Key Components to Successful Business Continuity in the Face of an Emergency

Presented by:
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Why me?
### Facility Management Profession

- **Facility Management**: a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.
  - Planning, Engineering, Architecture, Construction Management
  - Facility System Technical Services (HVAC, electrical, plumbing)
  - Business Support Services (financial management, IT, HR, Strategic Planning)

- Evolved considerably over time …

### Facilities Management Functions

<table>
<thead>
<tr>
<th>Operations and maintenance of one or a few buildings</th>
<th>Operations and maintenance of multiple facilities</th>
<th>Operations and maintenance of multiple facilities</th>
<th>Operations and maintenance of multiple facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction coordination</td>
<td>Utility management</td>
<td>Project management</td>
<td>Capital program and project management</td>
</tr>
<tr>
<td>Energy management</td>
<td>Space planning</td>
<td>Construction management</td>
<td>Energy management</td>
</tr>
<tr>
<td>Move management</td>
<td>Strategic planning and portfolio management</td>
<td>Business support</td>
<td>Corporate real estate finance</td>
</tr>
<tr>
<td>Business support</td>
<td>Strategic outsourcing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Evolution of facilities management functions over time …
Emergency Management Profession

Emergency management (EM): The managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters

Vision: Seek to promote safer, less vulnerable communities with the capacity to cope with hazards and disasters

Mission: Protects communities by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters

7 Principles: #6 Coordinated – EMs synchronize the activities of all relevant stakeholders to achieve a common purpose

Source: Principles of EM Supplement, 11Sep 07
Types of Emergencies

- Sudden Events
  - Earthquake
  - Fire
  - Tornado
  - Bomb Threat
  - Aircraft Crash
  - Medical Emergencies

- “Time to Prepare” Events
  - Hurricane/Tsunami
  - Flood
  - Civil Disturbances
  - Drought
Common Considerations

- Threat terminology, movement & severity
- Safe Havens
- Utility Shutoff
- Ignition Sources
- Hot, Warm and Cold Zones
- Command & Control
- Communications & Logistics
Mission Assurance

➢ The FM Responsibility
  – Protect critical assets from hazard risk
  – Return availability for use

➢ The EM Responsibility
  – Coordinate resources from all sectors before, during, and after an emergency
  – Manage activities in all four phases of emergency management

➢ The Commonality in Priorities
  – Save lives
  – Evacuate people from the hazard zone
  – Business (mission) continuity
Risk Reduction Synergies

- Seek those opportunities during the FM Life Cycle, with the EM Phases in mind, where we sustain business continuity by reducing the risk to our people and our property.
Program: How FMers can reduce their organization’s vulnerability to the threat

- Risk Assessment Matrix
- Facility Vulnerability Assessment
- Warning and Monitoring
- Space Planning
- Emergency Action Plan
Program: Risk Assessment Matrix

- Understand the risk
- Quantify the risk

<table>
<thead>
<tr>
<th>Type of Emergency</th>
<th>Probability</th>
<th>Human Impact</th>
<th>Property Impact</th>
<th>Business Impact</th>
<th>Internal Resource</th>
<th>External Resource</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Fires</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>26</td>
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<tr>
<td>Severe weather</td>
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<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>15</td>
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<td>Hazardous material spills</td>
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<td>Transportation accidents</td>
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<td>2</td>
<td>3</td>
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<td>14</td>
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<td>Earthquakes</td>
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<td>5</td>
<td>1</td>
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<td>5</td>
<td>1</td>
<td>14</td>
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<tr>
<td>Terrorism</td>
<td></td>
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<tr>
<td>Utility outages</td>
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<tr>
<td>Other</td>
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</tbody>
</table>
Program: Facility Vulnerability Assessment

- **Objective:** Identify, map and gather information about critical facilities

- **Purpose:** Prioritize which critical facilities should be further assessed and considered for mitigation to prevent or minimize future damage

- **Primary Steps:**
  - Complete a critical facilities inventory & categorization
  - Identify critical facilities w/high risk areas intersections
  - Conduct a vulnerability assessment on highest risk critical facilities
Program: Warning and Monitoring

- Radio/Internet (low tech)
- Geospatial Information Systems (high tech) to Understand the Risk
Program: Emergency Action Plan

- Written document that contain all pertinent information that will allow you to plan, survive and recover from an emergency

- It should …
  - Assigns responsibility to organizations & individuals for carrying out specific actions at projected time & place
  - Sets forth line of authority, organizational relationships and how actions should be coordinated
  - Identifies resources (people, equipment, facilities, supplies)
  - Steps to address mitigations concerns during response and recovery activities
Design: How FM can prepare their organization for the coming threat

- Macro & Functional Space Planning
- Hot, Warm, Cold Sites
- As Built Drawings
Design: Macro Space Planning

Arranging Space:
• Noise
• Distraction
• Clutter

Sharing Space:
• Noise
• Distraction
• Clutter
• Conflicts
• Set up time
Design: Functional Space Planning “Foot Stompers”

• Develop your Mission Concept of Operations First
• Let the Form Follows the Function
• Dual Use Design (“Knock 2 birds with one stone”)
• “Use it or Lose It” (Activations)
• Keep it in Shape
• Be Flexible
• Be Prepared to Leave it
Design: Hot / Cold Sites and Contingency Centers

- Secondary Office Space
  - Cold
  - Warm
  - Hot
  - Contingency Site

- Off-site Storage
  - Safety store digital media

- Data Security
  - How often is the server backed up?
  - Are we protected from virus?
  - If data is lost, how quickly can it be restored
Design: Blueprints and As-Built

- Exits, Windows and Doors
- Buildings System Information
- Critical Floor Space
- Fire Extinguishers & Means of Egress
- Shut-Off Valves
Build: How FM can deal with the threat when it arrives

- Force Protection
- Emergency Ops Center
Build: Force Protection

- Site and Building Perimeter
  - Controlled access
  - Vehicle barriers
  - Hardened entry points
  - Card reader and intercom access
  - Close circuit security cameras & alarms

- Visitor/Public Access
  - Signed-in and escorted

- Internal Access
  - Protect safety of leadership and EM team

- Vault
  - Harden mission critical areas

Security is layered like an onion. Each layer peeled away reveals yet another layer...
Build: Emergency Operations Center

- The Master Coordination and Control Point for All Counter-Emergency Efforts
  - Develop and maintain awareness of the emergency situation for decision makers
  - Coordinate and deliver support for emergency responders

- EOC Functions
  - Communication & Intelligence (info exchange, situation analysis & assessments, emergency action planning)
  - Command & Control (OPS ORD, measured response, assignments, resource allocation, direction)
  - Coordination & Documentation (SITREPs, event tracking, records management)
Operate: How FM can help their organization get back to normal

- Education and Training
- Drills
- Internal / External Support
- Damage Assessment
- Critical Infrastructure Restoration
Operate: Education and Training

- Roll out the Emergency Action Plan
  - Get initial words from organizational leader
  - Key support members to work with each other

- Train the Emergency Action Team
  - Orientation training
  - Tabletop and Full-Scale Exercises

- Train the Employees
  - Initial Orientation
  - Tabletop Exercises
Operate: Drills *aka “Practice Makes (nearly) Perfect”*

- Do you conduct evacuation drills every year???
- Opportunities not inconveniences …
  - Evacuation Routes, however total evacuation may not be necessary or practical (high-risers)
  - Minimize interruptions/down time
    - Localize the drill but do a “change up” every now and then
- Alert facility occupants
Operate: Internal / External Support

- Provisions
  - First Aid
  - Food and Water
  - Non-perishable supplies

- Vendors
  - Dependable and Responsive
  - 24/7 Access
  - Reasonable and Available
Operate: Damage Assessment & Cost Tracking

- Use trained, licensed professionals
- Maintain detailed documentation
- Move the deciders/experts to the site
- Document findings consistently (forms, calculations, drawings, photos, video)
Operate: Critical Infrastructure Restoration

- Prioritize sites/facilities early
- Begin planning concurrently with damage surveys
- Document, document, document!!!
Recommended Theme for the Future

- Hope for the best but prepared for the worst
- Don’t let the oncoming emergency be the first time you meet your emergency team
- Practice, Practice, Practice
Questions / Discussion

Thank You ... and feel free to keep in touch
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