Campus Emergency Management and Business Continuity

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University of California Snapshot

UC = 10 campuses/5 med centers/3 labs

ENROLLMENT:
• Berkeley: 34,953
• Davis: 30,685
• Irvine: 27,126
• Los Angeles: 38,896
• Merced: 1,871
• Riverside: 17,187
• San Diego: 27,688
• San Francisco: 4,393
• Santa Barbara: 21,410
• Santa Cruz: 15,825

TOTAL: 200,000 students
Demographics

- Economic Value – Over $50 Billion Dollars (local and state);
- $18+ Billion Annual Budget;
- $8.9 Billion Payroll (2007)
- 370,000 jobs
UC Davis Mrak Hall

UCLA Royce Hall
What makes a campus different …

Population

Town/Gown Relationships

Infrastructure and Facilities

Decision Making Process
The Emergency Manager

“My job is to make sure everyone plays well together.”
You gotta have a program …

An effective program is:
• Professional
• Positioned correctly
• Supports a team effort
• Has the support of the administration
The college & university ‘community’ is comprised of technology driven young adults.
This generation grew up using wireless & electronic technology for everything.
PREPAREDNESS
INFRASTRUCTURE and FACILITIES

University’s as communities, may exceed services of smaller cities --

- Police & Fire Departments
- Housing (Students & Faculty)
- Utilities & Facilities – Operations and Maintenance
- Power Plants
- Medical Centers & Clinics
- Animal Care & Research Labs
- Classrooms
- Sports venues
- Roads, Parking, & Maintenance
PREPAREDNESS “All Hazard” Readiness

- UCLA follows an “all hazard” planning model.
- Natural & Technological Hazards all present basic (common) issues:
  - Mass casualties, treatment, and transport
  - Displacement of people
  - Property damage (public and private)
  - Loss of utilities and major systems
  - Mass sheltering and evacuation
  - Closure of major roads and transportation systems
  - Restoration and Recovery After the Event has Passed

Competent programs do not focus solely on one individual threat; rather the potential of each known (identified) threat, the impacts, and cycle of occurrence.
PREPAREDNESS
“All Hazard” Readiness

College and University Campuses experience the same disasters and emergencies as any city in America.

- Floods, Storms, Hurricanes & Tornadoes
- Earthquakes
- Hazardous Materials & Structure Fires
- Campus Violence
- Terrorism
PREPAREDNESS
“All Hazard” Readiness

College and University Campuses experience the same disasters and emergencies as any city in America.

Floods

October 30, 2004
University of Hawaii
Manoa Valley, Hamilton Library

[Image of flooded library]
PREPAREDNESS
“All Hazard” Readiness

Hurricane Katrina
August 29, 2005
Tornado
Union University, Jackson Tennessee
February 5, 2008
Earthquake

California State University (CSU)
Northridge

November 15, 1994
PREPAREDNESS
“All Hazard” Readiness

Fire
Pepperdine University, California (1993 & 2008)
Stony Brook University, New York (Sept 2006)
PREPAREDNESS

“All Hazard” Readiness

SHOOTING

May 16, 2006
University of Washington

February 14, 2008
Northern Illinois University (NIU)
PREPAREDNESS
“All Hazard” Readiness

April 16, 2007
Virginia Polytechnic Institute & State University “Virginia Tech”
Despite the methods and implementation of campus safety, security, and emergency management programs…

College & University Campuses are one of the safest communities in the nation. Crime statistics and safety records at campuses nationwide exceed those of cities with populations below 100,000 across America.

An adult student attending college is safe. Students should conduct due diligence when selecting a college or university campus.
PREPAREDNESS

• Preparation means taking personal responsibility for safety.
• Despite living in an electronic world…
• You still need to do your homework…
  – Examine your school’s safety records (Clery Act);
  – Examine Campus Emergency Plans
  – Examine the Campus Safety Web Site
  – Interview Resident Hall Administrators
  – Check safety systems
  – Self Educate on Mass Warning Systems
  – Exercise Personal Readiness Measures
  – Have a Personal Emergency Plan
Priorities

1. Protection of Life
2. Preservation of University Property
3. Self sufficiency in crisis
4. Resumption of normal activities
RESPONSE
RESPONSE

College Campuses Nationwide:


• Plan for a myriad of natural, technological, and man-made hazards that exist within a campus community.
**Singled Out**

- Imagine if every city and community in the United States was required to warn every resident, employee and student in under 30 minutes for any undefined “emergency.”

- Imagine what would happen if people were locked down in their city and community every time someone was robbed, stabbed, shot, and/or every time a bomb threat was received – no matter where in the city the crime occurred.

- To secure every building, every student, every faculty member, every employee, every vehicle, while simultaneously conducting investigations and establishing a base of operations now requires a small army.

- Now you understand the everyday pressures college and university campus emergency manager’s face today in the aftermath of recent crimes, and legislative “unfunded” mandates.
RESPONSE

Media

• An event on a college campus can be beamed to the World in seconds following the crisis.

• Students, faculty, and staff will communicate their perception of the crisis by cell phone, social networking, and live television or radio.
“In the absence of ‘official news,’ information will be provided by anyone with a mobile phone, internet access, blog, social network or Twitter.”

- Kevin Poulsen, Wired.com Blog
Delayed gratification is not an option. This “e-tech” generation expects immediate response and feedback. Expectations are high!! New Resources Open Every Day…
Nationwide Response Planning:

• The Virginia Tech massacre in April 2007 demonstrated the vulnerabilities of campuses to rare, but deliberate acts of violence directed toward the community.

• Nearly every Police Department nationally has implemented “Active Shooter Plan” strategies long before Virginia Tech.
Columbine High School – 1999:
The standard response to campus violence in 1999 was to secure the scene and await response from tactical SWAT teams.

The active homicides that occurred while law enforcement contained the scene prompted a new approach to addressing the “Active Shooter” scenario.

Today, most law enforcement agencies work and exercise for the “Active Shooter” scenario.
RESPONSE

- The Challenge…
- Campus’ as communities, are aware of their role in the day-to-day work environment; and
- Can immediately transition to an emergency setting and platform.

TRANSITION ORGANIZATION

DAY TO DAY  ➔  EMERGENCY
EMERGENCY PLAN EMPHASIS

- Every Campus Department Must Have a Plan!
  - Work Plan
  - Family Plan
  - Regular Employee Training & Orientation
  - Exercise of the Plans
  - Maintain Supplies (Kits)
  - Reduce Incident Stress and Anxiety in Events
Knowing your role in an Emergency?

- Knowing 3-5 immediate actions to take that match your Department’s immediate goals and objectives?
- Do Department Goals match the Chancellor’s Priorities?
- Efficiency in crisis management is based on a foundation of knowing your supervisor’s expectations, and never assuming or guessing key responsibilities in the crisis.
- These are the situations where catastrophic mistakes are likely to occur, contributing to death or injury.
Response Post-Virginia Tech

• Every college and university campus examined their plans, response, and mass notifications capabilities following VT. NIU incident occurred with 8 months, renewing efforts to alert campus communities.

• Campuses established and reviewed their “Crisis Communication” Plans in light of the public scrutiny made in the Virginia Tech incident.
NFPA-1600
The 10 UC Campuses Adopted NFPA-1600 in 2004

- Adopted by DHS, FEMA, NEMA, and IAEM.
- Voluntary Standard.
- First Established in 1995.
- Established the first common set of criteria for disaster, emergency management, and business continuity programs nationally.
Incident

Response

Recovery/Resumption

MITIGATION

CONTINUITY

PLANNING

PREVENTION

PREPAREDNESS

PLANNING
What is the difference between …

the MISSION of the University

Academics
Research
Public Service

the BUSINESS of the University
Resumption/Continuity Planning

Academic Mission

• Students
• Classes (degrees, programs)
• Facilities, infrastructure, administrative support.
• Collect tuition and fees

Research Mission

• Faculty
• Laboratories and classrooms
• Facilities, infrastructure, administrative support
• Apply for private and public grants
Resumption/Continuity Planning

16 standards:
Common set of criteria for disaster, emergency management, and business continuity programs nationally
Resumption/Continuity Planning

... to prepare the institution to continue (or rapidly resume) our missions of teaching, research, and public service ...

- Leadership
- Facilities/Infrastructure
- Information Technology
California State University, Northridge

- January 17, 1994
- earthquake, magnitude 6.7
- nearly every building on campus damaged and closed

“Academic Aftershocks”
http://prepare.ucdavis.edu
UC Santa Cruz:
1/11/2002
Laboratory Fire

Research lab of Professor Manny Ares, lost more than a decade of work on the Human Genome Project and damage over $5 million.

Building constructed before fire codes required sprinkle system

Worked at UCSF for over a month
Tulane
8/29/2005
Hurricane Katrina
- Extensive damage
- classes resumed 5 months later
- with half of the student body
- dismissed staff and tenured faculty
- cut degrees and suspended athletics
PREPAREDNESS
“All Hazard” Readiness

April 16, 2007
Virginia Polytechnic Institute & State University “Virginia Tech”
INFORMATION TECHNOLOGY:

Computers, servers and key applications are backed-up and recoverable.

AND … central processes can be performed in alternate ways (including enrollment, financial aid, course scheduling, grades, etc.).
FACILITIES/INFRASTRUCTURE

Buildings are in good condition, comply with fire codes, seismically strong, back up power for critical systems 

AND … processes in place for re-entry and re-occupancy.
ACADEMICS

Faculty are prepared to teach in alternate ways (webcast, podcast, YouTube, etc.) and systems are in place to enable that.

AND … students are prepared to complete courses with those methods.
Resumption/Continuity Planning

RESEARCH

- Advance discussions have been held with research sponsors about post-disaster use of funds.
- High-value research materials are stored remotely (specimens, records, notes, etc.).
- Plans are in place for sharing, prioritizing, and relocating labs.
Conclusion

- It’s good to be campus Emergency Manager.

- Being in this field is not for the faint of heart.

“My job is to tell you things you don’t want to hear, and ask you to spend money you don’t have, for something you don’t ever think is going to happen.”

– Mike Selves (2006)
Conclusion

• There are great challenges for system planners and administrators.

• Continuity planning is all about the business of the campus and …

• The business is all about what it takes to support the mission.
Conclusion

• Personal and Institutional readiness is essential for crisis management.

• The development of a diverse cross section of plans requires experience, skill, and training.
Conclusion

- Emergency Management and Business Continuity on College & University campuses can be complex, but ....

- College & University campuses are some of the safest and energetic communities in the country.
Questions?