

Report to CDEM Joint Committee

File No: 33 10 01
Date: 7 June 2016
To: CDEM Joint Committee Members
From: Group Controller (Lee Hazlewood)
Subject: GECC accommodation review

1 Purpose

To provide the Joint Committee with an update regarding the review of the GECC accommodation arrangements, along with requesting a recommendation regarding the options currently available.

2 Recommendations:

That the Waikato CDEM Group Joint Committee:

- (a) ...receive this report “**GECC accommodation review** (Discover ID 6307585, dated 7 June 2016) for information.
- (b) ...recommend to the Waikato Regional Council that **Option 1 (establish the GECC at the new Genesis Energy building for a 6 year term)** be adopted in order to address the current GECC accommodation issues.

3 Background

As part of the development of the Waikato Regional Council Long-term Plan 2015-2025, the Joint Committee acknowledged that the existing GECC location was not fit-for-purpose, and agreed to include the relocation cost (additional annual expenditure) in the GEMO budget, commencing during the 2015/2016 financial year.

The business case developed to support this increase in budget identified the following outcomes that were expected:

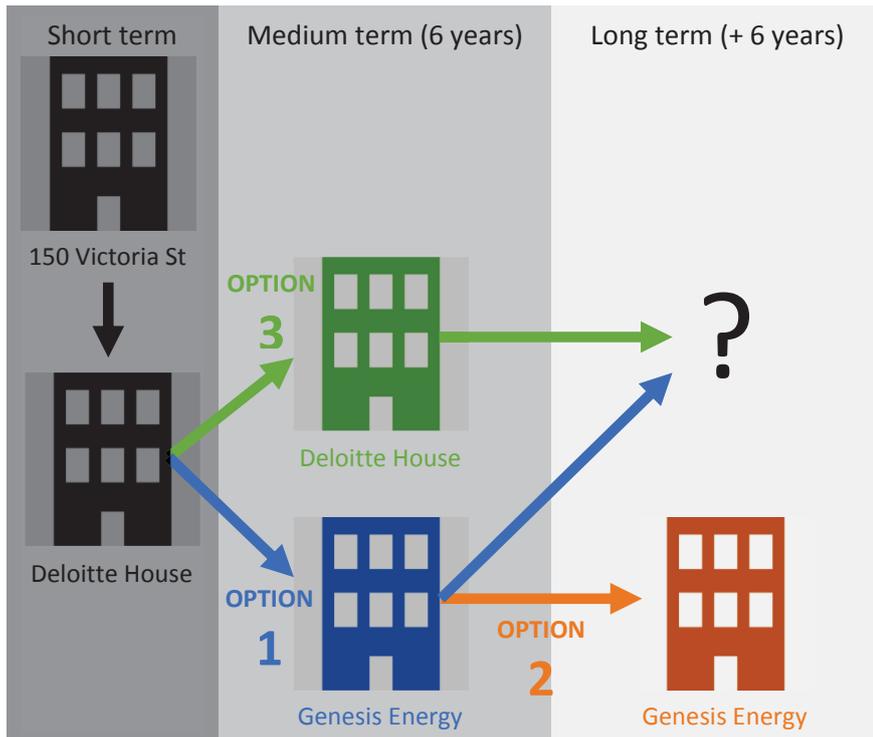
- A fit-for-purpose accommodation arrangement for the GECC.
- Improved inter-agency collaboration and cooperation.
- Inter-agency sharing of resources.

Subsequent to the agreement to include this item in the GEMO budget, work has continued to reach agreement with the New Zealand Police and New Zealand Fire Service regarding their collocation in such a facility. However, as was advised to the Joint Committee in November 2015, both organisations have now advised the GEMO that they are no longer in a position to collocate in the short to medium term. Due to the fact that both agencies are now pursuing their own new buildings over the longer term, there is little likelihood of a combined facility involving all agencies now occurring. CDEM collocating with one or the other agency is still

viable in the long-term but remains uncertain at this time. In addition to this, the GEMO has approached all CDEM partners (including Emergency Services, all Lifeline Utilities and Welfare Service providers) seeking opportunities to collocate in a fit-for-purpose facility such as the All Hazards Centre. Other than Genesis Energy, no other organisations identified an ability to do so at this time.

As a consequence of this change, the GEMO has reviewed the initially submitted business case for the consideration of the Joint Committee. This is provided in the following sections.

The decision requested from the Joint Committee is whether to adopt Option 1, 2 or 3, as summarised below.



4 Review of business case

4.1 Preamble

4.1.1 Primary GECC specifications

The specifications for the primary GECC are outlined in the following table. Overall, this equates to a floor area of approximately 540 m². This information is taken from the more detailed information on the specifications provided in an extract from the Premises Feasibility Assessment (May 2016) prepared by The Property Group (refer to Attachment A).

Feature	Specification	Reason for specification
Group Emergency Management Office + Hamilton City Council Emergency Management ¹ (business as usual)		
BAU open plan office area	Sufficient for 10 persons.	Required to accommodate: <ul style="list-style-type: none"> - GEMO (5 persons) - Hot desks (admin, visitor) - Hamilton City Council (3 persons)
Small meeting room	Sufficient for 6 to 8 persons (12 m ²).	Typical size of regular meetings.
Training room	Sufficient for up to 20 persons (60 m ²).	Typical size of training sessions (e.g. ITF and CIMS) with a group table configuration.
Meeting/conference room	Sufficient for up to 34 persons (90 m ²).	Typical size of regular meetings in a round table configuration (20 persons), as well as less frequent but larger (34 person) in a seated row configuration. <i>Note: Larger workshops (typically 50 persons in a group table configuration) can be accommodated by joining this feature with the training room.</i>
Kitchen/staff room	Sufficient for BAU staff numbers plus an additional 10 staff in the event of an activation.	This feature should be sufficient to support BAU needs, as well as the needs of a moderate scale activation.
Three single offices/operational breakout rooms	Sufficient for Group Controller and GEMO team leaders (x 2). 9 m ² per office consisting desk plus table and chairs for breakout sessions.	Offices serve dual BAU and operational functions.

¹ Refer to Section 4.1.4 for further details

Car parking	10 spaces	Required to accommodate CDEM and partner vehicles (x 4 secured) and visitors (x 6). Parking for surge capacity must also be available in close proximity.
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Feature	Specification	Reason for specification
Group Emergency Coordination Centre and Hamilton City Council Emergency Operations Centre (immediate and ongoing operational response capability)		
Seismic performance	Compliant with “Building Importance Level 4”	The CDEM Act 2002 describes the functions of the Waikato CDEM Group, including: <ul style="list-style-type: none"> - Responding to and managing the adverse effects of emergencies in its area (Section 17(1)(a)). Given this expectation, when establishing the required specifications for a GECC, it is appropriate to refer to the “Building Importance Levels” contained in the Building Code (Clause A3). In this regard, “structures with special post disaster functions” are identified as having Building Importance Level 4 (out of 5). The GECC falls within this category given the following inclusion: <p><i>“Buildings intended by the owner to contribute to emergency preparedness, or to be used for communication, and operation centres in an emergency, and other facilities required for emergency response.”</i></p>
Service redundancy	Compliant with “Building Importance Level 4”	
GECC “Hot” operational area	Sufficient for up to 9 persons (30 m ²)	Typical size for a small-scale and immediate activation in an operational configuration (as opposed to a larger BAU configuration).
HCC “Hot” operational area	Sufficient for up to 9 persons (30 m ²)	Typical size for a small-scale and immediate activation in an operational configuration. Under this model certain functions are shared between the two ‘hot’ areas. Should HCC not decide to participate, the functions would still need to exist so any reduction on the overall specification would be limited.
Group Controller office/operational breakout room	Addressed by BAU provision.	Required to meet operational needs of the Group Controller, including being adjacent to operational areas.
Local controller (HCC) office/operational breakout room	9 m ² . Desk plus table and chairs for breakout sessions.	Required to meet operational needs of the Local Controller, including being adjacent to operational areas.

Expandable operational area	Addressed by BAU provision (expandable training and meeting room)	Required to flexibly accommodate the functional needs of moderate to large scale responses.
Planning/meeting rooms	Sufficient for 8 to 10 persons (18 m ²)	Required to accommodate 8 – 12 persons, which is the expected size of response functions during a medium to large scale response.
Communications room	Approximately 9 m ²	Required to accommodate 4 persons to operate incoming communications (phone and radios), including regular communications checks outside of an emergency response.
Shower		Required to meet BAU and operational needs.
Car parking	Addressed by BAU provision	Required to meet operational needs.

4.1.2 Benchmarking (IL4)

One aspect to consider when assessing the options presented in this report is the benchmarking of the need for a facility that meets “Building Importance Level 4” requirements against other CDEM Groups.

Enquires made by the GEMO to inform this report have found that:

- 10 out of 15 (67 %) of the other CDEM groups currently have (or are committed to) a facility that meets IL4 requirements (Hawkes Bay, West Coast, Taranaki, Wellington, Auckland, Gisborne, Southland, Nelson, Canterbury and Marlborough).
- Of the 5 CDEM groups that do not have a facility that meets IL4 requirements, 1 (Bay of Plenty) currently has a project underway aimed at establishing such a facility (this has been confirmed with the relevant Group Controller).

4.1.3 Redundant/back-up GECC (Mystery Creek Events headquarters)

The Waikato CDEM Group has entered into a memorandum of understanding with Mystery Creek Events Centre for the use of their headquarters (located at Mystery Creek) in the event that the primary GECC is not functional or not accessible for an emergency response. This facility is the business-as-usual location for Mystery Creek Events Centre throughout the year, and while it is not purpose built for response (e.g. it has been designed to only meet the requirements of Building Importance Level 2), it does have some service redundancy (e.g. potable water supply and the ability to run on a generator).

The purpose of this arrangement is to provide a backup GECC location that is secondary to the primary GECC facility. It includes the ability to access the facility at any time and establish a response capability to varying levels of occupancy (noting that business-as-usual for the Mystery Creek Events Centre will still need to be accounted for and will influence the scale of occupancy (and activation) possible). The arrangement also allows for the installation of radio communications infrastructure and the storage of radio communications equipment to mirror the primary GECC capability.

This back-up arrangement will continue to support the capability of the Waikato CDEM Group, regardless of the accommodation arrangements for the primary GECC (as discussed further below). It is however important to acknowledge that the existence of this arrangement, which has a limited scope and capability, does not negate the need for the accommodation arrangements for the primary GECC to be fit-for-purpose, and in particular meet the requirements of “Building Importance Level 4”.

The identification of redundant or back-up facilities for worse case scenarios is standard practice and would apply regardless of the survival capability of the primary building. A back-up is intended to address catastrophic failure or unforeseen circumstances, it is *not* intended to supplant the government obligation to provide a facility that is fit for its intended purpose. It is expected that this would almost certainly be the opinion held by any commission of inquiry into any subsequent emergency response.

4.1.4 Hamilton City Council

Initial discussions with the Hamilton City Council with regard to the Genesis Energy building have identified the possibility of a collocation arrangement with certain council functions that are complementary to the GECC (e.g. their local emergency management section). At the time of preparing this report, interest is high at the executive level, and while there are no firm proposals for collocation, this report assumes HCC is included in the options presented. It is expected that a decision will be made by the end of June 2016, with implementation commencing during the first quarter of the 2016/2017 financial year.

It is however important to note that any collocation arrangement that is agreed subsequent to the decision that is requested by this report will offset both the annual and initial costs associated with Options 1 and 2 for the GECC.

4.2 Primary GECC

4.2.1 Current state

The GEMO/GECC is currently located at 150 Victoria St, and will shortly be relocating to Deloitte House due to the expiry of the current lease and a decision by the Waikato Regional Council not to renew it.

The initial business case to the Waikato Regional Council identified that the existing accommodation arrangements for the primary GECC were not fit-for-purpose. In particular, it was identified that the arrangements did not meet the requirements of “Building Importance Level 4 (IL4)”, which is detailed in the building code and is applicable to “buildings that must be operational immediately after an earthquake or other disastrous event...”. Of particular importance is:

- The seismic strength of the building, and in particular the expectation that the building will be able to function after an earthquake (as opposed to normal buildings that simply require the building to remain standing to provide for life safety).
- The presence of redundancy arrangements for building services such as power, telecommunications, potable water and wastewater.

This assessment of the GECC accommodation arrangements (based on 150 Victoria Street) not being fit-for-purpose remains valid for the new arrangements at Deloitte House, which only meets the requirements for “Building Importance Level 2 (IL2)”, as well as the other functional specifications outlined in the preamble.

4.2.2 Desired outcomes

4.2.2.1 Fit-for-purpose facility

The initial business case prepared for the Waikato Regional Council identified that the existing accommodation arrangements for the GECC (150 Victoria Street) were not fit-for-purpose and were acknowledged as a temporary arrangement that required a medium to long term solution.

In particular, it was identified that any accommodation arrangement would need to meet the requirements of “Building Importance Level 4”, which is detailed in Building Code

This desired outcome remains unchanged from the initial business case.

4.2.2.2 Inter-agency collaboration and cooperation

The initial business case prepared for the Waikato Regional Council identified the need to improve inter-agency collaboration and cooperation in the emergency management sector (as recommended following a review of the response to the Christchurch earthquake in February 2011). The review of the GECC accommodation arrangements was timely in this regard, as the New Zealand Police and New Zealand Fire Service were also in a position to consider the relocation of some staff or functions to a shared facility.

This desired outcome remains unchanged from the initial business case. However, the GEMO has now been advised that, in the short to medium term (at least a 6 year period), the New Zealand Police and New Zealand Fire Service are no longer in a position to relocate to a shared facility. Long term opportunities also remain uncertain. For this reason, other opportunities to achieve this outcome must now be considered. These opportunities include ensuring that the GECC accommodation arrangements provide for:

- During business-as-usual, dedicated facilities are provided for multi-agency training that supports integrated response. This is best and standard practice overseas where facilitating training for responders is seen as the most effective method for promoting integration of the emergency management and emergency response disciplines.
- During emergency response, the temporary relocation of emergency service personnel to the GECC, including communications infrastructure.

4.2.2.3 Inter-agency sharing of resources to achieve efficiencies

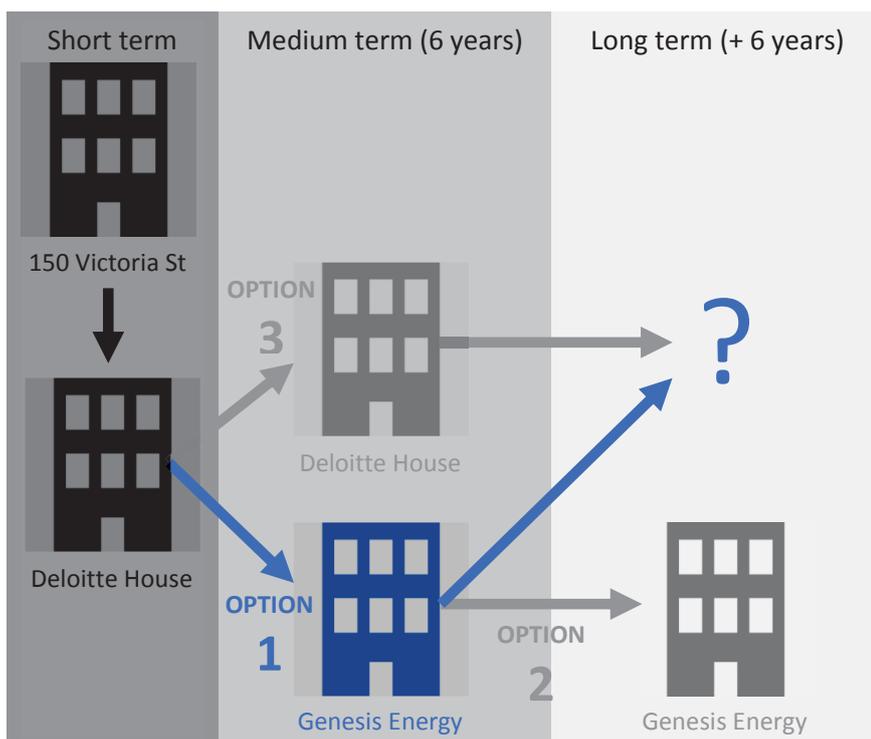
The initial business case prepared for the Waikato Regional Council identified that a benefit of a GECC collocation arrangement with other emergency services would be a more efficient approach for the provision of a fit-for-purpose emergency response capability (as opposed to each individual organisation having to provide their own facility that met the “Building Importance Level 4” requirements).

This desired outcome remains unchanged from the initial business case. However, given the current expectation that collocation will not occur with the emergency services in the short to medium term, other equally effective partnering opportunities to provide efficiencies are now being considered by this report.

4.2.3 Analysis of options

Three options have been identified to address the medium to long term accommodation needs for the GECC. It should be noted that, in the short-term, the GECC will be relocating from 150 Victoria Street to Deloitte House, and therefore the starting point for this analysis is the GECC at this locality.

4.2.3.1 Option 1: Genesis Energy building (6 year commitment)



During the initial identification and evaluation of the options available for the medium to long term accommodation needs of the GECC, the GEMO requested feedback from across the Waikato CDEM Group regarding any opportunities available to partner in the provision of a facility that meets the “Building Importance Level 4” requirements. Genesis Energy (one of the lifeline utilities that we work alongside) responded to this request and confirmed that they were in the process of constructing a new facility in Hamilton (corner Tristram and Bryce Streets) and that this would meet the “Building Importance Level 4” requirements. No other opportunities were identified within Hamilton City that met these requirements.

Subsequent to this opportunity being identified, and as directed by the Joint Committee at their November 2015 meeting, the GEMO commissioned the Property Group to undertake further work to assess the feasibility of this facility, with a particular focus on the desired outcomes detailed in the previous section.

A summary of this assessment is provided in the following table.

Desired outcome	Comment
Fit-for-purpose facility	✓ The building will be constructed to meet “Building Importance Level 4” requirements. Further background information is contained in a letter from the construction company (Fosters), which is provided in Attachment B for your information.
Inter-agency collaboration and cooperation	✓ The space available for the GECC is sufficient to provide a dedicated area that will be used for multi-agency training sessions and meetings. Also provided is the necessary space for an expanded response, including an appropriately sized operational area with functional breakout rooms.

Inter-agency sharing of resources	<ul style="list-style-type: none"> ✓ The building will be shared with Genesis Energy and other possible partners (e.g. Hamilton City Council), meaning that the burden of having to provide for the requirements of “Building Importance Level 4” does not rest solely with the GECC. It is further noted that the GEMO has been advised that it has been offered a competitive lease arrangement that is consistent with the larger occupation by Genesis Energy. That is, due to our partnership with Genesis, CDEM benefited from their negotiated rate for the IL4 upgrade. Had CDEM ‘gone it alone’ the burden of the IL4 upgrade would have fallen entirely on the ratepayer.
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Further details regarding this option are:

- Availability: From August 2017
- Floor area: 542 m²
- Rental: \$196,100 per year
- Annual outgoings: \$32,520
- Parking²: \$18,720
- Initial fit out: \$323,000
- Lease term: 6 years + renewal

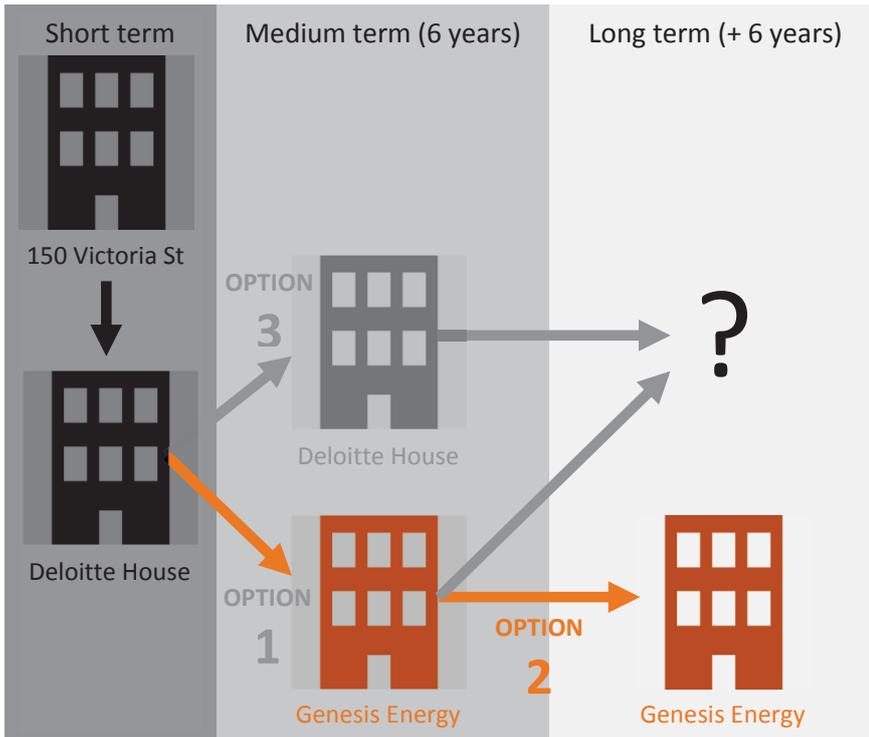
The benefits and costs associated with this option are provided in the following table.

Benefits	Costs/risks
<ul style="list-style-type: none"> ✓ Option provides for all desired outcomes. ✓ The annual cost (\$247,340³) is within the estimated cost included in the initial business case to the Joint Committee (which was estimated at up to \$250,000). <i>Note: Based on the informational available at that time, this cost estimate translated to an additional \$100,000 over the existing GEMO accommodation budget and this was provided for in the current LTP. The GEMO has since been advised that the rental cost actually attributed to the GEMO through the internal charging system (overhead) is less than the original figure advised.</i> ✓ The limited lease commitment (6 years) allows future collocation opportunities to be revaluated. ✓ Space available is sufficient for both the BAU and operational needs of HCC. 	<ul style="list-style-type: none"> ✗ Option incurs an initial fit out cost that may only support a limited period (6 year) occupancy.

² 6 visitor car parks (\$30 per week), 4 covered and secured car parks (\$45 per week)

³ Refer to Financial Overview of further details.

4.2.3.2 Option 2: Genesis Energy building (more than 6 year commitment)

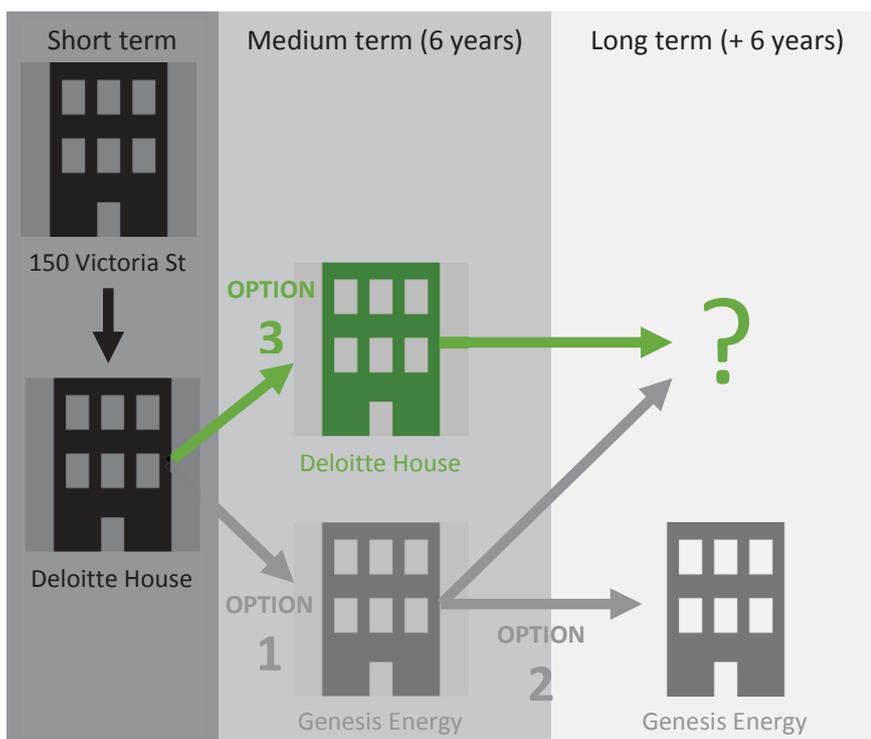


This option is consistent with Option 1, albeit with a longer (more than 6 year) lease commitment spreads the fit out cost that will be required (\$323,000) over a longer period. The benefits and costs associated with this option are provided in the following table.

Benefits	Costs/risks
<ul style="list-style-type: none"> ✓ Option provides for all desired outcomes. ✓ The annual cost (\$247,340⁴) is within the estimated cost included in the initial business case to the Joint Committee (which was estimated at up to \$250,000). <i>Note: Based on the informational available at that time, this cost estimate translated to an additional \$100,000 over the existing GEMO accommodation budget and this was provided for in the current LTP. The GEMO has since been advised that the rental cost actually attributed to the GEMO through the internal charging system (overhead) is less than the original figure advised.</i> ✓ The longer lease commitment (more than 6 years) may allow the fit-out costs to be spread over a longer period thereby reducing the annual rating impact. 	<ul style="list-style-type: none"> ✗ The longer lease commitment (more than 6 years) will limit the ability of the GECC to respond to opportunities to collocate with other emergency services.

⁴ Refer to Financial Overview for further details.

4.2.3.3 Option 3: Deloitte House (longer commitment)



If the opportunity for the GECC to collocate in the new Genesis Energy Building is not advanced, this option involves a longer commitment to the (soon to be) current arrangement at Deloitte House.

A summary of this assessment is provided in the following table.

Desired outcome	Comment
Fit-for-purpose facility	✘ Deloitte House is not constructed to meet the requirements of “Building Importance Level 4”. Some retrofitting may be possible (e.g. the installation of a generator), however this will only achieve partial compliance.
Inter-agency collaboration and cooperation	✘ The space available for the GECC is not sufficient to provide a dedicated area that will be used for multi-agency training sessions and meetings.
Inter-agency sharing of resources	✘ The building will not be shared with other CDEM partners.

Further details regarding this option are:

- Availability: From September 2016
- Floor area: 326 m²
- Rental: \$100,200 per year
- Annual outgoings: \$19,560
- Parking: \$15,392
- Initial fit out: \$100,000 (generator)
- Lease term: 3 years + 1 + 1 + 2

The benefits and costs associated with this option are provided in the following table.

Benefits	Costs/risks
<ul style="list-style-type: none"> ✓ The annual cost (\$135,152) is assumed to be within the existing GEMO/GECC accommodation budget (excluding any additional amount for an “All Hazards Centre”). ✓ The limited lease commitment (6 years) allows future collocation opportunities to be reevaluated. 	<ul style="list-style-type: none"> ✗ Option does not provides for any of the desired outcomes. ✗ Requires additional expenditure to provide a generator (\$100,000). ✗ Option will prolong the period that the GECC is located in a facility that is not fit-for-purpose and may be found wanting in the event of an emergency response (and any subsequent review or enquiry). ✗ The space provided is only sufficient for HCC BAU and will not accommodate any operational capability.

4.2.4 Financial overview

The financial aspects of each option evaluated by this report is provided in the following table. It should be noted that these figures represent the expected maximum, but that there are several issues (still to be resolved) that may result in a reduction in expenditure (and rating impact). These are:

- The potential for Hamilton City Council BAU and (in the case of Options 1 and 2) operational services to be incorporated into any proposal, which will result in a cost sharing arrangement and a reduction in the costs apportioned to the GEMO/GECC. As noted in this report, this is pending a decision by Hamilton CC regarding their arrangements for the delivery of CDEM (the status quo, versus an arrangement similar to Waikato DC).
- The potential for an increased contribution to the initial costs by the GEMO operational reserve, which will reduce the amount that needs to be recovered through rating. The amount assumed is based on the current status of the reserve, however this will be re-evaluated at the end of 2015/2016 financial year.
- A potential change in the way that accommodation costs are apportioned to the GEMO/GECC. The current arrangement (for 150 Victoria St and Deloitte House) is that the burden of these accommodation arrangements do not only fall on the GEMO/GECC, but is instead spread across the entire organisation. The costs below assume that this arrangement will change, resulting in the entire cost burden associated with the Genesis Energy Building being placed on the GEMO/GECC. However, this assumption is still to be confirmed, and if the current approach of spreading these costs is retained, the cost to the GEMO/GECC will be reduced.

	OPTION 1	OPTION 2	OPTION 3
ACHIEVEMENT OF OUTCOMES			
Description	Genesis Energy building	Genesis Energy building	Deloitte House
Fit-for-purpose	✓	✓	✗
Inter-agency collaboration	✓	✓	✗
Inter-agency sharing of resources to meet IL4 requirements	✓	✓	✗
ANNUAL COSTS⁵			
Term of arrangement	6 years	> 6 years	6 years
Floor area (m ²)	542 m ²		326 m ²
Normalised rental cost (per m ²)	\$362		\$307
Annual rental cost	\$196,100		\$100,200
PLUS: Annual outgoings ⁶	\$32,520		\$19,560
PLUS: Parking	\$18,720 ⁷		\$15,392 ⁸
SUB-TOTAL: Annual costs	\$247,340		\$135,152
LESS: Existing GEMO/GECC rental budget	\$55,000		\$55,000
LESS: Annual all hazards centre LTP budget	\$100,000 ⁹		N/A
Budget shortfall (annual and ongoing)	\$92,340 (+ \$0.47 targeted rate increase annually) ¹⁰		Nil
FITOUT COSTS			
Initial fit out costs	\$323,000 ¹¹		\$110,000 ¹²
LESS: Contribution from operational reserve ¹³	\$110,000		\$110,000
Budget shortfall	\$213,000 (+ \$0.20 targeted rate increase for 6 years) ¹⁴		Nil
	OPTION 1	OPTION 2	OPTION 3

⁵ All costs exclude GST.

⁶ Assuming a rate of \$60/m², as advised by The Property Group.

⁷ 6 visitor car parks (\$30 per week), 4 covered and secured car parks (\$45 per week)

⁸ 8 covered and secured car parks (\$37 per week).

⁹ Estimated available amount and will be re-evaluated at the end of the 2015/2016 financial year

¹⁰ Annual and ongoing change, based on 195,700 rateable units.

¹¹ General fit out

¹² Includes generator (\$100,000)

¹³ Current best estimate that will be reviewed at the end of 2015/2016 financial year to ensure reserve contribution is maximised.

¹⁴ Assumes fitout costs are recovered over 6 years, based on 195,700 rateable units and with a 10 % service charge (as advised by the developer).

5 Recommendation

5.1 CEG recommendation

It is recommended that the Joint Committee adopt Option 1 (establish the GECC at the new Genesis Energy building for a 6 year term).

5.2 Rationale

- It provides all the outcomes that were desired by the initial business case (all of which this review has confirmed are still desired).
- The annual budget shortfall will only result in a \$0.47 (per rateable unit) increase in the CDEM targeted rate.
- The initial fit out costs can be partially offset by a reserve contribution of approximately \$110,000, combined with a further (\$0.20 per rateable unit) increase in the CDEM targeted rate for a limited (6 year) period.
- Opportunities to partner with other organisations (and therefore achieve efficiencies) for the provision of a facility that meets the requirements for “Building Importance Level 4” are rare, with no other opportunities currently signalled in the short and medium. Option 1 takes up this current collocation opportunity with Genesis Energy, an existing partner (and possibly others), while also providing flexibility to consider other opportunities that may arise beyond the committed 6 year lease term.
- The adoption of Option 2 will limited the ability of the Waikato CDEM Group to respond to new collocation opportunities that may emerge during the longer term of commitment to the Genesis Building.
- The adoption of Option 3 will further delay the provision of a GECC that is fit-for-purpose, and will provide no certainty regarding the scope and timing of future options (noting that the accommodation arrangements for the GECC have been identified as not fit-for-purpose for the last 4 years). Also, while an additional fit out cost will be incurred, the adoption of Option 3 will not avoid this cost, but instead will defer it until an alternative and fit-for-purpose option is implemented at a later date (which is expected to incur (at best) a similar fit out cost).

6 Additional Matters

6.1 Risk

The decision that is being requested from the committee is one primarily of risk, and in particular, whether or not the committee is prepared to accept the risk associated with the GEMO/GECC remaining in a building that is not fit-for-purpose. This risk relates to the likelihood that the GEMO/GECC is unable to meet the obligation of the Joint Committee under the CDEM Act (Section 17(d), to “...respond to and manage the adverse effects of emergencies in its area”). In particular, the inability to *immediately* respond to a major emergency or catastrophic event, resulting in a delay to the coordination of responding agencies and organisations.

The primary difference between an IL4 and any other level is the ability to continue to function as normal *after* an event rather than just enabling safe escape.

7 Decision Making

1. Whether or not to accept the recommendation to adopt Option 1 (as described in this report).

8 Significance of Decision

The decision requested has been assessed as not significant.

9 Consultation

This decision has been discussed with the CEG, and further developed using a sub-group. It also reflects the business case that is included in the current Waikato Regional Council Long Term Plan (2015-2025).

10 Financial and Resourcing Implications

If adopted, this recommendation will result in an increase in the CDEM Targeted Rate (which is currently \$8.04 per rateable unit for the 2017/2018 financial year¹⁵) as follows:

- + \$0.67 per rateable unit from 2017/2018 for 4 years.
- + \$0.47 per rateable unit thereafter.

11 Legal and Legislative Implications

This decision has implications for the ability of the Joint Committee to meet its obligations under the CDEM Act with regard to response capability.

12 Implementation Issues

This decision will need to be ratified by the Waikato Regional Council prior to implementation.

¹⁵ Based on Waikato Regional Council 2015-2025 Long Term Plan

13 Attachments

- A. Extract from GECC premises feasibility assessment (Section 2: The GECC Requirement Defined)
- B. Letter from Foster Construction outlining IL4 features of the proposed Genesis Energy building.
- C. Floor plan for Options 1 and 2.
- D. Floor plan for Option 3.
- E. Extract from New Zealand Building Code (Clause A3)

A handwritten signature in black ink, reading "Lee Hazlewood". The signature is written in a cursive style with a long, sweeping tail that loops back under the name.

Lee Hazlewood
Group Controller

Attachment A

Extract from GECC Premises Feasibility Assessment (Section 2)

2. THE GECC REQUIREMENT DEFINED

In this section we define the GECC requirement as advised to us by the CDEM Group.

2.1 Purpose and Strategic Intent of the GECC

The purpose of the GECC is to act as a central coordinating centre for large scale or complex emergencies or disasters in the Waikato region. The facility is therefore to serve as a fusion centre for information across agencies and organisational boundaries, providing for actionable intelligence and coordinated planning which supports an integrated response between all applicable agencies.

The facility is also home to the GEMO which serves as the administering body of the broader Waikato CDEM Group which comprises a consortium of 11 local councils, welfare entities, lifeline utilities and the emergency services. The GEMO carries out, amongst other things, strategic planning, ICT coordination, training and exercise coordination, and the administration of numerous governance and advisory group meetings.

The strategic intent of the Waikato CDEM Group is to promote and facilitate integrated responses between agencies/entities involved in major emergencies/disasters. This involves the co-location of staff involved in operational responses during emergencies and could ultimately include the permanent BAU co-location of these same staff along with aligned elements such as public education officers, Land Search and Rescue and other related agencies.

2.2 Required Operational Capabilities

The facility needs to provide the following operational capabilities.

2.2.1 Business as Usual Administration Needs

The minimum functional requirement to cover BAU needs, as advised to us by the CDEM Group comprises:

1. A BAU open plan office area to accommodate 10 persons.
2. A small meeting room with seating for 6 - 8 persons.
3. A kitchen/staffroom.
4. Two single offices/breakout rooms for the Team Leader and Controller.
5. A small store room – primarily for stationery.

The facility needs to house 10 line staff in an open plan area that includes space for a printer and four large screen TVs (daily situational awareness), and one small screen TV for news monitoring.

The BAU area in general needs to have natural light but with at least one large flat wall suitable for mounting TV screens, whiteboards and pin boards for situational awareness. Although the area would primarily be for BAU and daily monitoring activities, it would also serve as the intelligence section during an activation. Consequently, all furniture should be orientated toward the situational awareness area or all occupants should, at least, be able to see the displays from a sitting position.

Two separate offices are required for the Team Leader and the Controller. The Controller's office needs to have visibility over the operational area. The size of the offices should be such that they can be used as small breakout rooms during an activation, capable of sitting four people around a small table. The PA to the Controller should be located close by the Controller's office.

The BAU area should also have a small meeting room. This room would serve as a small additional planning room during an activation but would primarily be used as a BAU meeting room for use by staff. It should be equipped with a large screen TV and conference phone.

The kitchen/staffroom should be of sufficient size to service the BAU staff, plus an additional 10 staff during a moderate activation. Large scale events will require outside food servicing but the kitchen should be fitted with a water boiler adequate to provide beverages for up to 50 staff or visitors.

Storage should be adequate enough to hold stationery needs for large scale activations plus training materials.

2.2.2 Meetings, Conferences and Training

The primary BAU function of CDEM is engagement/liaison. Consequently, there is a steady flow of visitors most days to the GECC. In addition, there are a significant number of larger formal meetings running on a cyclic schedule as well as regular ad hoc conferences or workshops to address specific topics.

The functional room/area requirements associated with meetings, conferences and training are:

1. A large training room (60m² approx.).
2. A large meeting/conference room (90m² approx.).
3. Store room – tables/chairs/AV for the training and conference area.

The training room and conference room should ideally be capable of being opened up into one large room through the use of operable walls for larger events. This also supports operational room expansion. Regular meetings with round table configuration have up to 20 participants. These occur regularly so should be capable of being carried out in the one room without impacting training room availability, where practical.

Four formal meetings a year need additional space for observers seated away from the main table. Due to the limited number of these meetings they can be addressed through expansion into the training area.

Other meetings have up to 34 participants that can be seated in a row configuration. Workshops can have up to 50 attendees working in group table configuration. These meetings and conferences can also be addressed through expansion into the training area.

Catering for these meetings would be facilitated through an outside provider though having space for setting down food and beverage making equipment will be required (a cabinet/closet rather than separate room would suffice).

Provision or facilitation of regular training for partner agencies and closely aligned organisations is a successful strategy used by CDEM to promote integration. The facility therefore needs to have a training room for multiple applications on a near full-time basis. The centre needs to be configured to allow after-hours use by certain agencies without accessing the main BAU/operational area (configuration may allow for access to BAU kitchen area, facilitating beverage making).

The room should be equipped with white boards or writable wall paint and have at least two AV displays (the second to support operational area expansion).

2.2.3 Activation Needs

The functional room/area requirements for activation (i.e. during emergency events) are:

1. "Hot" Operations Room (30m² approx.).
2. Controller's office (9m² approx.).
3. Medium sized planning/meeting room – seating for 8 - 12 (18m² approx.).
4. Communications room (radio/phone) – four positions (9m² minimum).
5. Bunk room – two bunks (12m² approx.).
6. Shower.

The GECC needs to be able to respond to emergency events immediately, with capability to expand for larger events within a reasonable period of time. However, having a large operational space that is rarely used, just in case, is not fiscally prudent. Therefore, the best practice approach is to design a space that is expandable into a more regularly used multi-use area that can be reconfigured, in a reasonable period of time, without significant impact to the user of that area.

To this end, the GECC needs to have a "hot" operational space which is capable of carrying out all the functions of a coordination centre, albeit at a small to moderate level, with no requirement for moving office furniture, ICT or situational awareness displays. This space should ideally adjoin a larger, pre-wired, room which through the retraction of a movable wall greatly expands the operational space of the GECC (i.e. the training room and meeting room). The furniture in this expanded area needs to be easily reconfigured and capable of being placed in storage. The area should also have at least two AV visual displays (TV or projector) located so they meet the needs of both the expanded GECC and the room's other configurable use.

The Controller's office should have a glass wall on the side facing the GECC. At least two other walls should be capable of being drawn on (whiteboard or writeable wall paint) as the room will be used as a breakout area for leadership during an event.

A medium sized planning room is required immediately alongside the GECC. It should also be configured to facilitate BAU meetings (e.g. second door if required). The room should be equipped with a TV or smart board with projector allowing for planning and presentation activities. At least one wall should be lined with whiteboards or writeable wall paint.

There is also a need for a communications room (four staff) room that is acoustically treated. Each of the four positions requires a phone and computer with at least one copper wire phone line for redundancy (phone that does not travel through any computer based exchange within the building). At least two of the positions need access to all radio communication capabilities.

Activation can occur 24/7 and continue for extended periods. The coordination centre should therefore be equipped with a bunk room allowing for up to two staff to sleep at any one time. These rooms are only required to be lightly furnished as their use is limited to providing critical staff the opportunity to take a sleep break rather than an extended period of occupation.

Either a unisex or one male and one female shower needs to be provided, both to support staff health and wellbeing activities and to provide for staff operating during an extended activation.

2.2.4 Vehicle Parking and Storage Requirements

On-site parking is required for up to 10 vehicles. The specific needs are as follows:

- 3 secure, covered parks.
- 6 visitor parks.
- A vehicle-accessible storage area for heavy equipment that has an area equivalent to approximately one parking space.

CDEM duty vehicles carry significant equipment and are installed with at least two radios. Consequently they should be stored in a secured area. Public display equipment and other bulky supplies used in a response can be heavy. Therefore secure storage needs to be available in close proximity to the parking area or at least in an area accessible by vehicle.

To address the regular meetings there need to be at least 6 dedicated visitor parks available. For larger meetings adequate public parking should ideally be available in close proximity for a further 12 vehicles approximately.

2.2.5 The Required Floor Area

To accommodate all the functions and facilities described in Sections 2.2.1 to 2.2.3 above is estimated to require a floor area in the vicinity of 540m². The layout in the Genesis Building provides this floor area.

It is noted that the space at 150 Victoria Street (which does not meet requirements) has a floor area of around 330m² including the share of common areas, while the space in Deloitte House is around 326m² but with additional conference/meeting facilities being able to be used.

Compromises can be made with having smaller floor areas but this would be at the expense of achieving the full potential of the GECC.

2.2.6 Possible Inclusion of HCC and/or ACC

It is likely (to be confirmed in June 2016) that Hamilton City Council will have a number of emergency management staff accommodated at the facility for BAU purposes. With a "full service" GECC facility these staff could be accommodated without increasing the floor area, and this space sharing would help reduce the lease cost.

The CDEM Group Manager met with the Hamilton City Council ("HCC") CEO on 9 May 2016 and advises that HCC is keen to partner with the facility in two ways:

- Firstly, to integrate the HCC Emergency Operations Centre into the footprint, thereby offsetting some of the costs.
- Secondly to co-locate the City Safe operations room. This would increase situational awareness of the city area and potentially NZTA cameras over a broader area. There would be some cost offset of shared areas and also ready access to staff during a response.

As the HCC partnering is likely but not yet certain, we have not factored any cost offset into the costings at this stage.

2.2.7 Other Adjacent Partners

Operational synergies could also be achieved through having one or more other related partners located in close proximity to the GECC i.e. within the neighbouring office space that is available for lease. These partners could potentially include the likes of Fire, Police, health, ambulance, City Safe (as mentioned above), and/or WRC response entities (such as oil spill, bio security, and/or flood management). Ideally any long term options for the Waikato CDEM Group facility should allow for the integration and/or promotion of that ultimate goal.

2.3 Seismic Performance and Associated Infrastructure

The required seismic performance of buildings in New Zealand is determined by the Building Code which defines the significance of a building according to its Importance Level (IL). There are five levels based on the importance of the building to society. The level that applies to emergency centres is IL4, the second highest level, which covers “Buildings that must be operational immediately after an earthquake or other disastrous event, such as emergency shelters and hospital operating theatres, triage centres and other critical post-disaster infrastructure”.

Very few existing buildings have been constructed to achieve IL4 seismic performance, with general purpose office buildings only being required to meet the requirements of IL2.

In addition to defining the standards for seismic strength, IL4 establishes requirements that enable a building to remain functional for its intended purpose during and after a significant event. This includes such things as ensuring connections to services are maintained, or alternatives exist should connections fail. For example, integral holding tanks that can temporarily store sewage and potable water until normal service connections can be re-established; an integral generator that can provide instantaneous power to support all operations; and hardwire IT connections at different physical locations or satellite services.

The GECC facility also needs to be located in an area that is close to arterial roads, with multiple access routes available, and ideally multiple entry points to the property, to ensure ready access for staff during an emergency. For example, it should not be located in an area prone to deep flooding where vehicles cannot gain access, where access roads are dependent on bridges susceptible to earthquake damage, or single-point of failure arterial roads that would quickly become inaccessible.

Likewise the facility should not be located in an area that is at risk from general hazards that could impact the building or its occupants during a disaster. For example, it should not be located adjacent to large combustible storage tanks or other large quantity hazardous material storage sites unless adequate mitigation measures are in place.

The building must also permit and be equipped for the attachment of multiple rooftop antennae and satellite dishes with adequate conduit access to the GECC.

Attachment B

Letter from Fosters Construction describing IL4 features of Genesis Energy building



MEMO

TO: Tony McLauchlan
FROM: Leonard Gardner
DATE: 20 April 2016
SUBJECT: IL4, 94 Bryce St, Hamilton

The purpose of this memo is to outline the key Importance Level (IL) 4 features at 94 Bryce St.

- Substructure.
 - Substructure design is tied to bedrock via piles to eliminate/minimise uplift (remove risk of differential settlement).
 - Concrete foundation system in beam grid to tie together piles to ensure slab integrity in event.
 - Increased concrete slab thickness.
- Superstructure.
 - Increased shear wall and K-brace capacity to increase structural bracing.
 - Increased reinforcing around column and beam structural connections.
- External envelope.
 - Increase float in glazing system to allow movement.
- Internal finishes.
 - Seismic bracing to ceiling finished to provide ductability.
- Services.
 - Seismic bracing and ductability of connections for solid services (sprinkler pipe, mechanical pipe, hydraulic pipe).
 - Under slab services suspended to external connection.
 - Holding tank installed to divert sewerage to from external connection in circumstance to public services are broken. Holding tank would be emptied by truck in an event.
 - Fresh water holding tank used for rainwater collection and exterior landscape servicing, but able to be used for holding potable water to service building in an event.
- Generator
 - Installation of generator sufficiently powered to run full load
 - Generator installed on IL4 platform
 - Installation of back-up generator connection to switchboard

Attachment D

Floor plan for Option 3 (not to scale)



Attachment E

Description of Building Importance Levels (source: Building Code (Clause A3))

Importance level	Description of building type	Specific structure
1	<p><i>Buildings</i> posing low risk to human life or the environment, or a low economic cost, should the <i>building</i> fail. These are typically small non-habitable <i>buildings</i>, such as sheds, barns, and the like, that are not normally occupied, though they may have occupants from time to time.</p>	<ul style="list-style-type: none"> - Ancillary <i>buildings</i> not for human habitation. - Minor storage facilities. - Backcountry huts.
2	<p><i>Buildings</i> posing normal risk to human life or the environment, or a normal economic cost, should the <i>building</i> fail. These are typical residential, commercial, and industrial <i>buildings</i>.</p>	<ul style="list-style-type: none"> - All <i>buildings</i> and facilities except those listed in importance levels 1, 3, 4, and 5.
3	<p><i>Buildings</i> of a higher level of societal benefit or importance, or with higher levels of risk-significant factors to <i>building</i> occupants. These <i>buildings</i> have increased performance requirements because they may house large numbers of people, vulnerable populations, or occupants with other risk factors, or fulfil a role of increased importance to the local community or to society in general.</p>	<ul style="list-style-type: none"> - <i>Buildings</i> where more than 300 people congregate in 1 area. - <i>Buildings</i> with primary school, secondary school, or daycare facilities with a capacity greater than 250. - <i>Buildings</i> with tertiary or adult education facilities with a capacity greater than 500. - Health care facilities with a capacity of 50 or more residents but not having surgery or emergency treatment facilities. - Jails and detention facilities. - Any other <i>building</i> with a capacity of 5 000 or more people. - <i>Buildings</i> for power generating facilities, water treatment for potable water, wastewater treatment facilities, and other public utilities facilities not included in importance level 4. - <i>Buildings</i> not included in importance level 4 or 5 containing sufficient quantities of highly toxic gas or explosive materials capable of causing acutely hazardous conditions that do not extend beyond property boundaries.

4	<p><i>Buildings</i> that are essential to post-disaster recovery or associated with hazardous facilities.</p>	<ul style="list-style-type: none"> - Hospitals and other health care facilities having surgery or emergency treatment facilities. - <i>Fire</i>, rescue, and police stations and emergency vehicle garages. - <i>Buildings</i> intended to be used as emergency shelter. - <i>Buildings</i> intended by the owner to contribute to emergency preparedness, or to be used for communication, and operation centres in an emergency, and other facilities required for emergency response. - Power generating stations and other utilities required as emergency backup facilities for importance level 3 structures. - <i>Buildings</i> housing highly toxic gas or explosive materials capable of causing acutely hazardous conditions that extend beyond property boundaries. - Aviation control towers, air traffic control centres, and emergency aircraft hangars. - <i>Buildings</i> having critical national defence functions. - Water treatment facilities required to maintain water pressure for <i>fire</i> suppression - Ancillary <i>buildings</i> (including, but not limited to, communication towers, fuel storage tanks or other structures housing or supporting water or other <i>fire</i> suppression material or equipment) required for operation of importance level 4 structures during an emergency
5	<p><i>Buildings</i> whose failure poses catastrophic risk to a large area (eg, 100 km²) or a large number of people (eg, 100 000).</p>	<ul style="list-style-type: none"> - Major dams. - Extremely hazardous facilities.