



**Facilities Management
Sustaining our Buildings and Grounds**

***Emergency Planning and
Business Continuity:
“Getting Ready for when the
Wheels Come Off”***

Tony Lake Manager, Facility Services
Les Brinkworth, Manager, Office of Emergency Management



Getting past the WHIMBY

“An emergency will occur at some point in the history of the university. Never assume it only happens to someone else.”
(1999 Harrell, G. North Carolina Hurricane)

In Some Cases the Ostrich Principle Prevails.
There is an unwillingness to think about the potential for awful or catastrophic things to happen. It is sometimes easier to apply the head in the sand principle and hope for the best rather than deal with and make the tough decisions about emergency management and scarce resources.
Hope is not a plan!



How ready are you?

"Another Campus Shooting"

University mourns. President under fire for lack of preparedness



They were not ready

"The Whole Place is Underwater!"
*Teaching, research completely halted
by rising floodwaters*



The hazard they failed to identify



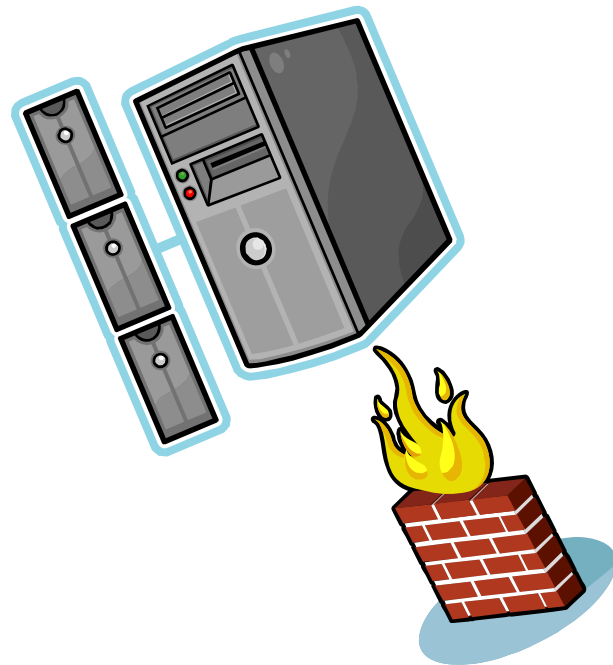
“Train Wreck and Chemical Spill Stuns University Administrators”

“Campus authorities didn’t even know this could happen and what it would mean,” says prof.

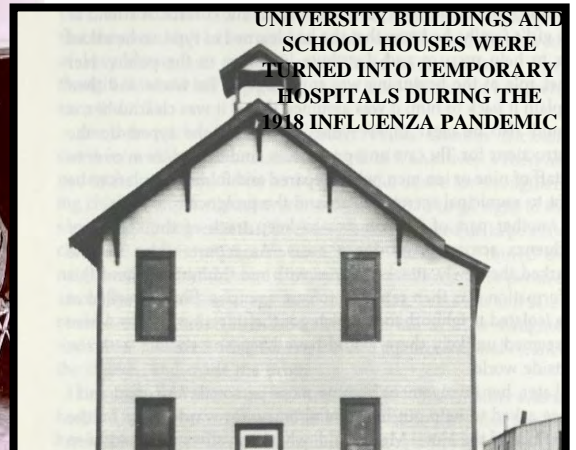
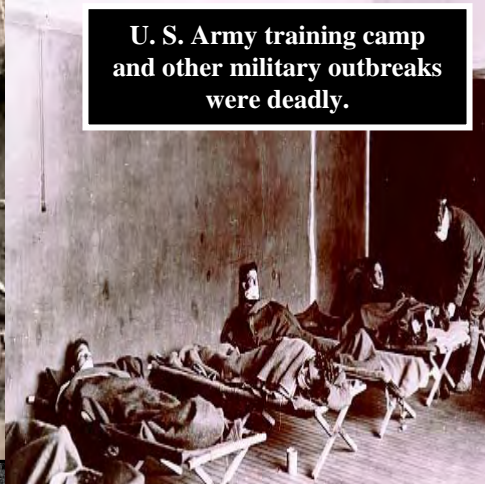


A vulnerability that was too expensive to fix

***“We’re out of commission for 12 – 24 weeks minimum,” says Provost
“They were told,” says IT manager***



Testing the University's risk appetite for the 'flu': "University unprepared; didn't believe it would happen"



Winter storm causes crisis at university:

Fleet Storage Building Destroyed by Fire. Vehicles Lost, Parts and Supplies Gone, Vital Records Ruined, Offices Destroyed.

“It’s still snowing and we don’t have vehicles ready to remove the snow and keep the campus open,” says Buildings and Grounds Manager.



Introduction

Session objectives

- **Raise awareness of the need for a plan**
 - Is it really necessary?
- **Be informed of other institutions EPBC status**
 - How do we compare?
- **Review some plan specific tools**
 - Workbooks, templates, systems. Etc.
- **Through conference networking, presentation and discussion encourage initiation or confirmation of your institutions plan.**



Presentation overview

1. Getting ready – strategies that worked
2. Connecting the dots
3. Business continuity planning and emergency management at the U of A - how we are doing
4. Systems and ready to execute

“Educational institutions (primarily research universities, colleges, community colleges and some campus oriented secondary schools) have generally not considered themselves as an appropriate setting for comprehensive risk management programs, yet this should be reconsidered, as they are generally exposed to the same types of risks as those that more risk savvy industries plan against on a daily basis.”

(2005 Gill Advisors).



The University of Alberta: Quick Facts

36,562 Students

6,233 Support Staff

3,493 Academic Staff

850 Facilities Management Staff

5 – Campus Locations

Main Campus – 50 city blocks, 90 buildings, utility plant, water pump house

Campus Security Services – 24/7/365

Office of Emergency Management



Exercise Time

Group Scenario

- Highlight various approaches
- Evaluate different perspectives
 - Presidents Office
 - Student
 - Building and grounds staff



Exercise Time



Biological Sciences

The six-winged Biological Sciences Building was built in 1969. The wings represent the studies and programs offered (P for Psychology, Z for Zoology, G for Genetics, B for Botany, M for Microbiology, and CW is for the Center Wing that links them all together).













What are *your* top 3 priorities?

- **911 has been called**
- **External agencies such as Fire department, Emergency Medical Responders are dispatched.**
- **It is October 15th/08 all classes are in full session.**
- **All staff and students are expected to be on campus as part of a “normal” day.**



Session Suggestions



Planning for success

Gaining Support and Commitment

- Describe the need
- Be ready to deliver the tough messages
- Connect to the core businesses

Have a Vision

- See the future and articulate the Desired State



Be resilient. Have patience.



Why worry about emergency management and business continuity

- People's safety and security
- Society's tolerance
- Institutional accountability
- Legal risk
- Reputation fragile
- Educational institutions - not exempt from regulations

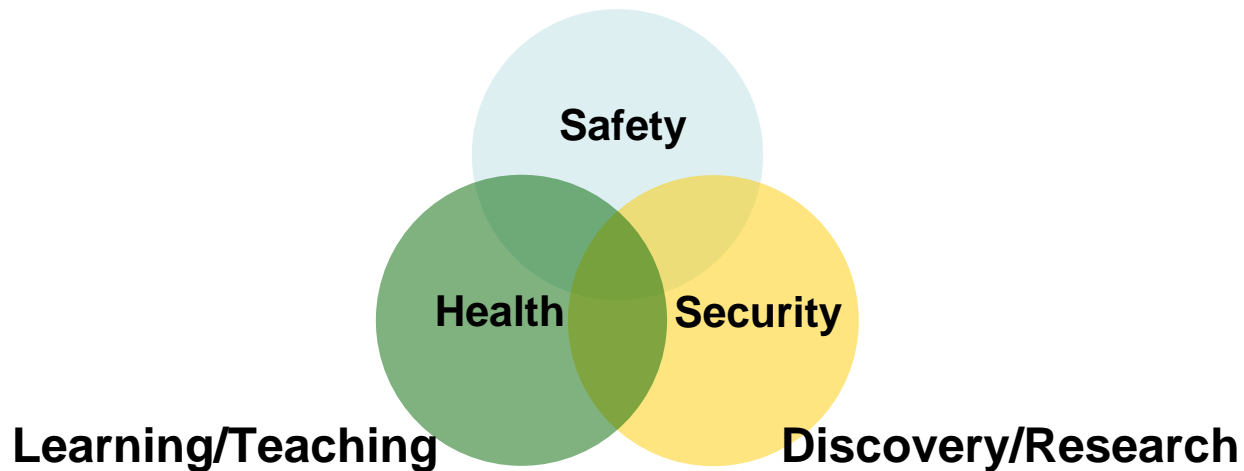
Do you have the right *not* to think about emergency preparedness?

“Implementing a disaster plan is a strategic, moral and legal obligation to one’s company/institution. Failing to implement a disaster recovery plan is an indication of corporate negligence. Not having a recovery plan violates the fiduciary standard of care. Although no specific law states categorically that you must have a recovery plan, there is a body of legal precedents which can be used to hold companies/institutions and individuals responsible to those affected by a company’s inability to cope and/or recover from a disaster. A company cannot use as a defense the fact that there are no specific requirements to have a disaster recovery plan and that many other companies/institutions don’t have one.”
(1999, Tari Schreider).



It's about what we do at a university

Citizenship



Supporting cast: University IEMP, Department/Faculty Emergency Operations Plans, Crisis Communication Plan – Education, Prevention, Response, Recovery, Resumption, Continuity. All Hazards, Systems and Processes, Training and Exercises



We have an emergency!

CRISIS

IEMP

Prevention
Education
EOP (Plans)
Preparedness
Training
Exercises

**Disaster/
Major
Emergency/
Outage
Impact**

**Level 1
Emergency**
**Initial Internal
ERT(s)**
External ERS
**Faculty/Depart-
ment EOP as
Required**

Level 2 or 3
Initial Response
EOC Opened
CMT Activation
**SEOC(s) Activated
as Required**
**Crisis
Communications**

Stabilization
Assessment
Recovery
Reoccupation
Resumption

**Normal
Operations**

COMMUNICATION PLAN

**Internal and External
Stakeholders**

When The Wheels Come Off !



Are you as prepared as possible today to:

- Quickly and effectively tell faculty, staff, students and parents that we are having a major emergency at the campus
- Efficiently and effectively evacuate the campus
- Approve the spending of large amounts of money – perhaps having to circumvent existing policies and procedures
- Deal with multiple deaths of faculty, staff and students?



Are you ready?

- To survive the scrutiny and potential legal fallout?
- Do you know beforehand who will speak to the media and orders of government?
- Do you have a crisis communications briefing book ready?
- Will your website work as a communications tool during a major emergency?
- Operate our EOC, 24/7 for 10 days or more?
- Efficiently close the campus in a crisis?
- Defend our decisions, (your reputation) and the reputation of the campus and University in the court of public opinion and under extreme media scrutiny?

Planning and readiness to support decisions on “Matters of Strategic Importance” 1/2

- Immediate care and recovery needs of people
- Cancelling classes/suspending instruction/deferring exams, sending students home
- Inhibiting research/euthanizing animals
- Determining priorities for recovery
- Protecting the Reputation



“Matters of Strategic Importance” 2/2

- Funds/spending
 - Large one-time costs for recovery
 - Tuition refunds
 - Pay and benefits
 - Loss of revenue stream
- Evacuating
- Closing the Campus
- Public and media information



U of A – A desired future state for BCP and EM

- Capacity and reliability built in to stay in business
- All hazards readiness
- University wide, holistic principles and concepts
- Adaptable and flexibility systems e.g. ICS
- Strengthened practices, procedures, roles, responsibilities and improved decision making
- People come first



Strategies 1/4

- Develop a Guiding Document
- Embed Business Continuity into Emergency Response and Management
- Incident Management System Framework
 - Incident Command System
 - Train
 - Exercise

**Making emergency preparedness a priority may require building crisis management into job descriptions, personnel evaluations and audits.
-Poland (1994)**



Strategies 2/4

- All Hazards Approach
 - Hazard Identification and Risk Management - 101
 - Emergency Operations Plan elements
 - Specific Hazard Response and Recovery Plans
- Divide and Conquer
 - Eat the elephant one bite at a time
- Efficient Use of Scarce Resources

How do we maintain a reliable, safe and secure functioning institution across a wide range of risks that can produce dynamic and at times extremely hazardous environments?



Strategies 3/4

Leadership

- Research and know your teams
- Pick a point of contact
- Be available to help

Educate

- Train the Trainer Principle

Tune in their Radio Stations

- WHIFM
- MMFGAM

**Making emergency preparedness a priority
may require building crisis management into job
descriptions, personnel evaluations and audits.**

Poland (1994)



Strategies 4/4

Workshops

- Core Teams

Report Out

- To Department Executives: Keep them informed

Connect the Dots

- Tie it together: Business Continuity-Emergency Response-Command and Management, Recovery and Resumption
- Communicate



Getting started in business continuity

Fitting out the tool box

- Fit for purpose workbook/survey/templates and processes
- User friendly
- Grab the academic community

Telling the Story

- Communications plan
- Presentations
 - Know your audiences
- Tell, Sell, Help and Be Nice

The ability and capacity to continuously and effectively manage working conditions, even those that fluctuate widely and are extremely hazardous and unpredictable is becoming a vital organizational quality and competency.



**University of Alberta
Faculty/Department:
2008**

**Business Continuity Planning, Pandemic
Planning and Emergency Management**



Highlights

- What we are doing in business continuity and emergency management.
- How we will do it.
- Tools that will help.
- A Look at the future



What we are doing

1. *Integrated Emergency Management Program*
2. Faculties, Departments and Planning
3. Business Continuity including Pandemic readiness.
4. Emergency Preparedness and Management components.

How do we maintain a reliable, safe and secure functioning institution across a wide range of risks that can produce dynamic and at times extremely hazardous environments?



Purpose and how

1. Building capacity and reliability
2. University wide
3. Systematic approach
4. Adaptable and flexibility
5. Emergency management principles applied
6. Strengthen practices and decision making
7. Protect the core businesses
8. Take care of people



The reliability and capacity to continuously and effectively manage working conditions, even those that fluctuate widely and are extremely hazardous and unpredictable is becoming a vital organizational quality and competency.



How we will get there

Business Continuity – Phased Development:

1. Analysis and Planning
2. Alternate Measures, Solutions and Strategies
3. Implementation
(*Faculty/Department Emergency Operations Plan*)
4. Maintenance



Faculty/department involvement

1. Initial overview
2. Designate lead
3. Determine units/departments within faculty
4. Develop a work team
5. Conduct analysis workshops as needed
6. Roll up unit plans in to faculty/department plan
7. Report and Approval
8. Training and exercises



Getting started: what have you got?

Current plans

- Emergency Master Plan
- Unit Action Plan
- Crisis Management Plan
- *Disaster recovery, business resumption*
- Contingency plans
- Communications

Risk Assessments

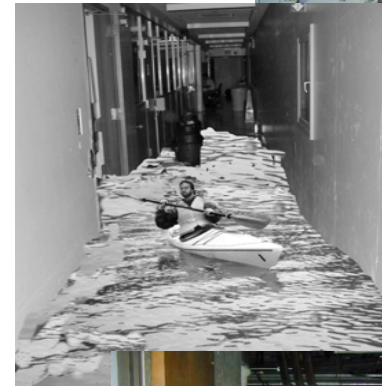
Policies/Procedures

Agreements/MOUs/Mutual Aid



Business impact analysis

- Critical business services
- Work flows
- Maximum acceptable downtime
- Vital records and documents
- Priorities for recovery and resumption
- Interdependencies



**Planning For A Catastrophe Is Positive Thinking.
Not Thinking Is A Disaster!**

Scenario planning as a tool

Scenarios for Planning:

- Loss of access
- Loss of utility
- Loss of facility
- *Loss of people*
- Loss of IT and or Telecommunication
- Loss of critical vendor/supplier



Time is important

- Outage
- Critical service
- Maximum Acceptable Downtime (*MAD*) triggered
- Recovery Time Objective (*RTO*).
We're back in service!
- Recovery Point Objective
- Time of Year

"It's not a matter of *whether* a disaster or emergency scenario will confront a campus but *when*.
"Our decision to create comprehensive plans and to continually monitor and update these plans has proved to be one of the best uses of our time and resources."

John Cavanaugh, President University of West Florida



A university and risks

- Risk of fire, flood, tornado: water, structural damage
- Risk of crime, disorder, terrorism: Theft, bomb threat, work place violence, civil disturbance, hostage, shooter, fraud
- Public health emergency: avian pandemic, meningitis
- Risk to utilities: high temperatures, high or low humidity
- Risk to environment: mold and mildew, pests, asbestos
- Risk of hazards on roads
- Human error
- IT risks
- Financial risks
- Regulatory risks
- Reputation risk



Assessing potential consequences

- Health, safety and security
- Injuries or loss of life
- Animal care
- Specimens, data, vital records
- Legal
- Regulatory
- Financial
- Infrastructure
- Reputation
- Loss of students
- Loss of Faculty and Staff
- Loss of collections
- Loss of valuable documents
- Morale

“It’s not a matter of *whether* a disaster or emergency scenario will confront a campus but *when*. I have confronted numerous emergency situations requiring rapid decisions, such as several campus evacuations and extended closures that threatened the institution’s academic program.

Dealing with the long-term trauma people faced was a humbling and daunting experience.

“Our decision to create comprehensive plans and to continually monitor and update these plans has proved to be one of the best uses of our time and resources.”

John Cavanaugh, President University of West Florida



Risk Does Not Respect Boundaries!

Using a risk assessment tool



Risk: **What can go wrong?**
How likely is it?
What are the consequences?

Source: **Natural**
Technical
Man-Made

Natural Disaster/ Man-Made Emergency	Probability	Severity	Risk Level	Priority
Fire	Remote	Catastrophic	Medium	3
Flood	Occasional	Catastrophic	High	2
Major Power Outage	Probable	Critical	High	1
Bomb Threat	Improbable	Critical	Low	4

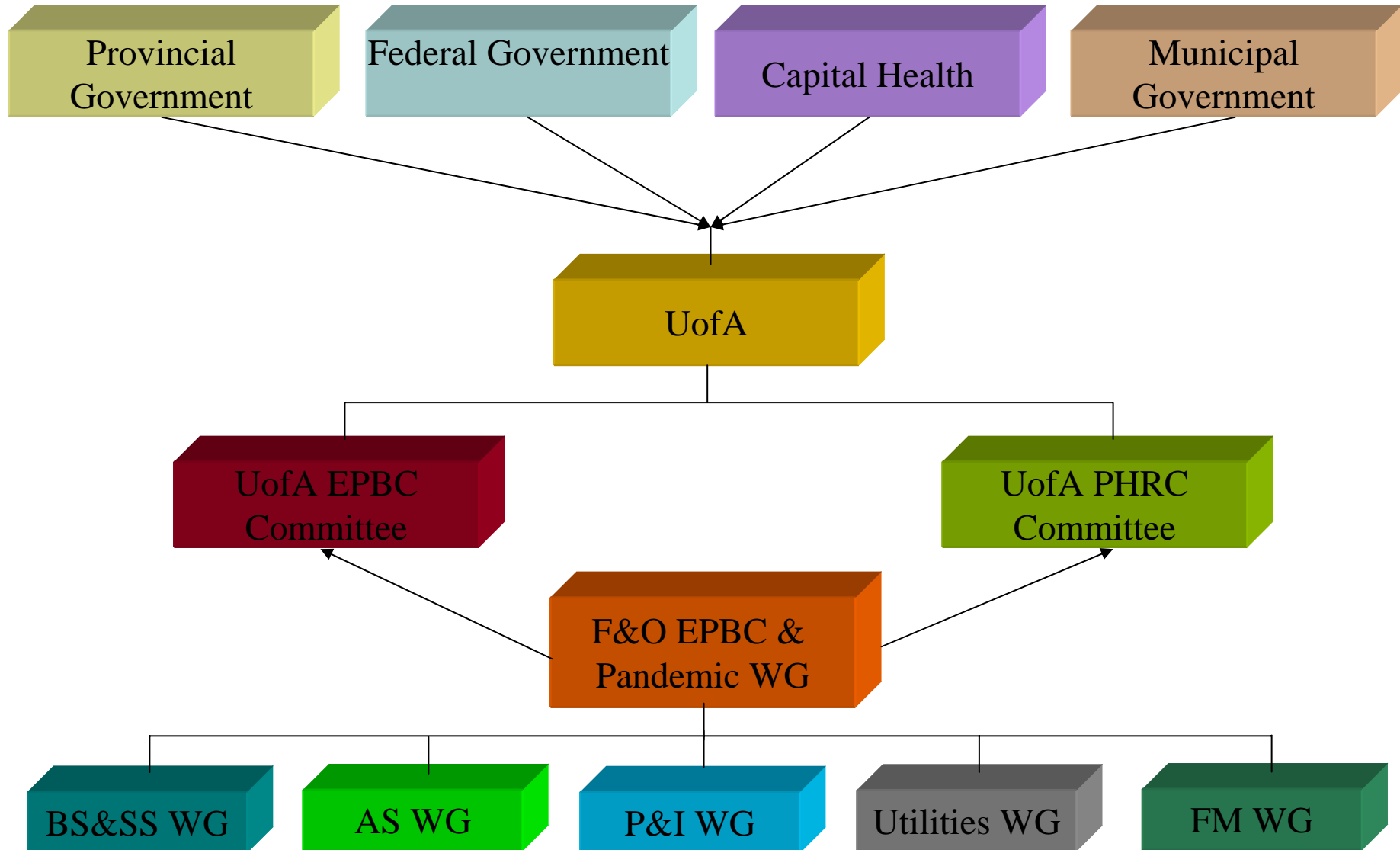
A pandemic: It's about people

- Human resources needs and critical services?
- What would you do if only 20%, 30%, 50% of your staff were available to work?
- Can you get help inside or outside the University?
- How do we look after the International commitments
- When do we; shed services, close buildings, restrict access, implement social distancing, determine essential services functions only, inhibit research, close?
- How do we communicate?

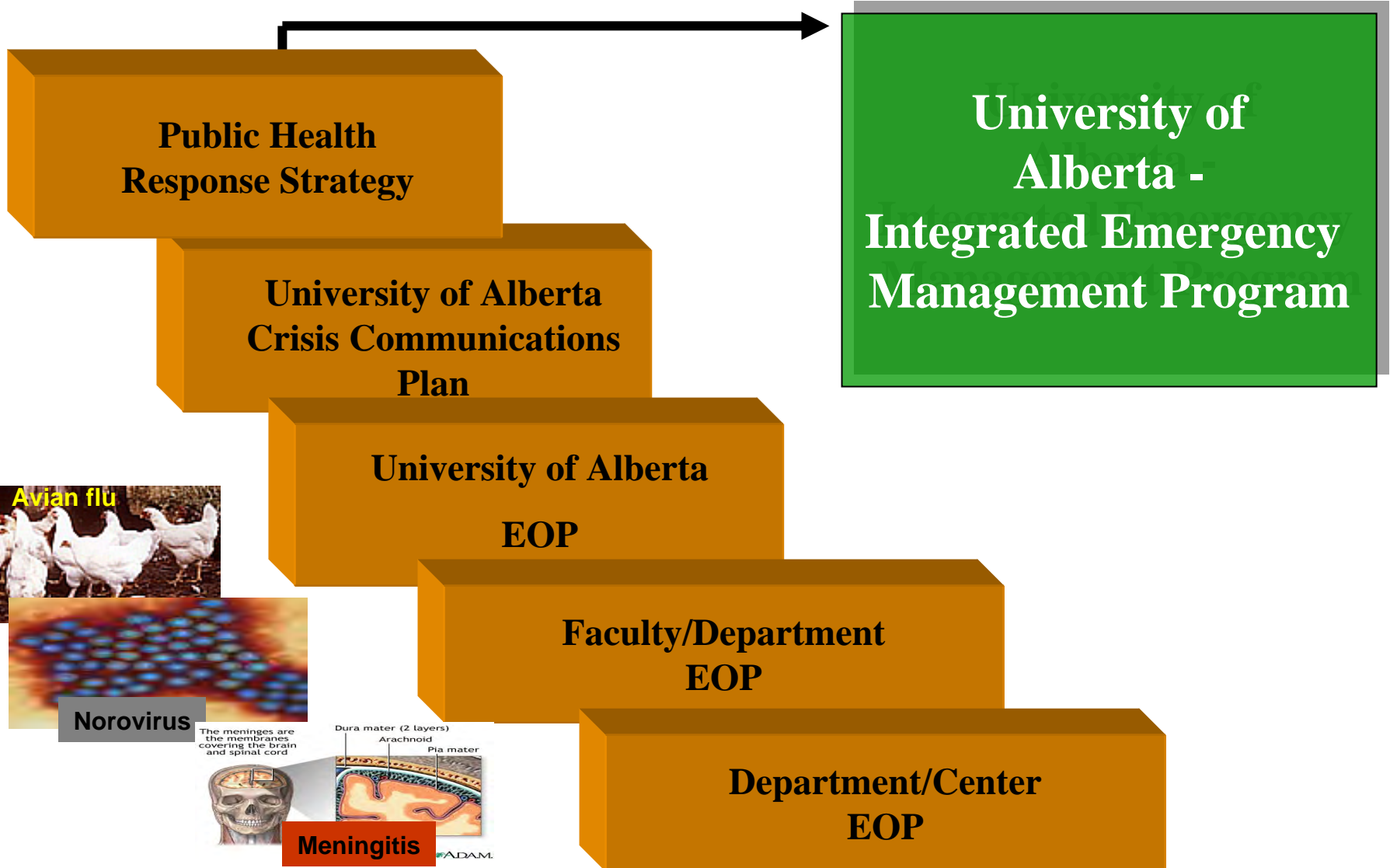


Layers of analysis and planning

Sample: Facilities and Operations – Pandemic Planning



Plans and Interrelationships E.g. – Blending the Public Health Response Strategy



Developing the U of A Integrated Emergency Management Program

U of A PHR Strategy

U of A Emergency Operations Plan and Faculty/Department Plans

Crisis Communications Plan

Analysis and Action Plans

Faculties

Research

Administration

Facilities and Operations

Essential Services

- Teaching
- IT and Records
- Staff
- Communications
- Response
- Administration
- International

- Animal care
- Labs
- Staff
- Sponsors
- Perishables

- Human Resources
- Planning
- Finance
- Payroll
- Redeployment

- Power
- Heat
- Water
- Grounds
- Buildings
- Operations Communications

- Campus Security
- EH&S
- Residence Services
- IT
- Heating Plant
- HR

Plans, Actions, Systems – Blending/Integrating

Business Continuity

Investigate/Critique/
Learn, Improve

Resumption
Safety and Security, Re-occupation,
Teaching
Research, Support Services
Admin.

Stabilization, Assessment,
Recovery
*Critical Business Services and
Functions*
Alternative Operating Strategies

Faculty/Department Business
EOP (Action Plan), SEOC Activation
Contacts, Teams, Resources,
Declaration, Critical Services, Essential.

EOP and CCP
Response, Command,
Safety and Security
Emergency Operations Centre, Crisis
Management Team, Internal and
External Crisis Communications

Incident Command System



Emergency Operations Plan & Faculty/Department Action Plans

Crisis Communication Plan and Teams
*Supporting:
Preparedness,
Response, Recovery and Resumption -
University wide*



Our future position: A vision for BCP and EM

The Integrated Emergency Management Program supports our **Dare to Discover/Deliver** vision and the University **Cornerstones** with:

1. As ready and prepared as reasonably possible
2. Integrated plans and systems
3. Well trained, practiced and ready personnel
4. Strong partnerships
5. Leaders in best practices

Be Ready On Game Day – You Will Play As You Practice!



Exercise Time

Envelop #2





dare*to***discover**

An emergency at the University

- Unexpected
- Unscheduled
- Unplanned
- Could be Unprecedented
- *Definitely* Unpleasant



U of A
Biosciences
Building
2008



Emergencies: chaos and the response

What's the Big Picture – what have we done, where is this going and what do we need to do?

- How can we tell people we have a problem?
- What should we know – but can't or do not?
- What should you do – but have not?
- Who should we talk to – and can we?
- How do we start to recover?
- Who is in charge – can anyone tell me?



It's about making the best decisions possible, satisfactory decisions rather than the perfect one. Flexible and versatile decision making is essential.

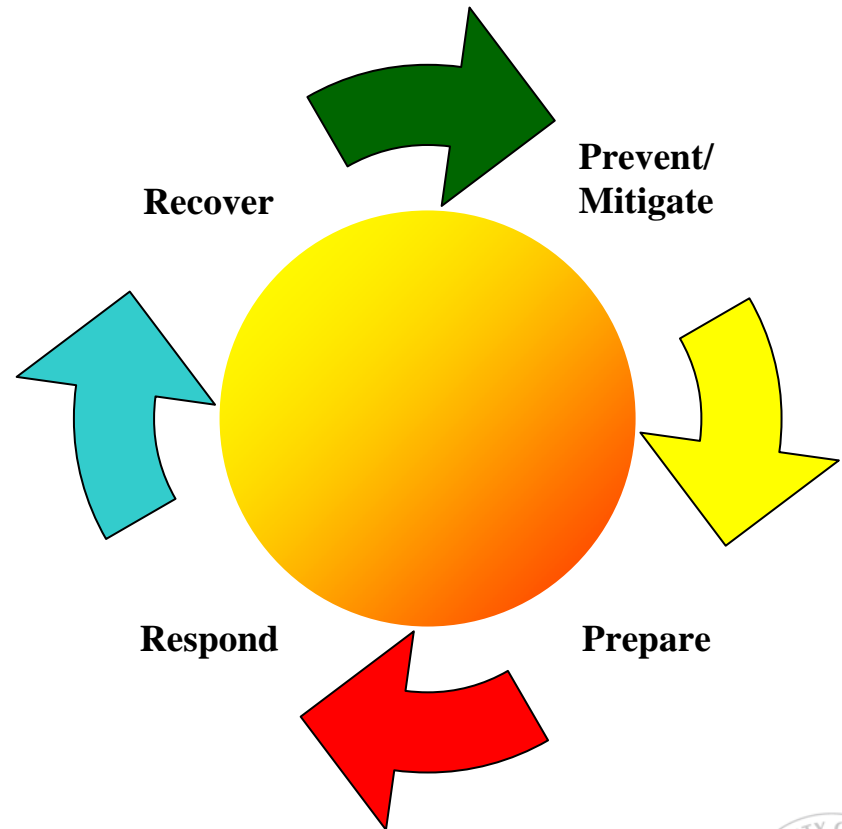


Management style during a crisis at the University

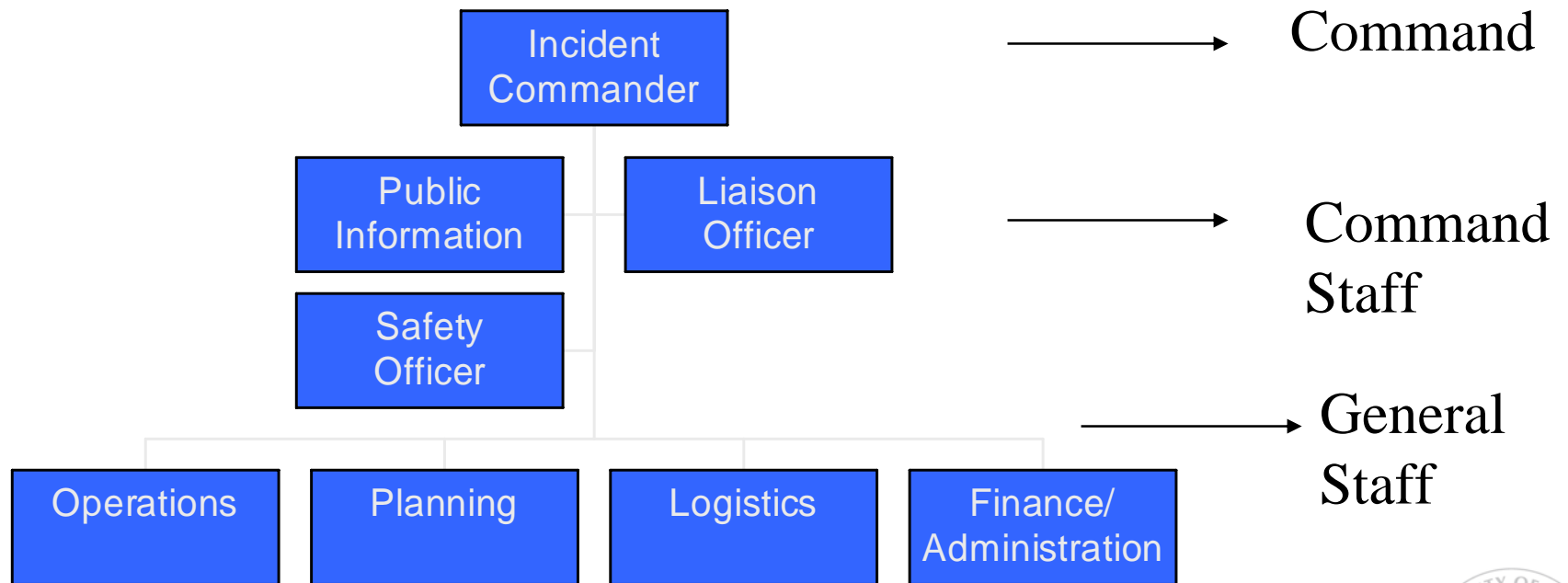
Crisis prompts a change in management style from Consultative to Command and management

“You’ve got to take stock of the damage and how you’ll recover from it. You’ve also got to take stock of your human resources, who’s available and what’s their work capacity. Remember that damage isn’t just physical. Then take stock of outside resources. Who can help? The big thing: Take control. As president, as a CIO, you’re in the best position to look out for your own institution. Don’t rely upon FEMA (Emergency Management Alberta, Public Safety Canada). Don’t rely upon the government. Don’t rely upon the state (province). Take control of the situation.”

John Lawson, VP Information Technology and CIO, Tulane



Incident Command System – The Building Blocks



Doers

Thinkers

Getters

Payers



University of Alberta: Layered Response Team Strategy

**University – Central Emergency
Operations Centre**

**Crisis
Management
Team**

**Main Campus
Dept./Faculty
SEOC**

**South Campus
SEOC**

**Campus
Saint-Jean (SEOC)**

**Enterprise
Square (SEOC)**

**Augustana
(SEOC)**

The incident (severity, consequences real and potential) determine the degree of response and the activation of teams and resources. The declaration of a Level of Emergency supports the activation of required resources. In all cases the ICS principles will be applied to manage the incident through to return to normal operation. Examples of additional resources/teams that could be activated depending on the emergency situation include:

**Public Health
Response Team**

**Risk, Health,
Safety, Bio
Hazard
Assessment
Team**

**Damage
Assessment and
Recovery
Team**

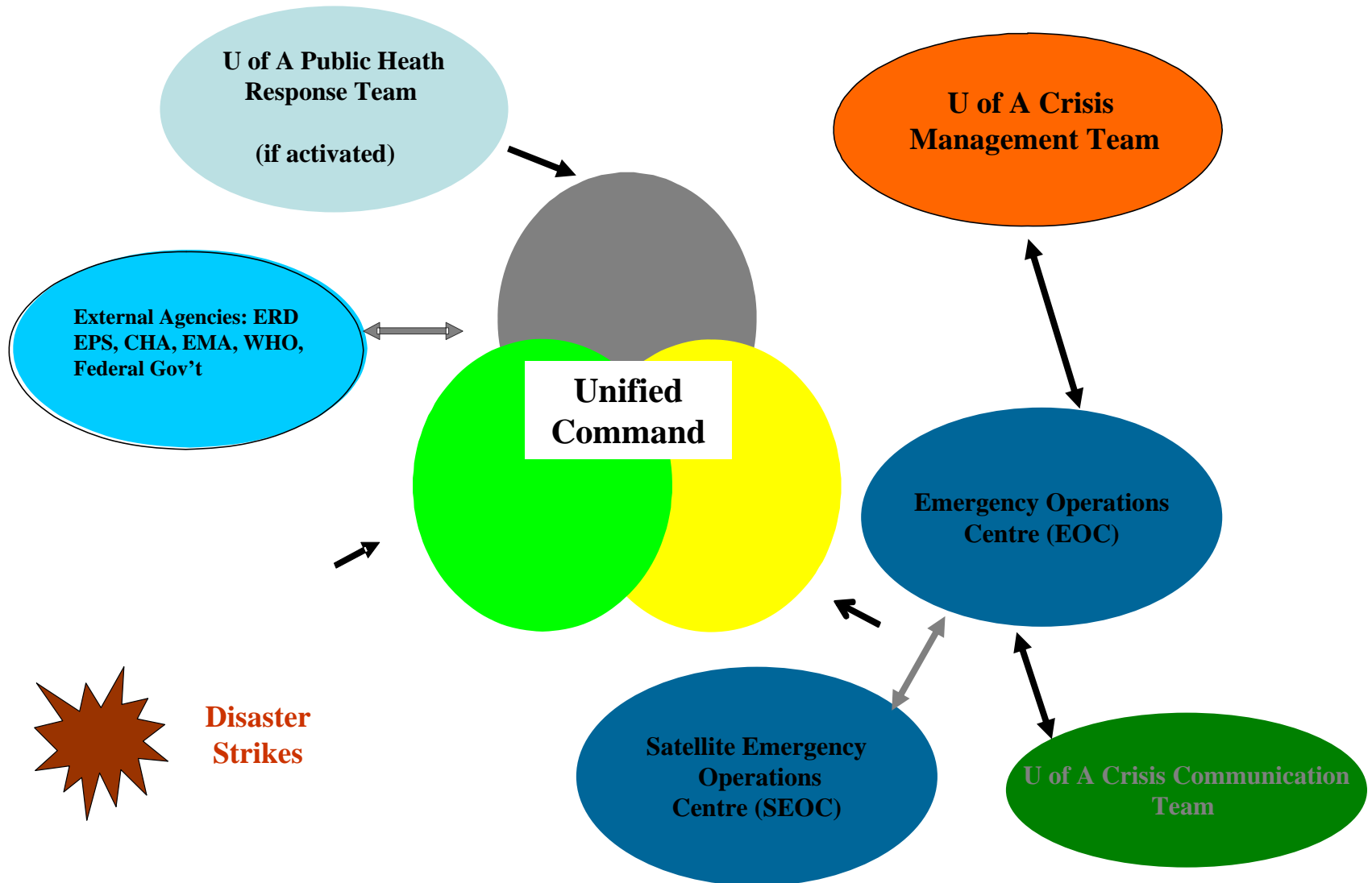
**Department/
Faculty
Response
Team**

**Business
Resumption
Team**

**Facilities and
Operations SEOC
Activated**

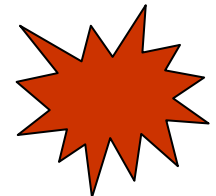
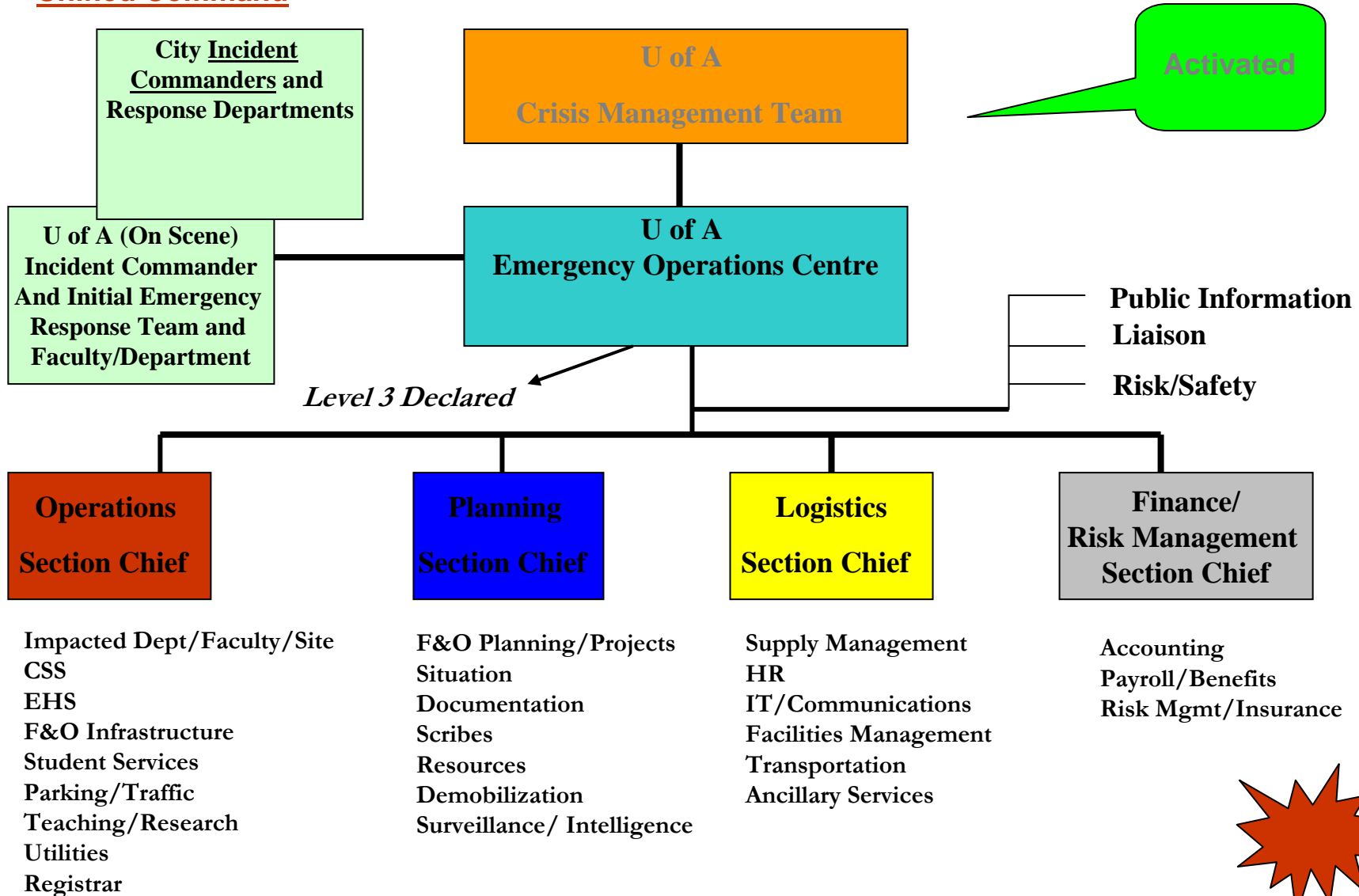
**On Emergency Scene Resources:
U of A First Response Teams
External Emergency Services Response Teams**

Emergency Management; Interoperability, ICS and Relationships

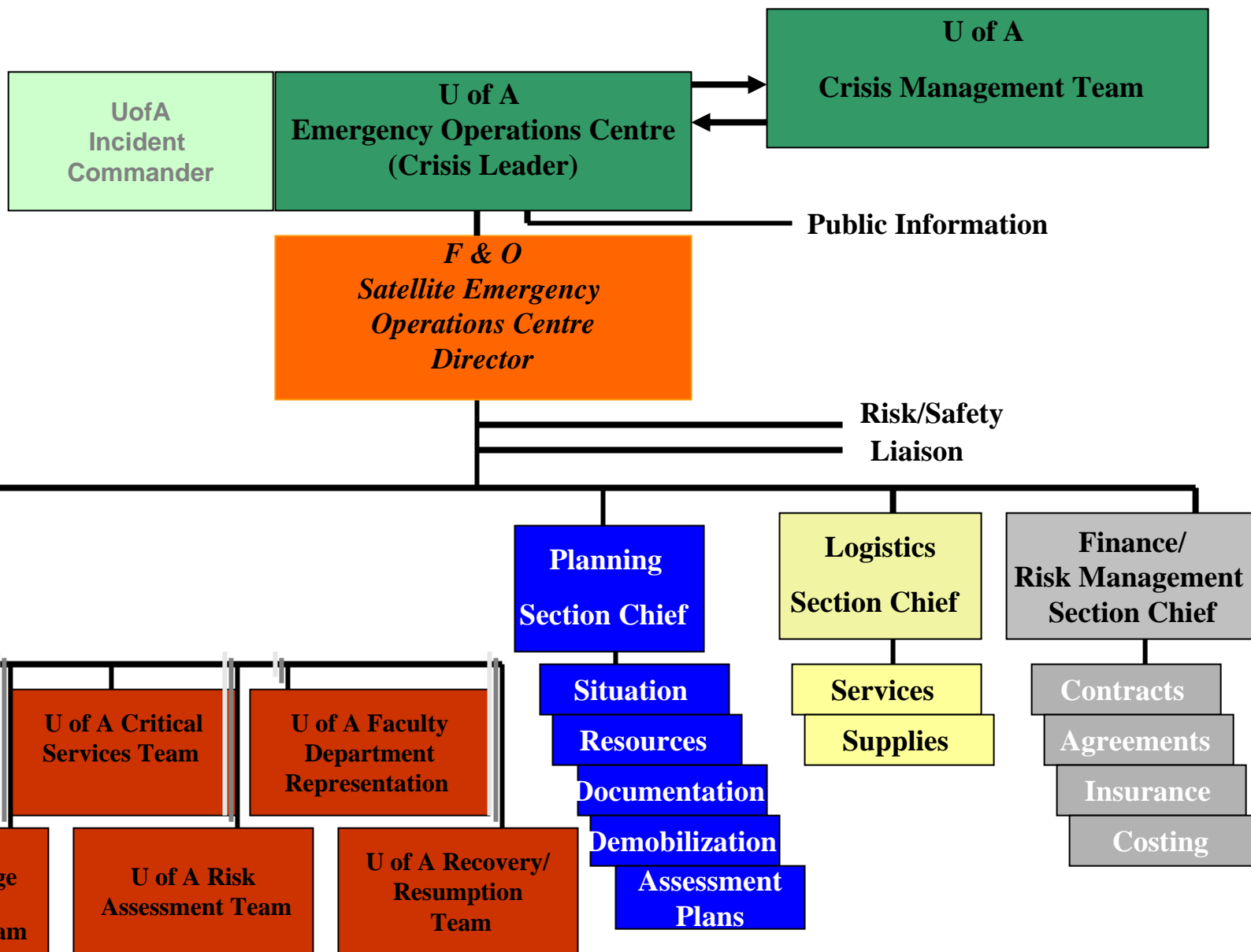


Level 3 and Incident Command System at U of A

Unified Command



U of A recovers/resumes and applies the incident command system: F&O SEOC in operation



Decision making and action

There are those who make things happen

There are those who watch things happen

Then there are those who wonder what just happened



Exercise Time

Envelop #3

