

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



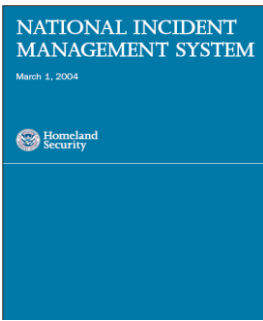
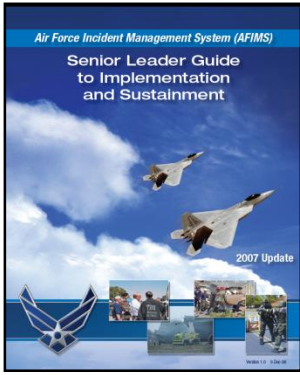
Presented by:

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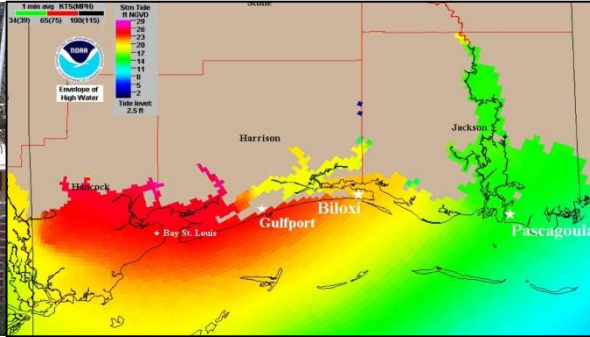
- Chair, Facility Management Advisory Council
Florida A&M University
 - Director, Board of Directors
US National Institute of Building Science
- Chairman, 2009-2010 Board of Directors
International Facility Management Association

Presented on behalf of:





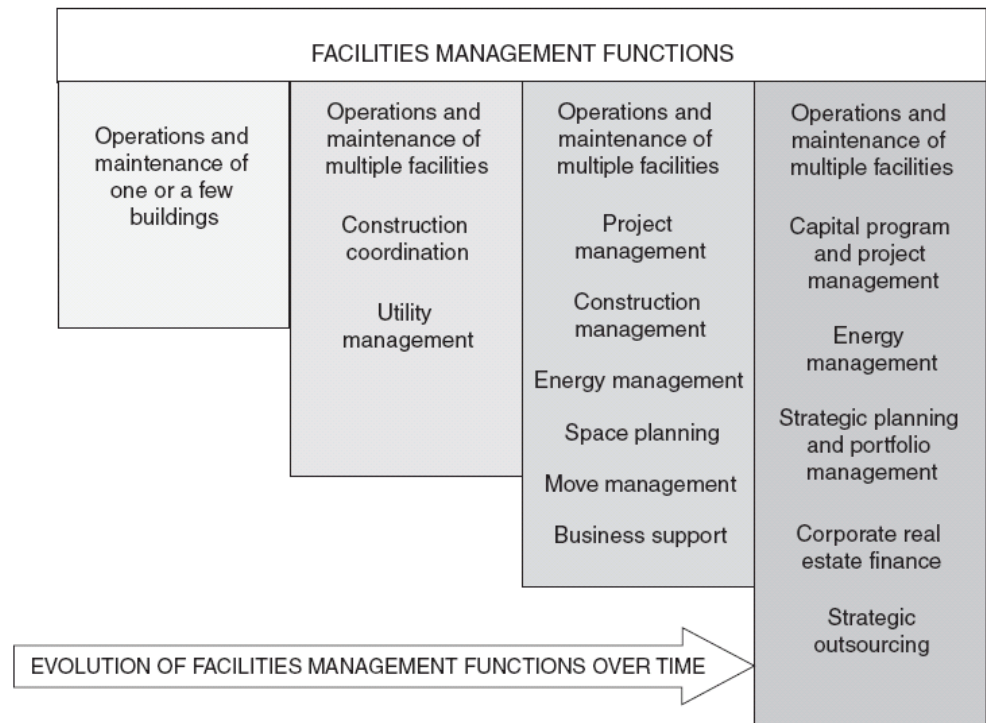
Why me?



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

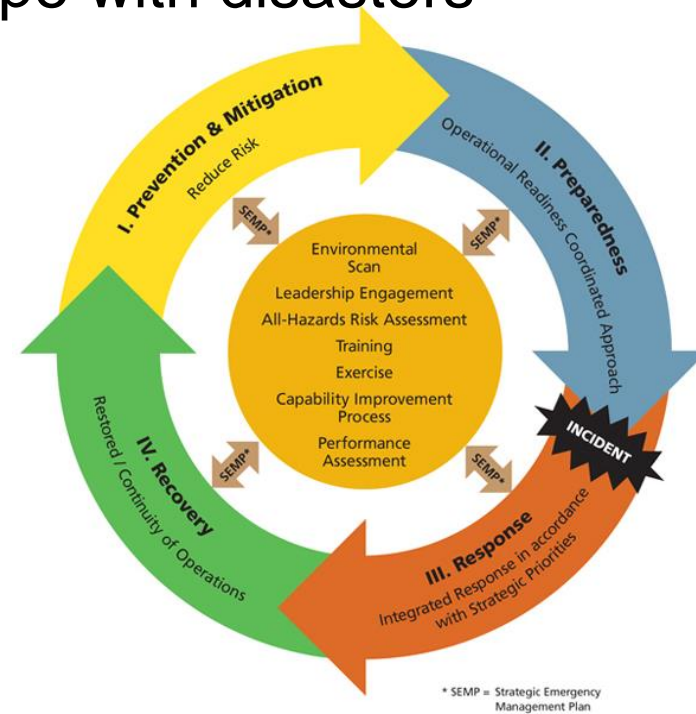
- Planning, Engineering, Architecture, Construction Management
- Facility System Technical Services (HVAC, electrical, plumbing)
- Business Support Services (financial management, IT, HR, Strategic Planning)



➤ **Evolved considerably** over time ...

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



Types of Emergencies

➤ Sudden Events

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

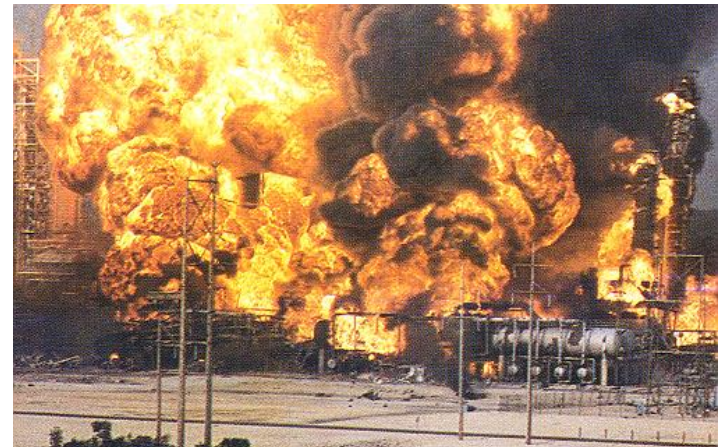
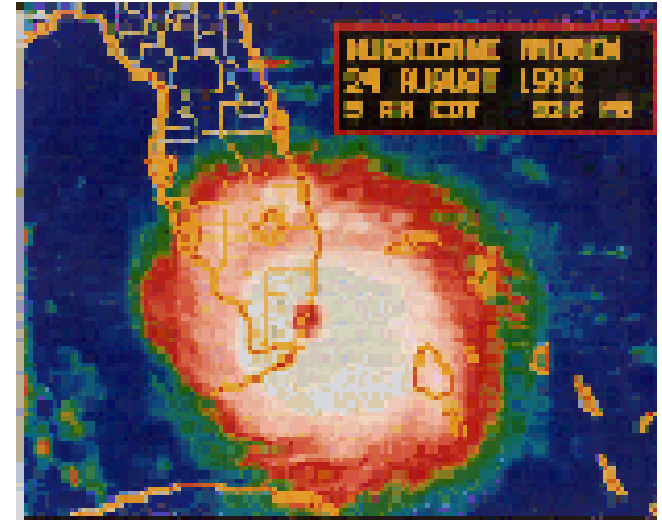
➤ “Time to Prepare” Events

- 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

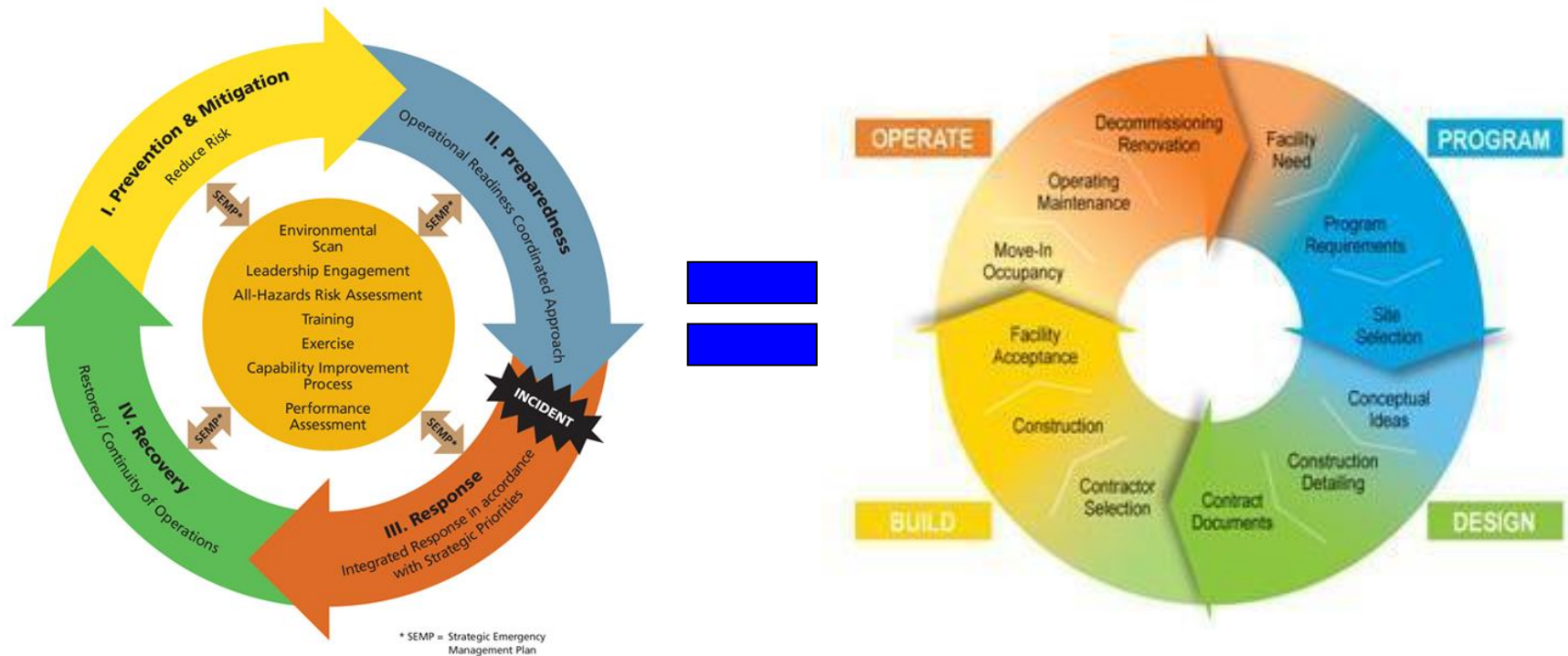
➤ The Commonality in Priorities

- **Save lives**
- **Evacuate people from the hazard zone**
- **Business (mission) continuity**



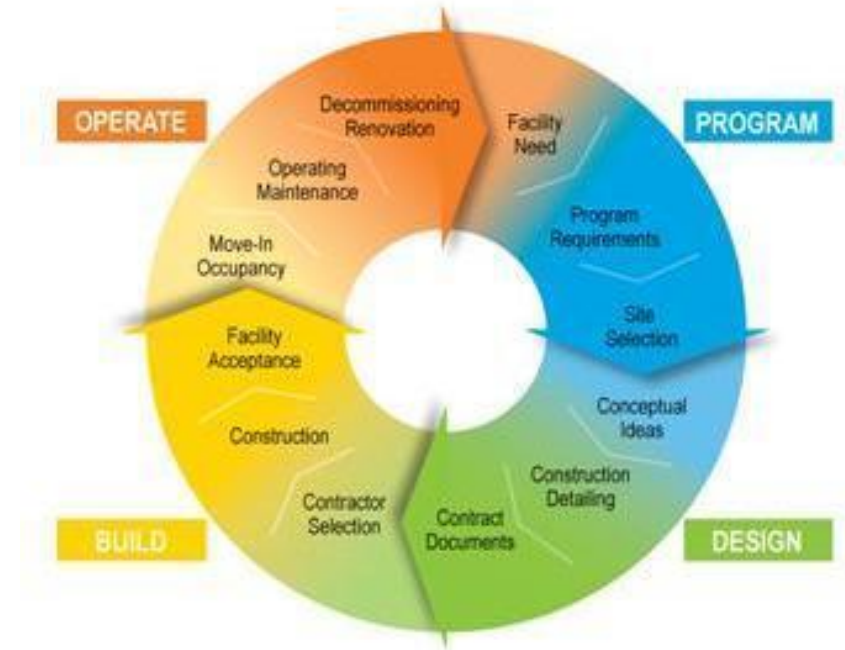
Risk Reduction Synergies

- 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

Type of Emergency	Probability	Human Impact	Property Impact	Business Impact	Internal Resource	External Resource	Total
	HI Lo 5 ← → 1	HI Lo 5 ← → 1	HI Lo 5 ← → 1	HI Lo 5 ← → 1	Weak 5 ←	Strong → 1	
Fires	4	5	5	5	4	3	26
Severe weather	3	2	2	2	3	3	15
Hazardous material spills	5	4	2	4	4	4	23
Transportation accidents	2	2	2	2	3	3	14
Earthquakes	1	5	1	1	5	1	14
Terrorism							
Utility outages							
Other							

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**



U.S. World

Print: | Size: | Click Map To: | Quick Zoom

Overview Map:

Zoom To Location:

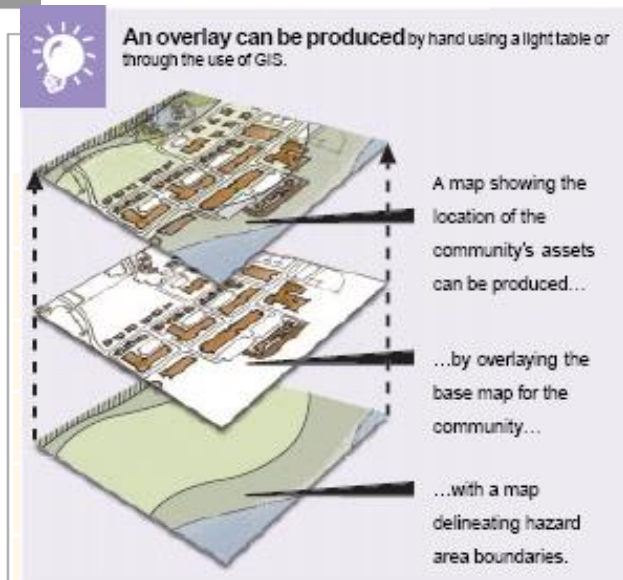
Address:

City:

State / Zip:

Congressional District:

Map Width Approx: 3200 miles

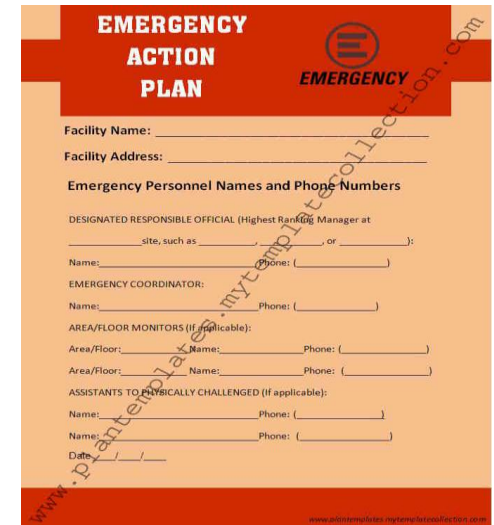


Program: Emergency Action Plan

➤ 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



The image shows a form titled "EMERGENCY ACTION PLAN" with a red header. The form includes fields for Facility Name, Facility Address, and Emergency Personnel Names and Phone Numbers. It also has sections for Designated Responsible Official, Emergency Coordinator, Area/Floor Monitors, and Assistants to Physically Challenged. A watermark "www.pptemplate.com" is visible across the form.

EMERGENCY ACTION PLAN

Facility Name: _____

Facility Address: _____

Emergency Personnel Names and Phone Numbers

DESIGNATED RESPONSIBLE OFFICIAL (Highest Ranking Manager at site, such as _____, or _____):

Name: _____ Phone: (_____) _____

EMERGENCY COORDINATOR:

Name: _____ Phone: (_____) _____

AREA/FLOOR MONITORS (if applicable):

Area/Floor: _____ Name: _____ Phone: (_____) _____

Area/Floor: _____ Name: _____ Phone: (_____) _____

ASSISTANTS TO PHYSICALLY CHALLENGED (if applicable):

Name: _____ Phone: (_____) _____

Name: _____ Phone: (_____) _____

Date: ____/____/____

www.pptemplate.com

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

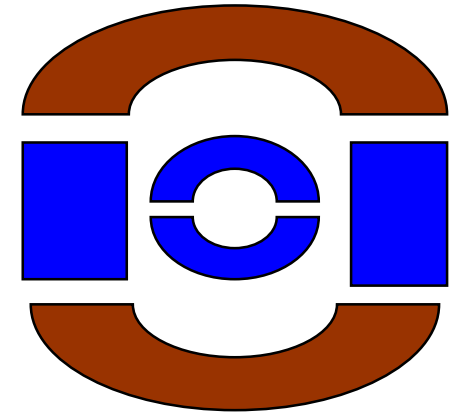
- Cold
- Warm
- Hot
- Contingency Site

▶ Off-site Storage

- Safety store digital media

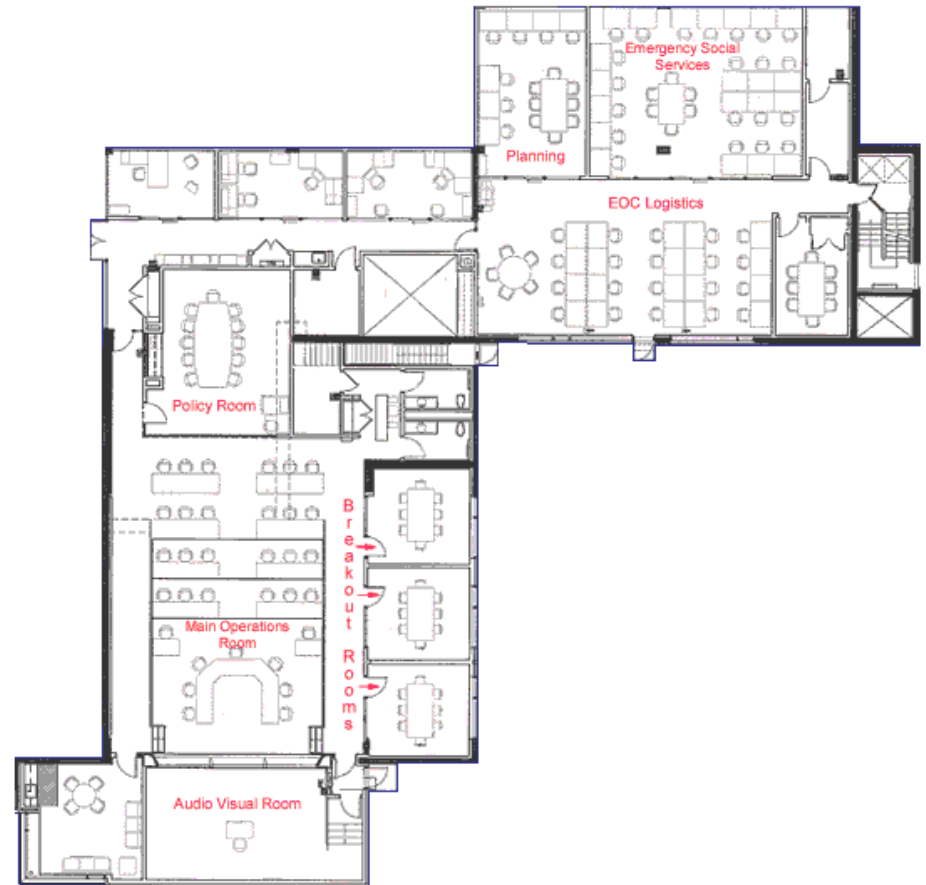
▶ Data Security

- 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
via *LinkedIn* @
<http://www.linkedin.com/in/thomasmitchelljrcfm>