

UNIVERSITY OF ILLINOIS AT CHICAGO

College of Pharmacy 2008 Fire
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March 2010



Facility

- Seven Floors @~150,000 NASF built in 1954
- Space Uses Include:
 - Education
 - Research Laboratories (including BL3 for TB Isolation)
 - Office



Disaster Recovery Plan

- We didn't have one (we do now)
- An evacuation plan is \neq a disaster recovery plan
- Laboratory safety training is \neq a disaster recovery plan
- An EHSO unit \neq a disaster recovery plan

The Event

- Fire – Saturday morning - 01/19/2008 (-3°F in Chicago)
- Damage caused by:
 - Fire
 - Heat
 - Soot
 - Water
 - Extreme cold
 - Power outages



Immediate Response

- City of Chicago Fire and Police
- Knox Box – good information; frozen shut...
- Campus
 - EHSO, UIC Police, Risk Management, Facilities, Public Affairs
- Environmental Protection Agency

Immediate Aftermath

- Chemical waste and radioisotopes removed \$\$\$
- Building CLOSED
 - Work continued from scattered locations
- Intermittent power failures affected
 - IT/Communications
 - Research samples/equipment
- Classes cancelled one week then relocated
- Around the clock work days
 - Despite a Local Union Protest and the two story inflatable rat on a flatbed outside the building
- Paid hourly employees for “regular” number of hours first week

College Leadership

- The Dean set the tone; we'll recover
- Communication – early and often
 - Town Hall Meetings with all faculty and staff
 - Resume sense of humor as soon as possible
 - Frequent website and e-mail updates
 - Information and updates to alumni
- Regular status updates to UIC & UI leadership

How we coped over time...

- We accepted help
- We asked for help
- We appealed for continued help
- We continue to express our appreciation
- We had semi-realistic time expectations (18 months)
- We hired additional help so we could manage the recovery, claim process, and perform our regular jobs simultaneously

Things we learned along the way...

- We didn't hire enough additional help
- Don't underestimate the fatigue factor
- Don't underestimate the value of "normal" work projects
- Do not be surprised when others don't understand
 - Timeframe, complexity, pervasiveness, etc...

Insurance Coverage Provided

- Claim oversight by Marsh USA, Inc.
- BMS Catastrophe on retainer for building clean-up
 - Initially present around the clock
 - Participated in daily meetings/updates
 - LWG for equipment assessment and cleaning



Impacts & Lessons Learned

- Facility
- Information Technology
- Educational Programs
- Research Projects

Facility

Situation

- Restricted Access
 - Electronic building access system was turned off for several months
 - Appointments were required for entry/police escort mandatory
 - Building was a “construction site” for months
- Building remained structurally sound
- Extensive Heat/Soot/Water/Power Failure Damage
- Burn zone could not be occupied for almost a year

Actions

- Temporary phone service, mail delivery, rerouted parcel delivery
- Set up a temporary Dean’s and Student Affairs office
- Moved faculty and staff to “borrowed” labs and offices throughout campus
- Coordinated recertification of labs and fume hoods

What we learned

- 24/7 security is necessary during building restoration \$\$\$
- Wear jeans, layers, and comfortable shoes
- “Hard-hat hair” is going to happen

Information Technology

Actions

- Immediately purchased 15 laptops and 25 CPUs
 - All eventually assigned permanently to faculty/staff
- Increased College IT staff and their hours
- Jury-rigged wireless capabilities in temporary spaces
- Issued Walkie-Talkies and relied heavily on cell phones
- Data recovery by IT staff and through specialty vendor \$\$\$
 - HIPPA/FERPA compliance, Proprietary Information, Intellectual Property
- Assessed and Cleaned Equipment
 - Some computer equipment failed after cleaning
 - The telecommunications and data switches failed after cleaning
 - Negotiated replacements if more cost-effective than multiple repairs
- Students used nearby campus computer labs

What we learned...

- You can't be fully prepared for this type of event – you can only respond

Educational Impacts

Actions

- Cancelled one week of classes
- Bussed students to temporary classrooms campus-wide
- Class locations changed almost daily
- Communicated with students/instructors via e-mail daily
- Classrooms reopened one month later
 - Student access was limited to classrooms only (no locker room, lounge, IT lab, etc...)
- Interviews for incoming students took place, but...
 - The space & logistics were not up to our normal standard
 - The chaotic situation had a negative impact on recruitment

What we learned...

- Our students are very resilient and understanding

Research Programs

Situation

- Labs closed
 - Could not quickly evaluate loss, salvage property, move/protect viable samples in labs
 - Difficult to coordinate delivery of dry ice, gas cylinders
- May not charge salaries to grants while grant work is suspended

Actions

- Waste removal done EHSO's certified vendor
- Isolated all critical cell colonies (BL3 Labs)
- Set up central staging area for emergency freezers, etc.
- Moved researchers to temporary labs
- Inventoried reagents, equipment, cell lines & tissue cultures
- Recertified labs as restoration progressed

Research Programs continued...

Actions continued...

- Communicated with all impacted sponsors
- Moved salary expenditures from sponsored project accounts to “fire” account as required
- Obtained no-cost extensions for suspended projects

Impacts

- Tenure clock for some faculty members interrupted
- Key faculty recruit withdrew from consideration
- Negative impact on ability to compete for grant funds
- Negative impact on Indirect Cost Recovery revenue
- Lost revenue on contracted research services

Claim Process

- Building
- Equipment
- Business Interruption/Extra Expense/Revenue Loss
- Intellectual Property/Investigator derived reagents

What we did first...

- Attestation letters were signed by every employee
- Created a documentation system for every expense
- Set up unique accounts and subaccounts to track expenses by claim category, department, etc...

Building Claim

- Clean up expenses
- Renovation expenses
- Required code compliance VS optional upgrades
- Additional expenses
 - Security and housekeeping
 - Could not be claimed if within “normal” operations

Equipment Claim

Process

- Clean, Repair, Replace (lather, rinse, repeat)
- “Like for like” items only
- Carrier’s representative pre-approved all equipment interventions
- Enacted State emergency purchasing system
 - No bid process; quotes required
 - Less strict re: “sole-source”
 - Items over \$250K still required Board of Trustee action (only a few of these)
- Dean’s Office staff (Jim/Peg) reviewed each transaction/approved requisitions
- 23 linear feet of binders hold all documentation for every purchase
- Paper documentation mirrored spreadsheets (sort by vendor, department, etc.)

What we learned

- Pre-approval of equipment expenses was really, really important for claim
- The painstaking documentation process (paper/electronic) was worth it
- We had the best undergraduate student employee ever

Business Interruption

- Extra expenses (direct result of the event)
 - Payroll for additional staff
 - Consumable supplies
 - Books, lab supplies, furniture
 - Rebuild (in-house) of custom mouse house for research
- Lost Revenue (scientific testing services)
 - Nuclear Magnetic Resonance (NMR) facility
 - Research Resources Center
 - Chemical, biological, and structural characterization

Important note: Cannot claim expense of salaries for employees who would have been paid anyway even though their efforts were mostly fire-related

Intellectual Property

- Investigator Derived Products
 - Document expenses of “ingredients” of product
 - Document personnel/travel expenses to formulate product
 - Reformulate products you need to (and are able to) ASAP
- Partial recovery of laboratory logbooks/data through freeze-dry process

What we learned...

There will some permanent IP with future consequences that cannot be quantified/claimed

Summary

- The restoration and claim processes take a long time
- The amount of work is unbelievable
 - Hire extra people
 - Use available resources
- After a short time nothing will surprise you
- Have a thick skin and a good sense of humor
- Celebrate the small things



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