



Regional Business Preparedness Campaign

Volume 2, Issue 2
September 2012

After The Disaster: Lessons Learned

Did you miss any of the previous Regional Business Preparedness Campaign newsletters? They can be downloaded from:

www.millersville.edu/cdre/business-continuity/index.php

By Troy Neville

No organization expects to suffer a disaster, but every year, thousands do. Almost every disaster has stories of businesses that did not survive. In some cases the loss was simply too great. In other cases, the desire to rebuild was there, but the resources were not.

2011 saw a record twelve billion-dollar disasters in the US, resulting in the loss of over 600 lives and causing over \$50 billion in damages.

The devastating May 2011 tornado in Joplin, MO killed 158 people, but also affected 553 businesses. Of those 40 have permanently closed and dozens more have not yet reopened.

Hurricane Irene caused over \$15 billion in damage in 17 states, including here in South Central PA. Many businesses that were not directly impacted by flood waters still faced with numerous road closures that impacted the delivery of raw



materials, shipping of finished products, and travel of employees.

Disasters do not have to be local to have an impact:

The earthquake and tsunami in Japan impacted business here as supply chains from Japan were severely disrupted.

Flooding in Thailand disrupted operations at as many as 1,000 manufacturing facilities there, causing ripple effects to global supply chains worldwide. For example, the floods closed the factory responsible for 25% of worldwide computer hard drive components.

The ability of the organization to both withstand and recover from a disaster is based in part on the level of preparedness; specifically, did the business have a tested continuity plan to implement. While many believe business continuity planning is only needed by large businesses, small businesses can be more vulnerable to disasters and should at least have some basic plans in place.

In this issue, Steve Rotay and Chief Patrick O-Rourke relate their own experiences in responding to disasters.

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How prepared are South Central PA businesses?

Millersville University's Center for Disaster Research and Education is conducting research to assess the current level of business preparedness in the South Central PA region.

We would appreciate your taking a few minutes to complete our confidential online survey. The survey is anonymous and secure. The aggregate results of the survey will be published in September.

The survey can be reached at: www.millersville.edu/cdre/business-continuity/index.php.

You just suffered a disaster. Now what?

By Stephen Rotay

As owner and operator of a large property restoration, I get a chance to see many situations in regards to "After a Disaster." Some people handle the aftermath very well. Others, not so well. The common thread of those that recover well is some forethought or at least a calm systematic thought process.

If you find yourself in a scenario of being surprised by a disaster, you're not alone. Please allow the following tips to provide some guidance in navigating your way out of the disaster.

First and foremost is personal safety. Take a moment and assess your own personal safety, the safety of those living or working in the affected area and the safety of those who will be asked to help you. Individually or as a small team, assess the situation for hazards. Some of the hazards to be aware of are:

Electrical hazards – are there power hazards

Collapse hazards – Is the structure noticeably unstable or compromised

Utilities – are all utilities operational and serviceable

Spills – Are there any dangers from spills, leaks or containment of hazardous materials.

This can include fuels, oils, cleaners, paints and many other common items.

We want to be conscience of gas leaks and chemicals mixing producing toxic fumes.

Evacuate – do you need to evacuate or is there a general order to evacuate.

If you need to evacuate, check instructions from local authorities. This will help prevent from getting trapped as you search for safety.

Next, assess the location of everyone associated with the situation. In other words, if your home is affected, assess the location of your family living in the home. Know if children are in school and adults are at work. If the location is a business, know the whereabouts of everyone in the building. Ensure that each person is accounted for and no one is assumed to be safe. Assume nothing in a traumatic situation. Ensure that everything is confirmed. Remember elementary school fire drills? Everyone meets at a location to be present and accounted.

During the personal assessment, any and all medical attention is addressed. Proper authorities are contacted to treat the sick and injured.

The next step is the communication process. It's important to establish a short and concise communication plan. Again, this is important for the homeowner and the commercial client. Someone needs to be in charge and making decisions during the initial phase of the disaster recovery. General direction of the plan and those seeking to help can be communicated through the person in charge and the communication process established. It's important to test and check the communication vehicles. Cell

towers could be affected, email servers could be down and phone lines could be jammed with callers, depending on the disaster.

The next step is identifying the most critical need for restoration process. It's important to identify the main or primary need to re-establish normalcy. For example, if this is your home, what's the primary need to get shelter for your family? Can something such as a roof be temporarily repaired so the home is livable? For a business, can power be restored so computers can be reactivated and begin restoring business.

Hopefully, some relationships have been established with contractors or vendors that can assist you. Now is not the time to run through the yellow pages. Your insurance company may have suggestions or referrals or a neighbor may have some referrals for you. It's usually best to count on reputable and established organizations for assistance in times of crisis. Those organizations are established and have developed their reputation over many years and countless projects. Tapping into that type of professional service will ultimately reduce the time and effort needed to return a pre-disaster condition.

Second to safety, documentation, documentation and more documentation are the most important activities "After a Disaster." Anything that has been damaged or destroyed by the disaster must be photographed and recorded.

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Ensure that each person is accounted for and no one is assumed safe.

2012 Regional Business Continuity Conference November 9th

The South Central PA Task Force will host its second Regional Business Continuity Conference in Harrisburg, PA on November 9, 2012. The Conference is FREE for businesses located in the South Central PA region.

This is the second year for the Conference. The 2011 conference was a great success with over 120 business leaders attending from throughout the region and beyond. In 2012, we will be expanding registrations to accommodate 200 attendees.

The Keynote Speaker will be Al Berman, President of DRI International.

Other sessions will be:

- Obtaining Management Buy-in
- Conducting a Business Impact Analysis
- BC Plan Development
- BC Plan Testing
- BC Table Top Exercise Walk-Thru
- Best Practices and Tools

- Disaster Simulator Use in BC Plan Testing

This conference provides a local source of business continuity training for small and large organizations. The topics are appropriate for organizations with robust BC plans or for those organizations just starting the BC planning process.

Please complete and submit your registration form by October 1st.

We hope to see you there!



A good Business Continuity Plan can reduce the downtime and impact an incident has on business operations.

About the Regional Business Preparedness Campaign

Regional Business Preparedness Campaign is a collaboration between Millersville University's Center for Disaster Research and Education and the Business, Industry and Infrastructure Subcommittee of the South Central PA Task Force. The goal of the Campaign is to improve business preparedness in the South Central PA region. The Campaign develops several business continuity newsletters each year and coordinates an annual business continuity conference for businesses in South Central PA.

Business Industry and Infrastructure Subcommittee of the South Central PA Task Force

The Business, Industry and Infrastructure Subcommittee of the South Central PA Task Force is made up of members of the business and government community that volunteer to assist the business community in preparing for disasters. Their website is: www.ready4business.org



Millersville University's Center for Disaster Research and Education

Millersville University's Center for Disaster Research and Education provides multi-disciplinary education, research and internship opportunities, including a Master of Science in Emergency Management and a Minor in Environmental Hazards and Emergency Management. Their website is: www.millersville.edu/cdre.



Campaign Coordinator

Troy Neville, MSEM, ABCP, is the Coordinator for the Regional Business Preparedness Campaign. He has a Master of Science in Emergency Management from Millersville University; is a member of the Business, Industry and Infrastructure Subcommittee; and is a Systems Engineer with Design Data Corporation in Lancaster. Troy can be reached at tneville@ddco.com.

Derry Township Flooding: Lessons Learned



The remnants of Hurricane Irene dumped more than fifteen inches of rain in the area over a five day period.

On September 7th, 2011, Derry Township, Dauphin County, Pennsylvania experienced an inordinate amount of rainfall from Tropical Storm Lee. Compounded by the earlier precipitation that arrived compliments of Hurricane Irene, rainfall totals in the five days preceding Tropical Storm Lee exceeded fifteen inches of rain in a very short amount of time.

Just a few hundred yards away, the Derry Township Police Department (DTPD) is bordered by both the Spring Creek and the Swatara Creek, which merge together just north of the police facility. Flood Stage for the much larger Swatara Creek is seven feet and at its peak during TS Lee, we witnessed first hand a historic record being set when it crested at 26.8 feet. Not only did these weather systems bring unprecedented flooding and devastation throughout our community, but officers of the Derry Township Police Department were ordered to abandon the police facility on September 8th, as almost sixty-percent of the structure was

damaged or deemed uninhabitable.

In the early morning hours of September 7th, phone apps were used in the field to track the weather radar associated with T.S. Lee as well as the impact the precipitation was having on the Swatara Creek. Through the U.S.G.S. site, we were able to track the rise of the creek through the Advanced Hydrologic Prediction Service and utilized the data provided to assist us in planning our response and recovery phases to the inevitable flooding. By 1020 hrs, the SR322/SR422/SR039 Cloverleaf Interchange was closed due to vehicles being consumed in the floodwaters.

At 1200 hrs, the DTPD was the first in Dauphin County to activate our Emergency Operations Center. I was the Incident Commander for the events to follow, while newly promoted Lieutenant Timothy Roche served as the Operations Section Chief. Lieutenant Roche had been promoted to his new position only six days prior to the flood and displayed nothing shy of commendable performance.

In an effort to stay out in front of the storm, we exploited the use of Social Media to keep the public informed. This was accomplished through the use of our Facebook page, Twitter, CodeRed, a private Google network linking the leadership teams of all Hershey Entities and a Google Pin Map plotting road closures, washouts and sinkholes. The use of social media was somewhat new and had only been in place for four months leading up to TS Lee. During the flood alone, we received 2,141 new members on Facebook and 243 new

followers on Twitter. Reverse notifications through CodeRed totaled 10,090 phone calls and 710 emails with a delivery rate of 67% achieved. The Google Pin Map received an astounding 12,800 views. We soon learned that it was being used heavily by police officers, firefighters, EMS providers, physicians and nurses from surrounding communities attempting to plot a route of travel through the township to report for their respective tours of duty. During the incipient phases of the storm, the DTPD found itself utilizing the map to plot out a route of travel to return a prison inmate to the Camp Hill State Prison.

Beginning shortly after 1300 hrs, calls for multiple critical incidents were received within a span of five minutes. First, at the Sunset Drive trailer Park on the east side of the township; twenty-two swift water rescues took place over a two and one-half hour time frame. One of those rescues went severely wrong, capsizing a rescue boat that resulted in seven victims clinging to trees until additional boats could be dispatched to the scene. Second, just north of the cloverleaf interchange on Hersheypark Drive, seventeen swift water rescues took place at the Pizza Hut, Bob Evans Restaurant and High Meadow Campground. A partial structural collapse compromised a four-inch natural gas line to the rear of the Pizza Hut Restaurant during these rescues, prompting a U.G.I. worker to be transported by boat to mitigate the leak. By this time, compromised utilities became a common theme across the entire township.

Third, one of our own officers responding to a water rescue,



Derry Township Police Department Building—pre flood.

Derry Township Flooding: Lessons Learned (Continued)

witnessed floodwaters rise four feet instantly. The officer was over-taken by floodwaters forcing her to abandon the police vehicle and swim to higher ground where she was eventually rescued. Swift water rescue teams responding to this area were rescuing the victims they were dispatched for; and found themselves plucking people from swift currents that just happened to be floating downstream. Finally, a seventy-one year old male was reported missing on Grove Street on the township's west side. We soon learned that he went to the basement to address the flooding in his home and became the victim of a structural collapse that trapped him in the waters below. This would prove to be the first recorded fatality of the storm on the east coast, which set off a feeding frenzy for the national and local news media, which presented separate challenges as well.

By mid afternoon, flooding rendered the police station an island unto itself and the concept of establishing an ideal "Unified Command" quickly went out the window. Students released early from school were now becoming stranded in floodwaters on school buses across the township and with multiple incidents occurring in rapid succession, several key decisions were made. First, the township was divided into two separate divisions with each division under the command of a designated Sergeant. Second, notification was made to shelter-in-place 1600 students who had not yet been dismissed from school and finally, it was imperative that the police department begin moving essential equipment to

higher ground. This included vehicles, weapons, ammunition, various pieces of equipment and riot gear.

By 2000 hrs, the EOC had taken on water that would eventually rise to the ceiling and destroy every piece of equipment in the lower level of the building. This would compromise voice, data, power and seriously affected our radio communications. Contingency planning enabled us to relocate the EOC on two occasions, finally operating out of the Township Administration Building for several days. The loss of our radio tower not only affected radio communications in the township, but presented serious challenges for Dauphin County as well. The police department's Mobile Command Vehicle (MCV) was quickly deployed to the Hotel Hershey to take advantage of the elevation available in order to complete the microwave loop required to sustain radio communications. A request was eventually pushed up through PEMA to secure a "Sight on Wheels" (S.O.W.) from the State of West Virginia, which would sustain radio communications and allow our MCV to be returned. In December, the SOW was returned to West Virginia and was replaced by an elevated radio platform.

By now, unprecedented and record breaking water levels are being recorded, which would soon render the majority of our major roadway systems impassible. This included our north/south roadways, State Routes 422/322/743/039 and included five bridges that eliminated all routes of egress into the township from the entire northern border. According to U.S.G.S. statistics,



Derry Township Police Department Building with the Swatara Creek at approximately 20 feet. The river crested at 26.8 feet, more than 10 feet above the previous record.

in a normal January through September time frame, we average twenty-eight inches of rainfall in our area. During this same time frame in 2011, we had already experienced fifty-seven inches of rain. From September 3rd through the 8th, we received fifteen inches of rain with 8.33 inches coming in the most intense 24-hour period. On September 1st, the Swatara Creek was flowing at 1,000 cubic feet per second compared to September 8th, when it was flowing at 72,000 cubic feet per second. Flood stage for the Swatara Creek is seven feet with the previous record arriving in 2006 at sixteen feet. As we now know, the new record was set at 26.8 feet on September 8th.

These floodwaters greatly impacted the DTPD as we lost male/female locker rooms, two storage rooms, a weapons and ammunition room, prisoner processing, holding facilities and our evidence room. This forced us to relocate and secure all physical evidence to another location under 24-hour

Flood stage for the Swatara Creek is seven feet. The previous record in 2006 was sixteen feet. The new record set on September 8th is over twenty-six feet.

Derry Township Flooding: Lessons Learned (Continued)

Contingency plans are a crucial element and should be practiced annually.



watch. In the community, proactive measures were in place to address looting and contractor scams, which surfaced pretty rapidly. Food and water were distributed to displaced residents attempting to salvage their property. Contingencies were in place for outside organizations to hold and process prisoners on our behalf and arrangements were made to garner outside resources for any unmet needs. This proved to be very beneficial for multiple critical incidents that took place in the weeks following the flood, which included a 3rd day of labor unrest with J-1 Visa workers and the National Guestworkers Alliance.

A total of 63 swift water rescues occurred by ten different swift water rescue teams responding from as far away as Allegheny County. 287 residential structures were damaged, many by structural collapse or foundational shifts.

The DTPD is finally back to normal and the EOC has been rebuilt with portability being the key. Every piece of new technology, electronics and equipment is now installed with quick release capabilities for imminent relocation in the event of another flood event. All furniture has the ability to be removed quickly and in lieu of wall-to-wall carpet, we opted to have carpet tiles installed for the same reason. Radio communications remains to be an issue, but will soon be replaced by an external elevated platform outside the police facility, not to be affected by future floodwaters.

It goes without saying, when it comes to Comprehensive Emergency Management, planning is essential. Pre-planning should involve any stakeholders identified and required to accomplish the mission successfully and your plans should be reviewed and practiced annually.

As was evidenced with the many challenges we faced before, during and after the flood, contingency plans are a crucial element of the planning process as well.

Patrick O'Rourke is the Chief of Police for Derry Township in Dauphin County.



One of several water rescues in Derry Township.



Flooding at Hershey Park Drive and Walton Avenue.

You just suffered a disaster. Now what? (Continued)

Today's cell phone technology makes this task relatively easy. Try not to dispose of anything. Rather find a place to store damaged or destroyed items for future evaluation. If this is impossible or impractical, photograph and record as much information as possible. You will need this information to begin communication with your insurance provider. Also, record everyone who assists in the recovery process. Record the professionals that you have called, record friends and families that have volunteered and record any employees (if a business) that are utilized in the recovery process. Provide special attention to the people and the hours worked by each person or group. Also, briefly record the activities they performed and locations they worked. This will provide critical information for you in the near future. First, the detailed information dramatically improves your ability to manage and supervise the recovery process. This information makes it possible to allocate resources appropriately and provide the information to allocate appropriate support to your workers. In other words, by knowing where people are

working, supplies, resources and support can be dispatched to ensure safe and effective progress.

The other value of accurate records is in discussion with your insurance provider. It's obvious that recording damaged or destroyed contents is important for discussions with the insurance provider. However, providing clear and detailed information regarding labor hours and tasks accomplished is also important. Most insurance policies have a clause that the policy holder is required to do their best in minimizing any damage to the asset. Yet, some insurance providers will consider the effort as reimbursable labor or credits towards the deductible. The more detailed and accurate the information, the better opportunity the insurance representative has to financially assist during this time.

Finally, your insurance provider or representative can be a great resource for you. If you are fortunate to have an established relationship with your representative, you already know that they are there to assist and guide you through this process. Typically, they

have knowledge of professional and quality resources. They can also provide advice to minimize the long term impact of the disaster or decisions made attempting to address the disaster.

Disasters happen often and happen by pure accident or by some form of neglect. They happen to many people and businesses every day. Immediately after the disaster, the cause or fault is of little concern. (With exception to isolating the cause for investigation) It's important that the person with a "cool head" takes charge and sets the immediate and long term objectives. That person may not be the head of the business or household but must be granted the authority to make decisions.

If only one task was completed in a disaster or contingency plan, my recommendation is the designation of a chain of command. Most other tasks are disseminated from that point.

Stephen Rotay is President and CEO of Paul Davis Restoration in Lancaster.

Detailed information after the disaster dramatically improves your ability to manage and supervise the disaster recovery process.

