Engagement in Preparedness Panel

Philadelphia, PA

August 25, 2011
Overview of ULA

- Officially Formed December 2006 with the Combination of Two World Class Launch Systems: Boeing’s Delta & Lockheed Martin’s Atlas Expendable Launch Vehicle Businesses

- Single Provider of Launch Services to U.S. Government Customers

- Includes Evolved Expendable Launch Vehicles

- 3,800 Employees

- ULA’s locations had solid Crisis Management Plans
  - Each were written specific to their site and heritage organization
ULA Crisis Management Overview
ULA Crisis Management Overview
Starting Out

- Seven months after ULA’s formation, natural disaster severely impacted one of our facilities.
  - Full loss of power from local services
  - 75% of facility was flooded
  - Disaster recovery firm required
  - Long-tail to recovery
  - While repair to infrastructure was required, no inventory loss and production was virtually uninterrupted.

- **Response**
  - Crisis Management Plan was state of the art for preparedness
  - Communication plans must be readily available, robust, tested and followed
  - Enterprise must be integrated and understand their roles
  - Disaster recovery firm engagement critical
  - Firm must be scalable and able to respond to the unique needs of the business
  - You may need to involve the local government into your planning to mitigate future damage
Tornado registered as EF-5
- Conditions:
  - Winds estimated at 105 mph to 200 mph
  - Minor water intrusion

Times of events: 0520 – 1600
- 5 Evacuations
- Delta Mariner notified via phone of weather conditions
- 1530 Complete power lost to factory
- 1600 Plant closed
- 1630 All employees off site

1720 Emergency Operations Center Activated
- Site lead, S&ES and plant operations
- Monitored local conditions
- Risk Management Notified - Disaster recovery firm activated
- Executives notified
ULA Crisis Management Overview
2011 Tornado Tracks

ULa Location Point

National Weather Service Huntsville
Preliminary Tornado Tracks
April 27, 2011

Note: EF-Rating reflects highest wind speed along entire tornado path.
ULA Crisis Management Overview
2011 Disaster Response

- 4-28-11 EOC fully staffed
- Disaster recovery firm on site
- ULA employees and onsite customers being accounted for
- Hardware and structure evaluation conducted
- Return to work preparation and communication being developed

Lessons Learned:
- Include engineering and production lead into EOC
- Improve communication with employees
- Improve fueling process for site
  - Fuel diesel and gas units onsite
- Improve IT support
- Implement contracts with suppliers

IMPLEMENT LESSONS LEARNED IN BUSINESS CONTINUITY PROGRAM
ULA’s Business Continuity Program

Maturity Model Engagement in Preparedness
ULA’s Business Continuity Program
Maturity Model Engagement in Preparedness

- Business Continuity Program Today:
  - Executive sponsored
  - Active steering committee
  - Business impact analysis nearly complete
    • Learning and active responses during the mapping

Includes:
- Crisis Management Program
  • Consistent plans readily available throughout organization
  • EOCs at sites understood
  • Regular exercises with Enterprise team
- Information Technology Disaster Recovery Planning
- Pandemic planning
- Disaster recovery firm formally engaged
Challenges and Lessons Learned on Business Continuity Planning
- Get executive support
- Active steering committee
- Define required resources
- Implement planning that fits the business
- Awareness and training essential
- BCP is NOT a project but a program
- Ownership and accountability at the process level crucial
- Understand your supply chain
- Metrics matter

Tips to Our Success:
- Loss Control Program can be your partner
- Don’t delay action
  - Engagement of day-to-day learning and improvement necessary
- Partner with disaster recovery firm capable of meeting your business needs
- Test. Test. Test.
- Communicate