Debrief: Emergency Preparedness Drills

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Agenda

- Overview of IT Services Emergency Preparedness Drills held Sept – Nov 2009
  - Pandemic Planning Exercise
  - ITS SCERT Field Drill
  - SOC Drill
  - Building Evacuation Drill

"In preparing for battle *(emergencies)*, I have always found that plans are useless, but planning is indispensible."

Dwight D. Eisenhower

Overview: Pandemic Planning Exercise

- Exercise held on September 16, 2009
- Survey issued after exercise to gather feedback
- 84% of survey respondents participated by working remotely, not having face-to-face meetings that day
- 16% of survey respondents unable to participate (working on the HelpDesk/OSC, in training, client-facing meetings, hands-on work to perform)
- Exercised use of WebEx, Stanford IM, Unified Messaging

What Worked: Pandemic Planning

- WebEx, Stanford IM, Unified Messaging were all deemed easy to set up and use
- Very strong participation from those who could
- Most had the tools and access to documentation they needed to work
- Positive feedback on ability to participate in the exercise
- Practice helped to work out some bugs and set-up
- Even "hands-on" staff like CRC could participate successfully

What Didn't Work: Pandemic Planning

- Some tools were uncomfortable (because of newness)
- Some needs weren't anticipated
- Some tools weren't set-up and tested in advance
- Our internal documentation for using various work-anywhere tools is slight and/or presumed
- Inability to print and fax remotely
- Not everyone was using Stanford IM nor had forwarded their phone to their remote location

Next Steps: Pandemic Planning Exercise

- Delivered a "Lessons Learned" tech briefing on October 23, 2009
  - http://www.stanford.edu/dept/its/support/techtraining/techbriefing-media/captions/Pandemic10232009.html
- Document links and checklists for working remotely
- Refine procedures for use of WebEx
- Better publicize Stanford IM and Unified Messaging
- Provide more training for WebEx and Stanford IM
- Develop group check-in/check-out procedures
- Practice working remotely so that you can do it in an emergency, if needed (consider periodic ITS-wide drills)

Overview: ITS SCERT Field Drill

- Drill held on October 29, 2009
- 16 SCERT members participated (3 from outside of IT Services)
- 14 buildings were assessed for damage
- 22 victims were triaged
- Communications net established
- Medical, morgue and shelter operations were established

What Worked: ITS SCERT Field Drill

- Effective planning and leadership to carry out the drill

- SCERT members understood and carried out their responsibilities

- Drill included representatives from outside of IT Services

- Cardboard triage dummies worked well and will be reused

What Didn't Work: ITS SCERT Field

- Medical and triage areas took longer to set up than anticipated

- BAT and triage team deployment transition needs to be streamlined

- Yellow FSR radios worked intermittently and hindered communication with the field

- Triage teams need to be given very specific responsibilities to streamline their activity

- More training is needed; some team members requested quarterly drills

Next Steps: ITS SCERT Field Drill

- Review and update BAT, triage and communications procedures

- Continue monthly ITS SCERT forums (open to anyone; recruiting additional team members)

- Purchase replacements for yellow FSR radios

- Schedule first aid classes for team members

- Schedule quarterly drills focused on specific responsibilities

Overview: IT SOC Drill

- Drill held on October 29, 2009
- ITOC sent Service Alert and activated SOC with Group Page at 1:00 p.m.
- Heather Flanagan was Incident Commander (first on-site and has learned her lesson)
- Others filled in as they arrived
- 15-20 participants throughout the drill
- ITOC opened SOC materials
- Drill continued until approximately 2:30 p.m.
- Lessons learned were captured

What Worked: IT SOC Drill

- Sufficient folks showed up to fill all the necessary roles
- Heather was a first-time Incident Commander and a number of other first-time participants
- We had roles, binders, phones: the usual stuff.
- We had confusion (and so learned lots)

What Didn't Work: IT SOC Drill

- SOC Group Page was non-descript, and may have affected attendance **(Fixed)**

- Level of Incident must be set early: it affects response

- Role Clarification and Simplification is needed: unneeded roles should be released

- Binders need a complete make-over for ease-of-use by unfamiliar staff

- Any assumption of embedded knowledge needs to be dropped

- More working materials (bring laptops, more campus phones, more check-lists, phone lists, systems lists, campus maps, etc.)

Next Steps: IT SOC Drill

- Rethink required roles by Incident Level
- Redo binders, including indices: more standardization
- Consider more campus phones in Forsythe 246
- Finalize update of SOC Contact List and publish as wallet card

Overview: Building Evacuation Drill

- Drill held on November 11, 2009
- 268 staff evacuated from 8 buildings to 4 EAP's
- Staff check-in took place at each EAP
- OSC evacuated to their backup site at Puichon
- ITOC evacuated and set up communications at their EAP
- ITS SCERT members were deployed to prepare disaster response

What Worked: Building Evacuation Drill

- Overall, staff had a good sense of what to do
- Evacuation was carried out in an orderly manner
- Staff knocked on doors on their way out of the building
- Managers and co-workers helped account for the whereabouts of staff who were not at the EAP
- Updated Emergency Evacuation Plan posters at each exit, including EAP information
- Building rosters helped with check-in procedure

What Didn't Work: Building Evacuation Drill

- Unclear who should have taken Red Folders with building rosters to check-in staff
- Staff were unclear about whether to close and lock their doors versus leave them open
- Staff unclear about what to take with them when they leave the building

Next Steps: Building Evacuation Drill

- Update and communicate revised evacuation procedures

- Update building rosters periodically

- Address options for Emergency Kits, most of which have expired

- Schedule recurring building evacuation drills; evaluate possibility of activating audible alarms