Maintaining Resiliency Within the Defense Industrial Base Through Preparedness Response and Recovery

Dave Komendat
Chief Security Officer
The Boeing Company
What We Do Today

- **Design, assemble and support commercial jetliners**
  - Boeing 7-series family of airplanes lead the industry
  - Commercial Aviation Services (CAS) offers broad range of services to passenger and freight carriers

- **Design, assemble and support defense systems**
  - World’s largest designer and manufacturer of military transports, tankers, fighters and helicopters
  - Support Systems provides services to government customers worldwide

- **Design and assemble satellites and launch vehicles**
  - World’s largest provider of commercial and military satellites; largest NASA contractor

- **Integrate large-scale systems; develop networking technology and network-centric solutions**

- **Provide financing solutions focused on customer requirements**

- **Develop advanced systems and technology to meet future customer needs**

**Connect and protect people globally**
Global Boeing

- Customers in more than 90 countries
  - Total revenue in 2008: $60.9 billion
  - 70 percent of commercial airplane revenue historically from customers outside the United States

- Manufacturing, service and technology partnerships with companies around the world
  - Contracts with 22,000 suppliers and partners globally

- Research, design and technology-development centers and programs in multiple countries

- More than 160,000 Boeing employees in 49 states and 70 countries

Partnering worldwide for mutual growth and prosperity
How We Are Organized

World-class performance

Corporate functions:

- Business Development and Strategy
- Communications
- Engineering, Operations and Technology
- Finance/Shared Services Group/Boeing Capital Corp.
- Human Resources/Administration
- International
- Law
- Office of Internal Governance
- Government Relations

Delivering products and services to commercial and defense customers
Vision 2016
People working together as a global enterprise for aerospace leadership

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<th>Strategies</th>
<th>Core competencies</th>
<th>Values</th>
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<td>Run healthy core businesses</td>
<td>Detailed customer knowledge and focus</td>
<td>Leadership</td>
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<td>Leverage strengths into new products and services</td>
<td>Large-scale systems integration</td>
<td>Integrity</td>
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<td>Open new frontiers</td>
<td>Lean enterprise</td>
<td>Quality</td>
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<td>Customer satisfaction</td>
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<td>People working together</td>
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<td>A diverse and involved team</td>
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<td>Good corporate citizenship</td>
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<td>Enhancing shareholder value</td>
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Presidential Disaster Declarations
1965-2003

[Map showing the distribution of presidential disaster declarations across the United States from 1965 to 2003, with different colors indicating the number of declarations.]
Achieving 2016 Vision

- Requires the ability to manage and mitigate impact of events on the business
- Business Continuity contributes by:
  - Preparing and testing formal plans that provide the ability to respond and recover from impacting events to the business
  - Integrating three disciplines of Emergency Preparedness, Information Technology Preparedness and Business Preparedness
Physical Security & Information Security Relationship Promotes Collaboration

Security & Fire Protection
CSO

Common Sharing
- Threat Info
- Facility Assessments
- Projects, e.g.
  Secure Badge Issuance

Domestic Security Activity

Information Security
CISO

Common Sharing
- Threat Info
- IT Assessments
- Projects, e.g.
  Secure Badge Specifications
- DIB Activity

- IS Policy & Governance
- Risk Management
- Technical Controls
- Data Protection
- Forensics
- Monitoring & Response
- Identity Management
- Access Provisioning
- Vulnerability Assessments

International Security Activity

DoD Program Support

• Involvement at the Leadership Team level
• Quarterly information exchange
• Escalation of critical issues
• Open door policy
• Shared training
• Common disaster recovery & business continuity plans
The Process

Emergency Response Plans
- Save lives and protect assets.
- Conduct damage assessment.
- Establish site emergency operations center (EOC)

Business Recovery Plans
- Ensure that critical functions continue to be performed.
- Establish departmental recovery plans.
- Requires EOC communication and authorization.

Crisis Management Plans
- Establish enterprise crisis management center (ECMC).
- Activate multiple EOCs.
- Establish command, control, and communications.

Technology Recovery Plans
- Ensure site operations and physical infrastructure.
- Ensure critical technical and operational infrastructure.
- Establish alternate site recovery.

Risk Mitigation Plans
- Initiate mitigation actions.
- Avoid or minimize disruption.

Restoration Plans
- Return to normal operations.

Time

- Incident Occurs
- Normal Operations
- Emergency Response and Damage Assessment
- Preparing for Recovery of Critical Operations
- Operating in "Recovery Mode"
- Implement Restoration Plan
- Back to Normal
- Normal Operations

Acceptable Business Capability

Operating in "Recovery Mode"

Restoration Begins

Recovery "In Place"

Recovery Begins

Hour "0"

Preparing for Recovery of Critical Operations

Emergency Response Plans

Business Recovery Plans

Crisis Management Plans

Technology Recovery Plans

Risk Mitigation Plans

Restoration Plans
Emergency Preparedness
Focus: People, Environment & Property
• Program launch: 1994
• Emergency Action Plans in place
• 137 (as of mid 2008)
• 1 plan per Boeing site
• Plans owned and managed by site S&FP

IT Preparedness Program,
Focus: Applications & Infrastructure
• Program launch: 1996
• Plans complete: 13,031
• Plans in-work: 850
• Applications still needing plans: 3260

Business Preparedness Planning
Focus: Critical Business Processes
• Program launch: 2006
• Critical processes identified: 102
• Critical processes with plans: 33
• Plans built: 65
Business Continuity Benefits

- Enhances our ability to avoid adverse impacts to:
  - Production capability
  - Economic health
  - Corporate image
  - Contractual commitments
  - Safety / Legal / Regulatory
  - Competitive position

*Nisqually Earthquake*
*Seattle, WA*
*February 2001*
Key Elements and Challenges

- Governance and compliance
- Executive sponsorship & commitment
- Execution plan
- Risk assessment plan
- Validate, test, and maintain plans
- Integration

*Tanker Fire*
*I-90, Washington State 2005*