

ARMail

Central New York

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Learning from Disaster

by Alan A Andolsen CMC CRM

The events of September 11th have changed us all. Each of us has a story to tell about where we were, what we heard and saw, how we acted, how we were affected. My son's cubicle looked out on the World Trade Center. He evacuated safely. A friend and ex-client was not so lucky. He was on American Airlines Flight 11, the first plane to crash into the Towers. As a person, I will struggle with my feelings and how I have been transformed by these events.

As a professional, however, I am angry. Since September 11th, I have repeatedly been told, "Now I understand what you do." Why does it take such heinous acts before knowledgeable and reasonable managers and executives recognize that a formal process for managing and protecting their information assets makes sense? Over the past 25

years as a consultant, I have written, lectured, persuaded, and cajoled clients and students alike to recognize how the value of their business information and to act to protect it. And only now do these words make sense!

There are many lessons to learn from the events of September 11th. Possibly the most telling lessons relate to the protection of what we call "vital records." We are now most clearly aware of the value of regular processes to back up or to protect information that would allow us to resume our business activities after a disaster. The sight of so many business papers floating down from the World Trade Center Towers hammered home one side of the vital records proposition. Paper records must be protected.

That rain of paper taught us several new lessons. In the traditional view, vital records are only 2 to 3 percent of an

organization's information. This is the information that would allow us to resume our business quickly and without financial loss. These vital records were ones that documented a financial or legal position, or protected information related to employees or shareholders. Now we know that may not be enough. Law firms and government offices were paralyzed because the only copies of investigative files or discovery were destroyed in the attack. Trading firms were unable to recover because lists of prospects had been retained on slips of paper in staff members' desks. After September 11th, might we not also include this information into our definition of vital records? What other information may be just as important?

The more important lessons, however, were in the area of digital records management. Some examples suffice to highlight the problems. A law firm had to send in a data recovery team for the local [C:\] hard drives of hundreds of its lawyers and paralegals because staff was allowed to save routine information on individual computers. In another instance, a well-planned and documented disaster recovery program failed when the backup tapes were retained in a fire-proof safe down the hall from the server room. When the Towers collapsed, all data was lost. Other firms discovered that their backup tapes could not be read. Still others found out that during a disaster equipping a "cold" disaster recovery site was not an easy task. The competition for equipment was intense.

Continued on page 4

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Meeting in Review
March 5, 2002
Corland Holiday Inn

Submitted by Suzanne Etherington

News From the State:

A Strategic Approach to Electronic Records Management

Speakers:

- **Andy Raymond**, NE Region Coordinator for ARMA International
- **Geof Huth**, Manager of Records Services Development, NYS Archives
- **Bob Freeman**, Executive Director of the Committee on Open Government

The three speakers covered a wide range of topics during the March meeting. **Andy Raymond**, the Northeast Region Coordinator for ARMA International, began with a detailed presentation on Strategic Information Management (SIM) and why records and information managers need to be involved with it. Since ARMA International has been actively pursuing SIM as a way of raising the organization's profile in the corporate world as well as a professional development tool for its membership, it was interesting to have Raymond lay out a definition and argument for SIM. Raymond also fielded questions from the audience, although time didn't allow for many (and there were a lot!).

Geof Huth, the Manager of Records Services Development at the NYS Archives, presented a very lively talk titled *A Strategic Approach to Electronic Records Management*. There were three basic premises that Huth laid out:

- Records Management is the application of common sense to records
- Records Management is primarily the management of people
- Electronic Records Management is records management

Based on those points, Huth made the case for records managers becoming involved early in the design and planning phases for electronic records systems. That way we can better integrate policies concerning electronic records into the broader work culture. By getting involved at the beginning with IT and management, records managers also

stake out their legitimate role as partners in the process instead of being forced to react after a system or process has been implemented. Huth left us with the advice to work closely with those in our organizations who need our help, so that when we need to justify our existence, we will have allies who understand that our role goes far beyond inactive records storage.

The final speaker was **Bob Freeman**, long-time Executive Director of the *Committee on Open Government* in the NYS Department of State, where he has worked since 1974. After some opening remarks describing the role of the *Committee on Open Government*, Freeman led an informal question and answer session that brought up a number of issues concerning the Freedom Of Information Law (FOIL) and the Open Meetings (Sunshine) Law. A couple of audience members expressed fears about the level of access to information, in light of the events of 9/11. Freeman responded with examples that suggested these fears were unfounded, since any information deemed sensitive for reasons of public safety (such as detailed design information on water systems) could be legally withheld, while other information (such as locations of businesses) would be available from many other sources. An interesting point, and tying Freeman's presentation in with the previous speakers, was that format could not be used as a criteria for accessibility — in other words, electronic records created or maintained by a government entity are subject to FOIL, and thus electronic records management is critical in order to meet the legal obligation to the public.

Participants left with lots to think about after hearing these three speakers!



Message from the President
Dianne Liuzzi Hagan

Farewell

This is my swan song message. My term as president has come to an end, and though, as immediate past president, I won't be absent from the workings of our chapter, you will not hear from me quite as much. I am not sad or regretful that my tenure has come to a close, I am joyous for all we have accomplished and more so because I am passing the torch to Eileen Keating. She will lead us into new horizons, and I am excited and confident of her leadership abilities. I have been courting her for some years now to step forward into a more responsible position, and now the time is right for both her and our chapter. I couldn't be more pleased, and I know you will lend Eileen your support as she leads our chapter into the future.

These are exciting times for us, and I know our chapter will stay at the forefront of change and progress by providing challenging, interesting and educational programs so you can grow your career and contribute value to your organizations. Our chapter also provides you with opportunities to speak and interact with other records managers about your issues and ideas so that you never have to recreate the wheel and you can communicate your ideas to management with confidence. That's what this chapter is all about — supporting you and helping you to be the best you can be.

I would like to take a moment to thank the Board of Directors and Jackie, Carol and Sue, our officers. They are the ones who made the last two years a success! They work hard for our chapter and they are committed to making your chapter experience a positive one! It's been a pleasure working with everyone, and I know, even during the difficult times, we really worked as a team! Winners all the way!

Thank you to the membership, too! We wouldn't exist without you. I appreciate your notes and phone calls of support, particularly after 9/11. It was a hard decision to cancel our September meeting, knowing that we had guests arriving from all across the state, but it was the right decision, and you let me know you agreed. 9/11 left an indelible imprint on our psyches, and I will always remember how we were together as the tragedy unfolded live before our eyes. We'll always be colleagues, but that experience has left us kindred spirits.

I'd like to thank Len Paradise, CEO of Loss Recovery Systems, for sponsoring our meeting. Vendors help us to produce this newsletter and bring you the best educational programs available.

I'd also like to thank Alan Andolsen for agreeing to reschedule and the NYC Chapter for picking up his travel expenses. I promise you will enjoy and learn much from Alan's presentation.

Welcome to our new Board of Directors and Officers! Thank you, Carol and

Sue for carrying the gauntlet one more year in the positions of secretary and treasurer, respectively. Thank you, Pat, for taking on the new responsibility of VP. I know your contributions will be invaluable. Thank you, Ed Galvin, for continuing to keep us e-connected through our website and our listservs. Thank you, JD, Suzanne, Steve, Jackie, Ed M., and Holly for giving the board another spin after so many years of service. Welcome to our new board members, Dave Langevin and Jill Patak. We look forward to your ideas and contributions, and I know you will enjoy the experience.

Another year has passed, and we've grown and changed in many profound ways, maybe more so than ever, but one thing hasn't changed. We provide a valuable service to our organizations. We contribute to the bottom line every day that our programs exist and every time we provide a service to our clients. By being members of CNY ARMA, we've made the commitment to be our best!

See you at the meeting!

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You will have to attend the May 21st meeting to find out who was elected Chapter Member of the Year!

■ Learning from Disaster

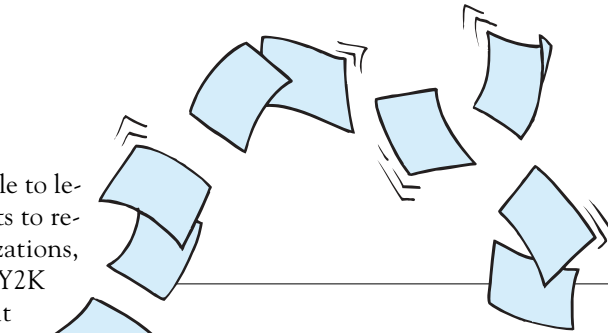
Continued from page 1

A few companies were able to leverage their Year 2000 efforts to respond. Many organizations, however, developed their Y2K plans merely to satisfy audit requirements and suspended their contingency planning efforts shortly after 1 January 2000. As a result, their plans could not be applied in the aftermath of September 11th because enterprises, processes and personnel change over time, and plans must be tested to cover new conditions. Lack of continuity destroyed the value of these previous efforts.

Staff Preparedness

Why did these vital records or disaster recovery programs not work? The simplest explanation is that they were not taken seriously. An effective vital records or disaster recovery program starts with strong management support. The value of an organization's information assets must be clearly communicated by management to all staff. Moreover, any such program is a cooperative effort. There is no one function or operation within an enterprise that can successfully accomplish all facets of the vital records program. Without management support and a cooperative spirit, no disaster recovery program will succeed.

Training and practice are the two foundation pillars on which a successful program is constructed. The theoretical aims of disaster recovery must be infused with human capability. Written documentation and software applications can never substitute for staff who understand the goals of the program and their roles within it. Initial training is crucial not only to assure that staff can do the job, but also to validate the theoretical program and to make certain that it can be accomplished in the time of crisis. Periodic practice sessions assure that the program is still on target, and that organizational, equipment, or staff changes have not rendered parts of the plan inoperable.



I have always preferred the "playscript" approach to procedures documentation. This method identifies each and every "actor" and states the task, action, or decision which is that individual's responsibility.

Procedural Preparedness

A consistent approach is one key to effective disaster recovery procedures. In format and language, the actions should be presented straightforwardly and without jargon. I have always preferred the "playscript" approach to procedures documentation. This method identifies each and every "actor" and states the task, action, or decision which is that individual's responsibility. When logically constructed to reflect the actual workflow, little doubt remains about who is responsible for what, and when. Thus, all individuals who participate in the vital records process are clearly identified and their responsibilities fully documented.

The procedures themselves must reflect all types of records, not either paper records or digital records. In the case of digital records, procedures need to cover all platforms, not just the mainframe or network servers. As noted above, information maintained on local hard drives may be just as important as that maintained in shared repositories. The procedures should also make clear whether the protection provided is a simple backup [where the backup would be the only

copy of the information remaining after a disaster] or redundancy [where multiple copies of the information may be preserved in many locations as, for example, with replicated databases or invoice copies sent to several locations].

Integral to the procedures is the time span during which the information is vital and needs to be protected. A simple disaster recovery process often focuses only on current production information and its recovery. However, every organization has vital information that may not be a part of the current production information and that needs to be protected with additional procedures. In particular, vital digital information of a historical nature that has been retained separate from active systems requires special attention.

Finally, the procedures need to identify clearly how copies of vital information are to be created, transported to alternate sites, and maintained. It is not sufficient simply to identify the information that needs to be protected without providing detailed instructions about its format, its movement and protection during transport, and the environment within which it is stored.

To assure that these procedures remain on target and realistic, the program should have a mandated audit on a regular basis. A function of the audit is to test and to validate the procedures against changes in organization, staff, and equipment.

Physical Preparedness

The disaster recovery program must focus on the location where operations will occur. One of the major lessons learned from the events of September 11th is the fact that a computer-based site, while important, may not be the only requirement. Many functions within our current organizations still require a substantial space for the handling of paper. A comprehensive vital records program will identify that information in hardcopy format and the appropriate workspace necessary to complete the tasks related to that information. It is short-sighted to presume that a disaster recovery program is complete if provisions are only made

for computer equipment and applications.

Another key element about location is how you get there. Both staff and information must be able to arrive at the alternative work location in a timely and safe manner. In many cases, provision can be made to assure that the information is at the work site on an ongoing basis. This is most obvious for the transport of digital information on backup tapes or optical media to the site on a regular basis. However, with the proper planning, copies of key paper documents can be regularly moved to the alternate work site for a defined period of time. The important element to note here is that all the information maintained at the alternate work site should be renewed on a regular basis, not left to accumulate.

The media on which vital records are maintained should be a major focus of the disaster recovery program's effort. Obviously, copies of paper records should be reviewed to assure that the images are legible and understandable. More importantly, however, vital digital records need to have an initial quality control review when they are created to assure that the tapes or optical media have actually recorded information and that the expected information is present. In addition, if the information is being maintained at the alternative work site for extended periods [for example, copies of applications software], regularly scheduled tests should check the reliability of the media and the information.

Finally, the environment in which vital records are being maintained is crucial to assure that disaster recovery efforts are successful. Among the environmental problems which must be avoided are dust, water, and stray magnetic fields [from motors, etc.]. Past experience has shown that some organizations will choose the least expensive space, often warehouse space that they already have under lease, to serve as a disaster recovery work site. The temperature and humidity fluctuations within such a facility are often far beyond what is acceptable for the preservation of digital information, even if effects on paper records are minimal.

*Why did these vital records
or disaster recovery
programs not work?*

*The simplest explanation
is that they were
not taken seriously...*

*Without management support
and a cooperative spirit,
no disaster recovery program
will succeed.*

Common Sense

A substantial portion of a good vital records or disaster recovery program is common sense. Perhaps that is easier to see in the case of paper records because they are so visible. Digital records are another issue. Because we are not confronted with their volume as we are with paper records, it is easy to forget about them. Is it not obvious that vital information is not appropriately protected if it has been retained on local hard drives and not on network servers that are regularly backed up? Of course, that is simple common sense. You will never be able to retrieve what is not appropriately backed up. So, rather than searching for esoteric formulas that will guarantee the success of the vital records or disaster recovery program, concentrate on the following four principles:

Suzanne Etherington, representing CNY ARMA, will give a presentation entitled "Records Management 101" for the Pres-Ex group on June 4, 2002. This association is comprised of non-profit organizations, and we are sure that they will find this presentation informative and useful.

CNY ARMA has over the years provided non-profits with guidance and when possible monetary assistance in helping them attain their records management goals.

Vital Digital Records Principles

- [1] All vital digital records must be clearly identified by the information owner and the information system operator and appropriate protection responsibilities assigned. This is particularly important for systems which are not maintained by the organization's information systems unit or information which is not regularly backed up.
- [2] Periodic audits of the protection process must be scheduled to assure that the digital records are actually being protected as specified in the procedures and that changes in organization, equipment, and staff do not mitigate the protection efforts.
- [3] Correct maintenance procedures must be in place to assure that the digital information is not compromised by inappropriate environmental storage conditions [HVAC, moisture, electrical current, etc.].
- [4] Appropriate equipment must be selected for the housing, transport, and storage of the vital digital records.

The events of September the 11th will change all of us. As professionals, we will change in response to these events. The development and implementation of vital records and disaster recovery programs are no longer a "luxury" which we have the option to omit. These programs must now be an integral part of our organizational and business life.

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answers to

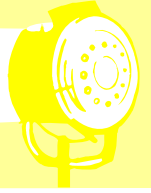
CRM questions

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Board Profile

Edward G. Mackenzie II



Edward G. MacKenzie II is Corporate Records Administrator for MWH Energy and Infrastructure, Inc., a global architectural and engineering firm with offices in Utica and Syracuse. He has been involved with Records Management for over 15 years and became a member of ARMA in 1988. Ed has been an ARMA Board Member since 1993 and has held the office of Secretary.

His initial experience in records began when he accepted a job at the Savings Bank of Utica in their Records Center. Ed was also the bank's Archivist responsible for cataloging and maintaining some 150 years of historical information. Utilizing the archives, Ed was asked to participate in an orientation program with a central theme being the history of the bank. Pictures and photographs from the archive, as well as bank giveaways and publications, were included. Ed developed a 15 minute filmed narrative spanning the history of Utica and the bank that was shown to new employees and local schools and a copy was given to the Oneida County Historical Society. Without the archives, the history of Utica and its Savings Bank couldn't have been presented in such a visual format.

Ed was presented with new challenges when he moved from the financial industry and joined the engineering industry in 1999. The records changed from mortgage files to contract drawings and specs. He became responsible for a Records Management program that was in disarray after not being properly managed for a number of years. Stacks of cartons with company records had accumulated in the Records Center in addition to pallets of project contract drawings with little identification.


His association with ARMA proved invaluable, as Ed was able to network with a fellow member who is the Records Manager at an engineering company in Syracuse. He scheduled a meeting to see

how they handled their engineering records along with a tour of their Records Center to develop some insight into the direction he should take MWH's records program. A new Records Center was created off-site from the Utica office as the old one had exhausted its capacity for the numerous cartons and contract drawings. The Engineering Library was also moved there.

Records coordinators were designated from each business unit to have someone responsible for department records and records coordinators meetings were started to gather input on the program. New procedures were developed on the proper way to archive a project and when it should be done. Electronic project

records were also included in the new procedure and CADD coordinators were assigned so when a project was closed, it could be archived in its entirety at one time. These procedures were approved and came from upper management as a directive from them and Ed was asked to join the Computer Planning Team as a liaison for Records Management.

Serving on the Board of Directors has been a rewarding experience for Ed and being a member of ARMA has given him the ability to network with fellow records professionals. It is a great resource for gaining insight and knowledge from one's peers and he looks forward to continued involvement with ARMA.

Treasurer's Report	
<i>Submitted by Susan MacLeod, CRM, Treasurer April 4, 2002</i>	
	BALANCE as of 01/18/02: \$868.13
INCOME:	
	02/14/02 Meeting Sponsorships-ASR, Confidata, Iron Mountain \$ 900.00
	02/14/02 Donation to Chapter, Iron Mountain \$ 75.00
	03/4/02 Escrow - 1 Membership \$ 35.00
	3/5/02 Meeting Revenue \$ 895.00
	04/03/02 February Escrow – 5 Memberships \$ 175.00
	Total Income: \$ 2,080.00
EXPENSES:	
	12/31/01 Bank Charges 15.00
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	03/08/02 Impress Publications 416.58 March Newsletter & Annmt.
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	Total Expenses: (\$1,074.42)
	BALANCE as of 04/04/02: \$1,873.71

by Holly Murphy, CRM

It's that time again. Time to put those records management thinking caps on and test your knowledge. These questions come from the "Preparing for the CRM Examination: A Handbook" available from the ICRM. If you are interested in sitting for the CRM exams, and/or getting a copy of the new edition of the "Handbook", check out their website at www.icrm.org.

Part 1 Management Principles and The Records & Information Management Program

1. Which of the following is not a benefit of a successful records management training program?
 - a. Boost in employee morale.
 - b. Decrease in employee mistakes.
 - c. Elimination of supervisory responsibility.
 - d. Increase in work output.
 - e. Increase in work quality.

Part 2 Records Creation and Use

2. A request for the creation of a new form should include:
 - a. data to be collected.
 - b. purpose of the form.
 - c. routing or multi-part distribution requirements.
 - d. all of the above.
 - e. a and c only.

Part 3 Records Systems, Storage, and Retrieval

3. File integrity deals with the:
 - a. accuracy and completeness of records.
 - b. ability to lock file equipment.
 - c. degree of protection offered by fire proof file units.
 - d. method used to file information.
 - e. honesty of records personnel.

Part 4 Records Appraisal, Retention, Protection, and Disposition

4. Vital records are usually protected by:
 - a. use of remote location storage sites.
 - b. dispersal of duplicate copies to a branch office.
 - c. reliance on government reporting procedures.
 - d. vaulting the records.
 - e. a combination of a, b and d.

Part 5 Facilities, Equipment, Supplies and Technology

5. The film size used for microfiche is:
 - a. 8mm.
 - b. 16mm.
 - c. 35mm.
 - d. 70mm.
 - e. 105mm.

 Answers on page 5

Disclaimer Notice

ARMAil is published at least five times during the fiscal year. Readership includes members of the Central New York Chapter of ARMA International, as well as interested records and information management professionals in the central New York area. The information contained in this newsletter does not necessarily reflect the views of the membership or the editor, nor is there any endorsement of advertisements or published seminar information. This newsletter is offered only as a source of information.

Newsletter Editor:

Eileen Keating
 Cornell University
 Rare & Manuscript Division
 Kroch Library
 Ithaca, NY 14853

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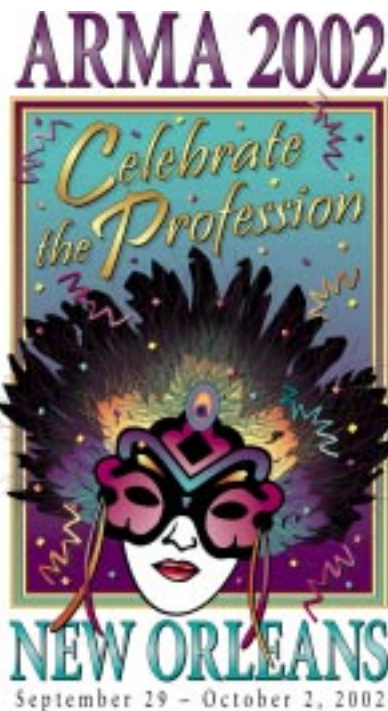
Full sponsorship with full page ad	\$300
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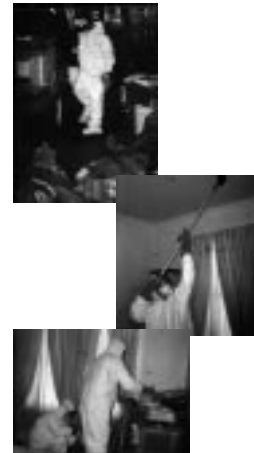
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Bio-Recovery, Nobody wants to talk or think about it before it happens, but it does happen.

Then is not the time to try and find a company that does this kind of work.

It is highly regulated and requires special individuals to deal with the situation and people involved.



You can call that same 911 phone number for this service also.

315-451-9111

the other 911