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.
- 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.

Hire, train and dispatch longshore workforce.
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 a Business Continuity Plan.
- Drafting of a Communications Plan.
- Drafting of a Port-wide Recovery Plan.
I. CONTINUITY PLANNING
RECOMMENDED PLANNING STEPS

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

NYSA
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!
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
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
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.
**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.
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
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

Additional information:
- Local access to p670; LAN/File server
- Internet/Intranet & E-mail
- No Imaging services
1# Identifies Purpose of Plan

2# Lists Available Communications

3# Mandates the Collection/maintenance of Phone Numbers

4# Mandates the Establishment of Call Lists/Wallet Cards

5# Mandates the Establishment of an Emergency Courier Service

6# Establishes Satellite Communications

7# Includes the Use of Local Radio/TV as Appropriate

8# Provides Telephonic Hiring System Instructions

9# Terminates Specific Routine Communications

10# Designates the Decision-maker(s) & Alternates
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-TERMIONAL 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 MANAGEMENT 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
Evacuation Plans

SHELTERS (In-Place Issues)

EMERGENCY STORES & MEDICAL SUPPLIES

EMPLOYEE STATUS SYSTEM

INDIVIDUALS WITH DISABILITIES/SPECIAL NEEDS

PUBLIC INFORMATION PLAN

POST INCIDENT PERSONAL/MEDICAL ISSUES

POST-INCIDENT PLAN REVIEW & REVISION

OTHER ISSUES TO BE CONSIDERED
WHAT KEEPS ME AWAKE AT NIGHT

1. Have we done enough?
2. Have we done it right?