

# Continuity from the Eye of the Storm

by

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# OBJECTIVE

1. Improve Your Preparation, Planning, Response & Recovery by:
  - ▶ Embracing “Tactical and Practical”
  - ▶ Refining “First 72 hours” of a disaster
  - ▶ Understanding notional v. reality of a disaster
  - ▶ Challenging “Interoperability” & “Shelter-in-Place”

# Who Are You?

- Urban Search, Rescue & Recovery 12+ yrs
  - **Responds** to major disasters across USA
  - **Trains** responders from around globe
- Security Consultant 22+ yrs
  - **Facilitates** = Business ↔ Law Enforcement
- Contingency Trainer, Speaker & Consultant  
1+ yrs

# Catastrophic Incident is...

“...any natural or manmade **incident**, including terrorism, which results in extraordinary levels of mass casualties, damage, or **disruption severely affecting** the **population, infrastructure,** environment, **economy**, national morale, and/or government functions.”

*National Response Framework (NRF) page 42*

# Who's in Charge?



- Agency Having Jurisdiction (AHJ) - where incident takes place, i.e.:

*Local Fire*

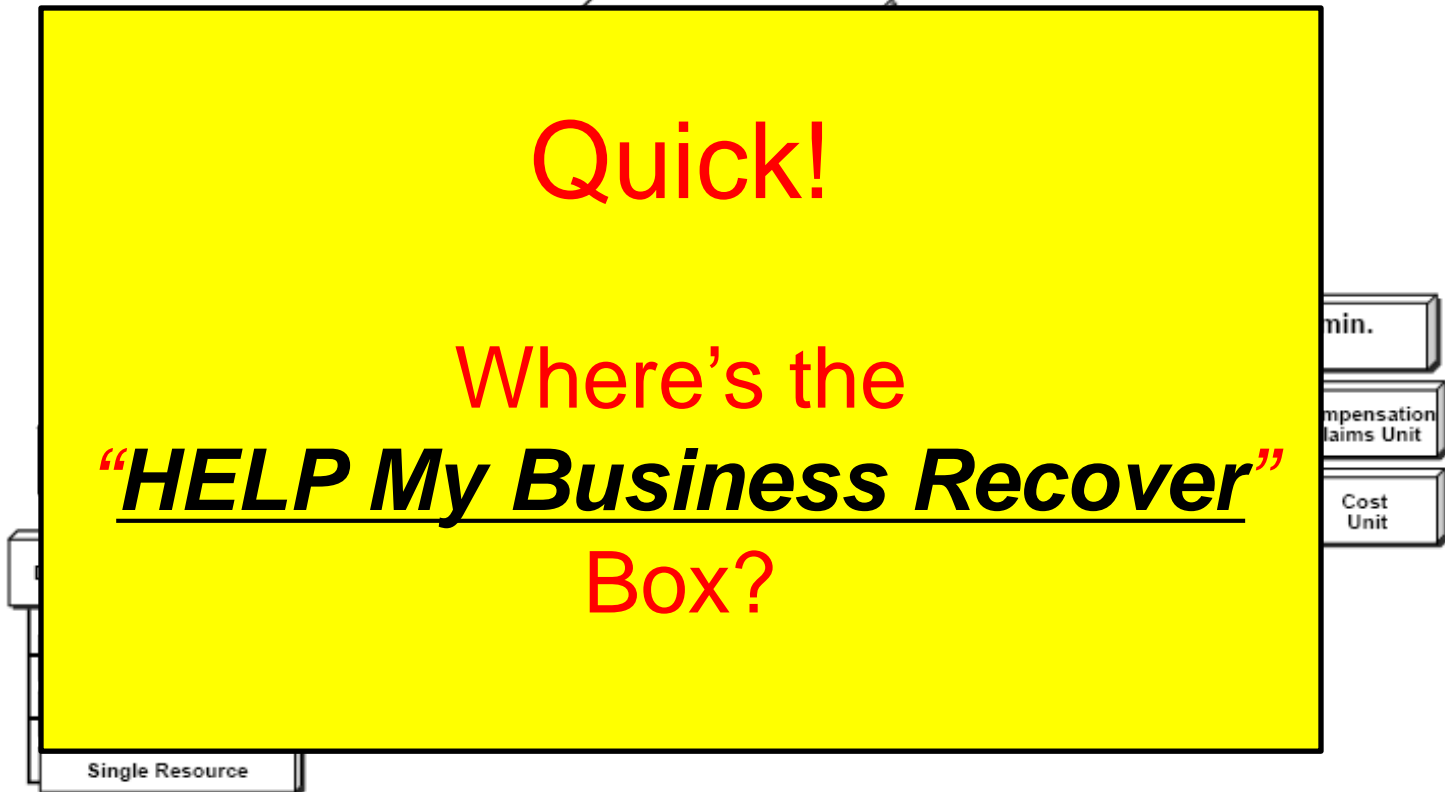
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*Local Fire Dept.*

# How are Decisions Made?

- Organizational Level: **National Response Framework (FEMA)**
- Operational Level: **Incident Command System (ICS)** to manage incidents
  - As incident grows, i.e., *capabilities are exceeded*, organization grows too
  - AHJ responsible for requesting additional resources

# ICS Structure





***Response May Be, uh, Delayed ...***

*1<sup>st</sup> 72 Hours ?*

# AHJ Initial Response Priorities

1. Define **size** & **scope** of incident → then decisions based on:
  - **Life Safety** (Responder AND Citizen)
  - **Preservation of Property & Environment**
  - **Availability of Resources**

GOAL = “*Do the most good, for the most people as fast and as safely as possible.*”

# Assessment Quiz

- Will initial “size-up” provide specific help in your organization’s recovery?

***NOT LIKELY***

- Eventually...business surveys =
  - Open or closed? (Y/N, not an offer to help)
  - \$ estimated cost of physical damage
  - # of employees out of work (claimants)
  - Value of property that *they* saved

# GUT CHECK – *Priorities*

*“Risk a lot to save a lot  
... risk a little to save a  
little”*

- Your data center, HQ, etc. may be important to you, but where does it rank in the local response priorities?



*What is Interoperability ?*

# Interoperability Recipe?

Disaster Incident

+

Multiple Agencies  
Responding

+

Different Comms,  
Procedures & ***Attitudes***

=

***Not So Much***



# Interoperability



- Infrastructure & equipment **do not** = interoperability
- Relationships **not** equipment

# *Shelter-in-Place (SIP) ?*

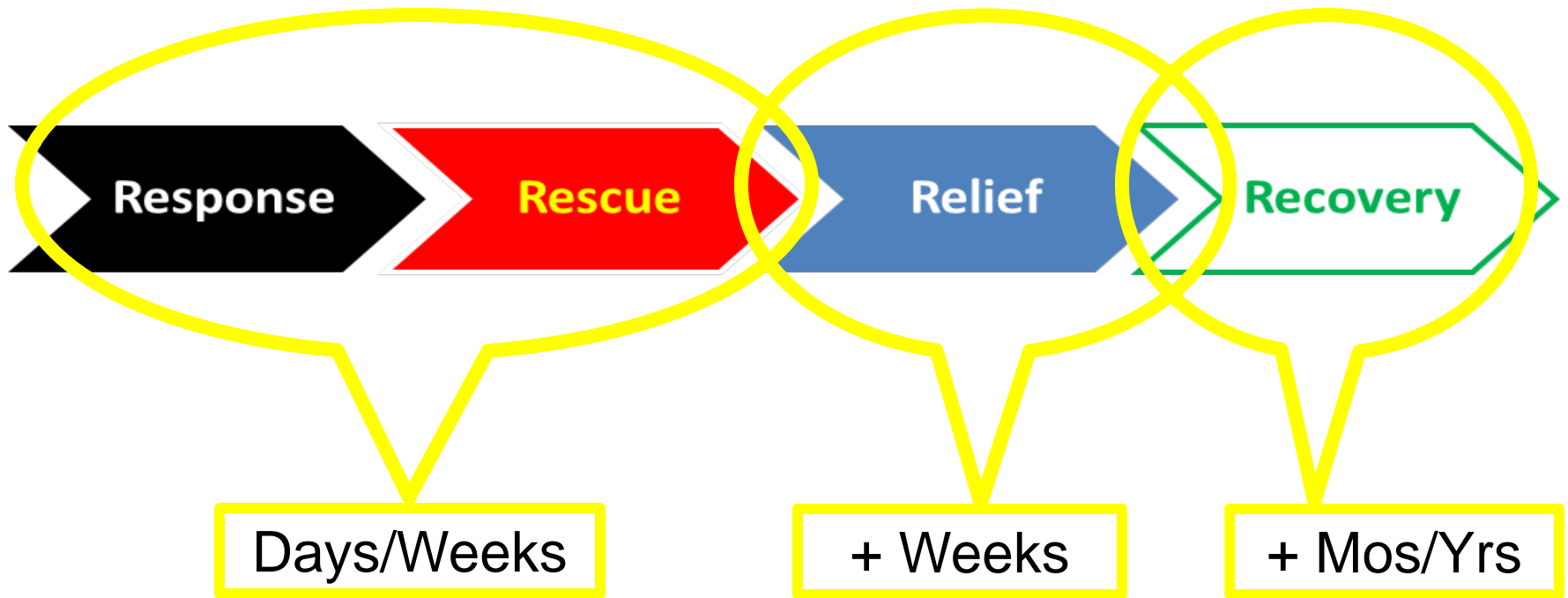
Should you recover INSIDE or OUTSIDE of the Impact Zone?

# Shelter-in-Place (SIP)



**Just because you CAN, doesn't mean  
you SHOULD**

# Incident Phases



# Initial Help for SIP

## Building Intact / No Injuries

- Directed to shelter
- **OR**, told to stay put & be self sufficient
- No one in or out of area

Level of Resilience?

**LOW**

## Building Damaged / Injuries

- Medical triage
- Fatalities not a priority
- AHJ take's over building
- Bldg unsafe, forced evac

Level of Resilience?

**VERY LOW**

# Viability of Sheltering-in-Place

- Employee's 1<sup>st</sup> priority?  
**Welfare of their family**
- You may not have the choice
  - Mandatory evacuations
  - Compromised facility
- Absence of services
  - Running water (sanitation, hygiene, fire suppression, etc.)
  - Electricity and gas

**Are you part of problem v. part of solution?**

# GUT CHECK - *Sanitation & Hygiene*



- Water supply – 1<sup>st</sup> to fail or be shut off
- How many days can you use your plumbing before it backs up/fails?
- Do you maintain comfort items or serious supplies?

# Sheltering Considerations

- Hurricane RITA (TX 2005)
  - Direct: **3 storm deaths**
  - Indirect: **10 deaths + 41 injuries** related to CO poisoning attributed to ***SIP***
- Hurricane IKE (TX 2008)
  - **11 days** between landfall & citizen re-entry
  - No services or population/labor support

# GUT CHECK - *Evacuation*

*Mandatory Evacuations may occur due to fire, gas release, criminal activity and/or natural disaster*

- Have you identified - and packaged - the *portable* items that are critical to your personal/professional resiliency?



# Availability of Power & Technology

- Restoration priorities of power providers after disruption:
  1. Safety
  2. Critical site?
  3. Largest population affected
- For your site: *Stopwatch* or *calendar*?

# GUT CHECK – *Redundant Power*



- Back-up generator run for 3 continuous days?
- Refueling options?
- ‘Piggy-back users’ discharging power supply faster than the specs?

# Prepared or PREPARED?

Having it ...  
and having it “right & ready” have different  
outcomes!



# *Preparedness v. Availability ?*

***“As a modern society, we are 9 meals  
away from anarchy.”***

Hal Grieb, Sr. Emergency Mgmt Specialist

**3 days** = your idea of preparedness?

*What do you do on the **4<sup>th</sup> day**?!?*

# Employee Preparedness

- **40%** - have a home preparedness plan
- **45%** - have “supplies at their workplace”
- **35%** have basic 1<sup>st</sup> Aid Training
- **35%** - plan to volunteer after a disaster.

*Hmmm...are these the  
SAME person?*



# Expectations - *Social Media*

- **85%** of Users = expect help to arrive *less than 1 hour* after posting on an agency's social media website (Red Cross)
- **0%** of Responders = accommodate *emergency* response through Social Media. (IACP)

# Availability of Employees

- Mindset if they **don't** evacuate?
- Are they allowed back if they **do** evacuate?
  - Personal Verification: *Status v. Privileges*
- Employees who depart to volunteer?

# Expectations - *Employees*

First 72 hours after a disaster:

- **30%** - *WITHOUT* a preparedness plan will rely on emergency personnel
- **60%** - *WITH* a preparedness plan will **ALSO** rely on emergency personnel
- **9 of 10** will rely on emergency personnel

***Where will the emergency personnel be?***

# Availability - *Responders*

Issues affecting *your* workers also affect public service workers:

- Hurricane KATRINA ('05) – *At least 5%* of New Orleans Police Officers were stranded at home & unable to respond
- “*Sheriff Docks Pay of Officer No-Shows During Winter Storm*” (Feb '11)
  - Issues: child care, travel, etc.

# Availability - *Responders*

- **55%** would ***refuse*** recall if their own home was affected
- **70%** of agencies do ***not*** have a preparedness program
- LA City FD - Less than **50%** ***had*** a family preparedness plan

**Who is going to help?**



# Expectations – *Business*

- “*1st Responders should be aware of Business needs*” (Em. Mgmt. Mag. '10)

vs.

- Chain of Command + Rules of Engagement define ***roles***, not ***public's expectations***

***Non-CIKR operations = non-issue?***

***“Historically emergency management does not make any provisions for businesses. The only thing that we really do is education and assistance with having a plan for how to respond to an incident ... businesses should not rely on the government to help them...” ”***

Colin Rizzo, Operations Coordinator; Galveston County  
TX Office of Emergency Mgmt

# Expectations - *Government*

## Private-Sector Responsibilities (NRF Pg. 19)

- **Protection of employees**, infrastructure & facilities
- **Protection of information & the continuity of business**
- **Responding & recovering** from incidents
- **Collaborating** with emergency mgmt personnel
- **Developing & exercising** emergency **plans**
- **Assisting** emergency mgmt during response & recovery

# AHJ Re-Entry Considerations

- Installed Accountability System?
  - ID System v. “Look & Leave”
- Completed Search, Rescue & Recovery?
- Removed Debris / Contained Hazards?
- Restablished basic community services?

# Responder Priorities

- Snow Storm 2011 – Atlanta, GA

“...when determining the priority of roads...all roadways will be cleared with the response of public safety personnel in mind first.”

# Community Response Plan Example

- Recovery Team: “...responsible for recovery and resumption of business operations...becomes available as soon as the *critical emergency phase subsides*.”
- QUIZ: Who decides when **that** is?  
*Agency Having Jurisdiction (AHJ)*

# GUT CHECK – *Re-Entry*



90% of businesses WITH a **dedicated *Continuity Team*** have a re-entry plan

Less than 5% train re-entry personnel on disaster awareness (i.e. fire suppression, structural safety, hazmat, basic search & rescue, etc.)

***What is the training level of the people on YOUR Team?***

*SOLUTIONS* ?

# Solutions - *The 5 E's*

Educate personnel on local response

Eradicate problem areas

Enhance internal response

Evacuate to reduce burden

Embrace lowest level of technology

# Solutions - *Education*

- Educate personnel on local response
  - Training (FEMA)
    - Intro to Incident Command System (ICS)
    - Community Emergency Response Teams (CERT)
  - Meet & Greet (& EAT!)
    - Council of Governments (COG)
    - Emergency Preparedness Planning Council (EPPC)
    - Local Agencies
    - Contracting Opportunities?

# Solutions – *Problem Areas*

- Eradicate problems by improving:
  - Site assessments to insure proportionate threats are mitigated
  - Insufficient sheltering facilities & supplies
  - Rally points: near & far, in person & virtual
  - Evacuation Plans
  - SIP Plans

# Solutions – *Internal Response*

- Enhance:
  - Fire, disaster, comm training
  - Redundancy of Response Team Members
  - Plan on loss of
    - Personnel (short & long term)
    - Utilities (power, comm, water)
    - Services (fire, police, EM)
  - Exercise with **all** phases of the response

# Solutions – *Reduce Burden*

- Evacuation plan improvement:
  - Register for notifications from AHJ
  - Pre-plan logistics for all stakeholders
    - Employees, families, pets
    - Transportation
    - Lodging
    - Communication
  - Offsite Business Operations

**work/rest cycle!**

# Solutions - *Technology*

- Embrace “lowest level of technology”:
  - Tactical & Practical
  - Pen and paper
  - Face-to-face communication
  - Text vs. phone call (watermelon vs. pea travelling through a water hose)
  - Payroll – “no pay, no play”

# Links

Personal Preparedness in America – Citizen Corps

[http://www.citizencorps.gov/downloads/pdf/ready/2009\\_Citizen\\_Corps\\_National\\_Survey\\_Findings.pdf](http://www.citizencorps.gov/downloads/pdf/ready/2009_Citizen_Corps_National_Survey_Findings.pdf)

Emergency Action Plans - OSHA regulation 29 CFR 1910.38

[http://www.osha.gov/pls/oshaweb/owadisp.show\\_document?p\\_id=9726&p\\_table=STANDARDS](http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_id=9726&p_table=STANDARDS)

Red Cross Shelter in Place Considerations

[http://www.redcross.org/preparedness/cdc\\_english/Sheltering.asp](http://www.redcross.org/preparedness/cdc_english/Sheltering.asp)

Integrated Public Alert and Warning System (IPAWS)

<http://www.fema.gov/emergency/ipaws/>

Critical Infrastructure Key Resources (CIKR) Protection

[http://www.dhs.gov/files/programs/gc\\_1189168948944.shtm](http://www.dhs.gov/files/programs/gc_1189168948944.shtm)

# Links

International Assoc. of Emergency Managers (IAEM)

<http://www.iaem.com/>

National Emergency Management Association (NEMA)

<http://www.nemaweb.org/>

National Voluntary Orgs Active in Disaster (NVOAD)

<http://www.nvoad.org/>

National Response Framework (FEMA)

<http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf>



TRAIN + EDUCATE + ASSESS + MANAGE

*Thank you!*

**Mike McKenna**

**[www.TEAM-Solutions.US](http://www.TEAM-Solutions.US)**

