Recovering Kerr Hall

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Timeline

- 11/19/09 2:30 - Incident begins
- 11/19/09 5:00 - EOC “activated”
- 11/20/09 10:00 - Recovery planning begins
- 11/25/09 - EOC deactivated
  - Kerr Hall reopens to staff, remains on “restricted access”
Recovery Planning
Objectives

- Document the condition of Kerr Hall for evidentiary purposes;
- Identify health and safety issues;
- Identify operational issues;
- Assess and develop support for staff;
- Present initial findings to Policy Group and EOC staff;
- Put it back together.
Putting it back together

People, Places, Things

- People
  - How are they affected?
  - Where will they work?
  - What are their needs?
  - What will they find?
  - Leadership support
Putting it back together

People, Places, Things

- Places
  - Two floors
  - Common areas
  - Conference rooms
  - Offices/workstations
  - Restrooms
Putting it back together
People, Places, Things

• Things
• Furniture
• Equipment
• Building structure and infrastructure
• Belongings
Checklists

- Checklists were developed and vetted to make sure we had a good handle on what needed to be assessed upon initial re-entry;
- Goal was to document damage as well as investigate for other evidence of tampering with university and personal property;
- ITS, Physical Plant units, EH&S, and Risk Services had inspection checklists (electrical, plumbing, painting, lock shop, IT infrastructure)
IT Checklist

- Network - reactivate jacks, confirm connectivity for wired and wireless nets;
- Voice - reactivate long distance; visually confirm digital phones are active
- Desktop computers, monitors, printers, copiers
- Visual assessment of equipment for damage
- Relied on personal workspace checklist
- Remote work locations for staff who needed to work; most staff on admin leave
Door Access
Physical Security Systems

• Card readers, cameras, door strikes
• Reactivate cards
• Check door alarms
• Panic alarms
• Intrusion alarms
Putting it back together

• Initially, only assessors, clean-up and repair teams were allowed in the building

• Media presence

• Keeping staff out was an issue; they wanted to work

• Physical Plant (skilled trades), ITS, Risk, EH&S made assessments early and reported findings

• Put furniture, records, equipment back in original locations

• Discovered restricted data from file cabinets on floor

• Furniture/equipment “Boneyard”
Putting it back together

• Physical Plant deployed teams to make repairs as required
• Disposition of protestors personal effects: backpacks, skateboards, laptops, tools
• Every single surface had to be cleaned, some walls painted
• Bay Area vendor contracted for cleaning
• Risk reported to OP regularly
Public Information Office

- Crafted the campus message
- Handled multiple media outlets
- Developed internal messages
- Developed external messages
  - Presented the campus view on the incident
  - Showed damage, described the response
The impact on staff

- Leadership convened all Kerr staff for off-site open sessions
- EVC and VC BAS gave an overview of Kerr Hall incident
- BC Planner discussed the process of getting back to work
- Crisis counselor led discussion/sharing
- Staff on different floors exposed to different set of events
- Staff exposed to same events reacted differently
The impact on staff
Crisis Counseling

- Individuals dealt with a myriad emotions and questions
  - Fear, anger, sadness, distrust
  - Self doubt/Self criticism
  - Actions questioned by others
  - Worry about colleagues
  - Worry about workspace/work product
Ongoing personnel challenges

• Trust issues related to building access continue, particularly for reception staff

• PIO messaging during and after the incident were critically important to those affected by the incident as well as the campus and community at large

• Takeaway: Communication and emotional support to staff are essential components of recovery!
Personal workspace checklist

- We built an “Assessment of Personal Workspace” checklist for each person to complete and submit
- We staffed a help desk on move-in day and continued to provide ongoing workspace support as needed
- We worked the problems as they were discovered
- Checklists informed work orders and liability claims
Results and benefits of workspace assessment

- Engaged staff in their own recovery;
- Risk Services staff were on-site to facilitate work order issues and insurance questions
- Recognized that staff know their work areas best, in terms of what they left behind, what was missing or tampered with
- Provided staff with some sense of closure to the event, and a “re-ownership” of their space
Post incident workgroups

- Physical security systems
- Alignment of operations and services
- Personal security
- Training and communications
Post Recovery

• Volume of work that remains
• Higher security needs to be managed
• Tracking on financial issues
• Extended outreach was made to those who needed additional support
Post Recovery

• What’s not covered by insurance?
  • Some expenses for labor and materials
  • Some repairs
  • Personal belongings
Long Term Impacts

- Reception desk has had long term impact of screening and routing visitors
Lessons Learned

• We didn’t catch all the damage in our first assessment
• 3rd floor, window damage, attempted access to computers, Regents Orders and budget binders missing
• 4,000 copies made on 3rd floor photocopier
• Staff need to know how to lock up on their way out, if time allows
Lessons Learned

- We got feedback that some staff knew what to do in the case of an emergency
- We recognized the need for business continuity
- How to control the building from off-site?
- How to communicate without access to our regular tools
- Need to develop a recovery team role
- Need to develop a recovery planning cycle
Lessons Learned

• Outreach and show of support came from other campuses and departments;
• Equipment, space, interpersonal support
• What can we share with others about our experience?
• The importance of equipment, space, interpersonal support
Discussion

• What lessons and learning can be shared?