Weathering the Storm
Preparing for, Responding to, and Recovering from Emergencies
Introduction

- Three perspectives
  - USM, LSU, USC
- Themes
  - Planning
  - Collaboration and Partnership
  - Managing Technology in an Emergency
Weathering The Storm
Preparing for, Responding to, and Recovering from Emergencies

David J. Sliman,
Director of Technology-Gulf Coast

Tuesday, June 12, 2007
Thank You
• If you have to be one of the first to return to work, make sure your personal life is in order.
• For Hurricanes and disasters known in advance, plan on how far to evacuate.
• No more than half a tank of gas away.
• May be difficult to get back.
• May not be allowed in the area.
• Alternate meeting place.
• How do you contact your employees?

• The health and welfare of your co-workers should be first and paramount.
Communications

• Establish a phone tree.
  • Divide & Delegate
• Employee’s spouse or relative’s contact information.
• Employee’s children’s information.
• Activate Text Messaging
• Off-Site Web based or answering service check-in.
• Have a good records of your inventory for insurance.
• Secure Intellectual Property.
Disasters come in many flavors. Remember, it is the planning, not the plan. Be prepared.
• When life hands you lemons…
• Slab boils.
• Trunk-r-Treat
• Tree Sculptures
Weathering the Storm: LSU and Hurricane Katrina

Frank O’Quinn
IT Disaster Recovery Officer
Frank’s Experience

• One week prior ----- asked by new CIO to be LSU’s first IT Disaster Recovery Officer
• Hunkered down at home for the storm
  – Filled cars with gasoline, filled propane bottles
  – Peanut butter, water
  – Batteries and candles
  – Watched the trees sway
  – Waited for power to go out
Frank’s Experience

• After the storm
  – Picked up debris
  – Gawked at trees blown down
  – Waited for power to return
  – Listened for closure announcements

• After the flooding
  – At home ---- as a parent
  – Host to relatives, friends and responders
  – Gawked at TV images
LSU’s Role in Hurricanes

• Take care of our students and employees
  – Classes canceled
  – Offices closed
• Provide a location to Department of Social Services (DSS) for a Special Needs Shelter (SNS)
  – Nursing-home type of patients
LSU and Katrina

• Pete Maravich Assembly Center (PMAC)
  – Basketball arena
  – Under renovation in 2005 (and 2007)
• Field House used as alternate site for SNS for 2005 (and 2007)
  – Indoor track
  – 4 basketball courts
• SNS always opens prior to storm
LSU and Katrina

- Number affected much larger than ever before
- Very large influx of responders, volunteers and supplies
- Responders showing up on campus, but it seems no single unit in charge
- Chancellor’s representative asks “How can we help?”
  - Gets task list
  - Organizes core student group
  - Group organizes volunteers to perform tasks
- Chancellor requests National Center for Biomedical Research and Training (NCBRT) to activate Emergency Operations Center (EOC)
LSU and Katrina

- TMOSA – Temporary Medical Operations and Staging Area
  - Set up in PMAC
  - Patients delivered by helicopters, buses, ambulances
  - Patients evacuated to medical facilities elsewhere; sometimes to SNS
  - Over 40,000 (?) patients processed during Katrina and Rita
  - Now considered Federal Medical Station (FMS) - a fully functional hospital
LSU and Katrina

• TMOSA and SNS merged to a single “hospital”
  - Eventually collapsed into just Field House
  - SNS must stay open until a place is found for last patient
  - Still open when Rita hit
  - Finally closed after 52 days
LSU and Katrina

• LSU did not have detailed, written Memorandum of Understandings (MOUs)
  – Only a simple one-page agreement with DSS
• LSU did not have a federally recognized Emergency Operations Center (EOC)
LSU and Katrina

• LSU did not have prior agreements to provide:
  – Telephones, copiers, fax machines, computers, printers, etc...
  – Housing for responders
  – Crowd control
  – Food and laundry services
  – Long distance charges
  – Managing volunteers
  – Receiving and distributing donations
  – Tracking of patients, volunteers, responders, supplies, etc..

• LSU expended over $1M (not reimbursed)
  – Over $100K out of CIO’s budget
LSU and Katrina

• Important to return to primary mission
  – Classes resumed Tuesday following Labor Day
  – A home football game switched to away
  – Need to encourage guests of dorm residents to find other arrangements
    • Faculty, staff, student swap to get families out of dorms into homes of LSU community
LSU and Katrina

• Board of Regents declared any student enrolled in an affected state 4-year school permitted to enroll in any other state 4-year school

• Enrolled displaced students
  – Timing was just right (not many days missed)
  – IT had to modify processes, no fee admits, KTR
  – Existing Web portal unfeasible
  – No dorm rooms, apartments, houses
  – Constantly learning lessons and applying them immediately
LSU IT and Katrina

• SNS opened prior to Katrina
  – Phone connections, network connections
  – Requests for fax machines, printers

• After Katrina
  – Lots of more requests for phones, network connections, PCs, laptops and printers
  – VoIP phones used; good decision
  – Vendor quick ships of purchases, donations
LSU IT and Katrina

• After Katrina many requests for applications:
  – Broadcast e-mails (not our job)
  – Call Center (diverted to our building)
  – Patients database (Groove)
  – Volunteer data base (Public Policy Center, SGA)
  – Map of campus for media, responders
  – Adjusting administrative applications (Admissions, etc...)
LSU since Katrina

• Formal LSU EOC
• Formal MOUs and Memoranda of Agreements (MOAs)
  – State agencies
  – Private sector (diesel fuel from local refinery, water from local bottler, etc.....)
  – Secondary suppliers backing up primary ones
• Full-time generator for PMAC
• Logistics now pre-planned
LSU since Katrina

- LSU EOC spent 2006 preparing for repeat
- Probably need a department responsible for organizing student volunteers
- IT D/R now has a tested hot-site (warm-site) for mainframe
- Chancellor requested written plans from all units on campus
LSU since Katrina

• CIO’s Observations
  – Unpredictable ------ don’t expect things to go by the playbook (need to be fluid)
  – Priorities changed by the minute
  – Projects sometimes aborted after much effort; might lead to disappointment and hurt feelings; try to avoid frustrations
  – Watch out for ideas that are illegal (i.e. HIPAA)
  – We were lucky to have supplies due to restocking at beginning of fiscal year
LSU since Katrina

• CIO Observations
  – What people *aren’t* thinking now:
    • Still don’t comprehend the unpredictability
      – A second Katrina will not unfold the same way
    • Still don’t think it will happen to us
    • Still aren’t thinking about other catastrophes
  – Changed CIO’s D/R planning priority
    • Don’t wait for the money; it won’t save your job
    • Do the right thing
The Big Picture

• Know your mission
  – “Support medical services”
  – NOT a general public shelter

• Know your resources
  – LSU is a city within a city
  – Know your people
EDUCAUSE Southeast Regional 2007
Weathering the Storm: LSU and Hurricane Katrina

Frank O’Quinn
IT Disaster Recovery Officer
Business Continuity & Disaster Recovery
6/12/07

Betty Hawkins
Senior State Certified Project Manager (SSCPM)
Certified Business Continuity Professional (CBCP)
Background

- Spent the majority of career in IT Management Private Industry
- Spent a few years in consulting
  - Developing strategies
  - Drafting BC & DR plans
- BC & DR throughout career
- Working in Higher Education for the past two years
  - Developing DR plans
  - Organizing BC efforts
- Scope of Work
  - Acquired and deployed BC tools
  - Written DR & BC plans
  - Participated in hot site rehearsals
  - Developed and executed table top / mock scenarios for BC
  - Justified need for BC
• **Disasters: long term or permanent damage**
  - Fire (Local Public School)
  - Floods
  - Power Failures
  - Blizzards & Ice Storms

• **Incidents: short term interruption**
  - Environmental
  - Hardware Failures
  - Software Failures
  - Sabotage
Lessons Learned

- **People don’t plan to fail…but sometimes they fail to plan**
  - Adds to the mayhem
  - Build relationships w/all groups

- **Plans are effective if people know about them**
  - Market avoidance
  - A plan for home

- **Creating the plan is the easy part**
  - Engage others to think about:
    - Prevention
    - Incident Recovery
    - Disaster Recovery
Lessons Learned

• Complete the plan today, tomorrow it’s obsolete
  – In every IT organization someone needs to own DR
  – Plan on at least one FTE

• No two disasters are alike
  – Be prepared for emotional fallout
  – Understand that panic spreads quickly
Changing the Mindset

- Every organization is different so try different things
  - Plan and conduct mock disasters
    - Best way to demonstrate your preparedness
  - Create an e-mail suggestion box
  - Provide positive recognition
    - Volunteers
    - Best ideas for improvement
    - Certificates of appreciation
Publish a newsletter every semester
- Recent accomplishments
- Next steps
- How to get involved
- Provide additional information

Bring in local EMS, Fire, Police, Red Cross
- Once every 3-4 months
- Bring a list of safety tips for work and home
- Invite people to become first responders or participate in other community programs

It’s the little things…
- Why I wear a key with my badge
• **University Wide Business Impact Analysis (BIA)**  
  – The form will generate thought

• **Give brown bag presentations to Business Managers**  
  – The key is to keep it easy to understand

• **Start a users group**  
  – Get various experts to come and speak

• **Get the DR & BC people talking with counter parts at other Universities**  
  – USC’s role in Katrina  
  – Review reciprocals closely
• Create a DR web site and remind people to visit often
  – They need to know what IT provides for recovery
  – “How can we help you?”
Weathering the Storm

- Discussion

EDUCAUSE Southeast
Regional Conference 2007
For More Information

- David Sliman
  - david.sliman@usm.edu
- Frank O’Quinn
  - butch@lsu.edu
- Betty Hawkins
  - bhawkins@gwm.sc.edu
Copyright Kathy Gates, Betty Hawkins, Frank O’Quinn, David Sliman [2007]. This work is the intellectual property of the authors. Permission is granted for this material to be shared for non-commercial, educational purposes, provided that this copyright statement appears on the reproduced materials and notice is given that the copying is by permission of the author. To disseminate otherwise or to republish requires written permission from the authors.