



Emergency Management Forum **VIII** GREATER TORONTO INCIDENT MANAGEMENT EXERCISE GTIME #1

Agenda:

- 8:00 - 8:15 - Introductions
- 8:15- 8:45 - How Emergency Management overlaps with Business Continuity
- 8:45 - 12:00 - "GTIME" Exercise
- 12:00 - 12:30 - Reception
- 12:30 - 14:00 - General Meeting Luncheon & key note speaker Jim Stanton
- 14:00 - 15:00 - Hot Wash & debrief

Emergency Management Forum **VIII** GREATER TORONTO INCIDENT MANAGEMENT EXERCISE GTIME #1

Welcome

BOMA **DRIF** **TORONTO**

EMF VIII GTIME #1

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BREAKFAST SPONSORS



EMF VIII GTIME #1



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City of Toronto Office of Emergency Management

- **Chris Ruhig, OEM**
- **Greg Stasyna, OEM**
- **Robert Taverner, OEM**
- **Paramedic Supervisor Bruce England - Toronto EMS**
- **Fire Captain Time Dobney - Toronto Fire Services**
- **Mr Brad Macdonald - Toronto Hydro**

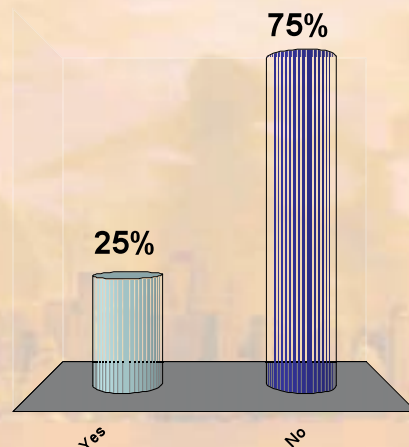


Polling system housekeeping

- Does not turn on your TV
- Press button on the keypad when prompted by presenter
- Green LED flashes when your response is logged (do not click multiple times)
- Pass unit to someone else so they can vote

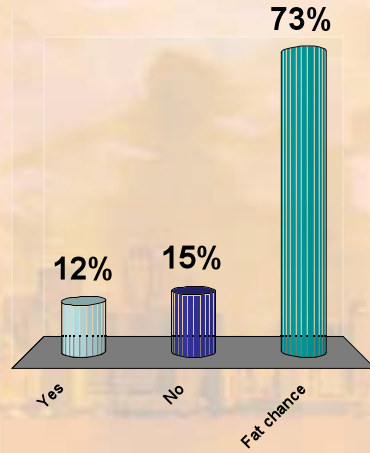
Vote: I am wide awake

1. Yes
2. No



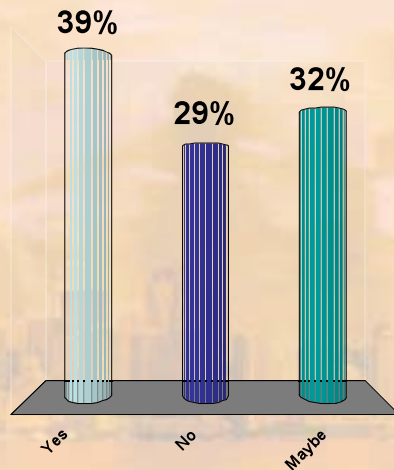
Vote: The Leafs are going to win the cup this year

- 1. Yes
- 2. No
- 3. Fat chance



The Raptors have a shot ...

- 1. Yes
- 2. No
- 3. Maybe



Exercise HEATED ISOLATION 09

INJECTS
Based on MSEL
(version 2.3)

Exercise HEATED ISOLATION – Summary Slide

AIM:

This exercise is designed to test responsiveness and contingency operations by GTIME and BOMA members in the event of an infrastructure disruption using Incident Management System as a tool for crisis and consequence management. The exercise will reflect activities involved in Business Continuity process for an "extended" period of time.

The exercise focus on the ability for GTIME-DRIE/BOMA to operate under a threat that will cause a possible disruption with the normal provision their services within their building environments.

- * Ex Name – **HEATED ISOLATION**
- * Form/Type – Table Top (Ball Room)
- * Participation –GTIME-DRIE, BOMA, OEM & affiliates
- * Date: – **29 October 2009**
- * Lead Agency – DRIE/BOMA
- * Training Area – Liberty Grand, 25 British Columbia Rd. CNE
- * Unit Scheduling Exercise – OEM
- * Unit(s) Conducting the Exercise – OEM, DRIE/BOMA,
- * Contact: GTIME & BOMA

Exercise Overview

- This is a tabletop exercise.
- This scenario evolves over a 24 hr period using accelerated time periods.
- Inputs will be coordinated through the exercise control simulation cell (simcell) located at the Emergency Operations Centre (EOC).
- Controllers will be available to assist, umpire and provide guidance for players to execute the exercise.
- Controllers: tba

Exercise Overview

Greg Stasyna, Exercise Coordinator

- Inputs could be phoned in, delivered in paper, screen projection, or delivered orally.
- The exercise will simulate an event that equally affects all players spread over a wide geography of the Greater Toronto Area.
- Real Emergency – “**No Duff**” (this is standard exercise terminology used to stop the exercise for an unexpected incident).
- Start of Exercise (STARTEX), End of Exercise (ENDEX), Hotwash, debrief.
- **Hotwash** – quick & immediate interactive debrief following ENDEX.

Player Instructions

- This exercise is to help you test and further prepare your business continuity of operations plans.
- Please focus on the injects (delivered exercise messaging) and guidance questions.
- The exercise is designed to stimulate thinking and discussion in an environment that allows you to collaborate.

SCENARIO BACKGROUND

1. The southern Ontario area is currently undergoing a "heat wave".
2. Environment Canada has issued an Extreme Heat alert. The present conditions including humidity are to continue for at least the next 5 days with a zero percent probability of precipitation.
3. According to the Weather Network the high temperatures will range from 30 – 35 degrees Celsius with humidex of 40-45 degrees Celsius.
4. Toronto Public Health (TPH) has issued a Smog and Heat alert for the City of Toronto. Emergency cooling centres have been set up at designated locations throughout out the city with emergency outreach programs being led by Shelter Support Housing and Administration (SSHA).
5. The City is bustling with activity. Although people working outside are feeling the effects of the current weather conditions. TPH has advised all outside workers and people who are living or working indoors without suitably air conditioned environments to be cautious when exerting themselves. Some inside temperatures of non climate controlled buildings have reached into the mid to high 40 degrees Celsius range.
6. Toronto Emergency Medical Services have responded to numerous calls involving heat exhaustion, heat stroke and other collapses of individuals usually with complicated medical conditions.
7. Toronto Hydro has asked major corporations and individuals to govern their usage of electricity as the current peak capacity demands are nearly overwhelming the supply capability.
8. Complicating the current situation is that Brewer's Retail employees have recently gone on strike. All Beer Stores are closed.

From: EXCON - SIMCEL Controller

To: all players

Scenario

- Date: Monday August 17
- Weather: Sun with extreme heat, daily temperatures at 35 – 38 degrees Celsius.
- Environment Canada Extreme Heat Alert.
- UV Index is high (10/10)
- Humidex is very high, temperatures seem like there in the mid 40s.
- POP is 0%
- Effecte area: S Ontario.



WEATHER WARNINGS

Environment Canada

Severe Weather HEAT ALERT

Affected Area: Toronto and area

The extended period of hot weather continues. Temperatures are expected to increase and remain in the high 35 degree Celsius plus range for the next five days with no immediate relief in site. The humidex is high along with the UV index. Precautions should be taken, exposed and unprotected skin can be subject to radiation burns within 30 minutes under current condition.

Air quality index in the Greater Toronto Area is poor.

Probability of precipitation (POP) is 0.

Sunny conditions will remain with no cloud cover for the next 36 hours.

Winds are light and irregular emanating from the south west.

Inject #1 ref. MSEL

RT & ET = 0900 hrs

Scenario

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Inject #1q ref. MSEL

ET & RT = 0900 hrs

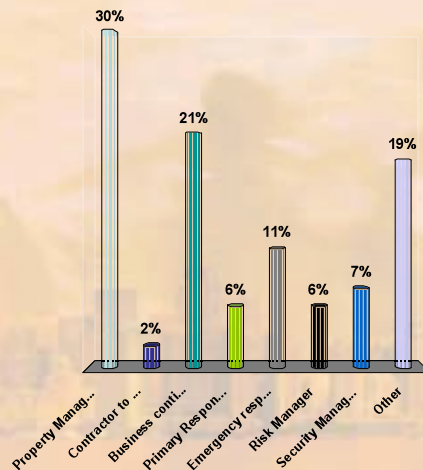
Discussion questions for Inject 1

1. What are some of the things that you are going to consider doing?
2. Does your organization have an emergency procedure for heat alerts?
3. Would you discuss anything or communicate anything special within your organization?

Inject #1 ref. MSEL ET & RT = 0900 hrs

Vote 1: Please identify your role within your organization?

1. Property Manager/Facility manager
2. Contractor to property / facility management
3. Business continuity planner
4. Primary Responder (Police, Fire, Ambulance)
5. Emergency response management
6. Risk Manager
7. Security Manager
8. Other



Toronto EOC

Status: **ACTIVATED**

Control Group: Notified & Present

TEMPC: Treasurer present

Advisory Group:

1. Enbridge
2. Enwave
3. Bell
4. EMO
5. GO Transit
6. TDSB & TDCSB
7. TRCA
8. Toronto Hydro



Inject #2 ref. MSEL

ET = 0910 hrs

Toronto Public Health Heat and Smog Alert



Heat Stress and Smog Alert

SAFE OPERATING PROCEDURE

SOP-SWM-034

Working where it is hot, puts stress on your body's cooling system. When combined with other stresses such as hard physical work, decreased fluids, fatigue or some medical conditions, it may lead to heat-related illnesses, disability and even death.

1. The worker should increase the frequency and length of rest breaks.
2. Workers should be reminded to drink a cup of water every 20 minutes or so.
3. Assign additional workers or slow down the work pace.
4. Train workers to recognize the signs and symptoms of heat stress and start a 'buddy system' since people are not likely to notice their own symptoms.

Inject #2 ref. MSEL

ET = 0910 hrs

Toronto Hydro – Public Message for Power Usage

Ontario narrowly eludes brownout

Power use soars near record
Urgent warning issued at 4:31 p.m.

Toronto Star - June 27, 2009
By John Speers

Ontario's heat wave yesterday pushed the province to the brink of emergency measures, including voltage reductions, to keep air conditioners humming.

The Independent Electricity Market Operator (IESO) issued an urgent warning at 4:31 p.m. yesterday as the second of two large generators broke down while power consumption hit a 24-hour record.

Added to the two breakdowns, a big unit of the Bruce nuclear station, out of service for planned maintenance, did not make it back into service yesterday in time to help supply the peak demand.

Electricity consumption hit 25,000 megawatts late in the afternoon — not far off the record 26,114 megawatts set last Aug. 13.

Reducing voltage across an electricity system is a last-ditch measure taken to avoid outright blackouts or brownouts. Most electrical equipment is designed to continue working if voltage is reduced slightly, but by 3 p.m. last night, the IESO was not to cut off power to some industrial customers who rely power on the understanding that service may be interrupted.

Inject #2 ref. MSEL

ET = 0910 hrs

Shelter, Support, Housing and Administration – Cooling Centre Message

City of Toronto

When Public Health calls an Extreme Heat Alert, the Emergency Planning Unit of Shelter, Support and Housing Administration triggers some services to help Torontonians by opening select Cooling Centres.

- Metro Hall - 95, John St (24 hours)
King St W at John St
- East York Civic Centre - 880 Coxwell Ave
Coxwell Ave south of O'Connor St
- North York Civic Centre - 1100 Yonge St
Yonge St north of Sheppard Ave W
- Etobicoke Olympium - 528 Bathurst St
Bathurst St at Malton Rd
- West Park Community Centre - 200 Malton Rd
Malton Rd south of Lawrence Ave E
- Centennial Recreation Centre - 1267 Eglinton Rd
Eglinton Rd west of Dufferin Street
- Colford Community Centre - 867 Jane St
Jane Street south of Finch Ave W

Cooling Centres offer an air-conditioned place to rest indoors and

Inject #2 ref. MSEL

ET = 0910 hrs

Toronto Water – Message regarding Water Supply & Usage



Inject #2 ref. MSEL

ET = 0910 hrs

Toronto EMS – Public Message regarding Heat Stress and Stroke emergencies



Inject #2 ref. MSEL

ET = 0910 hrs

Discussion Questions for Inject #2

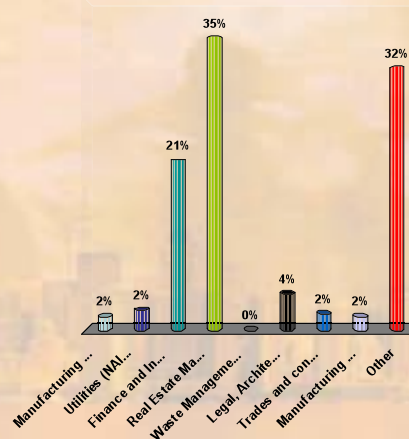
1. What building systems are operating that you would shut down first?
2. Who would shut it down?
3. What is the impact?
4. Is the start up time different/longer?
5. Are you going to communicate with the tenants?
6. Will you contact them (Business Unit Managers/Tenants/IT Depts) before you initiate power reduction program?
7. What computer rooms (data centres) are in the building?
8. What is running in the computer rooms and how will it be managed?
9. Are there joint occupational health and safety meetings that need to take place? Union consultation required?
10. What will you communicate to employees and contractors on site?

Inject #2 ref. MSEL

ET = 0910 hrs

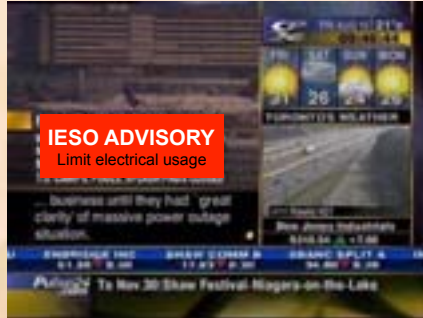
Vote 2: Please identify your industry: (NAICS: NA Industry Classification System)

1. Manufacturing (NAICS 31-33)
2. Utilities (NAICS 22)
3. Finance and Insurance (NAICS 52)
4. Real Estate Management, Rental and Leasing (NAICS 53)
5. Waste Management (NAICS 56)
6. Legal, Architectural, Engineering, Advertising (NAICS 56)
7. Trades and contractors – construction (NAICS 238)
8. Manufacturing - Furniture, IT equipment, chemical, etc (NAICS 31-33)
9. Other



IESO Advisory

- The IESO, and Toronto Hydro has issued an advisory strongly requesting Greater Toronto Area businesses, industry and private residential customers reduce the consumption of electricity as much as possible.
- The demand for electricity is very close to exceeding the available supply and importing capacity.



Inject #3 ref. MSEL

ET = 1300 hrs RT = 0930 hrs

IESO and Toronto Hydro Message

Electrical Usage Information:

Ontario Consumers Urged to Cut Back on Power Use As Heat, Humidity Returns

Posted on Toronto, 2 August 2009, 11:00 (CST)

TORONTO (CP) - Canada's most populous province will rely more heavily on its U.S. neighbours for power this week amid soaring demand and generating stations that are down for repairs, Ontario's electricity market watchdog warned Tuesday.

Five generating units went offline to undergo repair and maintenance, pulling some 3,000 megawatts out of Ontario's electricity grid, said Terry Young, spokesman for the province's Independent Electricity System Operator.

Four of the five units - nuclear power generators at the Pickering station east of Toronto and the Bruce plant on the shores of Lake Huron, plus two fossil-fuel units in Hamilton, southeast of London, Ont. - were expected to be down for the day.

The fifth, a Hamilton coal-fired unit in Genoa, was expected to return to service Tuesday.

Several other units in the province also weren't operating at full capacity.

The temporary loss of that supply means Ontario was forced to rely more on imports from Michigan, New York and elsewhere to meet demand as extreme humidity once again drives up air conditioner use, Young said.

"We're going to be reliant on imports today and through the week in order to meet demand in Ontario."

Tuesday's projected peak demand was expected to reach 25,400 megawatts, with the province only capable of generating about 23,700 megawatts, Young added.

Inject #3 ref. MSEL

ET = 1300 hrs RT = 0930 hrs

IESO Advisory Continued

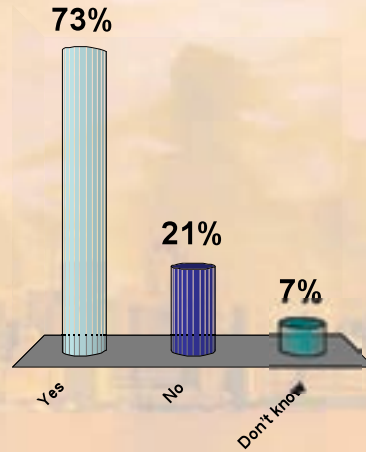
- The IESO suggests that where possible, corporate consumers discontinue operations for peak times and move consuming during off peak hours. Toronto Hydro has implemented its remote switch on of rental generators across the city.

Discussion Questions for Inject #3

1. What steps would you take and in what order would you take them to reduce power consumption.
2. What is supported by the Emergency Generator?
3. What is the effect on business operations?
4. Are you aware of your backup operations?
5. Has your Crisis Management Team been activated yet?

Vote 3a: Does your organization have a Business Continuity Plan?

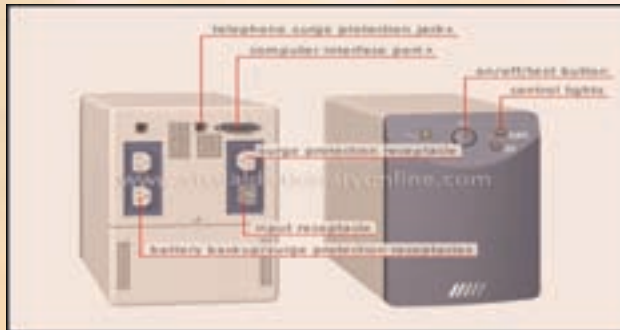
- 1. Yes
- 2. No
- 3. Don't know



Vote 3b: In the past have you participated in exercises to test your Business Continuity Plan?

- 1. Yes
- 2. No

Brown Outs + Power Fluctuations



There are voltage reductions ("Brown Out"), fluctuations – dirty power – impacts on UPS (assumption that one UPS impacted – damaged)

Inject #4 ref. MSEL

ET = 1330 hrs

Discussion Questions for Inject #4

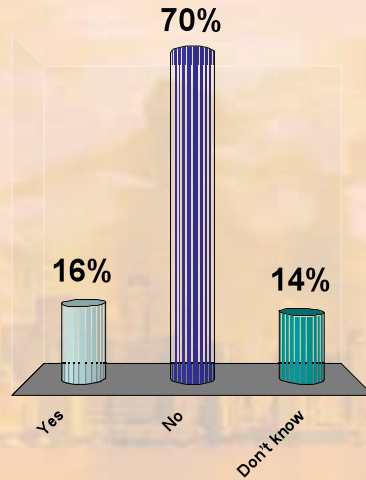
1. What are the effects on Data Centre Operations?
2. With a voltage reduction ("brown out") would your peripheral equipment be damaged?
3. What is impacted by the power fluctuations?
4. Are the UPS units in your data centre still operational?

Inject #4 ref. MSEL

ET = 1330 hrs

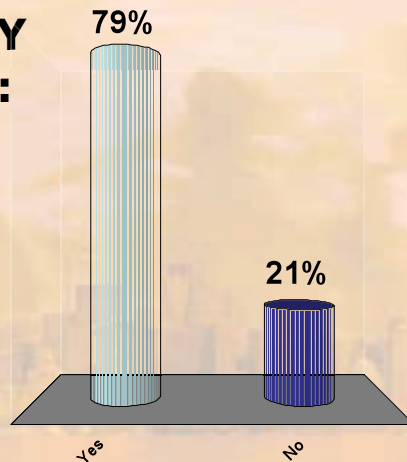
Vote 4a: Does your Business Continuity Plan have a set of rules for "heat alerts"?

- 1. Yes
- 2. No
- 3. Don't know



Vote 4b: Are you aware that a brown out can damage a motherboard of ANY piece of equipment: HVAC, Elevators, UPS's, etc

- 1. Yes
- 2. No



Massive Power Outage



Impacts of previous Power Failures:

- 44 hrs and 50 minutes of no electricity
- elevators not working in apartment buildings
- emergency lights not working in some stairwells
- no running water above 10th floor
- water level low in Toronto Reservoirs
- no help to carry water up stairs (esp. for old people)
- no information (City info-line not have much info to give) from eclectically powered devices ie. TV/radio/web
- Gasoline/diesel fuel hard to get
- batteries run out in stores

Inject #5 ref. MSEL

ET = 1500 hrs RT = 1000 hrs

Discussion Questions for Inject #5

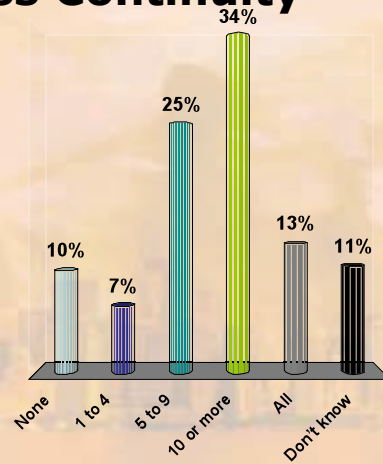
1. How will you respond to complaints on emission levels due to excessive traffic exiting the parking garage with reduction of power to vent in that area?
2. What are the impacts to building security and safety systems such as electronic/magnetic locks.
3. Are you going to communicate with your tenants, if so what are you communicating and by which means?
4. Are their effects on your communications (cell, land line, VOIP, Satellite).
5. Is there an impact on your water supply system?
6. How is the facility going to be kept secure? Who can access it?
7. What time sensitive and confidential documents are on site?
8. What is the impact to the telecommunications systems (PBX on site, do the telephones still function without electricity, do you have VoIP, etc)?
9. Where does your Crisis Management Team meet?
10. Where is your Emergency Operations Centre / Incident Command Centre?
11. Has your BCP been activated? To what extent has it been activated?
12. Do you have arrangements for emergency fuel delivery?
13. How much fuel do you have?
14. When have you last checked your building's generator?

Inject #5 ref. MSEL

ET = 1500 hrs RT = 1000 hrs

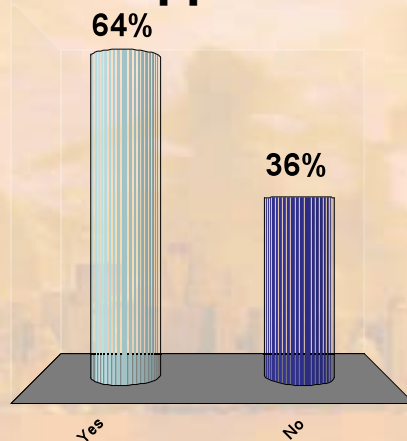
Vote 5a: How many of these points are included or are addressed in your current Business Continuity Plan?

- 1. None
- 2. 1 to 4
- 3. 5 to 9
- 4. 10 or more
- 5. All
- 6. Don't know



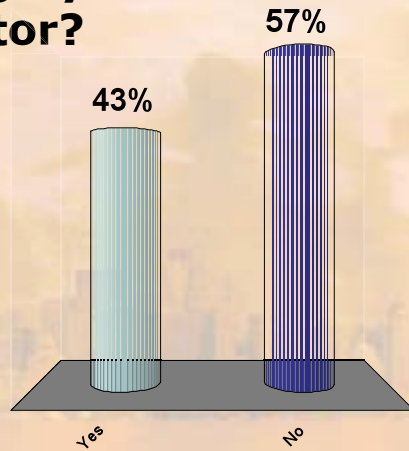
Vote 5b: Do you know "specifically" what your emergency generators support?

- 1. Yes
- 2. No



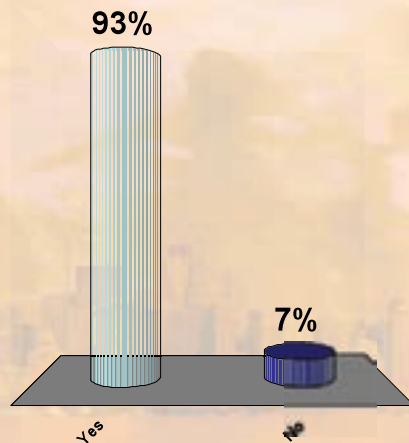
Vote 5c: Do you know if your building's domestic water pumps are powered through your Emergency Generator?

- 1. Yes
- 2. No



Vote 5d: At this point has your crisis management team been activated?

- 1. Yes
- 2. No



Power Restored !

- The IESO and Toronto Hydro reports that power is restored to the grid, (and to your facility). Local news confirms this. The electrical grid becomes alive.
- You are in your building and see that traffic signals, lights and other signs of electricity in the buildings around you around you are on. Your building's electrical system does **NOT** come on.
- Note: (if you have multiple buildings in your corporation then consider this to be your corporate head quarters main base of operations building).

Inject #6 ref. MSEL

ET = 1730 hrs

Questions for Inject #6

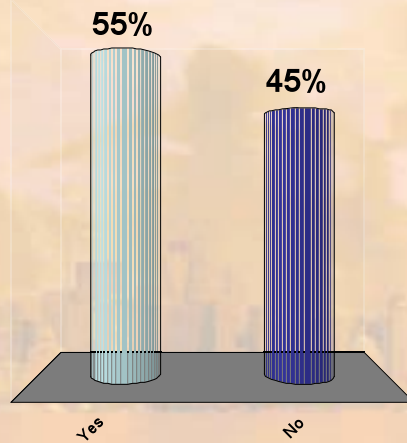
1. What would prevent power (electricity) from coming back on in your building?
2. Who will you contact to advise that your power is not back on?
3. Do you have a 3rd party contractor & specialists (high voltage, UPS, IT-DR) and are they available?
4. Has the IT Disaster Recovery Plan been activated yet?

Inject #6 ref. MSEL

ET = 1730 hrs RT = 1030 hrs

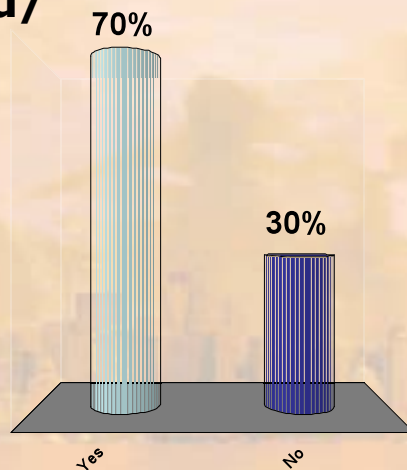
Vote 6a: Based on the scenario would you have activated your IT Disaster Recovery Plan?

- 1. Yes
- 2. No



Vote 6b: Are you monitoring your building control and/or operations systems for power fluctuations?

- 1. Yes
- 2. No



Report of explosion

- Building maintenance reports that there has been smoke and fire.
- The fire seems to have been extinguished with smoke, soot and other powdery residue in the area of the transformer. Upon inspection of the transformer area, your building maintenance notes charring and other fire debris in the transformer chamber. The transformer is "TOAST".
- Further complicating your predicament is that some smoke and powdery debris has infiltrated your HVAC system.



Building Security/Operations reports that some sort of explosion large bang has recently occurred was heard in your building's transformer room.

Inject #7 ref. MSEL

ET = 1800 hrs

Discussion Questions for Inject #7

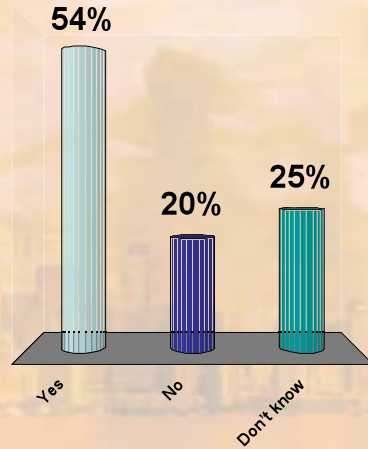
1. What are your contingency plans?
2. Have you conducted damage assessment?
3. Tenant communications – what are you saying at this point?
4. How does your building staff deal with internal incidents such as this?
5. Do you have appropriate response equipment in your organization?
6. What process is in place to mitigate the impact of this incident on internal systems (i.e. HVAC).
7. Are there implications regarding the HAZMAT.
8. Which other emergency procedures should now be activated, in addition to the BCP?
9. How, what and when are employee, supplier, and client communications enacted?
10. What role will the Joint Occupational Health and Safety Committee play?
11. Where is the Crisis Management Team meeting?
12. Which staff members have respiratory health challenges?

Inject #7 ref. MSEL

ET = 1800 hrs

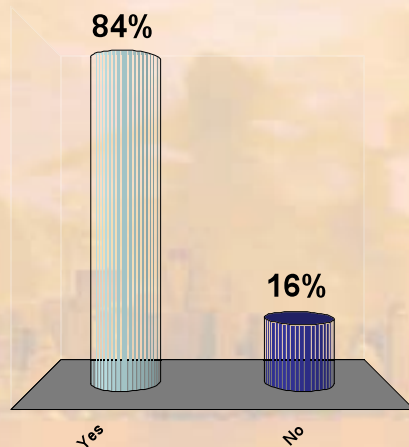
Vote 7a: Is your telephone system on Emergency Power?

- 1. Yes
- 2. No
- 3. Don't know



Vote 7b: At this point have you activated your Business Continuity Plan?

- 1. Yes
- 2. No



Building Situation Report

- It has now been determined that your **transformer (s)** needs to be replaced/repared. Your emergency electrical supply systems including generator, UPS or solar are incapable of letting your company continue to work out of your location. Complicating the matter is the mess that the powder debris and soot from the transformer explosion on the lower floors of your building.
- The heat is still evident with temperatures in your building now at 35 degrees Celsius.
- As the sun begins to set a gentle darkness begins to set in Toronto on this August day.

Inject #8 ref. MSEL

ET = 1930 hrs

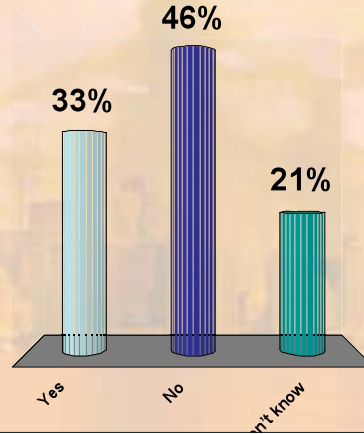
Discussion Questions for Inject #8

1. Who makes the decision to shut down the building?
2. What are your contingency plans with respect to the continuity of your business activities?
3. What are the security ramifications (access controls) within your facility.
4. Are there any continued concerns regarding OHS activities?
5. What are you telling the tenants? How are you telling them?
6. Have you conducted a full building evacuation?
7. Are people willingly leaving? How do you ensure people have left and the building is empty?
8. How are you keeping people from entering?
9. How do you sustain security when the mag-locks are still down?
10. "Force Majeur clause" – How much force would you use?
- Would you invoke it on any of your contracts / leases or SLA's (Customer contracts, insurance contracts, lease contracts).
11. Can your BCP strategy sustain the expected levels of service or product delivery for this length of time?
12. How do you continue to communicate with your landlord?
13. Can relocated operations be sustained at the alternate site for this long?
14. Who else do you rely upon?
15. What adjustments need to be made to accommodate the longer time period?
16. How will you continue to manage the incident?
17. What does your insurance cover?

Inject #8 ref. MSEL ET = 1930 hrs RT = 1110 hrs

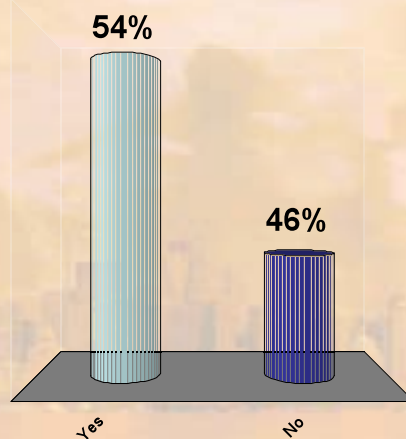
Vote 8a: Have you previously “pre-contracted” an electrical hi-voltage specialist or an IT disaster recovery vendor to deal with this type of situation?

- 1. Yes
- 2. No
- 3. Don't know



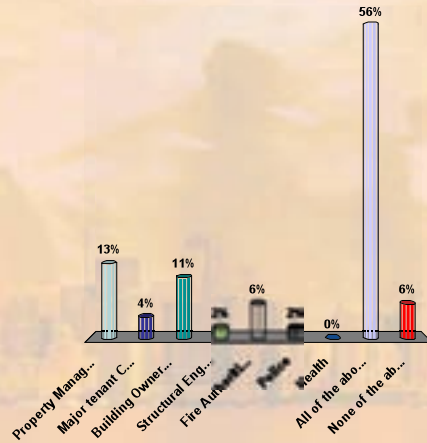
Vote 8b: Do you have a formal damage assessment process?

- 1. Yes
- 2. No



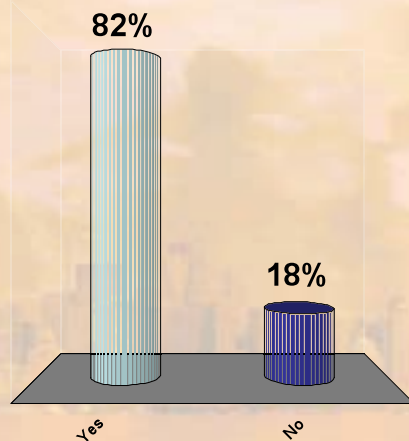
Vote 8c: Who makes the decision to shut down the building?

1. Property Manager
2. Major tenant CEO
3. Building Owner/ Asset Manager
4. Structural Engineer
5. Fire Authorities
6. Police
7. Health
8. All of the above
9. None of the above



Vote 8d: At this point have you contacted your Risk Manager or insurer to determine coverage or obligation?

1. Yes
2. No



Next Business Day Tuesday August 18

- Your customers, clients, are now contacting you regarding the provisions of the contracts, goods and services that you offer. Are you going to be able to meet deadlines and delivery dates, what is effected and for how long.
- Your worker population from your affected building are placing enquiries about what they should be doing. Where should they report to?
- Electrical contractors examining your transformer vault indicate that it will take 6 weeks to replace and repair affected electrical systems. A temporary electrical supply may be established within 1 week from a generation system placed outside of the building, however, it will only be able to provide a 50% load of the normal operating power that your facility normally uses.
- The heat wave continues unabated.



Inject #9 ref. MSEL

ET = 0800 hrs Tuesday Aug 18 hrs

Discussion Questions for Inject #9

You have 5 days with NO power and will receive 50% power on day 6 for the next 5 weeks.

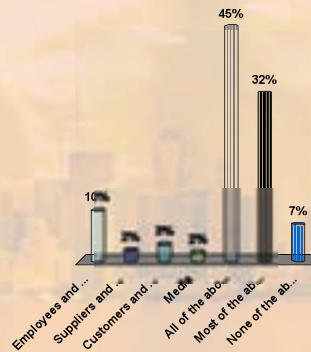
1. What are your answers to your customers, employees' questions?
 2. How and when are on site generators going to be serviced and whom do we co-ordinate this with?
 3. What is the impact to the information technology resources and how will this work over the longer term?
 4. What is the communications plan for power downs, and ups?
 5. How will employees coming on site be managed to support the power strategy?
 6. What are our insurance implications and what is covered?
 7. Has the business case for additional expense incurred been re-evaluated and considered for the longer term incident?
 8. How do we ensure the power stays at 50% and what will happen if it doesn't?
- Provide a (max) 5 minute media like statement to the assembled players as if they were employees, tenants, or corporate customers.

Inject #9 ref. MSEL

ET = 0800 hrs Tuesday Aug 18 hrs

Vote 9: Does your communication strategy include all the following four groups: employees / contractors, suppliers / vendors, customers / tenants and the media?

1. Employees and Contractors
2. Suppliers and Vendors
3. Customers and Tenants
4. Media
5. All of the above
6. Most of the above
7. None of the above



ENDEX



Inject #10 ref. MSEL

RT = 1200 hrs



EMF VIII GTIME #1 Ex HEATED ISOLATION 09

Exercise HOTWASH

- What did you find beneficial ?
- How can the BOMA & GTIME Groups improve on BCP activities ?
- What would be the next steps in our training & exercise program ?

