



# A UNIFIED FRONT:

Business Partnerships for Effective Disaster Preparedness, Response, and Recovery



U.S. CHAMBER OF COMMERCE FOUNDATION  
Corporate Citizenship Center

# SHAPE SUPPORTERS

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**U.S. CHAMBER OF COMMERCE FOUNDATION**

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## A Unified Front: Business Partnerships for Effective Preparedness, Response, and Recovery



By Gerald McSwiggan, Senior Director, Issue Networks, Corporate Citizenship Center, U.S. Chamber of Commerce Foundation

Over the past 15 years, the Corporate Citizenship Center (CCC) has worked with companies to identify strategies and best practices for dealing with disasters. Companies are often in a unique position to help during all phases of disasters, as they have reach into communities that other partners, like governments and nonprofits, do not have. Whether it is working with their employees (who could number in the hundreds of thousands) on preparedness, helping prepare their supply chain

of small businesses, working with local community organizations, or getting back up and running quickly to service the market, companies are an integral part of the disaster relief process.

But companies are only part of the process. An overarching theme in many of the articles in this year's report is that a unified effort is needed to effectively manage the unexpected difficulties that arise as a result of disasters. The report, *A Unified*





*Front: Business Partnerships for Effective Disaster Preparedness, Response, and Recovery*, shows that we are all in this together. Unless we work together, we won't see the type of disruptive change that can truly reduce the impact of disasters.

Many businesses are on the forefront of this disruptive change. In addition to highlighting the important role of partnerships, the report showcases the unique contributions of businesses and creative ways they are improving community preparedness, response, and recovery.

The report also discusses a number of trends that are critical to reducing the impact of disasters. These trends include the following:

- Employee safety
- Managing nontraditional disasters (like the Ebola outbreak, the refugee crises, and chemical explosions)

- Small and medium-sized business and local chamber of commerce preparedness
- Utilizing business assets and expertise to help people affected by disasters
- Mobile technology solutions
- Utilizing data to improve disaster management
- Business-to-business partnerships
- Public-private partnerships

We hope you find the report valuable as you think through your own disaster preparedness, response, and recovery corporate citizenship strategy. Keep in mind that CCC is always available to help make connections, share best practices, and tell the story of business contributions that are reducing the impact of disasters.

# CHAPTER 1: PREPAREDNESS







# Small Businesses Can—and Should— Do More to Prepare for the Impact of Natural Disasters



By Mary Wong, President, Office Depot Foundation

One of the core strategic priorities of the Office Depot Foundation is to help communities prepare for disasters, as well as recover and rebuild afterward. A recent survey of small business owners conducted by Office Depot Inc. clearly demonstrates the importance of the preparedness aspect of this priority.

According to an Office Depot Small Business Index study conducted in 2015, nearly two-thirds (66%) of small to mid-sized business (SMB) owners feel that a disaster plan is necessary for their business, but significantly fewer (57%) feel that their business is actually prepared to handle a natural disaster. The smaller the business, the less likely it is to be prepared.

The study found that 27% of SMBs needed to close their business in the prior year due to weather-related issues. While larger SMBs feel more prepared than smaller SMBs, one-third (33%) of these larger SMBs still do not feel prepared to handle a natural disaster.

“At Office Depot, we understand every small business is unique and that all small business owners are pulled in many different directions,” said Steve Calkins, executive vice president of the business solutions division at Office Depot. “However, it is imperative that SMBs realize the importance of having a disaster plan.”

In its study, Office Depot found that as firm size increases, so does the likelihood that a business will have a dedicated plan in place for a disaster. For companies with 50 to 99 employees, 59% had



a disaster plan in place. By comparison, however, only 31% of firms with 1 to 5 employees had a disaster plan. It was somewhat alarming to note that businesses with 1 to 5 employees are most likely to cite a lack of need as their primary reason for not having a disaster plan.

This is a dangerous assumption. As we have seen in our work with disaster relief and recovery in such communities as Tuscaloosa, Ala.; Joplin, Mo.; and Moore, Okla., businesses can lose everything in a few seconds when a tornado strikes. Lack of advance preparation is likely to produce dire results. Businesses that take years to build can be destroyed in the blink of an eye.

“One way to prepare for a natural disaster is for SMBs to focus on having emergency supplies and tactics in place,” Calkins said.

Additionally, the Small Business Index found that SMBs with a disaster plan are significantly more likely to have emergency supplies (first aid kits, fire extinguishers, flashlights, etc.) on hand than SMBs without a plan.



While SMBs often feel that Internet and phone outages, along with property damage, would make them most vulnerable if a natural disaster were to affect their business, lost customer data, along with property damage, would have the most significant impact on long-term business growth and opportunities. Other factors likely to affect businesses following disasters include difficulties in employees showing up for work and disturbances in services from vendors or suppliers.

On a positive note, 87% of those SMBs who have a disaster plan feel prepared for a natural disaster, the Small Business Index found. Interviews were conducted for Office Depot—a leading global provider of office products, services, and solutions and parent company of Office Depot and OfficeMax—via the Internet among a nationally representative sample of 1,500 small and medium-sized businesses.

Small businesses in need of assistance with relief and recovery efforts following a major disaster can contact the U.S. Chamber of Commerce Foundation Corporate Citizenship Center's National Disaster Help Desk for Business at 1-888-MY BIZ HELP (1-888-692-4943) or [BCLChelpdesk@uschamber.com](mailto:BCLChelpdesk@uschamber.com).

The Office Depot Foundation is proud to sponsor this 24-hour Help Desk, which is designed to enhance economic recovery for businesses after a disaster but also can assist with preparedness. We also offer preparedness resources on our website at [www.officedepotfoundation.org](http://www.officedepotfoundation.org). These resources can be helpful to business owners who want to assist their employees in preparing for disasters, as well.

We encourage small businesses to take disaster preparedness very seriously and suggest that small business owners urge their employees to do the same. An ounce of prevention is definitely worth the investment.

# Travelers Helps Communities Prepare, Well Before Disaster Strikes



By Marlene Ibsen, Vice President, Community Relations, Travelers; CEO and President, Travelers Foundation; and Joan Woodward, Executive Vice President, Public Policy, Travelers; President, Travelers Institute

As an insurance company, Travelers understands the effects of natural disasters and specializes in helping homeowners and business owners plan for the worst. By raising awareness of the risks, helping neighborhoods prepare, and providing funding to support local resiliency efforts, Travelers is committed to building stronger and safer communities.

### Raising Awareness

Effectively preparing for a disaster begins with raising awareness. Partnering with policymakers, regulators, and industry professionals, the Travelers Institute, the public policy division of Travelers, launched its “Small Business—Big Opportunity<sup>SM</sup> symposia series in

2011 to discuss potential solutions to the challenges facing small-business owners, including disaster preparedness. To date, thousands of business owners in more than 30 cities across the nation have learned how to develop a robust business continuity plan to help safeguard their livelihoods.

Travelers also supports small-business owners through its Small Business Risk Education program. The program targets women and minority small-business owners and teaches the fundamentals of risk management and how to develop safety and risk-management plans, while providing access to microloans for those who qualify. More than 500





owners and managers of small businesses have participated in the program since its start in 2012.

To help homeowners and business leaders understand ways to protect themselves from the risks associated with extreme weather events, the Travelers Institute organized its first annual “Kicking Off Hurricane Preparedness Season” symposium in 2011. Held every year at the start of the Atlantic hurricane season, the event convenes experts who discuss how governments, businesses, and families can prepare for and recover from storms.

### **Preparation**

Preparing homes for disasters is critical for saving lives and protecting property. Travelers partners with Habitat for Humanity® and the Insurance Institute for Business and Home Safety (IBHS) to construct affordable, fortified homes in coastal areas. Many of these residences are constructed in accordance with the IBHS FORTIFIED construction standards, which provide practical, meaningful, and affordable upgrades to strengthen new and existing structures, helping them withstand the elements.

### **Resilience**

It takes multiple resources and help in many forms for a community to prepare for—and recover from—catastrophes. Travelers helps enable and support the organizations that work tirelessly to make their communities more resilient. In 2015, we created the Travelers Excellence in Community Resilience Award to recognize and provide funding to organizations that demonstrate leadership in this space. The organizations have a proven track record of helping communities prepare for, mitigate, and respond to catastrophes. The winning organization receives a \$100,000 grant from the Travelers Foundation, in conjunction with the Travelers Institute.

Taking steps to prepare a home, business, or neighborhood before a disaster strikes can help reduce damage and the amount of time it takes to rebuild. That’s why, at Travelers, we work to create more resilient communities by endeavoring to ensure that homeowners and business owners have the resources they need to be prepared.

## Preparedness at Our Firm and in the Community

By Marko Bourne, Principal, Booz Allen Hamilton (Lead Author), and Hillary Komma, Senior Associate, Booz Allen Hamilton



Booz Allen Hamilton (Booz Allen) provides consulting to the very federal agencies that Americans depend on when disaster strikes—those with emergency management, public health, and recovery responsibilities. We deploy emergency management experts each day to help build capabilities and strengthen plans to support the federal government in deploying rapidly and effectively for any type of crisis.

Given this role, it is more important than ever that we are prepared and practiced for an emergency. We are expected to be a role model to our clients, our industry peers, and our employees.

Over the past decade, we have focused time, resources, and airtime to promote National Disaster Preparedness Month. Each year, we look for ways to strengthen individual resilience of our company and our employees, engage with our regional partners, and support community organizations. We host events throughout the month to inspire action—enabling us to be a better community partner. In 2015, our key activities for National Disaster Preparedness Month included the following:

- **Regional-Based Events With Local First Responders:** Given our presence across the country, we worked with major regional offices to host events with local Emergency Management Services and fire departments that focused on fire prevention and emergency response

- **Expert Discussion on Cyber Emergencies:** We brought together internal and external experts on cyber attacks to discuss preparedness and response issues. This enabled us to have real-time dialogue between employees, leaders, and cyber experts on preparing for cyber attacks.
- **Community-Based Blood Drives:** We worked closely with community partners to host blood drives for National Preparedness Month as part of our ongoing efforts to support blood drives throughout the year.
- **Regular Employee Communications About Preparedness:** We worked across all of our employee engagement channels to highlight preparedness tips both for the workplace and at home to improve individual preparedness and resiliency.

While National Preparedness Month serves as the spark for preparedness efforts throughout the year, we have also partnered with key community organizations in recent years to build relationships and support preparedness across the whole community. One of our most active examples was working with the Special Olympics of New Jersey following Hurricane Sandy to host an interactive design session to think about ways to support individuals with special needs in preparing and recovering from a disaster. This led to some truly creative ideas around challenges like supporting individual preparedness before a disaster, getting critical medications to those with medical

requirements, and confirming safety after an event. This was a great opportunity to get new perspective around the challenges of disasters for special needs communities and allowed us to apply our consultative approach to expand preparedness efforts beyond our own walls. Our work with Special Olympics provided important findings for their participants and the broader community, including the following:

- **Expand Education and Preparedness Activities:** By getting to know the role of police and other emergency responders prior to a disaster, people with access and functional needs can alleviate much of the anxiety they might otherwise feel following a disaster's upheaval. These efforts will also help emergency responders better prepare to assist people with such needs, even if they don't remember specific names and faces.
- **Build a Stronger Community Response:** Disasters can cut informal lines of communication within neighborhoods and isolate individuals. Participants offered many recommendations,

such as placing flags outside houses or standing structures when all household members are accounted for and creating community "phone trees" to ensure everyone has the supplies needed to survive during a storm.

- **Work With Community Organizations as Preparedness Partners:** One of the key insights of the session was the importance of community organizations in preparedness. Linking preparedness officials, first responders, and community organizations provides a hub for education and resources for people with intellectual disabilities and their caretakers.

Through our work with National Preparedness Month as well as partnering with organizations like Special Olympics, Booz Allen has been able to strengthen our own organization preparedness and cultivate best practices for others. Given the evolving nature of our environment and the erratic weather patterns, there is no doubt that we'll need to continue to evolve and sharpen our preparedness posture over time.



# Connecting Our Employees to Disaster Preparedness

By Jim Gordon, Group Vice President, Corporate Brand & Reputation, Time Warner Cable



Unfortunately, natural disasters and severe weather emergencies are all too common. With operations across 28 states, Time Warner Cable (TWC) employees face exposure to almost every type of weather event—tornadoes, floods, hurricanes, blizzards, and more. TWC recognizes the importance of preparing our employees for these potential weather occurrences to ensure that they know what to do before, during, and after a natural disaster or severe weather emergency.

In September 2015, TWC launched an employee disaster preparedness program to coincide with National Disaster Preparedness Month. We selected central Texas as our launch site because this area had been impacted by severe wildfires and flooding. TWC hosted three employee disaster preparedness training

sessions at TWC's Austin, Texas, office. The goal of these sessions was to provide employees with critical information and resources to help them be more "emergency aware."

TWC's Business Continuity Management (BCM) team, TWC Network Operations Center, and the TWC News and Programming group were instrumental in leading our training sessions. Our TWC News director moderated our panel of experts who we recruited from the American Red Cross, City of Austin Office of Homeland Security, Travis County Offices of Emergency Management, the Texas Department of Animal Control, and TWC News meteorologists. The presenters focused on the importance of personal awareness and challenged attendees to have a plan, create an emergency kit, and practice an escape route to safety. Our partners emphasized that everyone must take proactive steps and prepare to keep themselves and their families safe. Last, we educated our employees on the TWC Employee Disaster Relief Fund, which provides financial assistance to colleagues recovering from crises and natural disasters.

Following the sessions, the presenters staffed booths and shared additional information and resources with our employees. This provided the opportunity for our employees to ask follow-up questions of our experts and see how easy it is to put together a preparedness kit and escape plan. Our employees were also equipped with valuable handouts and resources. Given the positive response from our central Texas employees, we decided to further the reach of this program. We started by creating an informational video that we shared with all TWC employees through







our intranet site. Thousands of employees have viewed educational information and the video, which features session highlights and interviews with our representatives from the American Red Cross and TWC's BCM Team.

Given the value and success of this event, we decided to take the show to our Dallas office to reach north Texas employees who had also been recently impacted by severe weather. We modeled our Dallas event after our Austin event and brought in local leaders from the Dallas County Office of Homeland Security and the City of Irving Police Department. We brought in the City of Irving Animal Services to educate employees on the importance of the special care, concern, and proper planning needed for our pets. Additionally, a meteorologist from the National Weather Service (NWS) joined the discussion and encouraged employees to register to receive alerts from the NWS or their local news station. Through the events held in Austin and Dallas, participating experts reached more than 300 employees. The demand continues to build for these

events, particularly in areas of our footprint that have been heavily impacted by Mother Nature. Using this successful model, we expect to host additional events in 2016 and continue to educate and prepare our employees.



# State Farm<sup>®</sup> and the American Red Cross Home Fire Campaign: Helping to Save Lives One Smoke Alarm at a Time



By Ed Woods, Philanthropy Director, State Farm<sup>®</sup>

It was 3:00 a.m. in early February and 73-year-old Johnnie Mae Pannell was sound asleep in her Indianapolis home when she was suddenly jolted awake by the screaming sound of a smoke alarm.

Her home was on fire.

“Thought I was a goner,” said Pannell. “I got in my wheelchair and got out of there.”

Pannell had received the smoke alarm just months earlier during an October 2014 Fire Prevention Month blitz when the American Red Cross partnered with the Indianapolis Fire Department and State Farm to canvas neighborhoods and provide senior citizens with smoke alarms.

Nearly a thousand times a day, fire departments across the country respond to home fires. Tragically, an average of 7 people die each day from home fires, and 36 more are injured. Senior citizens are particularly vulnerable to disasters such as home fires. Property is damaged. Possessions are lost, including many priceless keepsakes. The worst part is most home fires and resulting deaths and injuries are preventable.

Pannell is just 1 of 28 people confirmed to have been saved because of the Home Fire Campaign. Launched 1 year ago, this multiyear effort is aimed at reducing home fire fatalities and injuries by 25%. The efforts of numerous volunteers and donors have helped distribute fire safety information to more than half a million people, visited more than 72,000





homes in 50 states and 3 territories, and installed more than 148,000 smoke alarms in 2,600 cities and towns from coast to coast.

One of the communities impacted by the campaign was in the backyard of State Farm Corporate Headquarters in Bloomington, Illinois. On April 18, 2015 the American Red Cross partnered with the Bloomington Fire Department, State Farm, United Way of McLean County, West Bloomington Revitalization Project, and Bloomington-Normal Boys & Girls Club to visit seniors and families and provide life-saving fire safety education and smoke alarm devices. The donated smoke alarms were paid for thanks to the generosity of several local companies.

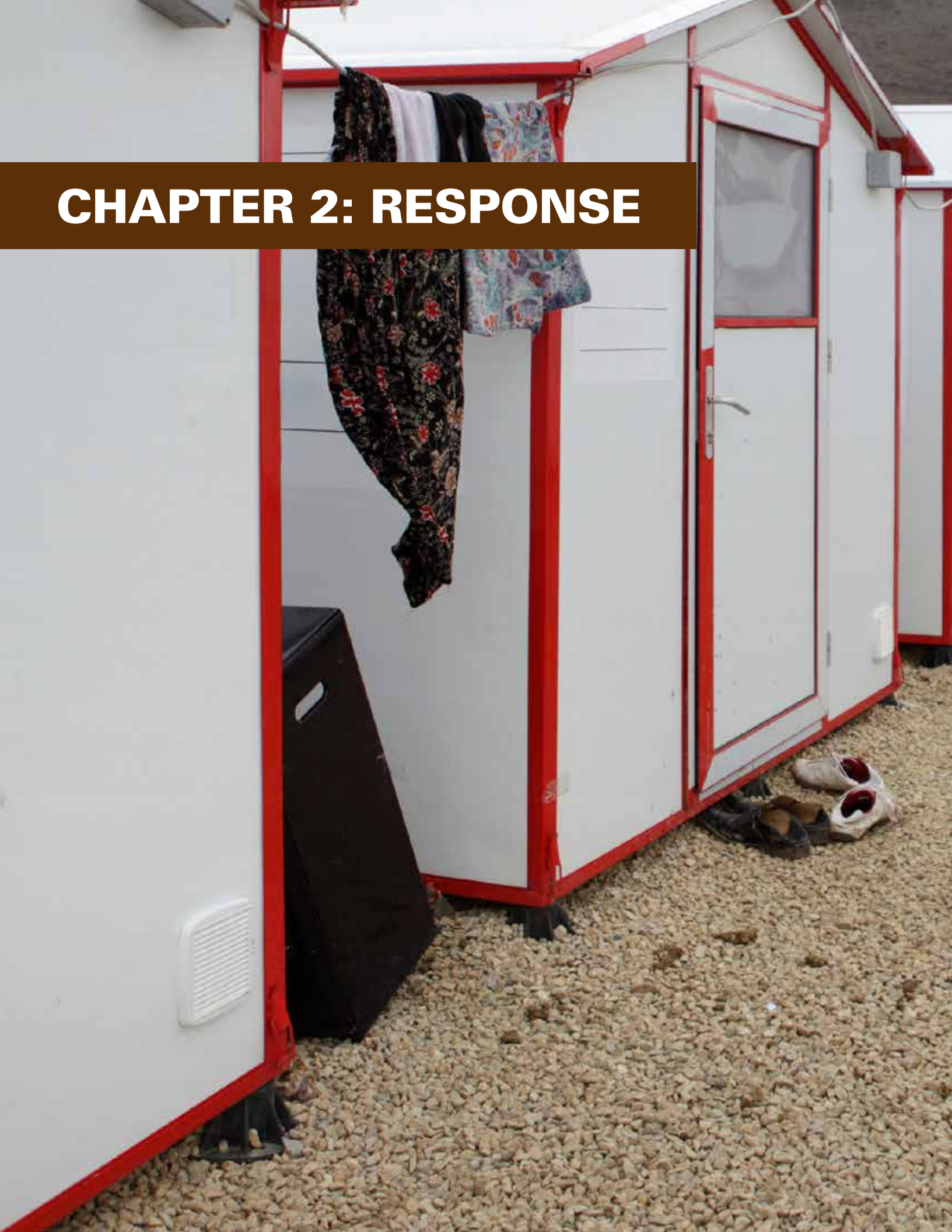
Multiple teams of volunteers visited 123 Bloomington homes, installed 189 smoke alarms, and helped residents plan escape routes in their homes should a fire strike. New alarms were provided to residents

who didn't have smoke alarms or had alarms older than 5 years that needed to be replaced. Volunteers tested and replaced batteries in smoke alarms for residents who had newer alarm devices. For the 326 individuals impacted by the campaign, their risk of being killed in a home fire was cut in half.

"It's a huge problem in our country, and it's one that we can solve if we're prepared," said Trish Burnett with American Red Cross. "That's what we're doing: helping families know how they can save themselves if their smoke alarm goes off."

For these Bloomington residents, for Johnnie Mae Pannell, and for the half a million people reached by this campaign in the last year, smoke alarms are not a NICE to have. They are a NEED to have. Smoke alarms save lives, and the American Red Cross Home Fire Campaign is actively reinforcing that message with help from a good neighbor, State Farm.

# CHAPTER 2: RESPONSE





# The Logistics of Caring: Delivering Relief and Resilience

By Ed Martinez, President, The UPS Foundation



The World Health Organization called the 2014 Ebola epidemic in West Africa the most severe public health emergency in modern times. Less than a year ago, there were 26,000 active Ebola cases and more than 10,000 deaths. Today, thanks to a global response supported by humanitarian agencies, governments, and the private sector, West Africa is 99% Ebola-free. That is the power of public-private partnerships.

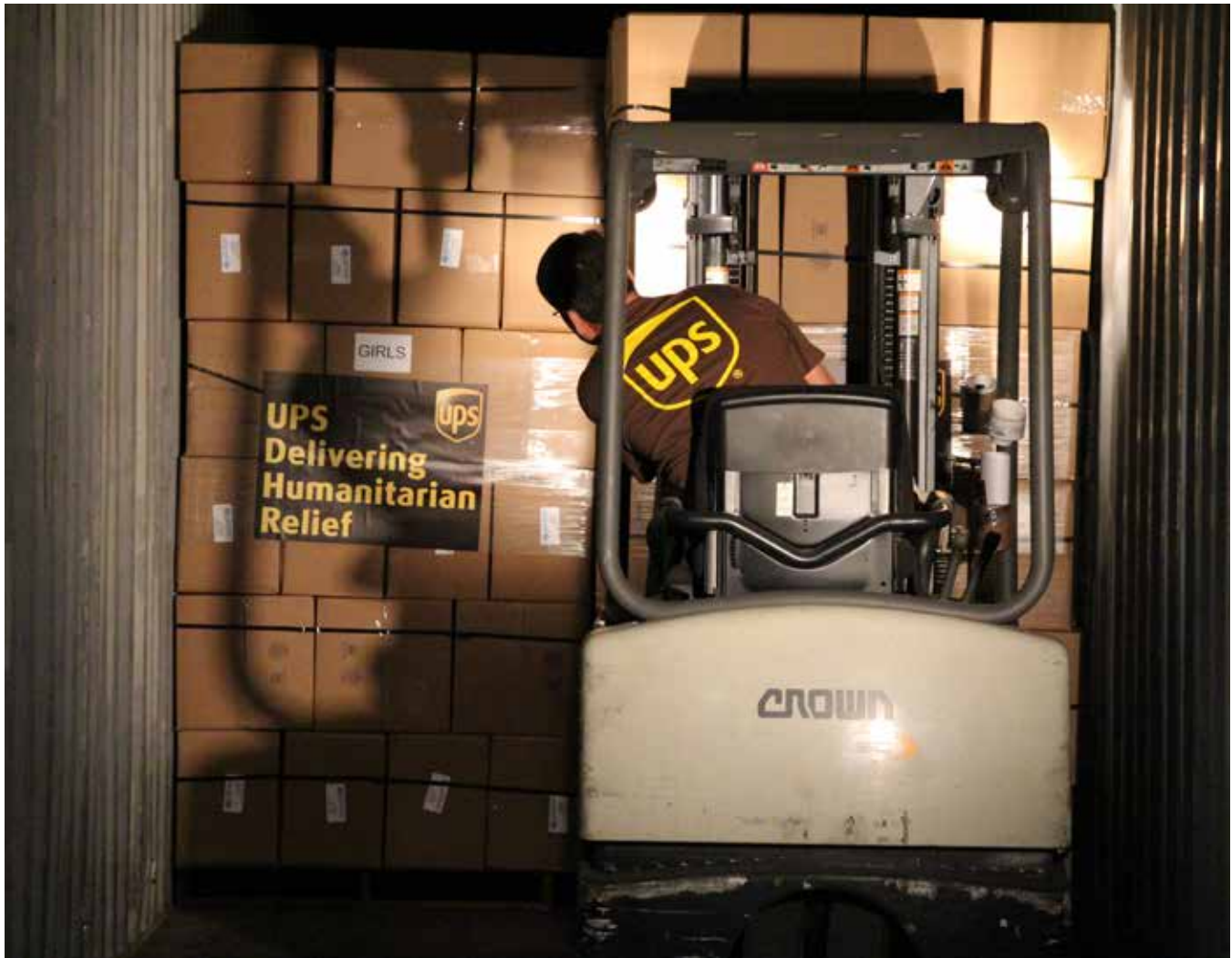
Across the globe, governments and nongovernmental organizations (NGOs) are challenged to operate more efficiently and cost-effectively in preparation for and in response to emergencies. In meeting those challenges, many turn to the private sector for support, leveraging the core competencies of businesses to be better stewards to their donors and

constituencies and, ultimately, to better serve their communities.

Operating in more than 220 countries and territories with a sophisticated logistics network, ground and air transportation assets, unparalleled warehousing and distribution knowledge, and constantly evolving logistics technology, UPS is well positioned to support humanitarian relief efforts wherever they occur.

Humanitarian crises, regardless of whether they originate from natural phenomena or global conflict, are occurring on an unprecedented scale. Meeting the needs of these crises requires innovation and commitment among business, government, and NGOs. Through the UPS Humanitarian Relief &





Resilience Program, The UPS Foundation provides capacity-building support, emergency funding, and in-kind contributions to help develop strategic partnerships with global and local organizations and to strengthen disaster preparedness, response, and recovery efforts.

As part of our partnership with the World Food Programme (WFP) Global Logistics Cluster, The UPS Foundation and UPS Europe were able to facilitate a connection between the WFP and the Airport authority in Cologne, Germany. As a result, the WFP was able to provide expanded air capacity from Europe to West Africa, supporting 41 humanitarian agencies active in the Ebola response.

Since that time, UPS has been engaged in a public-private collaboration with the WFP, World Health Organization, and other private sector companies in the health sector to create a safer world through better pandemic preparedness and response. The initiative is called the Global Supply Network for Pandemic Preparedness and Response and its mission is to create and sustain a global supply network to address extraordinary public health emergencies. We welcome new partners in the spirit of inclusion needed to achieve success.

# Earthquake, Floods, and an Urgent Migrant Crisis

By Diane Melley, Vice President, Global Citizenship Initiatives, IBM



Around the globe, IBM has continually engaged in response to disaster crises in the communities in which we live, work, and do business. Last year was no different. Today, our responses integrate advanced technologies with the expertise of IBMers around the world who have the desire and training to serve. We deliver essential components of what it takes for affected areas and individuals to regroup, rebuild, and recover—including solutions to gather and share data about affected populations, relief efforts, and the deployment of technologies. And we remain engaged for months or years after an event to help with recovery.

### Earthquake in Nepal

On April 25, 2015, the massive earthquake that struck Nepal and surrounding areas killed more than 8,500 people, injured more than 14,000, and affected more than 8 million. In the immediate aftermath, a 4-member IBM India team was invited to join Indian government officials in Nepal to assess needs, determine options, and begin immediate implementation of technology and business solutions to speed recovery. The invitation was founded on a sustaining relationship, which IBM India had formed with the government through many disaster relief efforts in India. Specifically, the team collaborated on technology to

- Improve and analyze data regarding missing persons who lived in the border regions that were heavily damaged by the quake;
- Manage the tracking of relief materials;
- Establish an integrated response and relief reporting process;
- Advise Nepalese officials on offers of technological assistance; and

- Support a youth disaster rebuilding initiative (using Sahana open-source software), in concert with long-term IBM partner the Global Peace Foundation.

The integrated team used Sahana and other technologies to facilitate efforts to rebuild Nepal beyond short-term earthquake relief. Months later, IBM broadened its support of the Global Peace Foundation to include youth leadership training in citizenship and service. Empowering youth to assist after disasters is part of a broadly based community mobilization effort.

### Open Development “Hackathon” to Innovate on Disaster Relief

Across IBM, Corporate Citizenship & Corporate Affairs sponsored a global digital conference (a “jam”) and hackathon to engage, inform, and inspire employees to learn effective ways to apply IBM technology and their expertise to future challenges. The jam attracted hundreds of live participants and thousands who downloaded presentation materials and listened to audio recordings of discussion sessions on key topics. Subject matter experts from inside and outside IBM spoke on eight distinct topics, ranging from first responder information to communications networks in a crisis environment to crowd-sourcing damage assessments. These virtual education sessions laid the foundation for a greater understanding of the role of technology in disaster relief and recovery, and spurred suggestions of many innovative ideas in the jam. The jam and hackathon inspired more than 30 projects to integrate IBM technologies into disaster response protocols. Corporate Citizenship & Corporate Affairs also helped host “Bluemixathon”—a public contest





to encourage the use of IBM's Bluemix platform to develop disaster relief solutions.

### **Urgent Migrant Crisis**

IBM continues to respond to the persistent crisis in Europe, border states, and other countries where hundreds of thousands of people fleeing their homes in Syria, Afghanistan, and countries in northern Africa have sought refuge. IBM has identified ways to leverage its capabilities to ease the crisis, and has created a cohesive response strategy.

The Italian NGO Intersos asked for IBM's assistance with registering the medical conditions of refugees arriving on the southern shores of Italy. Data for these records was to include images, video, and audio, and the ability to search content while protecting patient confidentiality necessitated a powerful and sophisticated IT system. IBM deployed an existing media management solution that enabled secure storage of sensitive information with field access via mobile and desktop devices. The Intersos system was launched at the end of 2015, and a similar solution is being developed for Medecins Sans Frontieres (Doctors Without Borders).

IBM worked with the German Red Cross to develop solutions for intake of and service to refugees from around the world—especially Syria and Afghanistan. A version of Sahana helped the Red Cross manage their resources in the face of new challenges—specifically, the constant stream of migrants whose records need to be accurate, secure, and available

for ongoing resource planning and management. Our implementation of Sahana on the IBM Cloud enables distributed and mobile access to migrant registration, health, security, and location records. This enterprise-class system provides a single view of data across a variety of devices to support employee and volunteer decision-making.

IBM is making additional grants in France and Turkey to support organizations serving the needs of refugees and migrants and is providing pro bono consulting for the development of data strategies and support for housing construction and job skills training. In addition, IBM volunteers are helping refugees with learning new languages, literacy, and finding employment.

### **Floods in Chennai**

Flooding from the Chembarambakan Reservoir affected 8 of Chennai's 22 regions in late 2015. More than 5,000 IBMers live and work in the Chennai area, and the company immediately began working with government officials to facilitate means for

- tracking relief material logistics
- citizens to request assistance and report damage and related problems; and
- government agencies to act on service requests and manage response activities
- consolidating, validating, locating, and acting on service requests.

The IBM team's ongoing work promises to enable city and state personnel to identify resource requirements and deliver services more efficiently.

The sophistication and effectiveness of IBM's disaster recovery efforts have evolved in parallel with our development of innovative technologies and global consulting expertise. Our strategy to share our core capabilities to address societal issues takes on new urgency each time a major disaster occurs. And IBM's leadership in cognitive and cloud computing, data analytics, and mobile technologies enables us to make meaningful contributions at the times and in the places where they are needed most.

# Hosting, It's What We Do

By Kellie Bentz, Head, Global Disaster Response and Relief, Airbnb



In October 2012, Hurricane Sandy devastated the Caribbean and Eastern Seaboard, leaving thousands without a place to call home. Following the example of a host in Brooklyn, over 1,000 Airbnb hosts in New York opened doors for those left stranded. Humbled and inspired, in 2013 we launched a disaster response initiative<sup>1</sup> that makes it easy for Airbnb hosts to provide space for people in need when disasters strike.

Since then, we've been working to build on our initial efforts and evolve Airbnb's Disaster Response Program. As part of that, we're working with partners around the world, like the Federal Emergency Management Agency in the United States, to better educate Airbnb hosts on how to prepare for and respond to emergencies, including natural disasters.



In addition, we work with local partners to help us more effectively deploy our Disaster Response Program in the areas where Airbnb hosts can be of the most help.

Throughout my career, I've seen the terrible devastation that disasters can inflict, but I've also seen the powerful ways that communities come together to respond and recover. At Airbnb we have a real opportunity to use our Disaster Response Program to help communities in a time of need.

Through Airbnb's Disaster Response Program, we make it easy for hosts to offer their space for free, supporting their neighbors and relief workers following emergencies or disasters in their community. In 2015, the program was activated in Paris following the devastating terrorist attacks, in Texas and Oklahoma following widespread flooding, and in Nepal following the catastrophic earthquakes.

Our Disaster Response Program is serving as an effective way to find housing for relief workers who are on-site to assist with disaster recovery. All Hands Volunteers, a disaster relief organization that has deployed over 28,000 volunteers over the past decade, used our disaster response tool to connect with Airbnb hosts and find shelter for volunteers on the ground in Nepal and have since utilized it after Tropical Storm Erika and the South Carolina floods. "Airbnb's ability to quickly find local hosts that were willing to contribute their space, free of charge, allowed All Hands Volunteers to overcome one of the biggest challenges we face in responding to a natural disaster: finding a safe place for the team and volunteers to stay," says Erik Dyson, CEO of All



Hands. “This meant we were on the ground working in a matter of days after the Nepal earthquake. This flexibility is crucial to our success and we are truly thankful for this partnership.”

Recently, we worked with our community to support the migrant and refugee crisis occurring. This is obviously an incredibly complex and heartbreaking situation, and we’ve worked hard to determine how we—as a community—can best achieve our vision of Belonging Anywhere in such trying times. Providing free, welcoming, and warm housing to relief workers is a way we can provide fast and meaningful assistance that no other company or community can give. We’re providing travel credit to relief workers at Mercy Corps, Medecins Sans Frontieres, and International Rescue Committee so they can have a place to truly call home while working in Greece, Serbia, and Macedonia. Our

nongovernmental organization partners have told us that this is among the most helpful immediate things we can do. We also launched a donations page, providing financial contributions to the United Nations High Commissioner for Refugees, who is leading the global response to this crisis and will use the funding for the most urgent needs, which includes providing shelter, water, food, and medical services.

While we are proud of the role we have been able to play in these responses to date, we are always exploring ways we can expand these efforts by providing resources to our hosts and guests, and supporting the communities they call home. We look forward to continuing these efforts and playing a role in the larger response community.

# Quick Response, Careful Thought Are Keys to Comerica's Disaster Response Giving Strategy

By Janice Tessier, Manager, Corporate Contributions, Comerica Bank;  
President, Comerica Charitable Foundation



At Comerica Bank we pride ourselves on being nimble and quick in responding to customer requests, product developments, or changing economic conditions. Similarly, Comerica strives to be responsive and thoughtful when disasters strike, especially in communities in which we operate.

Although we're the largest U.S. commercial bank based in Texas, Comerica is a regional commercial bank that primarily operates in major metropolitan areas of Michigan, Texas, and California. We believe

our size enables us to offer a wide array of products while maintaining the personalized customer service of a smaller community bank.

And, because Comerica does not operate in every state, we must embark on a measured, thoughtful evaluation of how the bank should appropriately respond to major disasters. So, when a major disaster does occur, Comerica's national corporate contributions manager first compiles a Disaster Relief





Committee Review Worksheet, which summarizes the following:

- Date of disaster
- Location of disaster
- Impact on the community
- Direct impact on Comerica's interests
- Known funders and amount of their funding
- Comparison of Comerica's response to other disasters
- Recommended Comerica response to the disaster, which may include a cash grant as well as volunteer outreach to assist with disaster recovery efforts

Next, the Disaster Relief Committee, consisting of Comerica executives from diverse lines of business and geographic areas, meets or electronically reviews the worksheet and provides feedback and agreement on the recommended response. This agreed-on response is then forwarded to Comerica's National Contributions Committee, comprising our CEO and his direct reports, for its review and final approval.

We believe the steps in this formal review process are important in order for us to fully evaluate each

disaster situation and provide sufficient information to our executives so that they can make a decision. Any type of disaster can be devastating, so we want to be sensitive to the impact it may have on all of our stakeholders.

Comerica also informs employees about the scope of the bank's response to the disaster. And, if deemed appropriate, we include a link to the American Red Cross or another disaster relief agency on Comerica's intranet site.

We attempt to do this within two days of the disaster to enable our colleagues to readily donate to the disaster recovery if they choose to do so. Additionally, we inform employees about any opportunities for volunteers to assist in the disaster recovery efforts.

Since 2001, Comerica Bank and the Comerica Charitable Foundation have given \$587,000 to support disaster relief efforts. The majority of this amount, approximately \$525,000, was given to the American Red Cross.

# What Does a Doctor in Nepal Have in Common With a Logistics Expert in Memphis?



By Julia Chicoskie, Global Citizenship, Disaster Relief Advisor, FedEx Corporation

### **Dr. Bibek Banksota, Director of the Hospital and Rehabilitation Centre for Disabled Children**

For Dr. Bibek Banksota, an orthopedic surgeon in Kathmandu, Nepal, life is finally returning to normal after a devastating earthquake hit in April 2015. Medical supplies flown in by FedEx helped Dr. Banksota and his colleagues serve over 45,000 survivors.

“I was on a mountain road when the earth began shaking. It looked as if bombs were exploding in front of me. I reached Kathmandu and worked at the hospital from early morning to late at night. We experienced aftershocks during surgeries and had to leave the building multiple times. We continued doing amputations in tents in the parking lot.

“Many people wanted to help but only a few could deliver. The impact made by Direct Relief and FedEx was phenomenal. They brought critical supplies to our doorstep—IV fluids for surgeries, medications, wheelchairs for amputees. With these supplies, we served tens of thousands in Kathmandu and in remote camps who were in dire straits.”

### **Thomas Tighe, President and CEO, Direct Relief**

Former COO of the Peace Corps, Thomas Tighe became President and CEO of Direct Relief in 2000. On his watch, Direct Relief has delivered over \$2.2 billion in medical aid around the world.

“Emergencies are many things...including a logistical nightmare. The challenge of rapid mobilization is a huge barrier to getting survivors the help they need.



Working with FedEx has changed the entire dynamic for us, and Nepal is a perfect example.

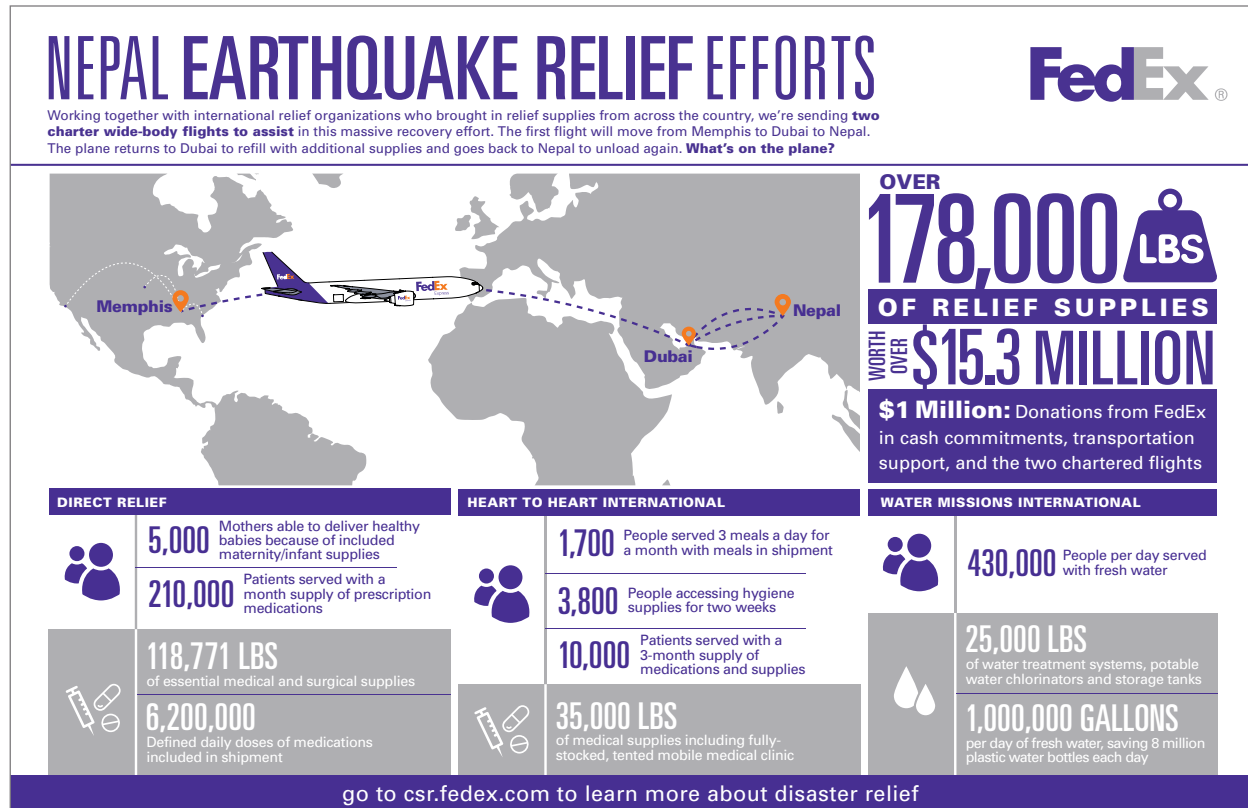
“After the earthquake, the runways were damaged, and nobody seemed to be getting in. I was there when our medical supplies arrived, and the World Health Organization came over and asked how we pulled it off. I told them, ‘FedEx.’

“Together we delivered over 6 million doses of medicine as well as hospital tents, wheelchairs, and birthing centers. It was one of the most substantial deliveries of medical relief in Direct Relief’s 67-year history. This is our job as a humanitarian nonprofit. But FedEx chooses to do this and does it faster and better than any others.”

### **Jenny Robertson, Global Director of Citizenship and Reputation Management, FedEx**

When a disaster strikes, Jenny Robertson is immediately on the phone guiding teams inside and outside FedEx to direct critical supplies where they are needed most.

“Disaster relief is part of our DNA at FedEx. We understand how to move things and can get in and out when others can’t.



"We rely on expert organizations like Direct Relief, the American Red Cross, and Heart to Heart International. These relationships ensure that when emergencies strike, we know who to call, where supplies are, and how to collaborate.

"With Nepal, we had calls twice daily with air operations, load masters, senior executives, nonprofits, and other global team members. The situation changed hourly. As we finalized the mission, I thanked everyone for their around-the-clock collaboration. A member of our operations team responded simply, 'Lives are at stake. This is what we do.' That said it all."

**Glenn Carpenter, Manager, Global Freight Movement, FedEx Express**

Glenn Carpenter is a logistics wizard, handling the flow of large shipments through international cities. "I tell people it's like sending an astronaut to the moon. Unforeseen issues come up which you have to address to get your astronaut there and back.

"For Nepal, we had to determine how much aid we were moving, its origin, and how it would get to Kathmandu. We don't usually fly there, so FedEx Charters had to find a correctly sized plane and reroute it. We scheduled trucks to pick up supplies across the country and bring them to Memphis. We loaded our plane and flew from Memphis to Dubai to Delhi to Kathmandu.<sup>1</sup> All within 24 hours.

"Because the Kathmandu runway was cracking, we had to reduce our payload to get clearance to land. We decided to make multiple trips from Dubai to Nepal. We also had to get enough fuel to get back safely.

"It was like a giant chess game happening in real time with all hands on deck. Thankfully, our team members are experts at what they do."

FedEx is committed to delivering for good around the world. To learn more, visit [csr.fedex.com](http://csr.fedex.com).

<sup>1</sup> See infographic

# Microsoft Disaster Response: Partnering to Enable Responders and Connect Communities



By James Rooney, Senior Manager, Microsoft Philanthropies; and Harmony Mabrey, Senior Operations Manager, Microsoft Disaster Response

Microsoft's focus on disaster response stems from our mission to empower every person and every organization on the planet to achieve more and is powered by the dedication of our employees around the world. In 2007, after a legacy of employees supporting their local communities in times of disaster, Microsoft formalized a global response strategy centered on enabling responders and connecting communities. Recognizing, as the Red Cross' *World Disasters Report*<sup>1</sup> noted, that when disaster strikes, access to information is "just as important as food and water," Microsoft's approach is to apply our technology, expertise, and global employee volunteers toward enhancing the ability of responders to deliver and citizens to access relief services.

A key part of Microsoft's approach to both preparedness and response is partnerships. Microsoft engages with government, nonprofit, and intergovernmental response organizations globally to gain an in-depth understanding of their challenges in delivering relief and share our experiences in deploying technology for disaster operations. Microsoft also collaborates across the IT industry to deliver power, connectivity, networking, devices, information management and communications tools, and specialized civic technology solutions to impacted communities in a coordinated and holistic way.

In the 200+ global disasters that Microsoft has responded to, common themes around the value of technology include the following:

**Restoring Connections:** Disasters often disrupt community and family networks by displacing populations and impacting communications infrastructure. For citizens, reconnecting with loved ones and support networks is critical to survival and recovery. Following the Nepal earthquake, international Skype calling was provided to reconnect families and 100+ student volunteers, equipped with mobile phones and Wi-Fi stations, were sent to areas with a concentration of displaced community members to help with Skype calls, device charging, and connectivity to reestablish support networks.<sup>2</sup>

Responders may also need assistance with establishing emergency connectivity networks to support delivery of assistance. Following Typhoon Haiyan/Yolanda, Microsoft collaborated across the industry to deploy TV White Space<sup>3</sup> radios in the Philippines to extend Internet connectivity for citizens and responders. Microsoft also supported deployment of 3 emergency.lu<sup>4</sup> connectivity kits with Skype low bandwidth, enabling communications for 5,000 humanitarian aid workers.

**System Scalability and Performance:** Information demands during disasters often exceed the system

1 <http://www.ifrc.org/publications-and-reports/world-disasters-report/world-disasters-report-2013/>

2 <http://www.theverge.com/2015/4/27/8504393/microsoft-free-skype-calls-nepal-earthquake>

3 <http://www.philstar.com/telecoms/2014/01/18/1280059/microsoft-deploys-tv-white-space-technology-visayas>

4 <http://www.emergency.lu/>





capacity to support traffic to public information websites, causing performance issues and hampering site visitors' ability to access vital information about what is happening and where to access help. Cloud computing can rapidly scale system resources to support the increased site traffic from impacted citizens, the media, and the global public, ensuring that information is accessible when it is needed most. Following the Great East Japan Earthquake, Microsoft rapidly migrated the site for the Japanese Ministry of Education, Culture, Sports, Science, and Technology, which was being used to publish the latest information on the disaster and the subsequent radiation readings related to the Fukushima nuclear plant.

Responding to disasters also commonly necessitates mobilization of additional personnel, volunteers, and temporary staff members who need access to organizational communications and collaboration tools, while system performance and security must be maintained. During the response to Superstorm Sandy on the U.S. East Coast, Office365 accounts were set up to support a nearly 50% increase in personnel, ensuring that they could access coordination tools, that they could submit field assessment data, and that situational awareness was maintained through role-based staffing rotations.

#### **Operational Planning and Tracking Through**

**Data:** One of the most valuable capabilities that technology can provide is to enable the utilization of data to enhance operational decision-making.

With the proliferation of social media, GPS-enabled devices, and sensors, impact and needs data are more abundant than ever, but the volume can be challenging for responders to consume during a response. Data analysis and visualization tools can enhance delivery of assistance by automating analysis of assessments and tracking deployed resources. Following the Nepal earthquake, Microsoft collaborated with the United Nations Development Programme to develop a debris removal and reconstruction tool for tracking, logistics, personnel, payments, and reporting on rebuilding project status. Microsoft also supported the Ministry of Education to plan school restoration by providing PowerBI visualization for the assessment data.

As technology evolves, Microsoft continually looks for opportunities to apply our technology and expertise, engage our employees, and build partnerships to increase the ability of communities and responders to prepare for, respond to, and recover from disasters.

During the immediate aftermath of any disaster, the situation on the ground is grim. People are displaced, in dire need of supplies, and often cut off from aid in remote areas only made more inaccessible by the damage. With drinking water scarce and sanitation nonexistent, a new kind of disaster—one plagued by disease—takes shape on the heels of the last. To mitigate these effects, a swift response is needed. But with so many pressing needs and so many logistical challenges, it cannot be done by one company alone.

# The Key to Disaster Response: A Multistage, Multilateral Approach

By Margaret E. Frontera, Director of Corporate Responsibility & Government Affairs, Sealed Air, and Natalie Levy, Employee & Leadership Communications Specialist, Sealed Air



As a global company that manufactures industrial hygiene and packaging products, Sealed Air is uniquely positioned to strategically provide cleaning supplies and potable water in pouches, and other in-kind product donations to communities that are impacted by disaster.

When Category 5 Super Typhoon Haiyan hit the Philippines on Nov. 8, 2013, the Visayas region was devastated by flooding and landslides, leaving 4.1 million people displaced and more than 6,000 dead. Although the water system in Tacloban, the hardest-hit city, was partially restored after several days, groundwater supplies for most storm-affected communities were either contaminated or, for many areas without electricity, entirely inaccessible.<sup>1</sup>

Sealed Air reached out to our customer, Pepsi-Cola Philippines Products Inc. (PCPPI), the exclusive bottler of PepsiCo beverages in the Philippines, to collaborate on providing drinking water to victims in the Visayas region.

In just a matter of weeks, teams from six different companies came together and worked on the joint water project. Each company played a critical role in the production process to deliver packaged water from the factory floor to the community door. The Dow Chemical Company donated the raw material, Quality Corrugated donated the carton boxes, DHL

Global and ACA International contributed free air freight, and staff from Sealed Air and PCPPI worked hand in hand to produce and pack the water pouches.

PCPPI manufactured the flexible pouches from Sealed Air's plastic film, using Sealed Air's equipment and vertical pouch packaging technology. (Food processors typically use vertical pouch packaging for liquid foods such as condiments.) PCPPI filled the pouches with the purified water that is used in all of its products. A Sealed Air technical team was also stationed in the Philippines to provide on-site food safety certification and product shelf-life declaration for the pouches.

For the final stage of distribution, we turned to the Sagip Kapamilya Foundation, the emergency humanitarian assistance program of ABS-CBN Foundation Inc. that provides relief to disaster-affected communities and engages in rehabilitation and disaster risk reduction projects. Over 100,000 pouches containing 300,000 liters of potable drinking water were distributed to approximately 15,000 families in the Visayas region, with each affected family receiving between 5 to 8 pouches of water. We also donated cleaning chemicals to Sagip Kapamilya, and many of our local employees volunteered to repack all the employees' donations of relief goods at the ABS-CBN Foundation's warehouse.

<sup>1</sup> <https://www.usaid.gov/haiyan/fy14/fs04>

## A UNIFIED FRONT: Business Partnerships for Effective Disaster Preparedness, Response, and Recovery

By leveraging partnerships with our customers and suppliers, Sealed Air was able to mobilize and deliver life-saving water to thousands of victims.

This approach undergirds our longer-term disaster response strategy as well. Soap for Hope™ and Linens for Life™, two of our signature livelihood and disaster relief customer shared value programs, are perfect examples of how we leverage partnerships to impact communities where we live and serve. They have a simple but powerful objective: to empower people displaced by disasters with support from Sealed Air and our hotel customers. With Sealed Air providing the equipment and logistical support, and hotels providing discarded soaps and condemned linens, the people in these communities are able to recycle and reprocess these materials into needed

supplies for their communities or a means of making a livelihood.

We are constantly working to Re-imagine™ how we work with employees, customers, and our partners to serve the community in times of need. Whether through our disaster relief and response efforts or our ongoing livelihood programs, Sealed Air is committed to creating a better way of life. By coming together during times of need or when it's business as usual, we can achieve greater things than the sum of our parts.



# Mobile Health Platform Quickly Adapts to Halt the Spread of Ebola and Other Infectious Diseases



By Kyle Moss, Program Manager, Qualcomm Wireless Reach

Reports of the Ebola outbreak in West Africa started in December 2013 and within 9 months, the World Health Organization officially declared the epidemic a public health emergency. The world became aware that initial disease outbreaks were confined to remote villages in central Africa, near tropical rainforests, but the disease quickly spread to involve major urban and rural areas across Africa and

beyond, with 4 cases in the United States. Globally, cases of the disease were reported in more than 10 countries.

As of January 2016, more than 26,000 cases with over 11,000 fatalities had been recorded. Qualcomm, through its Qualcomm® Wireless Reach™ initiative, had already implemented and



was actively managing a mobile health program in Nigeria at the time of the outbreak. Wireless Reach is a strategic initiative that brings mobile technology to underserved communities globally, demonstrating innovative uses of Qualcomm technology for social good.

The CliniPAK360 Program, a collaboration with InStrat Global Health Solutions, Vecna Cares Charitable Trust, the National Primary Health Care Development Agency, and other local stakeholders, was developed to provide health care workers in Nigeria with 3G connectivity, tablets, and an electronic medical record system. Those tools allowed health care workers to capture patient information at the point of care and assist in the analysis and diagnosis of clinical conditions that may lead to maternal and infant mortality.

When the Ebola virus became a public health threat in 2014, the CliniPAK360 project team quickly mobilized and collaborated with local state governments in West Africa to adapt the mobile health (mHealth) platform to curb the outbreak.

The crucial first step: educating and training health care providers. Because the CliniPAK360 platform was already in the hands of more than 280 frontline health workers in over 50 clinics throughout Nigeria, the project team used it to disseminate surveys assessing health care providers' knowledge and attitudes about Ebola. The results revealed a high level of fear and reluctance among health care providers to work with Ebola patients, largely due to a lack of knowledge about the disease.

The team responded by creating a mobile tutorial that explained the causes of Ebola, how it spreads, ways to diagnose it, and step-by-step instructions on how to treat a patient presenting symptoms. They disseminated the tutorial through the mobile system to the program's health care workers across Nigeria. For every person who watched the tutorial, an estimated 4 additional people in the community were educated by it, which expanded the reach

of this effort beyond the more than 280 program participants into even more communities. Fortunately, and with assistance from this mobile education campaign, Nigeria was largely spared the devastating impact of Ebola. Although 20 cases of the disease were diagnosed in Nigeria with 8 fatalities, these cases were quickly isolated and treated, and the World Health Organization declared Nigeria "free of Ebola" in October of 2014 after 42 days without reported cases in the country.

In the spring of 2015, the same CliniPAK360 mobile platform was used to respond to another disaster in Nigeria—a mysterious disease outbreak that many initially feared to be Ebola, but was revealed to be a methanol poisoning outbreak that claimed the lives of 29 Nigerians.

Data collected through the use of CliniPAK360 tools enabled authorities to identify methanol poisoning as the cause of the outbreak. The platform was used, again, to rapidly disseminate a public education campaign that alerted the public in the affected areas of the dangers of consuming locally distilled methanol. In less than two weeks, the mHealth solution enabled authorities to identify the "unknown" disease, control it, and shut down the source of the contamination.

The success of the CliniPAK360 mHealth solution as a disaster response tool has also been replicated, implemented, and trialed in two other West African countries, Liberia and Sierra Leone, to extend the benefits of mHealth applications with the help of program partners.

Through this experience, it is clear that mobile health solutions can be adaptable in different ways to push vital information to frontline health workers; curb the spread of disease; facilitate better, faster, and more accurate patient care; and provide access to much-needed health care in resource-poor areas.

# A Partnership Amid Crisis

By Michael Fields, Director, Corporate Citizenship and Social Investment, Xylem Inc., and Michael Bowers, Vice President, Humanitarian Leadership and Response, Mercy Corps



They came fleeing war, the collapse of their cities. They came without passports, luggage, or family. They were sisters and mothers, sons and grandfathers, Syrian by birth and refugees by circumstance.

They were driven from their homes, over the border into Jordan—and there, in the sprawling Zaatari Refugee Camp that had grown to become Jordan's fourth-largest city, more than 80,000 of them were waiting for water.

When disaster strikes, people want to help. Employees look to their companies and say, "What are we doing to make a difference?" Often, a company's disaster response process doesn't start until this moment: they Google or ask around, conducting hasty due diligence, collecting contributions that are not business-aligned.

Since 2008, Xylem and Mercy Corps have responded to emergencies in 15 countries using a different

strategy: thoughtful, ongoing support for vulnerable communities that has improved the water, sanitation, and hygiene (WASH) of nearly 1 million people.

Xylem's corporate citizenship and social investment program, Xylem Watermark, provides safe water and sanitation solutions for the world's most vulnerable communities and educates people about water issues. Over the years, Xylem Watermark's support has focused on WASH programming, providing access to water, water purification systems, water pumps, essential nonfood items, hygiene supplies, and hygiene promotion messages.

In order to continue this work at times of acute disaster, Xylem Watermark has partnered with Mercy Corps to create their signature WASH Emergency Response Fund, a resource from which Xylem can quickly allocate funds based on requests from Mercy Corps field teams. The allocation system allows for quick decision-making, and for money to get where it is needed fast.

At the Zaatari Refugee Camp in Jordan, the influx of refugees threatened to drain the water supply in what was already one of the driest countries in the world. Since 2012, Xylem has provided not only financial support, but product and expertise for a deep well that Mercy Corps built. In a time of crisis, tens of thousands of Syrian refugees gained access to fresh water they could use to cook, clean, and drink.

Each emergency requires a different response: Funding may support immediate relief, or more long-term needs like community sanitation infrastructure.



## A UNIFIED FRONT: Business Partnerships for Effective Disaster Preparedness, Response, and Recovery

Following the April 2015 earthquakes in Nepal, Xylem's immediate support rehabilitated community water systems, built latrines, and distributed essential nonfood items. Xylem trusts Mercy Corps to assess the needs and create meaningful ways to impact each situation.

Xylem and Mercy Corps work together year-round to make sure that each organization understands what the other needs. We share a common goal of saving and improving lives by helping people access safe water and sanitation. But more important, because we work together, we can do it quickly when disaster strikes.

The partnership between Mercy Corps and Xylem Watermark impacts people around the world who

need relief most. But it also impacts another core Xylem audience—its employees. Xylem's 12,500 global employees, who can't go to the site of an emergency themselves, are able to engage with the company's response by giving to Xylem Watermark in support of Mercy Corps.

And after the moment of acute crisis has passed, when the real work of longer-term transformation is only beginning, they can go there digitally. Mercy Corps' on-the-ground reporting brings them closer to the communities we are serving together, letting them engage with beneficiary stories that show them the people they are helping to impact.



# Tyco Aids Firefighters in the Aftermath of Chemical Explosions

By Art Jones, Chairman, Tyco Cares Foundation



On Aug. 12, 2015, in the northern port city of Tianjin, China, fires erupted at a warehouse storing more than 700 tons of unknown hazardous chemicals. The first 2 eruptions occurred within moments of each other, resulting in subsequent explosions and residual fires less than 2 kilometers away from neighboring residential communities. Local firefighters responded to what they believed was a regular fire, but quickly discovered they faced massive chemical explosions. Over the course of the following days, warehouses continued to burn and additional firefighters responded to the scene.

Tyco Cares, Tyco's global corporate social responsibility program, supports safer and smarter communities, and strives to protect what matters most for the communities where we live and work. As a leader in the fire safety industry, we feel a responsibility to first responders and the communities they protect. Employees at our Scott Safety business in China, who manufacture respiratory and personal protective equipment and safety devices for firefighters and first responders, immediately knew that they could help. Within 24 hours of the first explosion, Tyco employees in China collaborated with the Tyco Cares team, as well as other agencies involved with the rescue effort, to determine how we could better protect the firefighters responding to the deadly blasts. It is this passion to protect our communities that called Tyco to action in August.

Less than 40 hours after the event, over \$100,000 of life safety equipment, including self-contained breathing apparatus, portable gas detectors, and

compressed air cylinders, was in transit to Tianjin. To further aid in the relief effort, a team of Tyco employees traveled to Tianjin to lend on-site technical training and logistical support to the firefighters using the life-safety equipment, minimizing response time in the field.

"China is a key focus market for us in Asia, and we are deeply involved with the community," said Benny Goh, president, Tyco Asia. "We believe we have a vital role to play during the early response stage, particularly in providing firefighters and recovery teams with high-performance life safety equipment, which enables them to focus on the critical job at hand—saving lives and ensuring the safety of the area."

As the world's leading life safety and security company, we understand that during disasters, every second counts. Because of the efforts by Tyco's team in China and their commitment to first responders, we were able to quickly get much-needed life safety equipment in the hands of firefighters at the scene, and within 24 hours, local heroes were able to extinguish the fires and reduce danger to the surrounding neighborhoods.

Visit our Corporate Citizenship page to learn more about Tyco Cares and how Tyco works with partners to help promote safer and smarter communities (<http://www.tyco.com/about/corporate-citizenship>).





# CHAPTER 3: RECOVERY





# “Quick Guides” Help Businesses and Communities Address Long-Term Recovery

By Frazier Wilson, Ed.D., Vice President Shell Oil Company Foundation; Manager, U.S. Workforce & Community Strategic Initiatives, Shell Oil Company



During the first few weeks after a disaster, business owners face critical choices that can mean recovery or failure. Yet research indicates that owners are unprepared for many decisions around issues such as cash flow, contracts, reimbursements, and financing. As a result, a significant number of small businesses fail while awaiting the return of their customers. These individual failures cumulatively affect a community’s ability to regain its economic vitality over the months and years after a disaster.

Many small businesses turn to their local chambers of commerce for recovery assistance. While there are a number of disaster-planning tools and resources available (such as the U.S. Chamber Foundation Corporate Citizenship Center’s Disaster Resistant Business Toolkit), research shows that chambers feel unprepared to give the decision-making support needed for long-term recovery. Shell helped the Corporate Citizenship Center (CCC) address this gap by creating four simple documents for local

chambers and small businesses to use. These “Quick Guides,” issued in early 2015, help businesses and communities recover sooner by improving their ability to make better immediate decisions that can have lasting benefits.

For us at Shell, the project was another way to apply the lessons we and our retail partners learned in recovering from natural disasters such as Hurricane Katrina and to help build the resilience of our communities throughout the United States.

### Quick Guides for Chambers

A primary goal was to help local chambers in organizing their own response and putting together programs that aid impacted businesses. To this end, we created two guides for chambers:

- **Local Chamber Preparedness.** This guide includes a “Top Ten Tips” list and more detailed information



to help the local chamber conduct its own preparedness process as well as support small businesses in its community with their disaster planning. Other key topics include volunteer and nonprofit matchmaking, understanding the case management process, and funding/fundraising strategies. The guide also includes a list of other available planning resources.

- **Local Chamber Recovery.** The second chamber guide includes valuable lessons learned from the CCC's disaster recovery work with local chambers over the past 15 years. It also provides information on how to set up long-term business recovery committees and coordinate with other task forces and agencies that appear at the federal, state, and local levels. The guide also highlights the importance of addressing mental health recovery after a traumatic event, and of celebrating community recovery milestones.

### **Quick Guides for Small Business**

We developed parallel preparedness and recovery guides directed at individual business owners.

- **Small Business Disaster Preparedness.** This guide includes a "Top Ten Preparedness List" for businesses as well as an extensive list of preparedness resources and checklists. It also addresses insurance planning and helps businesses consider communication strategies to be used in a disaster and anticipate employee assistance needs.
- **Small Business Disaster Recovery.** This guide has its own "Top Ten" list for recovery, a list of resources, details on coping with the claims process and receiving the full benefits of business insurance, and post-disaster strategies for communicating with stakeholders. The guide also encourages businesses to celebrate their own recovery milestones and to reach out to their local chambers for additional guidance and support.

All of the guides have been issued in both printed and electronic versions, and local chambers that have

experienced a disaster say that the resource provides information they wish they had known.

"As we learned, disaster can strike at any time and in any way," said Rob O'Brian, CEcD, president of the Joplin Area Chamber of Commerce. In 2016, Joplin, MO is commemorating the fifth year of recovery from a Category 5 tornado that hit in May 2011, killing 158 people and causing \$2.8 billion in damages.

"The Quick Guides are based on real-life experience and successful recovery from chambers and businesses across the country, and are a convenient way for chambers and their members to become better prepared to respond when disaster strikes," O'Brian said.



# Farmers Develops the Disaster Recovery Playbook

By Deborah Aldredge, Chief Administrative Officer, Farmers Insurance



When a disaster occurs, everyone needs to be prepared to respond quickly, appropriately, and compassionately to help those in need find their path to recovery.

We at Farmers have long been the insurance industry leaders in dedicating our initiatives and resources toward swinging into action in times of greatest need.

We know that our customers want some stability and to return to life as usual as rapidly as possible.

Immediately after a disaster, wherever it is in the United States, we quickly deploy a fully staffed Mobile Claims Center that puts our employees and agents directly at the disaster site. These on-site individuals provide refreshments, hot meals,



phones, Internet access, and sundry items to anyone in the community who needs help—not just to our customers. Our mobile staff is also equipped to connect adjusters with customers to promptly process claims and issue payments on-site.

In 2015, Farmers Insurance enhanced the services that we provide to residents following a disaster by entering into a partnership with Team Rubicon. Team Rubicon is an organization that unites military veterans and first responders to rapidly deploy emergency response teams in the wake of a disaster. Team Rubicon offers veterans a unique opportunity to continue their service by helping those affected by disasters.

The aforementioned tactics are employed in addition to our Claims Call Center, which stands ready to add additional staff as needed. Our goal is to ensure that customers do not have to suffer again while waiting to connect with representatives to assist them and help them start their road to recovery.

At Farmers, our goal is not only to help families to recover, but also to arm disaster-impacted communities with a recovery plan that is prompt, efficient, and predictable no matter what their circumstances. Farmers and the St. Bernard Project (SBP) have partnered to help the communities of Joplin, Mo., and Sea Bright, N.J., recover from disaster using the Disaster Recovery Playbook.<sup>1</sup> This free and open resource written by Farmers and SBP was designed to provide a best practices model to communities for assessing critical needs, assembling and coordinating relief organizations and volunteers, and coordinating an efficient approach to rebuilding the community. It also explains and cautions against several post-disaster “traps” such as contractor fraud and forced mortgage payoffs. Each chapter includes precise recommendations; common barriers and stumbling blocks that may be encountered; and links to useful external information, documents, and forms.

<sup>1</sup> <http://www.disasterrecoveryplaybook.org/ch-01.html>

Some of the important best practices that communities can implement before and after a disaster include the following:

- **Preparation:** Communities can prepare for potential events through careful disaster planning that includes not only the immediate response, but also the recovery. Ensuring that building codes are in place to improve rebuilt properties and that a recovery plan including local small business and residential rebuilding for everyone is in place is just as essential as an immediate response plan.
- **Response and Recovery:** In the immediate wake of disaster, a community’s response plan must run parallel to a full recovery plan. While the majority of the emergency responders and government will need to focus on the immediate response, a dedicated team of recovery experts should be working to plan out the overall long-term recovery.
- **Coordinate and Lead:** Communities must maximize volunteer engagement; identify and prioritize residents to verify unmet needs; identify individuals, corporations, and organizations as potential donors for funding, materials, and services; carefully coordinate between government and nonprofit organizations; leverage technology to continue nationwide outreach after the initial reaction to the disaster is over; and develop a plan to lead, schedule, and coordinate the rebuilding of homes in the community from zoning permits to bringing families home.

Hopefully you will never have to navigate through the labyrinth of needs, processes, and solutions after a disaster. However, if the unthinkable occurs, having a recovery plan in place and understanding the needs of multiple stakeholders within a community can put you on the path to recovery.







## SHAPE SUPPORTERS

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# TOYOTA





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