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CLARK COUNTY

Emergency Operations Center

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AFTER ACTION REPORT

TO: Clark County Commission; First Response Agencies; Partners

FROM: Clark County Emergency Management Agency

SUBJECT: After Action Report (AAR) for Laynecrest Flooding – May 21, 2014

DATE: January 3, 2015

GENERAL SITUATION:

With the assistance of key members of those involved, the Emergency Management Agency has prepared this After Action Report. This After Action Report is an analysis of our response to this event in order to improve our response, recovery, mitigation, and preparedness plans; and as a basis to create and implement a corrective action plan.

We want to acknowledge and thank the following individuals and departments for their service during the event, as well as their critical input that this report is built around. Omission of names and agencies is not intentional, and if any oversights occur, please make us aware. Information derived from After Action Review meeting, emails, and reports the EMA received regarding this event, along with various other conversations were utilized to gather this data.

Overall, our various departments and personnel (including many volunteers) performed well in a trying situation. Nevertheless, there are always things that could have gone better and lessons that were learned, that is the focus of this report.

- 5 inches of rain in 2 hours causes flash flooding in Medway, Bethel Township, including the closing of local roads, State Route 235, and Interstate 70 (maps and pictures available upon request).
- Bethel Township Fire Department performed search and rescue and evacuations for Laynecrest Manor; a 50 unit apartment complex, totaling over 100 people,
- A Red Cross Shelter was established at Medway Methodist Church for residents needing respite and temporary overnight accommodations. Shelter operations continued until May 24th at 1200 hours.
- A Disaster Recovery Center for residents was established that evening comprised of American Red Cross of Clark and Champaign Counties (ARC), Job and Family Services of Clark County (JFS), Clark County Combined Health Department (CCCHD), Clark County Emergency Management (EMA), and Laynecrest Property Management

Company. The primary purpose was to convey information and assist residents with coordination of benefits.

- Donations management was established for affected persons on May 23rd to assist in recovery efforts to fill unmet needs of clothing and personal items.
- Donations management to meet

BEST PRACTICES:

1. Co-locate a Disaster Recovery Center with the shelter ASAP.
2. Collect phone numbers of affected residents with sign in sheet at DRC.
3. Used JFS for case management.
4. Used United Way for cash donations.
5. Used 2-1-1 for resident call center.
6. Created a local Long Term Recovery Committee with faith-based and NP partners.

KEY LESSONS LEARNED:

1. Mental Health is a key component for disaster recovery.
2. A Clark County Long Term Recovery plan is needed.
3. There is a critical shortage of adequate temporary housing available.
4. Get donations management started ASAP.
5. Need and EMA social Media presence.
6. Long-term donation management based on timeframe of donor, not recipient.

DISASTER ASSISTANCE ACTIONS ARE LISTED ACCORDING TO THE CLARK COUNTY EMERGENCY OPERATIONS PLAN USING EMERGENCY SUPPORT FUNCTIONS (ESF):

Emergency Support Function #1 Transportation

- Tecumseh School buses were a great asset, used buses from accepted community, they were eager to help since they are familiar with the families impacted.
- Some of the resident had had bad experiences with the Humane Society in the past and refused to allow them to transport their pets – yet also refused to evacuate without their pets –
- Having the Humane Society provide pet carriers to any people transport vehicle may help. However, human allergies to pets may be a factor to consider, even in as performing a decontamination of the transport vehicle when transport is complete.
- Lesson Learned: Have a Transport Officer who can record who gets on the bus and is transported to the shelter.
- EMA and Humane Society need to have a written pet evacuation plan.
- Lesson Learned: to provide transportation assets during the salvage re-entry process to assist residents with moving their salvable items.
- Volunteer transportation by the Latter Day Saints was invaluable to assisting residents in picking up their donated furniture items from the warehouse and bringing them to home when permanent re-entry was allowed.

Emergency Support Function #2 Communications

- 211 served as a call center for affected residents to reach the Long Term Recovery Committee to capture their unmet needs.
- Mass communication system was used to make give specific information to affected residents.

- Social media was used to seek out and connect with affected residents
 - EMA should investigate getting their own social media venues.

Emergency Support Function #5 Emergency Management

- Declaration of Emergency issued by County Commissioners allowed some eligible residents \$2,000 through DJFS within one year of incident

Emergency Support Function # 6 Mass Care

- Initially some residents would come by during the day just to take a nap and rest a bit, especially during the 2 days for salvage re-entry.
- Scale back the medical and functional needs component to the shelter, until it is an identified need.
- When the Red Cross shelter closed, there was still one man who was homeless. Most residents were able to find temporary housing with family or friends. Worked with IHN for an extra night or two at local hotel until he was to secure housing.
- Have Red Cross bring first aid, mental health, ERV, and water support on site to the salvage re-entry location.

Emergency Support Function # 7 Resource Support

- Donations of clothing and items quickly overran the school gym and had to be moved. Consider starting with larger space, and not using a school during the school year.
- About half of the affected residents (22) visited the donations center. Only 25-30% of all donated items were taken by the affected residents. We have to re-donate a lot of extra items, prior to removing items from the sight; other agencies were invited to bring their clients in, such as IHN.
- People dropped off donations wherever they thought was logical; schools, fire department, Shelter, churches, etc. Public information needs coordinated with the opening of the donations receiving personnel ASAP. However, by word of mouth people will drop off anytime and anywhere they please. We need to anticipate transporting goods from various locations to the primary location.
- Public information needs to get out quickly what IS needed and what is NOT needed in the way of donations.
- Need to activate the VRC for recruiting of donations management workers; receivers, sorters, packers, distribution, etc. In this case, it was staffed primarily by Tecumseh school and Health Department staff. Staff shortage partially due to holiday weekend.
- Make sure workers at the donations center are aware of the address affected, as to who is allowed to pick up donated items.
- EMA needs to develop a solid Donations Management Plan, working with Seventh Day Adventist to create.
- Volunteers to sort and distribute donated items were coordinated by Tecumseh Local Schools, and Clark County Combined Health District.

- United Way set up a cash donations account at Security National Bank. This was set up early and advertised as the best way to donate. This worked flawlessly! Could always stress even more the need for cash donations.
- Consider Tides of Hope for laundry service for affected resident to launder they flooded clothing.

Emergency Support Function #8 Public Health and Medical

- Clark County Combined Health District worked with restoration groups to identify mold issues in single family homes and promote education about mold remediation.
- Consider having hand washing station at on-site salvage re-entry location for those handling debris and flood water items.
- Mental health and support groups were offered at every DRC. Staff included ARC and local chaplaincy.

Emergency Support Function #9 Search and Rescue

- When performing rescue functions, Bethel FD used triage tags for pet identification - Ingenious!

Emergency Support Function #13 Public Safety / Law Enforcement

- Securing private property was a concern for the residents; many were pluck out of the water with their front doors left open. There were reports of people come into the housing area with boats, further reports from the property owner of people coming into the complex from backyards; it was not known if they were residents or trespassers.
- Sheriff's Office could not provide security to the complex without paying extra duty officers. EMA paid for SO security for 48 hours during salvage re-entry.

Emergency Support Function #14 Recovery

- Disaster Recovery Center at Medway Methodist church was a great success with the following participants attending:
 1. The Red Cross – Cash assistance
 2. JFS – TANF assistance
 3. Mental Health – Emotional support
 4. Bethel Township Chaplain – Spiritual support
 5. Laynecrest Property Management – Information and financial assistance.
- The initial meeting was set up for the same night following the incident, this was critical to capturing everyone affected before they dispersed to temporary housing. Media, social media and word of mouth in the community served as the notification. Collecting contact information at that meeting was crucial to contacting residents for follow-up information (mass communication list and 211 was the follow-up methods).
- DJFS brought 6 employees and Spanish interrupters to the initial DRC meeting
- Best practice: DJFS came back to the DRC the next day to start case management and provide benefits to eligible residents.
- Weekly meetings were held at the DRC through June 19th, led by the Red Cross which provided information for the residents. Each meeting was attended by the following:
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1. Red Cross
2. EMA
3. CCHD
4. Mental Health

Each meeting produced questions of the residents that were addresses by SME at the next meeting; for example a lot of questions arose about why the flood was so serve, the following meeting Flood plain manager attended and was able to answer questions.

- SBA operated from Bethel Township government offices. It was a good location near the residents and well equipped. However, of 28 applicants accepted, 2 were from Clark County. Residents had to qualify SBA loans, and many affected were low-income and therefore ineligible. This caused a hardship for the SBA worker having to deny so many claims in such a high need area. Consider having mental health available. Consider not promoting SBA so heavily in low income populations.
- Worked with Auditor's Office for Tax Credits for property owners following a disaster.
- Long Term Recovery Committee was established a month following the event. Many government, nonprofit, and faith based groups participated. This was a great show of community support and many more partners were identified through the process.
- Ohio VOAD was able to set up conference call lines for those who could not attend physical meeting or were from statewide organizations.
- DJFS took over managing case work. Best practice to have an exit plan prior to starting. Complete with an end date for requesting items of unmet needs. Also, having DJFS begin case work earlier would be better. DJFS would need to develop a written process for handling cases, to include paperwork, tracking, and follow-up, and self-sufficiency plan.
- LTRC identified a voucher system and process for resident to get unmet (food, clothes, household items) needed locally through partners of the Committee.
- It was determined all except beds and bedding could be donated items to charities of Salvation Army and St. Vincent De Paul. Bedding items were to be purchased new.
- Warehousing large long term donated items was challenging. The traditional Non-Profit partners, who typically warehouse, had their own storage issues. They were able to reach back to more corporate location to get the donated items, but storing was a concern. Private storage companies were not cooperative.
- Tecumseh Elementary allowed LTRC to use classroom for the storing of donated furniture items until resident were able to move back into residents and collect to items needed. Left over items to be re-donated to the participating agencies.
- Lesson learned to not coordinate with individual families to pick up or make delivery of their furniture items. Next time, no deliveries, and have an all day weekend pick-up.
- Many Community business offered a variety of free services:
 1. Car towing
 2. Salon
 3. Veterinarian
 4. Restaurant benefit

- LTRC was never able to secure the following unmet needs:
 1. Housing
 2. Cars
 3. Car repair
- LTRC needs connect residents with 211 and needs to develop printed materials to share with residents while getting case management services. Where to go, who to see, special procedures (vouchers, etc.).

Emergency Support Function #15 Public Information

- A Laynecrest Manor – Flood Relief Facebook page was set up by 9:30am the morning of the event – not by any response agency, but it was a good source monitor.
- Need a media corral during salvage re-entry. This was a personal process for many and they did not want to be filmed or interviewed.