</td>
</tr>
</tbody>
</table>

• **BC Recovery Teams**
  – Each team composed of “Recovery Process Experts” who had strong working knowledge of existing process
Step 4 – Define Key Processes

- Determine “Business of The Port”
- Identify Key Processes
- Create Teams and an Organizational Structure
- Define Key Processes
- Identify Risks/Vulnerabilities To the Processes
- Develop BC Response Plans
- Exercise and Maintain Plans

BC Development Process
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

- Determine “Business of The Port”
- Identify Key Processes
- Identify Risks/Vulnerabilities To the Processes
- Develop BC Response Plans
- Exercise and Maintain Plans
- Create Teams and an Organizational Structure
- Define Key Processes

BC Development Process
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

<table>
<thead>
<tr>
<th>Critical Infrastructure</th>
<th>Threat Name</th>
<th>Vulnerability</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Mitigation</th>
<th>Mitigation Description</th>
<th>Resources</th>
</tr>
</thead>
</table>
| 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

- Determine “Business of The Port”
- Identify Key Processes
- Create Teams and an Organizational Structure
- Define Key Processes
- Identify Risks/ Vulnerabilities To the Processes
- Develop BC Response Plans
- Exercise and Maintain 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
**Procedure Name**  
**Pier X**  

**Instructions:**  
The continuity strategy for Pier X includes:

**The Pier X intersection is impassible:**

<table>
<thead>
<tr>
<th>Strategy(s)</th>
<th>Description</th>
<th>Resources needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Divert Traffic – Divert vehicles to Bear St using either Elm or Maple street.</td>
<td>3-4 CMS signs, 20 temporary traffic detour signs and 500 traffic cones from Port Maintenance Yard.</td>
</tr>
<tr>
<td>2</td>
<td>Use trucks or bulldozers to remove debris to clear a way for vehicles to travel</td>
<td>Truck, bulldozer, and sweeper available in Port Maintenance Yard.</td>
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Step 6 – Develop BC Response Plans – Cont’d

Recovery Team Leader Work Flow

<table>
<thead>
<tr>
<th>Business Continuity Activation</th>
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<tbody>
<tr>
<td>Incident Occurs - 1st Responders arrive on scene. Life safety is priority</td>
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<tr>
<td>Port IC determines if incident meets criteria for activating Business Continuity</td>
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<tr>
<td>IF YES</td>
</tr>
<tr>
<td>Port IC contacts and briefs the Director of Communications</td>
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<tr>
<td>Director of Communications contact and brief Executive Director on incident</td>
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<tr>
<td>IF YES</td>
</tr>
<tr>
<td>Executive Director determines if BC should begin</td>
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<tr>
<td>Director of Communications instructs the Crisis Comm Team to contact BC Coordination Team</td>
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<th>BC Coordination Team</th>
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<tr>
<td>BC Coordination Team mobilizes and obtains incident briefing from Port IC</td>
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<tr>
<td>BC Coordinator assigns BC Coordination Team Members as Section Chiefs</td>
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<tr>
<td>Section Chief’s determine priorities based on incident, tenant needs, etc.</td>
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<tr>
<td>Section Chief’s contact and brief applicable Division Directors who then contact and brief applicable Recovery Team Leaders</td>
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<th>Recovery Team Leader</th>
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<tr>
<td>Recovery Team Leader receives notification from Division Director</td>
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<td>Recovery Team Leader reports to work location</td>
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<tr>
<td>Recovery Team Leader obtains briefing from Division Director and is provided goals and objectives</td>
</tr>
<tr>
<td>Recovery Team Leader performs process assessment to determine effects of incident on process and staffing needs</td>
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<tr>
<td>Recovery Team Leader notifies and assembles Recovery Team</td>
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<tr>
<td>Recovery Team Leader coordinates Business Continuity efforts with Division Director</td>
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<tr>
<td>Recovery Team Leader briefs Recovery Team on incident and provides goals and objectives</td>
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<tr>
<td>Recovery Team initiates plan and salvages work in progress, if applicable</td>
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<td>Recovery Team continues performing critical processes in accordance with their Response Plan</td>
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<tr>
<td>Recovery Team Leader provides continuous updates on Recovery Team’s progress to Division Director</td>
</tr>
<tr>
<td>Recovery Team completes recovery efforts and prepares to resume normal work operations</td>
</tr>
<tr>
<td>Recovery Team Leader conducts incident debriefing with Recovery Team Members</td>
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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