

EMERGENCY SERVICE ORGANIZATION

# DISASTER PLANNING & BUSINESS CONTINUITY



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# Preface

A special thank you is offered to the technical peer review team on this project:

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# Chapter 1

## Introduction

We've all heard the stories about the fire in the fire station, the flood that "washed into the fire house", the tornado that leveled a fire station, or the ambulance or fire truck destroyed in an accident. But how many of our emergency service organizations (ESO) are capable of rebounding from such an incident? How long can you function without a building? What happens when your communications are disabled and you can't "talk" to anyone? How long can you do without an ambulance or a fire engine? Are your records and key data available at an off-site location? What happens to your community when you can't respond? What would you do if your facility was "hit" with a disaster?

More significantly, next to a firefighter or medical responder being seriously injured or killed on the job, the loss of a vehicle or building may have the most devastating effect on the emotional state of the members of your organization.

A 2007 survey conducted by the Fire Equipment Manufacturers and Services Association (FEMSA) found that 73% of the fire departments responding to the survey did not have a disaster recovery plan for their organization, or did not know if they had one. Similar studies of business and industry place them at over 60% not having a plan.

As emergency responders, we spend an extensive amount of time preparing for disasters that affect our communities and those we serve. Unfortunately we typically do not consider the impact the disaster may have on the local ESO. These impacts, at a minimum can include the loss of:

- facilities
- personnel
- apparatus
- communications
- data.

Along with these types of losses, a disaster can become a public relations nightmare for you, and more.

Unlike a private business that may take 72 hours to a week to get back to normal, the fire department must be prepared to get back to normal – IMMEDIATELY.



Data suggests that 3 out of 4 businesses don't survive a disaster. U.S. companies have had business operations interrupted as follows:

72 % because of power outages

How do you or will you deal with this?

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52 % because of computer hardware problems

How do you or will you deal with this?

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46% because of telecommunication failures

How do you or will you deal with this?

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43 % because of computer software problems (loss of data, no reliable backup)

How do you or will you deal with this?

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34 % because of lightning storms

How do you or will you deal with this?

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17 % because of flooding

How do you or will you deal with this?

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14 % because of fires or explosions

How do you or will you deal with this?

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12 % because of hurricanes

How do you or will you deal with this?

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Benchmarks in use by business and industry involve having a plan in place to deal with each of these scenarios.

If you were able to complete a response plan to each of these threats/challenges, you are well on your way to being able to quickly recover from a disaster that has struck your operation or that could strike your organization.

In reality you are establishing a business continuity process, making sure you can operate your organization and equipment, use your facilities, process records, bills and payroll, sustain fuel and utilities, etc. – essentially having a plan to stay in business when disaster strikes – YOU!

# Chapter 2

## Overview of Disaster Planning and Business Continuity

When contemplating the planning for disasters and continuity of operations for your emergency organization, you should focus on protecting three key areas:

- Human resources
- Physical resources/assets (apparatus, equipment, and facilities)
- Operations continuity.

In addition, it is important to realize that you can be indirectly affected by disasters which impact suppliers or customers of yours. For example, a 9-1-1 center “going down,” a fire in the station, the station is flooded, the station is “blown away” in a windstorm, etc., all create challenges for you. From a simplistic standpoint, a few key questions can help you focus on how your organization can be better prepared to deal with a disaster that affects it.

Do your personnel know about the emergency plan?

In the event of a disaster, who do you need to contact? Why and how?

What can you do to protect your infrastructure?

What would happen if your equipment suppliers are forced to shut down, even temporarily?

What data do you need and can you access that data?

Where can you go if you have to relocate temporarily?

Does your insurance adequately protect you from both a replacement and coverage standpoint?

What emergency supplies should be kept and how long should you prepare for being displaced?

How can you keep servicing your “customers” even when you are affected by a disaster?

# The Disaster Planning Process

There are several prerequisites for effectively managing the emergency service organization's exposure to a disaster. Of primary importance is an organization policy supporting and directing initiatives for disaster management. Successful implementation of a plan often calls for a "champion" to promote the cause. In many cases, compliance with legislative and regulatory mandates must be structured into the plan.

Similar to a doctor planning for surgery or a general planning for battle, disaster planning is a singular process that must allow for flexibility. By the same token, it should be structured in the sense that it accommodates four separate and distinct phases:

- prevention,
- preparedness,
- response
- recovery.

These four phases integrate themselves into a process for developing a comprehensive emergency management strategy to control the impact of a disaster. They are directed specifically to those areas you have defined in your own plan, such as employee health and safety, liability issues, insurance requirements, government regulations, public pressure and media relations.

## Prevention

Also referred to as the mitigation phase, the prevention component of disaster planning is intended to help avert accidents and emergencies. Through a catastrophe notification process, it also provides the mechanism for developing preventative measures based on what is learned about past incidents.

The mitigation phase refers primarily to natural disasters but the goal of minimizing the damages is common to the prevention phase as applied to man-made disasters. IT is impossible to prevent a hurricane or tornado from hitting your community. However, the goal of mitigation is to take specific actions that will minimize the effects of these non-preventable natural disasters. Do you have an emergency power source if your primary feed is lost? Have you secured plywood over windows to minimize the effects of hurricane driven winds and subsequent water damage? Have you moved vehicles and equipment to higher ground/safe locations? These are just three examples of mitigation techniques to consider.

Obviously, preventing as much injury and damage as possible will result in fewer claims, substantially reducing the ultimate impact of an incident. Then, to begin the preparedness process, a hazard evaluation must occur.

## Preparedness

Doing what is necessary to ready the organization and its personnel to respond to emergency situations constitutes the preparedness phase of disaster planning. That calls for assembling the resources for saving lives and minimizing property damage (to your organization) that can

be available when an incident occurs. But prior to developing the specifics of such resources, a risk assessment must be completed.

Approval of the emergency plan and coordination of its assigned responsibilities are typically completed during the preparedness stage. These are followed by an assessment of training and readiness activities to assure your plan can accomplish what you intend it to do. There is no other way to gain such assurance than to test your plan.

## **Response**

The response phase of disaster management involves the deployment of resources for evacuation, fire-fighting, spill control, information management, etc. (No assumption should be made here that the resources to be considered are limited to those that are available internally.)

In fact, this phase offers the ideal opportunity to review the plan and assure that the plan integrates the activities of outside emergency forces responding. Such coordination will eliminate duplication of command, control activities, and loss mitigation and rescue techniques. Effective preplanning activities should be conducted with regional emergency forces.

## **Recovery**

The fourth phase of disaster planning addresses those activities that bring the organization back to routine operations. Appropriately, this is also the final phase since, after all, that is the ultimate purpose of a disaster plan — a mechanism to help you return to normal operations.

Two unique considerations may have to be made in this phase. Depending on the nature of the event, the Environmental Protection Agency (EPA) or Occupational Safety and Health Administration (OSHA) may see fit to get involved, as may other regulatory or investigatory agencies. Developing a plan that contemplates working with such agencies can greatly simplify the recovery process.



# Chapter 3

## Hazard/Risk Analysis

The first major initiative is to understand the type of disaster that might occur. Determine how it would impact your organization and how you need to prepare to manage the impact of that disaster on your organization.

The National Volunteer Fire Council through the United States Fire Administration (USFA), has developed a document entitled, "Vulnerability and Threat Preparedness Self-Assessment Manual for the Volunteer Emergency Service Organization." VFIS Education, Training, and Consulting Services was the consulting group selected to develop this new tool. This work effort identified the following major threats to consider:

- arson
- biological incident (fixed site or transportation)
- bombing
- chemical incident (fixed site or transportation- includes oil spill)
- cyber-attack
- civil disorder
- dam failure
- drought
- earthquake
- ecological
- epidemic/pandemic
- flood
- hazardous materials (fixed site or transportation)
- landslide
- mass casualty incident/industrial accident
- nuclear (fixed site or transportation)
- police assist
- power failure
- psychological event
- radiological event (fixed site or transportation)
- severe winter storm
- structure fires
- subsidence
- terrorism
- tornado/windstorm
- transportation incident
- tropical storm/hurricane
- urban fire
- volcano
- wildfire

Almost all of these have the potential to disrupt your operations.



The project also identified the following key considerations in evaluating the likelihood of a significant event impacting your operation:

- Probability that the threat will occur
- Criticality of the risk (will it be deadly, disrupt routine, or something else)
- How long will it take to recover from the event
- Is there the possibility of advance warning
- Has some level of mitigation been implemented

Furthermore, several studies have been conducted in recent years which have consistently indicated the most frequent and probable types of disasters that occur each year, with disaster defined as:

an event that regardless of the cause, produces death and injuries, interrupts communication systems, causes extensive property damage and puts an excessive strain on all emergency services

The most probable disasters, as well as the most frequently occurring incidents are (in priority order)

- power outages,
- computer hardware problems,
- telecommunication failure,
- Computer software problems,
- lightning storms,
- floods,
- fires and or explosions,
- hurricanes.

There was also a study developed at the request of Risk and Insurance magazine for Risk Management Solutions, a leading risk modeling firm to determine the most probable disasters.

They developed unique scenarios – fictional accounts of what might happen ... (In priority listing, they determined the following to be of greatest concern:)

- Hurricane
- Flood
- Oil Spill
- Terrorism
- Blackout
- Wildfire
- Industrial Accident
- Cyber Attack
- Pandemic
- Earthquake

# Assessing Risk

Risk is defined as:

As you assess risk, it is important to understand four key limitations when a disaster strikes:

- Inaccessibility to site or resources or inability to use site or resources
- No backup data inability to use
- Unreliable data
- Limited budget to restore operations
- Resource shortages in the immediate areas.

How can you deal with these?

Think also about the following, should your emergency service organization experience a “disaster.” In the space provided summarize how you would deal with such a challenge.

- Consider, if we can't access our building, what do we do now?

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- If we experience a windstorm and suffer losses, how do we locate our assets?

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- Are we in a flood plain? If so, what do we need to do?

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• How do we protect our assets? We have multiple computers, no lightning protection or data back-up.

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• If our primary radio channel(s) are down or overloaded, how will we be dispatched and communicate?

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• If we lose our capability to respond, what is a reasonable time to not provide service to the community; or, who can respond for us?

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• What's the plan if we are totally destroyed?

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The USFA and FEMA provide some basic suggestions in disaster planning such as:

- Having an alternative location to operate from if needed

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- Regularly back up data

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- Tend to the personal needs of your staff before an emergency

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- Know the risks you face and take steps to reduce those risks

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- Have a line of succession other than an organization chart

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# Chapter 4

## Capabilities, Resources and Needs

(This section is a reprint of the article, “Tips for Preplanning for Business and Industry” by William F. Jenaway, Ph.D. It is reprinted here with permission.)

Historically, emergency service organizations have identified some tips for effectively preplanning communities. You’ll find that businesses are different from emergency services, have a different focus and place a different value on emergency planning.

Emergency services’ objectives when dealing with business and industry are to make sure they understand the importance of preplanning and how it affects them. To be most effective they always communicate with businesses in business terms: how failing to preplan affects them, what they will lose if they don’t have an emergency plan in place. The business operator has three priorities during an emergency:

1. To ensure the continuance of business
2. To protect business records
3. To manage the emergency

The business operator looks at emergency planning differently than the emergency services provider. The goal of the business operator is to stay in business, while the goal of the emergency responder is to manage the emergency at hand. Because of this difference in perspective, it is important to create a basic relationship and understanding between the business operator and emergency manager so that each knows the roles, relationships, and value of each other in time of an emergency.

In this case, an emergency service organization must operate as the “business operator” thinking and acting differently than if responding to an emergency.

### Evaluating Loss Potential

A critical first step toward realizing the value of preplanning is to evaluate prior losses or the potential for losses in the future. We generally look for, and can work with, the obvious: fire, work accidents, hazardous materials, incidents, etc., but we seldom consider the need to plan for a flood, winter storm, earthquake, hurricane, terrorism, sabotage, or other similar type incident. In order to implement an effective emergency plan, you need to take an in-depth look at each type of emergency and determine the potential impact of an emergency prior to its actual occurrence as noted in Chapter 3.

Before you ask, the answer is yes – Emergency Service Organizations must pre-plan for emergencies, just like businesses do.

There are a number of objectives you should strive to meet during the preplanning process:

- Lessening the loss potential by anticipating possibilities and instituting appropriate procedures and/or precautions.
- Promoting the fastest and most effective reaction of the personnel of all protective agencies, both public and private, in dealing with an emergency.
- Reestablishing normal conditions with as little confusion, as promptly as possible.
- Lessening the chances of the same type of emergency occurring more than once.
- Securing better public relations by obvious preparation for emergencies.
- Giving people with responsibility for dealing with emergencies a sense of having taken all possible steps to meet likely situations.
- Focusing on the human factor: member/employee-related hazards.
- Identifying key individuals responsible during the emergency.
- Establishing management's role and overall support of any outside emergency service organization's operation.

By utilizing this approach, you not only achieve goals in preplanning, but also identifying gaps in the emergency planning efforts. The general objective of such a loss evaluation should be to establish a proper basis for procedures to be followed by the individual responsible for protection and for that individual to be in concert with your efforts.

## **“Selling” the Organization on Preplanning**

People respond to their own experiences and training. The manager or officer who has never experienced a loss doesn't fully realize the value of emergency planning. However, those who have experienced a loss know that legally certain activities must be done, or have been educated and understand the impact of an emergency on their organization. Thus, you make this your “pitch” when selling the need to prepare an ESO for an emergency.

## **Questions to Answer**

To feel satisfied that you (and the facility) are prepared, you can test two issues:

1. Do you believe that open communication and understanding will be handled effectively?
2. Do you believe sufficient information was obtained to be able to determine resource needs and loss potentials in the event of an emergency?

If you can leave with a solid appreciation of these issues, you have a good “shot” at managing the impact of a disaster.

(This article first appeared in *The Voice*, May 1997.)

## The Basic Planning Premise

As discussed earlier, an organization must recognize the potential losses associated with a major disaster and the importance of developing a viable Disaster Recovery Team strategy. Developing a workable Disaster Recovery Plan is an important milestone providing a key to a successful recovery from a disaster situation and insuring continued emergency operations.

A comprehensive plan to recover from any disaster is not only essential to the continued success, but it is also vital to the stakeholders and the community.

In order for this process and document to be of benefit to the organization, every member must understand how critical recovery from a disaster is to the survival of the organization. In addition, each member must receive orientation and refresher training on this document if it is to have value.

This section provides an introduction to a Disaster Recovery Plan, its purpose and objectives, organization and distribution.

**The purpose of a Disaster Recovery Plan is to provide a set of guidelines to facilitate the decision making process, pre-identification of risk, timely response and recovery from a crisis situation.**

## Objectives of a Plan

The purpose of this section is to define the primary objectives of the Disaster Recovery Team Plan.

The objectives of a Disaster Recovery Team Plan are to:

- Minimize the impact of a disaster on critical functions by providing a set of procedures to be followed and tasks to be completed in the event of a disaster.
- Restore critical functions to insure business continuity.
- Continue Management Information System (MIS) support for critical business operations, even if the MIS functions have been rendered inoperable.
- Identify individual roles and duties that are essential to the recovery of the organization.
- Integrate your actions with other emergency services.
- Integrate your process with elected officials.



A Disaster Recovery Plan seeks to minimize:

- The number of decisions that must be made following a disaster.
- The organization's dependence on the participation of any specific person or group of people in the recovery process.
- The need to develop, test, and correct new procedures during recovery.
- The adverse impact of lost data, recognizing that the loss of some information is inevitable.
- The elapsed time impacting the recovery process.
- Losses associated with extended downtime.
- Confusion and exposure to errors.
- Duplication of effort.
- Downtime.
- Public perceptions of ESO capabilities.

#### Plan Scope and Limitations

The scope and limitations of the plan are controlled by your organization needs. This plan should be developed for the following areas: as a minimum/as appropriate.

1. Financial Operations (including cash availability)
2. Mail
3. Information Services
4. Payroll
5. Programming and Promotional Scheduling
6. Materials and Equipment Management
7. Operations
8. Support Operations
9. Apparatus and Equipment
10. Inspections, Permits, etc.
11. Storage
12. Transportation
13. Personnel Management
14. Routine emergency responses.

Specific teams can be developed for each identified critical function; each with detailed action plans and tasks. The overall recovery activities during a disaster will be coordinated by a "Management Team."

The plan should also identify anything else, i.e., computer systems that are critical and will need to be covered by a Disaster Recovery Plan.

## Planning Assumptions

The purpose of this section is to define the assumptions that were made in developing the Disaster Recovery Team Plan. These are a sampling of examples—YOU NEED TO DEFINE YOUR OWN PLAN ASSUMPTIONS.

- Key people will be available, in the event of a disaster.
- The plan or its portions may be used to recover critical operational functions in the event of an emergency affecting a specific building, i.e., one or several floors, operational unit, etc.
- Any disaster on a national scale is beyond the scope of this plan.
- Primary or alternate vendors will be available to assist in the recovery process.
- In the event of a regional disaster, the backup and alternate sites will not be affected or destroyed.

## Instructions for Using the Plan

The plan becomes effective when an emergency occurs that is beyond the scope of the standard operating procedures and is declared a disaster situation.

## Distribution List

A distribution list for the plan should be established and indicate:

Personnel Name	Recovery Function	Manual Location(s)
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Two copies should be provided to each person, so that one copy is kept in the office or their assigned vehicle and the other is kept at home.

A web-based version is also important in that it will be available outside of the affected area.



# Chapter 5

## Disaster/Business Continuity Plan

We have seen how the four phases of emergency management are necessary to help control the impact a disaster, has on an organization in the areas of employee health and safety, the media, liability issues, public pressure, insurance, general operations, and government relations.

### Key Action Points

Let us turn our attention now to identifying and dealing with several key factors that enable you to develop a plan which will respond when emergencies occur:

Have a champion/advocate. Without direction and support from top management, disaster planning never gets done.

Analyze your exposures and facilities. Know what kinds of exposures you face and determine how you want to deal with them. In some cases, the potential impact of a disaster may already be known. But don't be misled about the level of safety at an existing facility; it may have been built to an outdated code or prior standard.

Even those buildings satisfying modern standards may not be adequately protected. Before buying, building or moving into any property, evaluate its design and location, analyzing construction, soil, location to a fault and natural protection.

Determine long range business/strategic plans. They must be in place to assure that ways to stay in operation following a disaster can be implemented under the plan.

Delegate authority and responsibility. The plan must establish authority and assign responsibility and facilitate execution of those responsibilities. Empowerment of a champion and a leader assures that the necessary things get done.

Protect your business records. Without them, your organization loses its staff and the opportunity to function. Evaluating the need for hot-site capability and back-up data management should be part of this process.

Provide for quality service contracts, personnel and material. These must be available to assure that you can keep your operations running and your customers and employees satisfied.

Develop an emergency plan. Emergency plans should include the following components, reinforced by drills and training activities:

- Staff preparedness. Personnel should be familiar with the structure of the plan and any specific roles or responsibilities they would be part of.
- Evacuation and communication plans and drills emphasize that the safety of people is the organization's primary concern. Personnel must know when and how they need to execute such plans.
- Property conservation measures should be taken to secure property before it is affected by an incident or to limit the amount of damage resulting from the incident.
- Salvage activities should be planned for and effected, not only to reduce the amount of loss, but to keep the organization operating.
- Restoration of operations, is perhaps the most significant business issue at hand. Personnel should be aware of alternative sites, additional sources of purchase and distribution capabilities, or any other methods for continuing operations which may be interrupted.
- Public relations can make or break an organization's future. A process should be in place to establish what information should be delivered, and to whom, and to assure that it is delivered in a timely and effective manner, following an incident. Failing to communicate information leads to assumptions on the part of others and, typically, to "bad press."
- Money and a line of credit will likely be needed following a disaster. Among other things, your organization may have to arrange temporary housing, food and clothing for "rented workers"/mutual aid personnel as well as providing for the staff themselves.
- Critical incident stress management is a developing concern that must be addressed. People who are traumatized by an incident at a facility may not return to the building or to work, thus driving up delays, costs, and service delivery.

Mutual Aid Agreements. Planning in advance to determine the scope of such services can avoid the uncertainty of assist/no assist decisions by the regional emergency forces.

Identify local resources. Determining what you need at each facility for each exposure enhances your capability to manage a disaster. Bear in mind that all disasters are "local," and the response must be handled locally.

Provide for adequate insurance. The risk manager is responsible for securing any coverage that may be identified as a component of the disaster management process. If you do not have a "risk manager", it is important to assign that role and related tasks to someone.

Prepare to handle claims. In any disaster, claims are inevitable. They may be filed by anyone, and they may or may not be valid. In any event, a disaster plan should establish a process to deal fairly and in a timely manner with valid claims made against the organization.

## Time To Take Action

It should be clear at this point that failing to plan for emergencies not only can adversely affect those who rely on you to provide emergency management services, but can lead to your own organization's potential operational and financial problems, can create adverse situations with the general public, and possibly affect the infrastructure or economy of an area.

Unfortunately, there are still those who are not convinced. Just consider what happens in the real world and how your organization is prepared or is not prepared to deal with it.

- An individual started a fire in a fire station of a rural fire company destroying the building, the fire trucks and ambulances within the building, and the attached hall which was the fire company's main source of revenue. The records, ability to generate income, and the equipment and resources needed to deal with emergencies in the town, were all lost.
- During a summer storm, a fire department responding to a building collapse was involved in a vehicle crash. The fire truck never made it to help the victims that were stuck in their vehicle in rising water.
- After several days of continuous rain, water in the local creeks and streams began to rise. A fire station, located along a waterway saw the water level rising to the point it entered the building and undermined the substructure of the building. Ultimately, the first station's rear wall collapsed from the ground subsidence created by the flood, washing away the ground at the rear of the fire station. A new fire station location had to be found, and a new station had to be built.
- A tornado leveled the majority of the town, including the fire station. With little advanced warning, the fire station and the vehicles within were destroyed and deemed unusable.

There are countless other stories of disasters where the emergency service organization could have mitigated the loss through better emergency planning.

Good things do happen because emergency planning has paid off; but then, we all too rarely read about those averted disasters.

## General Disaster Recovery Considerations

How you take control of the potential impacts of a natural disaster will protect your organization and limit its devastating effects. In today's climate, disasters can come in the form of external or internal manmade incidents as well. As noted earlier a FEMSA survey found that 73% of fire departments surveyed still do not have a business continuity plan in case of a disaster. The survey also stresses that businesses should avoid focusing solely on one aspect, such as Information Technology systems.

When thinking of a disaster, three important resources come to light. We want to protect our human resources, physical assets, and business continuity. Remember your operations can also be affected by indirect disasters. These would be disasters affecting either "suppliers" or "customers".

Your first step is to conduct a business impact analysis. Consideration should be given to the following:

1. What can you do to protect your building?  
Consider the operational impact on public safety if your operation shuts down for a day, week or longer.
2. What if your suppliers are temporarily forced to shut down?  
Discuss emergency plans with current suppliers of equipment and materials and consider making contacts with other suppliers.
3. What records do you need?  
Make backups of all your computer records and maintain them a safe distance offsite. Make sure you have surge protectors or an uninterrupted power supply device. Keep hardcopy records of leases, insurance policies, and other important agreements in a secure location.
4. What if you are forced to relocate temporarily?  
Consider where you would relocate. Think of all the steps necessary to make such a move.
5. What about insurance?  
Review your current policies with your agent. Consider extra expense/business interruption insurance.
6. Does your staff know about your emergency plans?  
Make sure all staff are informed and kept up to date on disaster plans.
7. Who do I need to contact in the event of an emergency?  
Keep an updated list of emergency telephone numbers such as:
  - a. Insurance agent
  - b. Utility companiesMake sure you have a contact name and telephone number in case an employee is injured.
8. What emergency supplies should I have on hand (including at home for member's families)?  
Similar to a business, you should have such items as portable fire extinguishers (other than those on the fire engines), first aid kit, flashlights and batteries, basic tool kit, small supply of bottled water and nonperishable food.
9. How can I help my "customers"?  
If you plan ahead, you may be able to continue providing services to your "customers."

The disaster planning for operations and financial records should include the following:

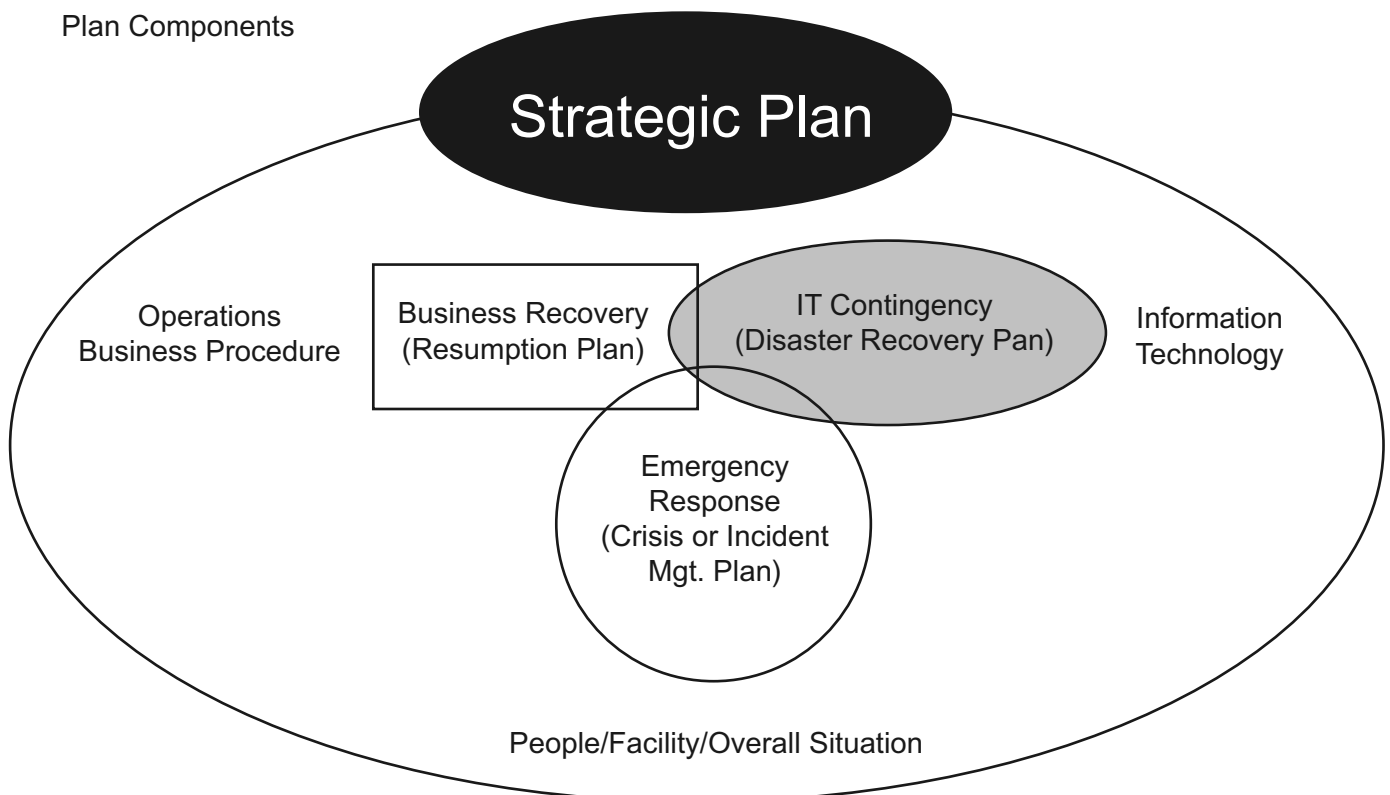
1. Make contingency plans for alternative data management in the event the information technology function is interrupted.

2. Test the contingency plans for adequacy.
3. Store offsite master files, transaction files, applications and related documentation.
4. A copy of the disaster recovery plan should also be kept offsite.
5. Periodically test backup files for software, master files and transaction files to make certain they are usable.
6. Prepare a list of creditors to contact with their appropriate account numbers.
7. Prepare a list of major suppliers and an alternative supplier for each in the event the supplier experiences a disaster.
8. Prepare a list of key contacts/officers.
9. Prepare a list of all computer software and hardware in use. If leased, also have information on the leasing company. Include information on hardware and software suppliers as well as repair vendors.

Once you have completed the business impact analysis a written disaster recovery plan should be adopted.

These approaches and considerations can be summarized and are usually represented as follows:

#### Plan Components







# Chapter 6

## Recovery Operation

When identifying these issues, focus on the major aspects of assuring you can effectively return to action:

- Operations
- People
- Insurance

### Emergency Action

This section helps provide a plan of action that will drive recovery activities during the response phase immediately following the start of a disaster situation. It helps identify when a disaster occurs, when to activate recovery plans, when to notify the alternate relocation sites, and activate the recovery site.

Disaster Recovery Team (getting the operation back in use) members should be aware of emergency action plans that exist for the facility. Recovery activities must be conducted in conjunction with any and all other facility action plans. The members of the team **NEED NOT BE ACTIVE EMERGENCY RESPONDERS**. They may actually be retired members, business community members, other knowledge individuals or persons with special skills and knowledge.

### Emergency Response Process

Any Disaster Recovery Team Leader is responsible to apply this process once he/she has been notified of a disaster/potential disaster. Prior to addressing any specific recovery procedure, the Team Leader must ascertain that all appropriate internal and external emergency responders have been notified and are responding or on location, and that disaster mitigation has begun. In addition, coordination with the facility emergency coordinator is essential to the safety of employees.

- Receive notification of a disaster situation
- Evaluate the extent of damage
- Determine which areas are affected
- Retrieve appropriate business recovery plans
- Declare a disaster situation exists
- Activate command and control site for business recovery management team
- Notify affected operational function recovery teams
- Notify other support units as appropriate
- Activate organization function recovery plans

## Emergency Response Process Tasks

- Upon notification of the disaster situation, obtain all available information.
- Confirm that appropriate response personnel have been notified.
- Evaluate the scope and the extent of the disaster based on the received information.
- Activate the Disaster Recovery Management Team and decide on a temporary gathering location possibly with an existing telephone number.
- Determine which locations/operations are affected.
- Obtain the appropriate Disaster Recovery Plans prepared for the affected areas: Business Functions, Facility/Facilities, Floors, or the whole building. The scope and the extent of the disaster situation will indicate which plans should be activated and to what extent.
- Decide if it is necessary to initiate the emergency notification of critical personnel. If so, proceed with the action tasks.
- Declare a disaster situation.
- Initiate the emergency notification procedure to inform the critical personnel of the emergency situation.
- Call each appropriate individual supervisor. If this manager is not available, proceed to call the back-up person. If this person is not available, the Management Team will appoint replacements as necessary. (A calling process – e.g., phone tree – including who should call the respective individuals.)
- Designate one person from the Management Team to be a communicator (liaison) between the Management Team and all other Disaster Recovery Teams.
- Advise the contacted key personnel of the preliminary estimated outage and issue specific instructions whether or not they should activate each business unit recovery plan or stand-by for further instructions.

## Emergency Stabilization

Once the emergency condition has stabilized the appropriate officer should consider release of resources and a transition to normal operations.

Appropriate records should be maintained including times the equipment was released, etc.

## Critique and Evaluation

A critique and evaluation of the response and associated factors should be conducted as soon

as practical, so as to determine the strengths and weaknesses of the plan.

## Emergency Notification Procedures

Follow the Notification List when notifying the Disaster Recovery Teams.

## Training and Qualifications

Refer to the section on Disaster Recovery.

## Communications

Individuals who are part of the recovery team must realize the importance of communications among team members.

Although somewhat of a remote possibility, members should be aware of the possibility of simultaneous emergencies or additional problems of fire, sabotage or burglary occurring during the disaster recovery phase.

Likewise, communication of this information to the appropriate authority is important.

In the plan you must identify:

## Personnel Authorized – to DECLARE A DISASTER

Personnel authorized to declare a disaster need to be identified by:

Priority No.: \_\_\_\_\_  
Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Phone No.: \_\_\_\_\_ Pager No.: \_\_\_\_\_  
Cell No. \_\_\_\_\_

Priority No.: \_\_\_\_\_  
Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Phone No.: \_\_\_\_\_ Pager No.: \_\_\_\_\_  
Cell No. \_\_\_\_\_

## Personnel Contact List – MANAGEMENT TEAM

All management contact persons need to be identified by:

Priority No.: \_\_\_\_\_  
Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Phone No.: \_\_\_\_\_ Pager No.: \_\_\_\_\_  
Cell No. \_\_\_\_\_

# Personnel Contact List – BUSINESS/OPERATIONAL FUNCTION RECOVERY TEAM

All business function recovery team members need to be identified by:

Business/Operational Function: \_\_\_\_\_

Priority No.: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Phone No.: \_\_\_\_\_ Pager No.: \_\_\_\_\_

Cell No. \_\_\_\_\_

## Critical Business Resources

This section provides a list of critical business resources used to direct the activities of the recovery teams during disaster recovery immediately following the emergency response. It contains the information which requires sorting by business units, floors, operations, divisions, etc. This information will be used to activate the individual unit recovery plans, and to establish processing at the recovery site.

During the review of the plan, people in the organization should look at this section critically to ensure that essential items have not been omitted.

Once a list of essential resources has been established, an appropriate vendor list must be developed. This list should include the type of equipment and the quantity that the vendor can provide. The document should list the vendors in priority calling order, taking into consideration the type and quantity of needed equipment, as well as the vendor’s ability to deliver the equipment in a timely manner.

Vendors from remote areas would be appropriate to add to a resource list in the event that the disaster is widespread and may have an impact on the local vendor’s ability to deliver needed resources.

Once resources have been requested, appropriate records must be maintained to accurately track related costs. Records should indicate who requested the resources, who was the request made to, the time of the request, the time of the equipment’s arrival, and time the equipment was released.

Consideration must also be given to maintaining appropriate records of personnel who have responded to the disaster. Accurate record-keeping is essential to the recovery process.

## Critical Office Equipment – by BUSINESS FUNCTION/DIVISION/FLOOR/BUILDING/ETC.

Critical office equipment should be identified by business unit, division, floor, department, building, etc.

Department/Business Function/Division/Floor/Building \_\_\_\_\_

Equipment/Material Type: \_\_\_\_\_

Quantity: \_\_\_\_\_

Vendor: \_\_\_\_\_

## Critical Software

Critical office software should be identified by business unit, division, floor, department, building, etc.

Department/Business Function/Division/Floor \_\_\_\_\_

Equipment/Material Type: \_\_\_\_\_

Quantity: \_\_\_\_\_

Vendor: \_\_\_\_\_

## Key Contacts and Vendors

This section provides a contact list for the internal clients, external clients and vendors to be notified in the event of a situation affecting your firm.

Key Contact List – by BUSINESS FUNCTION

Name: \_\_\_\_\_

Telephone: \_\_\_\_\_

Address: \_\_\_\_\_

Support Information: \_\_\_\_\_

## Vendor Contact List

Product/Service

Vendor Name: \_\_\_\_\_

Calling Priority: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Alternate Phone Number: \_\_\_\_\_

Address: \_\_\_\_\_

Support Information: \_\_\_\_\_

## Disaster Recovery Process

This section provides the structure for an action plan that will drive the activities of recovery teams during this process. It contains key information to activate and notify key contacts.

- Notify an alternate site of your intent to move your operations
- Move key personnel and equipment to the alternate site
- Prepare workspace for operation
- Determine the time and date of restart point for operations
- Gather critical staff at the alternate site
- Determine the extent of losses
- Gather any supporting materials
- Resume operations at the alternate site
- Notify needed parties of your requirements
- Notify specific contacts and vendors
- Notify other support business units
- Communicate with management team on recovery progress
- Resumption of normal activities

## Recovery Action Tasks

Gather the critical team members at the alternate site.

Retrieve appropriate disaster recovery plan for the affected area.

Determine appropriate disaster recovery plan for the affected areas.

Determine the requirements for the affected operational units: equipment, supplies, etc.

Contact all appropriate vendors and place orders.

Establish delivery schedules.

Maintain ongoing communication with each individual operational unit to ensure the appropriate provisions.

Maintain ongoing communication with the management team.

Coordinate the activities of all disaster recovery teams during the recovery process.

Provide senior officers with information related to the emergency.

Oversee and direct the overall recovery process of the operations.

Set up recovery priorities if necessary and approve emergency funds.

Each disaster recovery team leader is responsible for activating his/her disaster recovery plan and setting up the restoration schedule.

Gather at the relocation site.

Determine the impact and timing of the disaster on the operational workday.

Determine allowable time to begin restoration of critical functions depending on the timing of the disaster.

Determine which units must be notified to assist with resuming operations.

Contact information technologies group and coordinate with them the execution of their disaster recovery plan.

Contact facilities team and coordinate your office equipment and supplies requirements.

Contact voice telecommunication business unit to coordinate rerouting of your telephone numbers to the alternate site if possible.

Maintain ongoing communication with the management team and inform them of the recovery status.

Activate the critical employees to prepare the alternate site for work.

Activate all other required personnel.

Proceed with performing critical functions according to the team leader instructions.

## **Critical Process Recovery Team**

For each critical process recovery function, it is important to identify the following:

FUNCTION \_\_\_\_\_

Process to Complete

Identify each:

- Employee/member
- Recovery Team Position
- Title
- Location
- Task

## **After that Incident**

Many times the question is asked, "What do I/we do after the incident occurs?"

1. First and foremost stay safe, do not create the potential for additional loss to person or property.



2. Contact your insurance agent/broker or insurance carrier as predetermined.
3. Discuss with your agent/broker and carrier specifics before you complete your plan. In that fashion, this is integrated into the process, not an afterthought!

If the disaster is widespread, such as a flood, tornado, or hurricane, members of the organization must be prepared to

- Assure family and personal assets are safe
- Respond as necessary
- Help others, knowing their family will be safe

Therefore three items need to be in place

- A home and family preparedness plan for members
- Predefined location for family to relocate to if necessary
- Communication policy between the organization/member and their family during long duration events.

## Home and Family Preparedness

### Preparing for Emergencies

Disasters disrupt many lives every year. Each disaster has lasting effects both to people and property. If a disaster occurs in your community, local government and other disaster-relief organizations will try to help you, but they cannot reach everyone right away. The best way to make your family safer is to be prepared before disaster strikes. You may not have much time to react in a dire situation. By planning ahead and making preparations now, you can help protect your family in time of an emergency.

Some of the things you can do to prepare for the unexpected, such as making an emergency supply kit and developing a family communications plan, are the same for both a natural or man-made emergency. However, there are important differences among potential emergencies that will impact the decisions you make and the actions you take. Learn more about the potential emergencies that could happen where you live and the appropriate way to respond to them.

In addition, learn about the emergency plans that have been established in your area by your state and local government. You may want to inquire about emergency plans at places where your family spends time: work, daycare and school. If no plans exist, you should create one. Talk to your neighbors about how you can work together in the event of an emergency. You will be better prepared to safely reunite your family and loved ones during an emergency if you think ahead and communicate with others.

Emergency preparedness is no longer the sole concern of earthquake prone Californians and those who live in the part of the country known as "Tornado Alley." For Americans, preparedness must now account for man-made disasters as well as natural ones. Knowing what to do during an emergency is an important part of being prepared and may make all the difference when seconds count.

## Getting Started

When you are needed to help the community, you may not have time to help yourself. Therefore, one of the most important steps you can take in planning for emergencies is to develop a household disaster plan:

- Meet with your family and discuss why you need to prepare for disaster. Plan to share responsibilities and work together as a team.
- Discuss the types of disasters that are likely to happen. Explain what to do in case of each.
- Prepare a disaster supplies kit.
- Discuss what to do if advised to shelter-in-place.
- Discuss what to do if advised to evacuate.
- Create an emergency communications plan. Choose an out of town “family contact.” After a disaster it is often easier to call long-distance. Other family members should call this person and tell them where they are. Everyone in the family must know your contact person’s number.
- Pick two places to meet:
  - Right outside your home in case of a fire
  - Outside your neighborhood in case you can’t return home. Everyone must know the address and phone number of the location you will respond.
- Meet with your neighbors and determine how you might help others – especially those with special needs.

## Prepare a Disaster Supplies Kit

In case of a major event you will need some basic supplies set aside. You may need to survive on your own for three or more days. This means having your own water, food and emergency supplies. You need to think of ways that you can pack your emergency kit so that you and those on your emergency plan can easily take the items with you, if necessary.

The following items are recommended to be included in a basic emergency supply kit:

- Water – two liters of water per person per day (Include small bottles that can be carried easily in case of an evacuation order)
- Non-perishable food – that won’t spoil, such as canned food, energy bars and dried foods (remember to replace the food and water once a year)
- Manual can opener
- Flashlight and batteries
- Candles and matches or lighter
- Battery-powered or wind-up radio (and extra batteries)
- First aid kit
- Special needs items – prescription medications, infant formula or equipment for people with disabilities
- Extra keys – for your car and house
- Cash – include smaller bills, such as \$10 bills (traveler’s cheques are also useful) and change for payphones
- Emergency plan – include a copy of it and ensure it contains in-town and out-of-town contact person
- Your homeowner’s insurance policy with contact numbers.

# Communication Policy for Member and Families

It is important to have a process where information can be communicated between members and their families. One such program includes the following components:

- Identify a calling point/number.
- Identify the parameters for calls (what frequency should calls occur).
- What constitutes an emergency.
- What to do if a call doesn't occur or go through.

## Shelter In Place

Current thoughts include situations where it would be better to “stay put” or “shelter in place.” This approach focuses on helping individuals in a particular “safe location” until such time as they can leave. For significant events, it may be expected to stay sheltered for up to 72 hours, so appropriate resources may be required. Anticipate the extended time frame and provide for appropriate resources that may be needed.

## What to Do When Disaster Strikes

When the disaster hits, it is too late to start the planning.

To begin the recovery, don't panic. The damage has already been done, so you need to manage it, or it will manage you. Activate your emergency response team, control access to the site and command post. Have a single spokesperson for the organization and consider the media as a source to help you, not hurt you. Videotape and photograph the damage that has occurred. Identify these with documentation of what is shown.

Your plan becomes important now as a timeline and damage mitigation plans need to be implemented. Specialists, such as engineers, heavy equipment, hygienists, etc., may be needed, so time, material, and labor (including costs) must be tracked.

Remember that the burden of proof for a loss rests on the claimant – you. As a result knowing that records of purchases, service of replacement items, etc. (your vendors) become important in the recovery and claim process.

Your insurance carrier should be contacted immediately. You will no doubt be given three key directions.

1. To take steps to mitigate further damage
2. To begin detailing the items of loss with appropriate information
3. The role and responsibility of your agent, adjuster, the insurance company, and you

Your insurance carrier may also need to bring in a variety of contractors to help with debris removal, clean up, security and reconstruction.

You should be prepared to remain out of the facility until repairs are complete and all insurance payments received. You should conduct an inspection to assure everything is complete.

Finally, when ready to “reopen,” inviting the media is important to get the word out.

## **Family Relocation**

Typically, the first choice to relocate family to is a fire station, municipal building, or school. These generally work extremely well. However, it may be necessary to have an alternative in the event of an area-wide event or large scale disaster. Hotels, neighboring community fire stations, municipal buildings or schools. Buildings are usually choice sites and listed in emergency management plans.

*(This article first appeared in, Community Corrections by Upper Merion Township, PA, and is not copyrighted.)*



# Chapter 7

## Summary

To summarize, let us consider four principal objectives of disaster management. Whether you are developing a disaster plan for the first time or re-evaluating your current plan, these measures constitute the “bottom line” of a successful plan.

1. Identify your potential problems and what will trigger your plan’s response mechanism. Determine what is to be considered an emergency.
2. Institute a method to warn of impending disaster. How will you be notified of any incidents posing a threat that may warrant activation of your plan?
3. Establish procedures to follow during the course of a disaster. The key here is to assure the communications among all emergency response personnel are effectively managed.
4. Develop procedures for effecting recovery and maintaining operations after a disaster. A critical concern at this point is to assure that the resources you need will be available.

Emergency Service Organizations today have more reason than ever before to safeguard their assets. Yet, emergency services may be limited in what they can do to help protect them.

Sometimes, service personnel may simply not have enough time to devote to a particular location. More often than not, however, it is because of a lack of understanding of a particular business operation or facility or an absence of cooperative efforts that could have been avoided with some advance planning.

Don’t allow complacency to determine the lack of a plan. There are people in your community that are willing and able to help (e.g. retired individuals and community organizations). Utilize the fire corps model to establish your disaster planning team.

Disaster planning simply means being prepared. The planning you undertake now can make the difference between catastrophe and survival. You can manage your problems when disaster strikes. By being prepared for the worst, you are part of the solution not part of the problem.



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# Case Studies



# “Whatever Normal Would Be Today”

*Gulf Coast ESOs recover from one of the biggest natural disasters in recent history.*

*Aaron K. Shaffer, VFIS Copywriter/Marketing Coordinator*

When news of Hurricane Katrina began pouring in on Monday, August 22, 2005, employees at our affiliate office in Baton Rouge believed the storm would not directly hit their area. After all, they had dodged major destruction during Hurricanes Andrew and Lily. But Lynda Vince, the owner of Special Risk, (also known as VFIS of Mississippi/Louisiana), was still concerned, and rightfully so. Her staff of five handles over 600 VFIS accounts, and she suspected some might need their help.

Following is the story of Lynda’s team and their response to the needs of emergency service organizations along the Mississippi and Eastern Louisiana Gulf Coasts after the Category 4 Hurricane struck. Also captured here is the remarkable resilience of emergency responders in the face of the chaos during and after Hurricane Katrina.

## **Preparing for the Worst**

As the weekend approached and the media’s coverage of the storm became national news, Lynda began to realize they would not be spared. “My biggest concern at that time was what would happen if New Orleans took a direct hit. I never thought the devastation in the Mississippi Gulf Coast and eastern Louisiana Gulf Coast would be like this. It never entered my mind.”

To prepare for possible damage, they made a list of the areas they felt were in the hurricane “hit zone,” and wrote down multiple contacts and telephone numbers. On Friday and Saturday they began calling emergency service organizations that they insured to discuss storm preparation. “Since moving the vehicles to higher ground is very critical,” explains Lynda, “we had Jefferson Parish move 85 vehicles to Baton Rouge and the balance to higher ground. They prepared the best they could.”

On Friday, August 26, Chief Larry Hess of St. Tammany’s Fire Protection District #1 was leaving the office headquarters when he learned that the storm was turning from Alabama toward Louisiana. By the time he got home, hurricane coverage was the hot media topic. He quickly set up a meeting for 7:00 a.m. on Saturday. At that meeting, they started implementing their hurricane plan: arranging alternate staffing, boarding up windows, and moving assets from fire stations near Lake Pontchartrain to other areas.

## **In The Storm**

Around midnight on Monday morning, St. Tammany felt the squalls of the storm. “I was in the command post,” Chief Hess explains. “Our parish emergency center had been activated, and we were in contact with them. At 3:00 a.m. we were in the storm. There seemed to be a lull for

a while. During that lull, we still had communications.”

A report came in that a tree had fallen on someone. “We sent our guys out to do a snatch and grab,” Hess says, “just get the guy out and get back to shelter.” But when they arrived, the man was already dead. Trees were falling across the firemen’s paths, live wires were coming down, and it looked like they were going to be stranded. He adds, “We lost our radio tower, so communications became very problematic. About two hours later, that rescue squad returned, and I want to tell you, these four guys were really enlightened by the time they got back. At that point, we made the decision that nobody else would leave.”

### **Transcending the Dark**

By 1:00 pm, since the storm was passing, emergency service personnel from St. Tammany were able to get out on the road for their first assignment: clearing debris from the streets. Chief Hess describes the scene. “City workers, parish workers, our fire department, and a number of other citizens started clearing the roads. We had trouble receiving alarms, because there were no communications.” They sent rescue-trained personnel toward the lake, where they expected the largest impact, but they could not get there; the lake had left its boundaries and had traveled about two miles inland, to a depth of about 5 feet. “It was unreal,” Hess recalls. “Unbelievable.”

The next day, the storm subsided enough so they could join the sheriff’s office on the south end of the district near the lake properties. About 150 emergency responders worked together, with around 30 boats. All that night, they rescued people from the tops of cars, roofs, and so on.

Chief Hess remembers, “That night, it was pitch black. There was the absence of any light, and it transcended dark. It also transcended quiet, to the point where we could hear conversations from people on roofs, but they were nowhere to be seen.”

As light broke, those trained in urban search & rescue (USAR) began using helicopters to rescue more stranded residents. They were able to remove about 2,800 people over the next few days, many from immediate danger.

### **After the Storm**

On August 30, the day after the storm hit, the Special Risk staff left their homes, weaving through downed trees, power lines, and debris to get back to work. Once there, they armed themselves with their own emergency tools: a generator, a fan, and several cell phones. They knew the work would be difficult. “The news that we were getting from TV and radio outlets was that there was total devastation,” Lynda recalls.

The office staff began putting in 12 to 14 hour days, and 7-day weeks. Lynda’s group concentrated on calling their customers to see how they were faring, but that proved frustrating. “Phone service was very spotty. We would dial a number sometimes 50 times. Redial, redial, and redial. And when we left the office I would go home and start dialing from my home. We called day and night. And eventually we would get someone.”

Meanwhile, Billy Horne (Wellington and Associates), a VFIS agent in Jackson, Mississippi, was busy contacting departments across the state, regardless of whether they resided on the coast.

“Cell phones were down and lines were down,” says Billy, “and what we ended up doing was going through the county EMS and fire directors to make contact through them.”

What were Billy Horne and the Special Risk staff hearing about their local ESOs? Many had damage to or had lost their homes. Exhibiting the unusual resilience of the emergency response community, they wrote their homes off and continued doing what they could to save lives first.

Lynda remembers one Mississippi fire chief telling her that he lost his home and everything he had. His parents, his brother, his sister and their families had also lost everything. “A lot of our local people, regardless of how bad their stations and their homes were, went to New Orleans to try and help.”

### **Help from Many Directions**

In the first month following the hurricane, St. Tammany had 40 working structure fires. For the first three days, there were no communications. “We were left to our own devices in Slidell and Tammany Parish,” says Chief Hess, “because we could not even talk to the other side of the parish where the emergency operation center was located. We had no idea of what was happening in the outside world, and the outside world had no idea what was happening to us.”

Help in the form of Task Force Number 1 arrived on the third day, as FEMA’s USAR from South Carolina joined the effort with physicians, specialists, and equipment. “They began assisting us with the overwhelming, massive rescue effort that we had. We continued fire suppression activities 24 hours a day, 7 days a week for about 6 weeks. We searched 30,000 businesses and residences in a little over two and a half weeks.”

On day five Division 3 of the Mutual Aid Box Alarm System (MABIS) showed up with 52 Illinois firefighters with apparatus. Chief Hess recalls, “MABIS blended right into our organization, allowing the personnel to get some relief from the tremendous, laborious, physical work of being in the sun all day performing rescues and fighting fires all night. It also gave our guys the opportunity to go to their own properties.”

Over the next four months, St. Tammany had help from fire departments from Georgia, Florida, Kentucky, Maine, Michigan, New York, and as far away as Oregon and California. Since December, the department has been back on its own.

### **“Whatever Normal Would Be Today”**

For many responders and citizens in the Gulf Coast Region, the focus has been to reestablish fire protection and try to get back to normal lives. Or, as Chief Berthelot puts it, “Whatever normal would be today.”

Jefferson Parish received mostly wind damage, according to Berthelot. “Of our 3 fire stations, two sustained wind damage, and the wind tore everything apart. We lost a roof, had wall destruction, and had mold and mildew damage. We lost a portable building, which was crushed by the wind. Our oldest station, made of cinder block, sustained the least damage. All of our stations had a lot of water damage inside the interior.”

Three of St. Tammany's seven firehouses received major damage. Four Suburbans and pickups were also destroyed. But according to Chief Hess, it's the firefighters who lost the most. "Thirty-six of our 130 firefighters are homeless; their properties were either totally annihilated or vaporized without a brick being left, or barely anything was left. The rest were so heavily damaged that (as of January 6, 2006) no one is back into their homes yet. Their families were dispersed all over the United States."

They soon experienced issues with separation, because many of the younger firefighters were not able to get their families back into Louisiana for several months. Hess says, "Two that I know of still have family out of state, one in California. Our next issue obviously became obtaining temporary housing so they had a place for their families." Because of the separation strain, the damage, and the long hours of hard work, some responders were beginning to deal with "Critical Incident" stress. "It took some time," he explains, "but all of our guys that needed trailers got trailers and started bringing their families home. While their lifestyles certainly had changed, the situation was vastly improved from having your families live hundreds of miles away."

Station renovations are continuing, and many are not completed. "This was a difficult time. I won't kid you," admits Hess. "To see your community sustain this large gaping wound, and to see its people just completely dumbfounded by the level of destruction, and the hopelessness of; 'how do I cope?' 'what is tomorrow supposed to be about?' [This] in a community where that was never, ever, a thought."

### **A Long Road to Recovery**

Keith Davidson, a VFIS agent at Special Risk Insurance, Inc and a volunteer firefighter himself, has seen the strain that Hurricane Katrina has placed on Gulf Coast responders. "For the state of Louisiana to return to some form or semblance of normal we're looking at a minimum of 10 years." He explains that area ESOs are really hurting because the tax base has dwindled, since it's the tax funds that support many of the Gulf Coast fire departments. This means that a large part of their budget has been cut. Keith says the outlook for future funding is "grim at best," and reports that ESOs in some areas of the Gulf Coast have had to borrow money just to operate.

According to Billy Horne, Mississippi is going to take "at least three to four years to get back to where they were prior to Katrina." Some of the counties further inland are making repairs now, but a lot of departments on the coast are in clean-up stage, hauling off debris, etc. "Many of them are still working out of FEMA trailers," he says.

# Ivan The Terrible

*Emergency responders prepare for the unexpected and rescue the overwhelmed after Hurricane Ivan brings flooding.*

Aaron K. Shaffer, VFIS Copywriter/Marketing Coordinator

The 2004 Atlantic Hurricane Season has been one of the busiest and most destructive in history. Hurricane Ivan swept through Pennsylvania's Allegheny County, an area not totally accustomed to hurricane threats, on Friday, Sep. 17. When Ivan ended, the region had seen its worst flooding since 1972 when Hurricane Agnes ravaged the area three decades earlier. Hurricane Ivan so devastated 11 states that they received federal disaster declarations.

Officially, 5.9 inches of rain fell on Allegheny County, an area already saturated by heavy rains. Just 11 days earlier, Hurricane Frances brought 3.6 inches of rain. Unprecedented flooding and damage resulted throughout the region. The Associated Press reported that flooding from Hurricane Ivan damaged more than 30,000 Pennsylvania homes and business, with Allegheny County accounting for an estimated one-third of that toll.

## **Water, Water Everywhere**

The massive amount of rainfall kept many fire departments busy the entire week. According to Greg Porter, Chief of the Etna Volunteer Fire Department, flood planning began earlier in the week. "On Tuesday or Wednesday, various local agencies, including fire, EMS, and police, aware of the forecast and the already-saturated ground, began to prepare for flooding," he said. "They created a plan to evacuate certain parts of town." Meanwhile, Etna VFD members, in preparation for possible station flooding, moved much of their gear and equipment to gear racks six feet off the ground.

Unfortunately, the station preparation was of little help when more than 10 feet of water hit the station. Water rose from under the gear rack, sweeping items out of the firehouse. By Friday at 2 p.m., part of the town was under six feet of water and residents needed to evacuate. Traffic problems arising from citizens leaving town en masse virtually eliminated any hope of sending in mutual aid.

While busy rescuing the townsfolk, Chief Porter and his personnel were unable to worry about the fire station. "As evening progressed, we knew the station was going to flood," he said. "Eventually, we moved the command post on two different occasions, finally settling in an RV and driving it to higher ground." When swift water currents made their efforts to use rowboats futile, Etna VFD called in mutual aid or commandeered jet skis, hovercrafts and airboats. By Saturday morning, Etna VFD department had made 110 rescues.

Twenty-one miles west of Etna, the all-volunteer Oakdale Hose Company protects Oakdale's 1,500 residents. Calls for assistance began to come into the fire station early Friday afternoon. In between running calls, the company came back to a firehouse flooded with three to four feet



of water. Oakdale's station sits about eight feet away from a creek. While it's not unusual for the station to take on a few inches of water after a hard rain, members were surprised to see waist-deep water infiltrate the station. While trying to pump water and elevate equipment and gear to higher areas, the company was called out again. When they returned, their backup pumper was almost totally submerged under 8 feet of water.

Gear and equipment washed out of lockers and into the nearby creek. The department also lost air compressors, computers and portable pumps to the flood. "We never expected anything like this would happen."

### **Responders Make Sacrifices**

While on call, two members of the Oakdale Hose Company sustained significant losses to their homes, and three firefighters lost vehicles that were parked at the station while they were out on call. Three Etna firefighters lived directly in the flood area, and the basements and first floors of their homes were severely damaged. One Etna firefighter was busy making rescues while fellow members were saving his wife by boat. Chief Porter praised his members' efforts: "I can't say enough about how selfless our firefighters acted, even when they knew of their property's peril."

*(Excerpted and Reprinted from VFIS News Vol. 2000 No. 01)*

## **Hurricane Floyd: A Disaster Like No Other**

More than two weeks after Hurricane Floyd swept through eastern North Carolina, the region still resembled a war zone. The powerful winds and ensuing floods left a \$7 billion wave of destruction that destroyed homes, farms, businesses and lives. It was one of the state's deadliest natural disasters. "Nothing since the Civil War has been as destructive to families here," said H. David Bruton, the state's secretary of health and human services.

Floyd began its life as a tropical wave that moved off the coast of Africa on September 2, 1999. Less than a week later it had strengthened into a tropical storm, then into a hurricane about 240 miles northeast of the Northern Leeward Islands. When it hit the Bahamas on September 13 and 14, it had become a Category Four hurricane packing winds of 155 miles per hour. Floyd then turned northwestward and northward, skirting Florida and eventually making landfall near Cape Fear, North Carolina, on September 16. By then, it had "weakened" to a Category Two hurricane. As it moved northeastward toward New England, it was downgraded to a tropical storm. In its wake, it left massive inland flooding, particularly in North Carolina.

"Floyd's copious rains and the resulting floods have created a disaster unlike any our state has seen," said Jay Barnes, author of North Carolina's Hurricane History. The statistics are particularly revealing. In 30 hard-hit counties in North Carolina, 200,000 people received emergency food stamps. Nearly 480,000 were still without electricity three days after the storm hit. Residents filed 50,000 requests for state and federal aid. Forty-eight people were confirmed dead, with another five presumed dead.

At the peak of the disaster, 48,000 people were housed in shelters. Agricultural losses were enormous: More than 30,500 hogs were killed, along with 2.1 million chickens, 737,000 turkeys and 880 cattle. As many as 200 caskets were disinterred by the rising floodwaters. Two dozen dams were breached and water flowed over 52 others. More than 115,000 homes and businesses located in 100-year floodplains were not protected with insurance against flooding. Over everything was the stench of water and mud, polluted by decaying animal carcasses, sewage and garbage.

It is said the monumental task of rebuilding will take years.



## **Fire Station Fires**

Chief William F. Jenaway

Fire station fires – think they don't happen? Think again! Fire station fires were a regular story on fire service internet sites in the first six months of 2003, and if we do a little homework, we find this is not new. Fire stations, in both volunteer and career settings, have burned in the past and will continue to burn in the future.

Why do fire stations burn? If we simply look at some of the incidents to date in 2003, we find some very basic causes:

- firefighters leave food on the stove and respond to calls, resulting in a fire from unattended cooking
- heating systems malfunction and create a fire
- electrical systems are overloaded, shorting and igniting combustibles
- smoking materials, left unattended or discarded, ignite combustible materials
- fires originate in fire apparatus
- lightning strikes fire stations which do not have lightning protection, and
- unfortunately, deliberately set fires are not out of the question.

As you can see, there is no difference in the cause of a fire in fire stations, restaurants, churches, or general businesses. Therefore, it is important that we take the same precautions and approach that general businesses take in their operations.

There are many remedies we can apply, but let's focus on four:

1. Behavior Modification of the firefighters and members. If we can get our members to turn off the stove, look around – and correct – fire hazards in the station, and report electrical overloads and repetitive blown circuits, we are on our way.
2. Early Warning in the form of smoke detectors. If your station does not already have smoke and heat detectors, install them immediately. They do provide early warning of a problem, however, they must be remotely monitored on a 24-hour basis to be truly effective.
3. Fixed Fire Suppression in the form of automatic sprinklers. For new construction, this is a must. In older buildings, when the opportunity of significant renovation presents itself, take advantage and install sprinklers. No other form of fire protection is as successful in protecting lives and property, and sprinklers are particularly helpful in buildings that are not staffed twenty-four hours a day.
4. Inspect the systems in the fire station on a regular basis. Equipment maintenance and repair is critical to safe operations. Have qualified personnel evaluate the heating and air conditioning systems annually. Check the roof, electrical, and plumbing system annually to make sure there are no leaks, deteriorations, or developing problems (the early warning signs of bigger problems).

These remedies are nothing more than we would advocate to our “customers” to assist them in residential or business fire prevention. Let’s practice what we preach; but be prepared if the worse does happen!

*Chief William F. Jenaway, Ph.D., CFPS, CFO, is Executive Vice President of VFIS Education and Training Services and President of the Congressional Fire Services Institute.*

Credits:

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## **VFIS Speeds Fire Station Recovery**

It's hard to say who was more shocked by the fire on September 12, 2007 – the firefighters or their insurance agent, Higgins Insurance President Dave March. March hadn't planned on working that day, but stopped into his office just to check e-mail. Initially, the news of the fire didn't sink in.

“Karen said to me, ‘Dave, the Schuylkill Hose Company No. 2 has a fire,’ March recalled. “I said to myself, ‘Of course they have a fire, they're fire fighters.’”

“Then it dawned on Karen that I didn't get it. So she said, ‘No, Dave, they have a fire – at the fire station.’”

March, who had only been in the office for about two minutes, jumped back in his car and drove over to the station. The fire, which had started around 2:30 p.m. or 3 p.m., was still going when he arrived around 4 p.m.

Glen Sattizahn, First Assistant Fire Chief for the Borough of Schuylkill Haven, which runs the No. 2 fire station, had been on the scene since the fire began. “It was devastating,” he said. “I wrote the engine room off as a total loss right away and tried to prevent losing the rest of the building.”

“It was a shock, really,” said Frank Noecker, President of Schuylkill Hose. “We just heard about it by word of mouth. It came over the air and a lot of people in town knew about it fast.”

The fire, which caused approximately \$2 million worth of damage, destroyed the entire engine room, two fire trucks, a hazmat trailer, the kitchen, an office and a significant amount of gear.



## Gone With the Wind

*Spring and summer represents tornado season, when powerful storms can wreak havoc on anything and anyone that lies in their path. This story is a reminder that no one – neither emergency personnel nor the neighbors they serve -- is exempt. The good news: There is help from people who really care.*

John Brown was married to Hazel for 70 years, and for 70 years the 89-year old retired couple lived together in the same house where John had lived since he was eight months old. It was a majestic home with 12-foot ceilings, surrounded by trees, some of them more than 100 years old. In less than 30 seconds on the evening of Wednesday, April 8, 1998 the house, the trees, and John and Hazel were gone.

Nearby, 27-year old Colette Sanders Coleman talked on the telephone to her husband of one year and warned him to be careful. When he returned, the house was gone and Colette and five members of her family were dead. Not far away, a young couple was killed and their three children injured when their mobile home was lifted from its foundation and smashed. Bruce and Rebecca Skinner had gotten behind in their medical bills, the result of heart surgery for one of the children. Their electricity had been turned off, and they had no warning of the approaching storm.

In all, 33 people died and more than 250 were injured in the western part of Jefferson County, Alabama the night of April 8 when an F-5-rated tornado tore a path 30 miles long and a half-mile wide through their communities. Winds in excess of 260 miles per hour destroyed 150 homes and caused in excess of 50% damage to at least 1,000 more.

Among the rubble were two of the three fire stations of the Concord Fire District. All that remained were some metal beams collapsed on top of badly damaged fire trucks. The worst tornado to hit Alabama since 1977 put the chief and the 62 paid and volunteer firefighters of the Concord Fire District in a very difficult position. Fire Chief Tim Love wanted to sit down and cry when he saw the damage to his own firehouse. But there was no time for tears. He and his firefighters had to respond.

In the midst of all this tragedy, there was hope. Neighbors helped neighbors. Firefighters worked to save lives and protect property and find the dead. Donations of food, clothing, supplies and money poured in from area citizens and businesses. Federal funds were made available, and insurance adjusters came to settle claims for so many who were to repair property and rebuild their lives.

The fire department was working, too. Damaged vehicles were pressed into service, along with vehicles borrowed from neighboring departments, to respond to calls from residents still trying to find people and property. Children were separated from parents. Lost pets were found by people who couldn't identify their owners. Gas and water lines were broken. Power lines were down, and people were frightened. Firefighters had to deal with blocked roads and other confusion, and there were also the everyday fire and emergency medical calls to deal with.



Firefighters put personal problems aside. Many had suffered severe damage to their homes. Yet all of their energy was invested in helping their neighbors until the emergency was over. Only then could they deal with their own problems.

Today, Concord Fire District and the communities of Jefferson County, Alabama are on their way to recovery. With help from the fire service, neighbors, and the Alabama legislature, the buildings, equipment and vehicles that were lost are being put back better than before. No one in Jefferson County will ever forget the tragedy of Easter week 1998 or the courage and dedication of the Concord firefighters. VFIS salutes them as shining examples of the unselfish way America's fire service responds when called to the challenge.

## **Fire Protection for the Fire Station**

A fire in a fire station is not something that anyone in the emergency service wants. It can devastate an organization. Just think how much of your organization's assets are housed in that building. Apparatus, portable equipment, and financial information need to be protected from destruction by a fire. What are the best ways for you to protect your emergency service organization's assets from a deadly fire?

1. Protection \_ The first step to consider in protecting your assets is to provide your station with an automatic fire protection system, or sprinkler system. Any new stations being built should include this in their plans, and consider retrofitting older stations with this type of system. Set the example for the residential and industrial building owners in your community.
2. Detection \_ Another system that can provide early warning in the event of a fire is a fire detection system, or smoke detection system. A smoke detection system with the alarm connected to a central monitoring organization can provide excellent early warning and also help to save property and contents. Both of these types of fire protection and detection systems should be installed according to the applicable National Fire Protection Standards.
3. Inspection \_ VFIS has witnessed many station fires over the years. The electrical system in the building is often the cause of a majority of these fires, so it's important to regularly update your electrical system. Have a certified electrician or inspector periodically inspect your electrical systems as well. Equally important, make sure that all electrical systems are installed and maintained in accordance with the National Electrical Code. Don't "jury-rig" electrical lights or other temporary lines for equipment. Make sure that circuits are not overloaded. Temporary electrical cords should be used sparingly, if at all. Don't run extension cords under rugs or where they can be walked on. Be an example of electrical fire safety for your community.
4. Prevention \_ Heating systems are also a major cause of fires in stations. Maintain your heating system by having your heating contractor service it annually.
5. Separation \_ Store flammable liquids appropriately; use storage cabinets or containers that are UL-approved for flammable liquids for all such items kept inside the station.

Protecting your own station and your assets should be a number one priority. Remember to protect, detect, inspect, prevent and separate properly. That is the only way to assure that you have the ability to protect your community.



## **Water Over the Bridge North Carolina ESOs Hit Hard**

There was no real warning. The water began rising at a rate of 18 inches an hour. Soon the bridge that spanned the local creek was under five feet of water. Within hours, no dry land could be seen for nine miles.

### **The Longest Day**

For Walter Scott, Chief of Northeast Volunteer Fire Department in Duplin County, NC, the early morning hours of September 17th seemed endless. “I thought that when daylight came, we’d be able to see what we were doing. It took a long time for daylight to come and even longer for night to fall again.”

As surging waters inundated the community, Northeast ran wave-runners to wake people up and prepare them to be rescued by boat. The boats, in turn, took them to dump trucks, fire trucks, brush trucks and whatever else could be found to move them to shelters and safety. As the rescuers worked, helicopters hovered overhead, looking for flood victims. By 5:30 that evening, 600 people were pulled out of harm’s way.

Northeast had never flooded before. Eight days after the nearby North East/Cape Fear River crested at 25 feet (flood stage was 13 feet), Scott and his men still had to make their way through a foot of water before they could reach their fire station.

The story was repeated in communities throughout eastern North Carolina: heavy rains from Floyd had caused unprecedented flooding. Fifty miles east of Raleigh, the state capital, members of the Stony Creek Volunteer Fire and Rescue Squad were skimming across the tops of mailboxes in their boats, rescuing people from trees and rooftops. Farther to the north, the town of Windsor was largely under water. “Some of the higher areas were locked in like islands,” says Charles Phelps, president of Bertie Country Rescue Squad. “We had to hopscotch from land to water to land to bring people to hospitals and shelters.”

And over everything was the incredible stench of water contaminated by sewage, spilled fuel and animal carcasses. In many areas, the water didn’t recede for a week.

### **Surveying Station Damage**

And what of the fire and rescue stations themselves? “When we got back, it was a big mess,” says Ricky Turner, Stony Creek Chief. “The refrigerator was floating, the beds were still in place, but saturated with water and sewage. We lost a lot of portable equipment — traction splints, wooden backboards, radio dispatch equipment — and lots and lots of paper work. It was very disheartening.” Turner’s losses exceeded \$110,000.

Bertie County Rescue reports the water reached 6 feet 8 inches in the station. “We found mud, baby fish and a terrible odor. Everything in the building was basically destroyed,” says Phelps. “Tables, chairs, computers, sleeping quarters — and thousands of dollars of medical supplies. An ambulance service on the river had moved their new vehicle into our building. They lost that, too.”

On Topsail Island near Wilmington, Chief Tom Best of the North Topsail Beach Fire Dept. reports more than \$21,000 damage from 18” of water. “Three bay doors were damaged, so was the cascade air system and about \$9,000 of SCBA parts. There was damage to the siren, we lost our furniture, and our sleeping quarters had to be cleaned.”

As for Northeast VFD, the fire station and a companion building used for meetings were flooded by 6 feet of water. As a result, the station had major structural cracks, requiring major repairs or a total rebuilding. The meeting hall had \$20,000 worth of damage. All of the fire department’s records were lost. So were furniture, computers, turnout gear and training books. Chief Scott lost his personal truck, which was parked on site.

### **A Helping Hand**

Very few citizens and organizations in the affected areas had flood insurance. It just wasn’t supposed to happen — not in a 500-year flood plain. But Northeast VFD, North Topsail Beach Fire, Stony Creek and Bertie County Rescue did.

# **Emergency Service Organization Disaster Planning and Business Continuity**

## **Worksheets**

**SAMPLE**

**DISASTER RECOVERY PLAN**

\_\_\_\_\_ **FIRE DEPARTMENT**

\_\_\_\_\_, 20\_\_

Plan Distribution List:

<b>Personnel Name</b>	<b>Recovery Function</b>	<b>Manual Location</b>

## **DISASTER RECOVERY POLICY**

The management of \_\_\_\_\_ recognizes the impact of a major disaster affecting our business/operations and supports a viable business/operational recovery strategy.

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President/CEO



As an initial reference, identify the types of disasters you have been exposed to, or would be exposed to, that could adversely impact your business operations:

- arson
- biological incident (fixed site or transportation)
- bombing
- chemical incident (fixed site or transportation)
- civil disorder
- dam failure
- drought
- earthquake
- ecological
- epidemic/pandemic
- flood
- hazardous materials (fixed site or transportation)
- landslide
- mass casualty incident
- nuclear (fixed site or transportation)
- police assist
- power failure
- psychological event
- radiological event (fixed site or transportation)
- severe winter storm
- structure fires
- subsidence
- terrorism
- tornado/windstorm/hurricane
- transportation incident
- tropical storm
- urban fire
- volcano
- wildfire

## PLAN ASSUMPTIONS

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_
6. \_\_\_\_\_  
\_\_\_\_\_
7. \_\_\_\_\_  
\_\_\_\_\_
8. \_\_\_\_\_  
\_\_\_\_\_
9. \_\_\_\_\_  
\_\_\_\_\_
10. \_\_\_\_\_  
\_\_\_\_\_

<b>Critical Business/Operational Functions Recovery Process Checklist</b>			
	<b>Yes</b>	<b>Time</b>	<b>Person Notified</b>
1. Notify alternate site of your intent to move your operations	<input type="checkbox"/>		
2. Move key personnel to the alternate site	<input type="checkbox"/>		
3. Prepare work space for operation	<input type="checkbox"/>		
4. Determine the time and date of restart point for operations	<input type="checkbox"/>		
5. Gather critical members at the alternate site	<input type="checkbox"/>		
6. Determine the extent of losses	<input type="checkbox"/>		
7. Gather any supporting material	<input type="checkbox"/>		
8. Resume operations at the alternate site	<input type="checkbox"/>		
9. Notify facilities team of your requirements	<input type="checkbox"/>		
10. Notify other support business units	<input type="checkbox"/>		
11. Notify specific customers and vendors	<input type="checkbox"/>		
12. Notify other support business units	<input type="checkbox"/>		
13. Communicate with management team on recovery progress	<input type="checkbox"/>		

**Alternate Site(s) Within Local Area**

**Location**

**Function**

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<b>Recovery Action Tasks</b>			
	<b>Yes</b>	<b>Time</b>	<b>Person Notified</b>
1. Gather the critical team members at the alternate site	<input type="checkbox"/>		
2. Retrieve appropriate business/operational recovery plan for the affected area	<input type="checkbox"/>		
3. Determine the requirements for the affected operations: equipment, supplies, etc.	<input type="checkbox"/>		
4. Contact all appropriate vendors and place orders	<input type="checkbox"/>		
5. Establish delivery schedules	<input type="checkbox"/>		
6. Maintain ongoing communications with each individual financial operation to insure appropriate provisions	<input type="checkbox"/>		
7. Maintain ongoing communication with the management team	<input type="checkbox"/>		
8. Coordinate the activities of all operations recovery teams during the recovery process	<input type="checkbox"/>		
9. Provide senior officers with information related to the emergency	<input type="checkbox"/>		
10. Oversee and direct the overall recovery process of the operations	<input type="checkbox"/>		
11. Set up recovery priorities if necessary and approve/access emergency funds	<input type="checkbox"/>		
12. Each business/operational recovery team leader is responsible for activating his/her disaster recovery plan and setting up the restoration schedule	<input type="checkbox"/>		
13. Gather at the relocation site	<input type="checkbox"/>		
14. Determine the impact and timing of the disaster on the workday	<input type="checkbox"/>		
15. Determine allowable time to begin restoration of critical functions depending on the timing of disaster	<input type="checkbox"/>		
16. Determine which operations units must be notified to assist with resuming operations	<input type="checkbox"/>		
17. Contact information technologies group and coordinate with them the execution of their disaster recovery plan	<input type="checkbox"/>		
18. Contact facilities team and coordinate your equipment and supplies requirements	<input type="checkbox"/>		
19. Contact voice telecommunication business unit to coordinate rerouting of your telephone numbers to the alternate if possible	<input type="checkbox"/>		
20. Maintain ongoing communication with the management team and inform them of the recovery status	<input type="checkbox"/>		
21. Activate the critical staff to prepare the alternate site for work	<input type="checkbox"/>		
22. Activate all other required personnel	<input type="checkbox"/>		
23. Proceed with performing functions according to the team leader instructions	<input type="checkbox"/>		

**Critical Process Recovery Team**

Function/Process: \_\_\_\_\_

Employee/Member Name:
Recovery Team Position:
Title:
Location:
Task:

Employee/Member Name:
Recovery Team Position:
Title:
Location:
Task:

Employee/Member Name:
Recovery Team Position:
Title:
Location:
Task:

Employee/Member Name:
Recovery Team Position:
Title:
Location:
Task:

Employee/Member Name:
Recovery Team Position:
Title:
Location:
Task:

Employee/Member Name:
Recovery Team Position:
Title:
Location:
Task:

Employee/Member Name:
Recovery Team Position:
Title:
Location:
Task:

Responsibility Party/Coordinator for:

	<u>Name:</u>	<u>Contact #</u>
- Medical	_____	_____
- Public Relations	_____	_____
- Emergency Communications	_____	_____
- Routine Communications	_____	_____
- Security	_____	_____
- Fire	_____	_____
- Environmental	_____	_____
- Engineering	_____	_____
- Transportation	_____	_____
- Personnel Scheduling	_____	_____
- Financial	_____	_____
- Apparatus Readiness	_____	_____
- Other	_____	_____

**Critical Equipment – by Function/Division/Floor/Building/Station**

Critical office equipment should be identified by business unit, division, floor, department, building, etc.

Department/Function/Division/Floor/Building/Station: \_\_\_\_\_  
\_\_\_\_\_

Equipment Name:	Quantity:
Vendor Name:	
Address:	
Phone:	

Equipment Name:	Quantity:
Vendor Name:	
Address:	
Phone:	

Equipment Name:	Quantity:
Vendor Name:	
Address:	
Phone:	

Equipment Name:	Quantity:
Vendor Name:	
Address:	
Phone:	

Equipment Name:	Quantity:
Vendor Name:	
Address:	
Phone:	

Equipment Name:	Quantity:
Vendor Name:	
Address:	
Phone:	

**Key Organization Contact List – by Operational Function**

Operational Function: \_\_\_\_\_

Name:	
Contact:	Telephone:
Address:	
E-mail:	
Detail:	

Name:	
Contact:	Telephone:
Address:	
E-mail:	
Detail:	

Name:	
Contact:	Telephone:
Address:	
E-mail:	
Detail:	

Name:	
Contact:	Telephone:
Address:	
E-mail:	
Detail:	

Name:	
Contact:	Telephone:
Address:	
E-mail:	
Detail:	



**Vendor Contact List**

**(Prioritized)**

Product/Service:	Vendor Name:
Phone Number:	Alternate Phone Number:
Address:	

Product/Service:	Vendor Name:
Phone Number:	Alternate Phone Number:
Address:	

Product/Service:	Vendor Name:
Phone Number:	Alternate Phone Number:
Address:	

Product/Service:	Vendor Name:
Phone Number:	Alternate Phone Number:
Address:	

Product/Service:	Vendor Name:
Phone Number:	Alternate Phone Number:
Address:	

Product/Service:	Vendor Name:
Phone Number:	Alternate Phone Number:
Address:	

Product/Service:	Vendor Name:
Phone Number:	Alternate Phone Number:
Address:	

Product/Service:	Vendor Name:
Phone Number:	Alternate Phone Number:
Address:	

**Critical Software**

**(Prioritized)**

Critical software should be identified by unit, division, floor, department, building, etc.

Department/Function/Division/Floor: \_\_\_\_\_

Equipment Type:	Quantity:
Vendor Name:	
Phone Number:	Alternate Number:
E-mail:	
Address:	
Detail:	

Equipment Type:	Quantity:
Vendor Name:	
Phone Number:	Alternate Number:
E-mail:	
Address:	
Detail:	

Equipment Type:	Quantity:
Vendor Name:	
Phone Number:	Alternate Number:
E-mail:	
Address:	
Detail:	

Equipment Type:	Quantity:
Vendor Name:	
Phone Number:	Alternate Number:
E-mail:	
Address:	
Detail:	

**Other Items**

Item:	
Company:	
Contact:	Phone Number:
Alternate Phone Number:	
E-mail:	
Address:	
Detail:	

Item:	
Company:	
Contact:	Phone Number:
Alternate Phone Number:	
E-mail:	
Address:	
Detail:	

Item:	
Company:	
Contact:	Phone Number:
Alternate Phone Number:	
E-mail:	
Address:	
Detail:	

Item:	
Company:	
Contact:	Phone Number:
Alternate Phone Number:	
E-mail:	
Address:	
Detail:	

Item:	
Company:	
Contact:	Phone Number:
Alternate Phone Number:	
E-mail:	
Address:	
Detail:	

### KEY EQUIPMENT

Description	Equipment Type and Number Needed	Backup Capacity		Spare Equipment		Location of Equipment	Mfg./Replacement Backup Contact
		Yes	No	Yes	No		
<i>APPARATUS w/ EQUIPMENT</i>							
Engine(s)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ladder(s)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Rescue(s)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ambulances(s)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Other		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Emergency Generator		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Transformers		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Motor/Generator		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Fuel Cache		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Other		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

**KEY EQUIPMENT**

Description	Equipment Type	No. of Pieces	Backup Capacity		Spare Equipment		Location of Equipment	Mfg./Replacement Backup Contact
			Yes	No	Yes	No		
<b>BUNKER GEAR</b>								
	Helmets		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Hoods		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Gloves		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Boots		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Coats		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Pants		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	SCBA		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Eye Protection		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

**KEY EQUIPMENT**

Description	Equipment Type	No. of Pieces	Backup Capacity		Spare Equipment		Location of Equipment	Mfg./Replacement Backup Contact
			<i>Yes</i>	<i>No</i>	<i>Yes</i>	<i>No</i>		
<b><i>SPECIAL SERVICE ITEMS</i></b>								
- Rescue			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
- Hazmat			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
- Air Cascade			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
- Other			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

### KEY EQUIPMENT

Description	Equipment Type	No. of Pieces	Backup Capacity		Spare Equipment		Location of Equipment	Mfg./Replacement Backup Contact
			<i>Yes</i>	<i>No</i>	<i>Yes</i>	<i>No</i>		
<b>COMMUNICATION</b>								
Non-Mobile Radio(s)			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Mobile Radio(s)			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Portable Radio(s)			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Antennae			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Ham Operators			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>COMPUTERS</b>			<i>Yes</i>	<i>No</i>	<i>Yes</i>	<i>No</i>		
Desktops			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Laptops			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

	<b>Course of Action</b>				
<b>Effect on Operation</b>	<b>Repair</b>	<b>Replace</b>	<b>Rent</b>	<b>Reroute</b>	<b>Additional Comments</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



### KEY CONTACT LIST

Description	Name of Company and Location	Telephone Numbers	
Board Up Services		Cell/Pager Number:	Home Phone Number:
HVAC		Cell/Pager Number:	Home Phone Number:
Chief Engineer		Cell/Pager Number:	Home Phone Number:
Chief Electrician		Cell/Pager Number:	Home Phone Number:
City Manager		Cell/Pager Number:	Home Phone Number:
Veterinarian		Cell/Pager Number:	Home Phone Number:
Pharmacist		Cell/Pager Number:	Home Phone Number:
Physician		Cell/Pager Number:	Home Phone Number:
Attorney		Cell/Pager Number:	Home Phone Number:
Critical Incident Stress Counselor		Cell/Pager Number:	Home Phone Number:
Insurance Agent		Cell/Pager Number:	Home Phone Number:
Gas Co.		Day Number:	Home Phone Number:
Electric Co.		Day Number:	24-hr. Emergency No.
Water Dept.		Day Number:	24-hr. Emergency No.
<b>LOCAL SAFETY &amp; ENVIRONMENTAL AGENCIES</b>			
<b>(In case of threat of fire, explosion, pollution)</b>			
Name of Agency			
Location			
Contact		Telephone Number	
Location			
Contact		Telephone Number	
<b>ADDITIONAL INFORMATION:</b>			

### KEY CONTACT LIST

Description	Name of Firm	Name of Contact	Telephone Nos.
<b>Additional Emergency Telephone Numbers</b>			
Fire Alarm System			
Fire Sprinkler System			
Fire Extinguishing			
Elevators			
Emergency Water Supply			
Waste Disposal System			
Automatic Controls			
Medical Gas System			
Security Company			
<b>INSURANCE DATA</b>			
<b>Insurance Agent</b>	Name:	Work Phone Number	Home Phone No.
Name of Insurance Company			
Branch Office Address			
Name of Contact			Telephone Number
<b>ADDITIONAL INSURANCE INFORMATION:</b>			

## GENERAL SERVICES

### CASH ACCESS

Name of Firm		Telephone Number
Address		
Name of Alternate Firm		Telephone Number
Address		

### TRUCKING (Rental)/Motor Freight

Name of Firm		Telephone Number
Address		
Name of Alternate Firm		Telephone Number
Address		

### AIR CARGO/RAIL FREIGHT

Name of Firm		Telephone Number
Address		
Name of Alternate Firm		Telephone Number
Address		

### GENERAL CONTRACTOR

Name of Firm		Telephone Number
Address		
Name of Alternate Firm		Telephone Number
Address		

### BUILDING SUPPLIES

Name of Firm		Telephone Number
Address		
Name of Alternate Firm		Telephone Number
Address		

### RIGGING AND CRANE SERVICE

Name of Firm		Telephone Number
Address		
Capacity of Equipment		
Name of Alternate Firm		Telephone Number
Address		

<b>HELICOPTER SERVICE</b>		
Name of Firm		Telephone Number
Address		
Capacity of Equipment		
Name of Alternate Firm		Telephone Number
Address		
<b>EXCAVATIONS</b>		
Name of Firm		Telephone Number
Address		
Name of Alternate Firm		Telephone Number
Address		
<b>ADDITIONAL INFORMATION:</b>		

**LOCAL RESOURCE CHECKLIST  
FOR DISASTER PLANNING**

- |   |  |
|---|--|
| <input type="checkbox"/> Warning Systems            | <input type="checkbox"/> Public Information            |
| <input type="checkbox"/> Emergency Operation Center | <input type="checkbox"/> Disease Control               |
| <input type="checkbox"/> Communications             | <input type="checkbox"/> Sanitation                    |
| <input type="checkbox"/> Shelter                    | <input type="checkbox"/> Legal Counsel During Response |
| <input type="checkbox"/> Food                       | <input type="checkbox"/> Clothing                      |
| <input type="checkbox"/> Hazard Materials           | <input type="checkbox"/> Medical Care                  |
| <input type="checkbox"/> Traffic Control            | <input type="checkbox"/> Food Testing                  |
| <input type="checkbox"/> Law Enforcement            | <input type="checkbox"/> Emergency Power               |
| <input type="checkbox"/> Debris Removal             | <input type="checkbox"/> Water Supply                  |
| <input type="checkbox"/> Manpower Resources         | <input type="checkbox"/> Victim Identifications        |
| <input type="checkbox"/> Governmental               | <input type="checkbox"/> Search and Rescue             |
| <input type="checkbox"/> Volunteer                  | <input type="checkbox"/> Evacuation                    |
| <input type="checkbox"/> Building Repair/Removal    | <input type="checkbox"/> Fire Suppression              |
| <input type="checkbox"/> Mortuary Services          | <input type="checkbox"/> Flood Control                 |
| <input type="checkbox"/> Language Translators       | <input type="checkbox"/> Vermin Control                |
| <input type="checkbox"/> Mortuary Services          | <input type="checkbox"/> Flood Control                 |
| <input type="checkbox"/> Language Translators       | <input type="checkbox"/> Vermin Control                |
| <input type="checkbox"/> Fuel                       | <input type="checkbox"/> Vehicle Mechanic              |
| <input type="checkbox"/> Vehicle Tires              | <input type="checkbox"/> Vehicle Supplies              |

This list will identify some local resources to enhance your capability to manage a disaster. The list is not all encompassing and will be based on specific needs.

- Local Emergency Teams involved in disaster plan development and implementation. (CERT)

**EXTRA EXPENSE REEVALUATION**

Now that you have the basic components of the disaster planning and recovery process in place, take time to evaluate your extra expense needs and plan accordingly.

<u>Item</u>	<u>Mo. Time Period</u>	<u>6 Mo. Projection</u>
Temporary location expenses		
• Facility	_____	_____
• Machinery & equipment	_____	_____
• Transportation (moving/hauling)	_____	_____
• Installation	_____	_____
• Utilities	_____	_____
• Maintenance	_____	_____
• Insurance	_____	_____
• Advertising/Communication with Vendors/Customers	_____	_____
Engineering Costs		
Administrative Costs	_____	_____
Emergency Facility/Transition Costs	_____	_____
Transport Material/Supplies to Temp Location	_____	_____
Net Cost of Services Purchased <i>(identify on separate sheet)</i>	(Separate Sheet)	
Net Cost Paid to Others for Processing & Manufacturing <i>(identify on a separate sheet)</i>	(Separate Sheet)	
Added Freight/Shipping Costs due to Temp Location	_____	_____
Vehicle Rentals	_____	_____
Operational Financial Incentives	_____	_____
Other (detail)	_____	_____
_____	_____	_____
_____	_____	_____

TOTAL PROJECTED EXTRA EXPENSE 6 MONTHS: \_\_\_\_\_

Estimated time to complete business recovery process: \_\_\_\_\_

**NET COST FACTORS IDENTIFIED**

<u>Service/Product/Paid to ...</u>	<u>Cost</u>
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____