

2009 Seattle Pacific University --
Shaky Ground: A Core Support Operations Team Exercise
June 29-July 1, 2009
Participant Feedback

Participants who have responded to the survey

Craig Kispert	CSOT Facilitator, Finance
Dave Church	Facilities
Dave Tindal	Computer & Information Services
Stephen Newby & Deb Nondorf	Center of Worship
Erin O'Connell	Athletics
Gary Womelsduff	Human Resources
Janet Ward	CSOT Facilitator
Jean Brown	Health Services
Jeff Jordan	Academic Affairs, Student Life
Kim Karstens	Campus Dining
Kimberlee Campbell	Academic Affairs, Student Life
Mark Miles	University Advancement
Mark Reid	Safety & Security
Murray Lawson	University Services
Ruth Adams	Student Academic Services, University Relations rep.
Steven Maybell	Student Counseling Center
Tali Hairston	Perkins Center

My leadership team or staff participated in Shaky Ground email exercises with me.

Yes	9 or 53%
No	8

Summary of Participant Assessment about this type of exercise:

On a scale from 1 (strongly disagree) to 5 (strongly agree):

- Phase 1 (email messages): all questions received an average score of 4.0 or higher (15 of the 17 participants agreed or strongly agreed with the statements).
- Phase 2 (table top exercise): most questions received an average score of 4.0 or higher (15 of the 17 participants agreed or strongly agreed with the statements). Two questions received slightly lower scores:
 - Q 20 – The handbook provided is a valuable reference tool; averaged 3.6. While 9 agreed/strongly agreed, 7 reported a neutral response. The handbook was distributed to participants when they entered the table top exercise.
 - Q21 – The outcome for providing ECMT with a summary of key issues/recommendations at the end of the table top exercise; averaged 3.9. While 11 agreed/strongly agreed, 5 reported a neutral response.

Questions 4-9 and 22-23 (begins page 4) asked departments to provide written comments.

Phase 1 (email messages) results (Rating Questions)

10. The exercise was well organized & structured.

Strongly disagree	1
Disagree	0
Neutral	1
Agree	7
Strongly agree	8

11. The email scenarios were realistic.

Strongly disagree	0
Disagree	0
Neutral	0
Agree	11
Strongly agree	6

12. The level of detail in the email messages helped me understand & become engaged in the scenario.

Strongly disagree	0
Disagree	1
Neutral	0
Agree	11
Strongly agree	4

13. The moderator was knowledgeable about the material and kept the email exercises on target.

Strongly disagree	0
Disagree	0
Neutral	0
Agree	10
Strongly agree	6

14. The website used during the email phase of the exercise was a valuable tool.

Strongly disagree	0
Disagree	0
Neutral	2
Agree	9
Strongly agree	6

15. My participation in the email exercises was appropriate for my role.

Strongly disagree	0
Disagree	2
Neutral	0
Agree	11
Strongly agree	4

Phase 2 (Tabletop Exercise) results (Rating Questions)

16. The table top exercise was well organized & structured.

Strongly disagree	0
Disagree	0
Neutral	2
Agree	9
Strongly agree	6

17. The scenario which unfolded during the table top exercise was realistic.

Strongly disagree	0
Disagree	0
Neutral	2
Agree	11
Strongly agree	4

18. I participated in the table to discussion and was actively engaged in working through solutions in the scenario

Strongly disagree	0
Disagree	0
Neutral	1
Agree	13
Strongly agree	3

19. The facilitator allowed opportunity for discussion & kept CSOT on task during the table top exercise.

Strongly disagree	1
Disagree	0
Neutral	0
Agree	9
Strongly agree	7

20. The handbook provided is a valuable reference tool.

Strongly disagree	0
Disagree	1
Neutral	7
Agree	7
Strongly agree	2

21. The outcome for providing ECMT with a summary of key issues/recommendations at the end of the table top exercise was achieved.

Strongly disagree	0
Disagree	1
Neutral	5
Agree	6
Strongly agree	5

Seattle Pacific University – Shaky Ground: A Core Support Operations Team Exercise (Long answer)

4. Based on the exercise and tasks identified, what are the important issues and/or areas of improvements which need to be made to your departmental emergency response plan? List the items which you plan to update now (2009-10).

Academic Affairs, Student Life

- Place for People Response to meet. Organize method for collecting info RE: students and staff leaving campus. Faculty communication and involvement--lack of responsibility for their actions.
- We found that our plan was fairly comprehensive in addressing/anticipating needs in an emergency/crisis. One area that came to light was the need to reinforce with Res Life staff to thoroughly develop their family/personal plan should the staff person be tied up for a length of time.

Athletics

- The Athletics Emergency plan needs to have more specific information listed. For example: Wallace Field as our evacuation site, roll call process etc...guidelines for what to do if employee is not in RBP at the time of emergency, guidelines for Tiffany Loop as a check-in spot. We can include potential ferry system across the ship canal using coaching launches (and potentially canoes). We need to make sure our emergency bag is complete with all items listed.

Campus Dining

- Emergency plan for the situation if we are unable to access Gwinn Commons for meal services for 1+ days. Storage of supplies: review the items (food, service items/paper, cooking utensils, fuel for BBQ), location and access to be able to meet service requirements for all emergency plan situations. Lock down of retail locations, Gwinn Commons for the security of all supplies - identify how this process will work, who is assigned. Update the phone lists for management, staff, vendors and local agencies. How do we address people from the community coming on campus? Will need to outline how supplies will be transported for use (food from storage to the cooking location).

Center of Worship

- Interaction with First Free Methodist Church is critical. Developing plan to coordinate with people response group (OUM staff, Jeff Jordan, Steve Maybell and Gary Womelsdorf) If we are conducting a ministry retreat, creating a plan to execute these procedures will be on our list of tasks to explore. How do we live without CORE services for 3-7 days? We to integrate the use of our FIVE radios into our plan. Staff needs to update emergency contact information other the our SPU work addresses and emails. We will add touch and go worship services/communications point of contact sessions once every hour. Staff check in with BEC and move our base to the Tiffany Loop.

Computer & Information Services

- Additional prioritization on "order or system restores" in the event to total downtime.

CSOT Facilitator

- Staff who live on QA or nearby may be asked to house other IDM staff unable to return home. 2. Essential vs. volunteers 3. Tiffany Loop becomes the central hub of activity --- Tiffany Arch for communication/updates (after dismissed by BEC's from evacuation site), counseling/pastoral services, and first aid location.

CSOT Facilitator, Finance

- Additional evaluation with banking partners regarding payment options available should "business as normal" not be available. Are there new products/tools out there that will help?

Facilities

- My revision/update to my department plan - will probably be late again this year - but when delivered will involve a field guide for my staff for setting up our field ops as well as screening procedures for building post EQ. We will also be bring in and providing training for this piece.

Health Services

- Include list of contents for grab and go bags. Add to bag twisty ties, toilet paper and small plastic bags for personal sanitation. Consider inclusion of readymade fabric sign to id first aid location. Consider rope and tarp in back up boxes, hammer, and leatherman. Purchase of head lamps so that all health center staff have hands free light not just a one.

Human Resources

- put emergency supplies (blankets, water etc) in rolling bags to take quickly 2. have hard copy of emergency contacts easily accessible 3. re-think "people response" needs in the immediate aftermath of a disaster (earthquake) and what resources do we need to have pre-positioned to help more quickly

Perkins Center

- Instructions for staff in the event of a regional emergency with students off campus. This was our main take away. We will also develop a 3-5 day plan for emergencies like this.

Safety & Security

- SPU alert still has issues we believed were ironed out. We are working out some improved communication protocols.

Student Academic Services, University Relations rep.

- Understanding all areas of UR and that currently, I am responsible for UGA, Grad Center and SFS. Updates for SAS will be 1) who goes home and who stays 2)SAS roles and responsibilities after checking in with BEC (where are we most needed) 3)making sure we have clearly worked through the details of our plan (some staff weren't aware of some expectations)

Student Counseling Center

- Need to review the entire area of emergency response and people response and revise. Need to identify a staff member who will lead the SCC in its response to an earthquake or any widespread emergency as I will be working with CSOT and the People Crisis Response Team - focusing on the bigger picture of mental health response for the University.

University Advancement

- Updates to staffing and organization. Better communication of the plan to all staff.

University Services

- The revised 09-10 plans are due in two weeks and due to the fact that none of the staff who developed the unit plans participated in the Shaky Ground exercise no significant changes will be made to the plans by the submission deadline.

5. Based on the exercise and tasks identified, what are the important issues and/or of improvements which need to be made to your departmental emergency response plan? List the items which may take longer to resolve (2010-11).

Academic Affairs, Student Life

- Who will gather data--identified directors in OSL who do not have direct service responsibilities in case of an emergency? For example, directors of Center for Learning, Student Programs, & Multi-Ethnic Programs. Need to communicate expectations to faculty in Health Sciences and Psychology regarding service to community in emergency.

Campus Dining

- Storage of supplies: will need to determine the storage unit capacity to hold all of the emergency supplies for meal services.

Center of Worship

- If we are conducting a ministry retreat, creating a plan to execute these procedures will be on our list of tasks to explore. How do we live without CORE services for 3-7 days? We must update our emergency kit with personal toiletries, hygiene and food items.

Health Services

- Need to know what first aid supplies are located in secondary sites and exactly where they are located.

Human Resources

- Don't know yet, but we will be discussing this later in July in our department

Perkins Center

- We did not learn of any long term improvement issues from this exercise.

Safety & Security

- We are investigating a wireless loudspeaker system that should be resistant to earthquake concerns.

Student Academic Services, University Relations rep.

- Consideration of SAS being the lead for all UR departments

Student Counseling Center

- The longer term issue that is most significant is to develop a model of intervention and provide training not only to the SCC staff but many others throughout the campus who will participate in a concerted mental health response.

University Services

- Need to improve plans for the distribution of water and food Need to improve preparedness for exposure to the outdoor for extended periods of time

6. What was in your departmental emergency plan that did not work?

Campus Dining

- We do not have an emergency plan for the situation where we could not access Gwinn for food services.

Center of Worship

- Staff availability.

Computer & Information Services

- Getting access to the CIS bldg prior to structural engineer review. We didn't anticipate the potentially long waiting period.

CSOT Facilitator, Finance

- Our biggest challenge will be the ability to contact our banking partners and insurance companies. As long as we are able to do that, the rest of the plan looks OK.

Facilities

- it all worked - we will be expanding it.

Health Services

- Communication pathway with other OSL staff members.

Human Resources

- did not get emergency supplies out of our office when we evacuated

Perkins Center

- Our plan worked but it needs some new additions.

Safety & Security

- Some communications related to SPU alert.

Student Academic Services, University Relations rep.

- Deployment, identifying where we go next. Identifying who should stay and who should go.

Student Counseling Center

- Generally too light in the area of emergency response overall. More detail is needed.

7. For those things that did not work, what do you plan to do to update this section of your plan?

Campus Dining

- We will create a plan to support food services if unable to access Gwinn Commons. Need to include how Gwinn and the Retail units will be locked down in an emergency to secure supplies.

Center of Worship

- We add protocol in the event staff is offsite.

Computer & Information Services

- rely more on remote access for system testing, modifications, and monitoring.

Health Services

- Discussions on communication have already begun in dean and director meetings

Human Resources

- see 2.1 above

Perkins Center

- We plan to make several additions.

Safety & Security

- This is largely a testing and troubleshooting issue with the technology

Student Academic Services, University Relations rep.

- Make these determinations in our Sept Emergency meeting and update the plan accordingly

Student Counseling Center

- Just do it.

8. Are there any impediments to incorporating the changes to your plan as listed above and list the challenges your face? Consider resources, time, collaboration with other departments, etc.

Campus Dining

- Will need to work with Facilities and Security on the issues listed above, but believe we can work through a solution together. Relocation of supplies to 1 storage site / capacity of this site to hold the items, and to identify who will have access to the unit. Will need time to create the plan of action.

Computer & Information Services

- If resources are down, they will not be restarted and available as quickly without access to the server and PBX rooms.

CSOT Facilitator, Finance

- It would be nice to be able to assure all staff that they will get paid if a situation interrupts our normal payroll process. Individuals still receiving paper paychecks would be in jeopardy of not receiving a payment. We need to continue to work with these people to migrate them toward electronic payment.

Human Resources

- For emergency supplies, cost will be minimal. For hard copy of emergency contacts, will need to coordinate with OSS and possible CIS to be able to get all the needed information

Perkins Center

- No resource impediments just creativity and courage in the moment of the emergency.

Safety & Security

- Largely time and collaboration issues (which take more time).

Student Counseling Center

- An overall concern of mine is that our staff is relatively small, many are very part time (3 at 10 hours per week) or interns and if the time comes to respond to a widespread emergency, do we have the person power to respond to all of the mental health needs. Again, this should be addressed eventually via adding to the pool of available and trained SPU staff and faculty (e.g. SPFC staff).

University Services

- I believe that the inspection of Gwinn Commons needs to be the highest priority if an event occurs during 6:00am to 6:00pm to permit food preparation; otherwise the residence halls need to be a priority for shelter.

9. Based on the exercise and tasks identified, list the important issues and/or of improvements which need to be addressed by the University's emergency response plan. Consider policies, plans and/or procedures to be addressed by CSOT, CT and/or ECMT.

Academic Affairs, Student Life

- I think that if Shaky Ground was a real event, ECMT folks would be meeting with CSOT--at least for the beginning of an event. There needs to be clarity of who has what role.
- Providing temporary shelter, food, water on a short timeline. It seemed that the current plan takes several hours to accommodate these needs and in poor weather with thousands on campus at any given time, this is significant.

Athletics

- The questions raised by the group during the in-person portion of this exercise need to be considered and potentially implemented.

Campus Dining

- Communication process if utilities (phone / computers) are down - is there a form to use? Copies of dept. disaster plan - are they in locations that can be accessed if the buildings are locked down/inaccessible (i.e. storage unit with the food) for others to follow if needed? Are there cooking procedures listed with the stored food items for anyone to follow, if necessary? If the weather is cold and wet, and we are unable to access the buildings, how will we keep people warm for long period of time?

Center of Worship

- CSOT must come up with an overall solution for website management, email accessibility and emergency radio/phone communication. Assuring people with accurate information is critical.

Computer & Information Services

- Bldg access order needs to be revisited. Reliance on various communication technologies needs to be mitigated for (other alternatives). Speed of decision making and communication needs to constantly evolve.

CSOT Facilitator

- Plan for coordinating communication between ECMT and staff/students who are outside for extended periods (Tiffany Arch) or when able to move into some buildings. 2. Priority of buildings to be checked by structural engineers -- review and perhaps move Gwinn to #1 to allow for access to food and back-up first aid supplies. 2. Re-think when Marston or Science building is reviewed in the event we need method to communicate via landline/internet across campus and to the outside. 3. How to handle folks

from outside SPU who are impacted (neighbors) ... follow up on FFM Church as potential site for Red Cross support/response. 4. Assess staff who would actually distribute water/food/blankets to alternative locations (e.g. Tiffany Loop) -- in this type of emergency, is FPM staff stretched too thin? 5. Volunteers will be needed --- how to get a list/contact of those who can help with various activities. 6. How to protect from looters? With S&S staff working across the campus on other issues, what should/could occur by others? 7. Sanitation/portable toilets and waste disposal if outside for significant length of time.

CSOT Facilitator, Finance

- It became clear that we will have "restroom" issues in situations of prolonged building evacuation. There needs to be additional discussion about the order of building evaluation following an earthquake. Are there quick ways to access at least the internet in the circumstances where SPU's infrastructure is damaged more severely than the surrounding area?

Health Services

- Sanitation. Review order of buildings cleared for occupation. First consideration should be shelter from the elements for maximum number of people even if it means no beds.

Human Resources

- Better planning for immediate and intermediate physical needs (shelter, water, food, warmth) for extended outdoor stays when buildings are not safe. 2. Security for buildings and university property (like canoes) if power is out, darkness is setting in. Can we provide portable lighting? Can we prevent looting? 3. How do we plan/allow for potential multitudes of neighbors or commuters who end up stuck and in need? 4. How do we take care of seriously injured if streets/bridges are impassable? 5. We need to pre-plan the outdoor meeting/focal point (Tiffany) and outdoor sanitation (Wallace Field) options in case no buildings are usable.

Perkins Center

- I do believe this exercise demonstrated the need for temporary (1-3 day) housing and sewer set-up. A large earthquake is possible and it is likely that a portion of our community will be stuck on campus for up to five days.

Safety & Security

- I believe most operational areas need to have a plan to be outdoors or to arrange limited operations from outside their normal facilities. Major earthquakes may result in substantial delay in reentering facilities if that will even be possible.

Student Academic Services, University Relations rep.

- Communication: how and where and who is responsible Human conditions: need to consider shelter, food and sanitation needs

Student Counseling Center

- I feel that overall the way in which the above systems intersect and coordinate needs to be spelled out, including the newly formed People Crisis Response Team that I am on. I also believe that based on how the exercise went we need to get to the nuts and bolts issues more - specific protocols for specific events.

University Advancement

- Failure of alert system. 2. Responses to the individual stickies posted during the exercise.

University Services

- Communication with students, faculty and staff during long periods of loss of access to buildings Early determination of appropriate instructions to displaced people

Questions about improving this type of exercise

22. What changes would you make to improve this exercise?

Academic Affairs, Student Life

- At-a-glance summary of departmental progress - the website required that you open each individually to track with the exercise. Could there be a bulletin board type posting that had bullet points of what each department was working on?

Campus Dining

- I will need to include my management team and employees in the process to have them prepared for an emergency event.

Center of Worship

- We must involve more staff on campus.

Computer & Information Services

- worked well, and we effective.

CSOT Facilitator

- Involve ECMT and CT in a comprehensive response to a situation. 2. Have a similar scenario for CSOT, however, allow the secondary person to be the point person for the email/table top exercise.

CSOT Facilitator, Finance

- Next time we should exercise the interactions between ECMT/CSOT/CT.

Facilities

- Do it in a day. Having the time line for a single day span two days was confusing.

Health Services

- Evaluate questions. Example message 1 and 2 in time line were 40 minutes apart asking the what next question of what you need to do in the next hour and 2 hours was redundant as it looked at the same time frame.

Human Resources

- Maybe a bit more "interaction" between CSOT members, ECMT and even the President, to more nearly simulate all the data input, decisions and even confusion of a real situation. Life is never neat.

Perkins Center

- Let's do it again next summer with a different emergency like a shooter with hostages from a bank robbery. Another one would be a weather related event that causes severe power outages. In working for Chubb and Son Insurance we saw this often.

Student Academic Services, University Relations rep.

- Adding the Communication team to this process would be helpful in the future

Student Counseling Center

- More time spent with nuts and bolts issues, what to do when and by whom.

University Services

- Direct involvement of the staff who have written the unit plans

23. Any additional comments?

Academic Affairs, Student Life

- I appreciate the forethought and planning as well as inter-departmental communication that this exercise fosters. However, in a real-life scenario, I think that there will be so many unanticipated variables and natural, practical decisions that we shouldn't get too obsessive about minute details.

- One thing that I did when I came back to the office was look through the BEC bag. We are adding some things. We are putting in the following: duct tape, a real Leatherman tool, a headlamp, more pens, more disposal gloves, and some rations.

Athletics

- I think this exercise was very beneficial. It is hard to know what will actually occur and how individuals will react. Practice and role play is helpful to put us in a mindset.

Campus Dining

- I thought this was a valuable experience to assist us in being prepared.

Center of Worship

- Please Include Stephen Newby in all communications and updates. For the record Deb Nondorf and I, Stephen Newby, have completed the survey.

Computer & Information Services

- Alternative "scenario's" using the same virtual and in-person table top approach would be useful.

CSOT Facilitator

- The website which captured the outgoing email messages and responses by CSOT members is a valuable tool. KUDOS to Cheryl for her fine work on developing this tool and managing it during the Shaky Ground exercise.

Facilities

- In a real event it will take longer than piers are prepared for before physical facility status is understood and we can begin to respond to identified damage and needs. They need to be more antonymous longer - and not leave campus - so they are accessible when needed.

Health Services

- The exercise did have a lot of value even though there was some grumbling on my part. I wonder if there is a way to take some of the intellectual response out and look at our response based on an adrenalin response.

Human Resources

- This exercise put us all into the emotions and mind-set of a real emergency much better than just completing annual plans. We surfaced a large number of issues which had not been adequately addressed before. Overall, very helpful. Good job!

Safety & Security

- I believe the primary value was in persuading many of the CSOT departments to evaluate their departmental plans and identify improvements.

Student Academic Services, University Relations rep.

- The handbook is wonderful; going through and tagging items is helping us plan a very meaningful Emergency Planning meeting in September. We usually do this in November, but had scheduled a longer session to work through these details together and better educate the team.

Student Counseling Center

- Thanks so much for all of your effort in helping us prepare for potential future emergencies. Well done!!!