

**PROFITING
THROUGH
DISASTER
PREPAREDNESS**

THE WORKBOOK

AVAILABLE ON THE INTERNET

www.swfrpc.org/preparenow

PROFITING THROUGH DISASTER PREPAREDNESS

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OVERVIEW

MISSION STATEMENT

The mission of this plan is to help businesses prepare for, respond to and recover from disasters.

INTRODUCTION

When a disaster or emergency strikes, communities must react quickly to re-establish services such as water, sewer, electricity, and police and fire protection. Depending on the extent and severity of the disaster, communities may require several hours, several days, or even several weeks or months to restore these services. Yet any downtime for a business can be damaging and may even be disastrous if the business remains closed for a long period of time.

According to the U.S. Department of Labor, over 40% of all businesses that experience a disaster never re-open and 25% of the remaining businesses close within two years. For businesses that are prepared, however, the closure rate is much smaller. By considering the disasters that could strike and preparing a plan to address those disasters, your business will be much more likely to survive and profit should a disaster strike.

WHAT CONSTITUTES A DISASTER?

A disaster is any action or activity that closes a business during normal working hours for an extraordinary length of time. The primary hazards affecting the counties of Southwest Florida are:

- **Brush fires** - Often wind-driven, fires are a continuous threat to residential and commercial interests, especially during the dry season.
- **Flooding** - Rising water either from excessive rainfall, strong onshore winds along the coast associated with a low-pressure system and cold front or storm surge created by a tropical system.
- **Hurricanes** - Tropical systems that generate high winds, storm surge and flooding rains. Although coastal areas are most susceptible, wind and water damage can extend many miles inland.

- **Tornadoes** - Violently rotating columns of air in contact with the ground produced by a severe lightning storm or hurricane. Fortunately, tornadoes in Southwest Florida are weak, small and short-lived, but are still dangerous and can cause damage.
- **Lightning Storms** - Florida is the lightning storm capital of the United States. Typical lightning storms produce frequent and dangerous cloud-to-ground lightning strikes. Severe lightning storms can cause damaging straight-line winds, large hail and flooding rains.
- **Storm Surge** - Rising ocean water that is pushed toward a coastline by the winds of a hurricane.
- **Chemical Spills and Hazardous material incidents** - Accidental spills of hazardous materials usually resulting from improper storage or use, or during transportation of the hazardous materials.
- **Office Violence** - Random acts of violence from internal or external personnel.
- **Terrorism** - Spread of disease and plagues through the mail or other delivery methods (e.g., anthrax letters)
- **Utility Failure** - Interruption of power and/or water services, thereby disrupting business activities.

STATISTICS

After Hurricane Andrew, 7,800 businesses closed and 86,000 Floridians were left unemployed.



OVERVIEW OF THE PLAN

This workbook, covering each disaster, is broken into the seven sections described below. Once completed, the plan will serve as a vital guide to direct your business' response to a disaster. The plan will also serve as a critical document should your facility be damaged or evacuated since important contact information for employees, insurance agents, and outside resources will be included in the plan.

Section 1: Building the Disaster Preparedness Team. This section discusses the type of employees to include on the disaster preparedness team and the resources needed to begin developing a plan.

Section 2: Hazard and Risk Analysis. Under this section, the business examines the likelihood of the various disasters that could affect it and reviews the insurance it has to cover losses.

Section 3: Property Protection. This section covers the business' physical structure and discusses methods for strengthening it.

Section 4: Preserving Your Records. This section discusses ways to determine information that will be vital to re-opening a business after a disaster and ways to preserve it.

Section 5: Personnel Functions. This section addresses the roles and needs of personnel before, during and after a disaster.

Section 6: Recovery Actions. This section covers the necessary steps a business should take once a disaster has passed and it is safe to return to the site.

Section 7: Implementing the Plan. This section addresses implementing and reviewing the plan.

Appendix. Glossary of Terms, Additional Resources, and References.

Once the plan is developed, it should be kept in a hard, three-ring binder and on floppy disks or a CD, properly identified as the business' plan for disaster response. To easily and quickly locate specific subjects in the plan and related documents, include a table of contents and a tabbed index. A copy of the plan should be maintained off-site.

The plan should be reviewed annually and updated as necessary. As employees and the business itself change, re-evaluation of the plan becomes critical. The plan must be kept current through training, exercising, and revising.

ADDITIONAL OPPORTUNITIES FOR BUSINESSES

Several additional opportunities exist for businesses to participate in and benefit from disaster preparedness efforts. One involves a local public/private partnership that helps businesses prepare for disasters. The second opportunity involves notifying local communities of the services your business provides so they may contract with you should a disaster strike. Both opportunities are described below.

B.O.A.R.D.

Business Organizations Active in Response to Disasters, or BOARD, is a public/private partnership made up of representatives from businesses, business related organizations, and government agencies. BOARD meetings focus on educating local businesses on ways to protect themselves from disasters or to reduce the impacts of disasters. BOARD also strives to educate non-member businesses in the community to reduce the impacts a disaster would have on the economy of the region. If you are interested in joining BOARD or learning more about it, contact Lee County Emergency Management office at (941) 477-3600 or by email at BOARD@leegov.com.

DISASTER ASSISTANCE VENDORS LIST

Many counties have developed a specific list of businesses that are committed to helping the community rebuild after a storm. This prearranged list offers businesses an outlet for their products when an emergency arises. Contact your county's Purchasing Department to add your company to the list. It will prove invaluable if a disaster occurs. Some of the vendors that will be needed after a storm are suppliers of: construction materials and services, back-up power supplies, heavy equipment, medical services, food, water services, and clean-up services, to name just a few. Through this list, a business can truly "Profit from Disaster Preparedness."

SECTION 1: BUILDING THE DISASTER PREPAREDNESS TEAM GETTING STARTED

TEAM CONCEPT AND AUTHORITY

To develop and implement a successful plan, management must demonstrate commitment to this project and promote an atmosphere of cooperation by authorizing the planning group to take the steps necessary to develop a plan. The first step of any business is the designation of the person or persons who will be responsible for development of the plan. Key personnel for consideration are the company's Human Resource Officer or the Operation Manager. The individual selected should be knowledgeable in all facets of the agency's operations, assets and facilities. Moreover, the person should be capable of assisting the head of a business in directing operations before, during, and after a disaster. Large and multifaceted departments and businesses are encouraged to use the team concept in developing a comprehensive survival plan.

The next step involves identifying other key individuals who are critical to developing and implementing a successful plan. Use the worksheet on the next page to list the members of the team and contact information, including cell phone numbers, home phone numbers, and home addresses as applicable.

ESTABLISH A SCHEDULE

After reviewing the workbook and its sections, develop a work schedule and a deadline for each part of the plan. Where possible, assign sections of the plan to the individuals on the team who are best qualified to complete them. Review the web site (www.swfrpc.org/preparenow), the online interactive survey, and the CD for additional resources to assist you in completing the workbook and protecting your business.

Disaster Team

For the Disaster Team please include name and contact numbers

Disaster Team Leader:

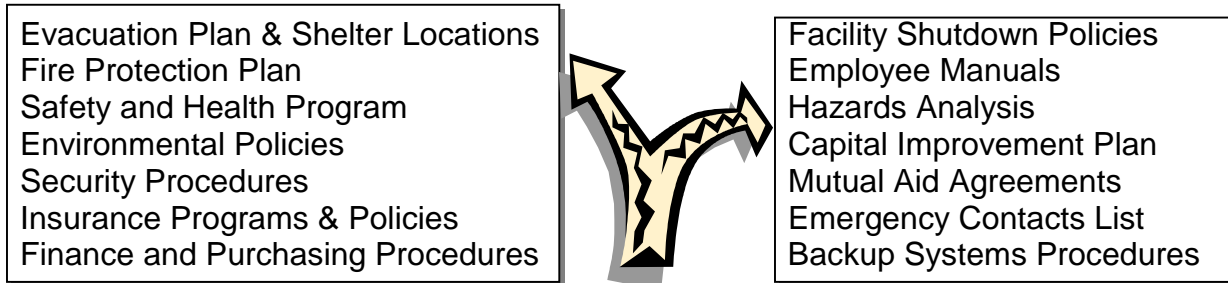
Human Resources Manager/Group Manager:

Head of Each Department (if pertinent)

Team Members

INTERNAL PLANS AND POLICIES

Once a team and work schedule have been established, begin the creation of your disaster plan with a review of the internal plans and policies that are already in place. Documents to look for include the following:



INTERNAL/EXTERNAL RESOURCES

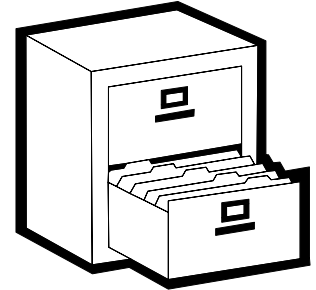
Internal Resources: Many of the resources needed in an emergency may already be in place. They include:

<p style="text-align: center;">Internal Resources</p> <ul style="list-style-type: none">→ <u>Personnel</u> – Staff trained in fire control, hazardous materials response, emergency medical training, security, evacuation, and public information officer.→ <u>Equipment</u> - Fire protection and suppression equipment, communications equipment and backups, first aid supplies, emergency supplies, warning systems, emergency power systems, and decontamination equipment should be in place for everyday operations.→ <u>Facilities</u> – Emergency Operations Center, interior safe area, first-aid stations, storm protection devices and sanitation facilities are critical.→ <u>Organizational Capabilities</u> – Training, evacuation plan, and employee support plan.→ <u>Backup Systems</u> – Arrangements with other facilities to provide for payroll, communications, customer services, shipping and receiving, information systems, emergency power, and recovery support.
--

External Resources: External resources may be critical in an emergency. By identifying them before they are needed, valuable time can be saved in a crisis. Establish a directory including names, addresses, directions, and telephone numbers. Use the Emergency Contact List on the next page to compile this information.

External Resources

- Local Emergency Management office
- Fire Department
- Hazardous materials response teams
- Emergency medical services
- Hospitals
- Local and State police
- Community service organizations
- Utilities
- Contractors
- Suppliers of emergency equipment and services
- Insurance carriers



CRITICAL PRODUCTS, SERVICES AND OPERATIONS

Also identify the critical products, services and operations of the business. This information is needed to assess the impact of potential emergencies and to determine the need for backup systems. Areas to review include:

- ✓ Company products, services, facilities and equipment needed to produce them.
- ✓ Products and services provided by suppliers, especially sole-source vendors. If a sole-source vendor has an emergency, it will impact your company.
- ✓ Lifeline services such as electrical power, water, sewer, gas, telecommunications and transportation. What backup systems or alternatives are in place?
- ✓ Identify operations, equipment and personnel vital to the continued functioning of the business.
- ✓ Today's businesses often rely on computers for information, resources, accounting, communications and daily operations. Investigate alternatives for computer data backup and storage, such as CDs, zip drives, offsite data storage, and laptop computers.

After reviewing the internal resources and plans your business has in place, you may find that part of the work of developing a disaster preparedness plan has already been completed. Or, this review may identify important gaps in your business' operating system that need to be filled or addressed. Either way, the initial review of the plans and resources of your business, along with a determination of your business' critical functions and operations, will help you complete the next sections of the plan.

EMERGENCY CONTACT LIST		
Agent	Contact Name	Phone #/E-mail address
Local Police Department		
Local Fire Department		
Emergency Medical Service		
Hospital		
Attorney		
Local Government Building/Codes Department		
County Emergency Management		
National Weather Service		
Gas Company		
Electric Company		
Telephone Company		
Local Radio Stations		
Local Television Stations		
Local Newspapers		
Insurance Companies		
Preferred Tradesmen		
Electrician		
Plumber		
Glass Company		
Landscapers		
Carpenters		
Roofers		

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SECTION 2: HAZARD AND RISK ANALYSIS

IDENTIFYING YOUR RISKS

POTENTIAL BUSINESS IMPACTS

When formulating a plan for disaster preparedness, consider how different disasters will impact your business. Some disasters are from external sources, while others could result from internal incidents such as explosions or chemical spills. When determining how a disaster will affect your business, consider the following:

- Physical construction of the facility
- Hazardous processes or byproducts
- Facilities for storing combustibles
- Layout of equipment
- Lighting
- Evacuation routes and exits
- Proximity of shelter areas

Regulatory issues must also be addressed. What emergencies are you regulated to handle? Analyze each potential emergency thoroughly. Consider what could happen as a result of:

- Prohibited access to the facility
- Loss of electric power
- Communication lines down
- Ruptured gas mains
- Water damage
- Smoke damage
- Structural damage
- Air or water contamination
- Explosion
- Building collapse
- Trapped persons
- Chemical release



Considering the items described above, review each type of emergency shown in the chart below and rank the likelihood each will occur, the impact it will have on your business, and the amount of warning available before it occurs. Use a simple scale of 1 to 5 with 1 as the lowest probability or impact and 5 as the highest.

Assess the impact	Rate likelihood (1 to 5)	Impact on business (1 to 5)	Warning Time (Days, Hours, Minutes)
Fire			
Flood			
Hurricane			
Tornado			
Office Violence			
Terrorism			
Utility Failure			

The information in the above chart can be used to identify and prioritize the types of disasters your business will address. For instance, if a flood is highly unlikely to occur in your area and it would not significantly impact your business, you may instead choose to focus your preparation activities on other disasters that are more likely to occur and would have a greater impact on your day-to-day business.

INSURANCE REVIEW AND CHECKLIST

After determining the disasters that could occur and how they would affect your business, review your insurance policies to determine if you are covered. Unfortunately, most businesses discover that they are inadequately insured only after suffering losses. Lack of appropriate insurance can be financially devastating. Complete the information on your insurance company and policies as listed below.

Name of Insurance Company: _____

Agent's Name: _____

Insurance Company Address: _____

Primary Policy #: _____

Flood Insurance Policy #: _____

Phone #: _____

Email Address: _____

Additional Information: _____

Meet with your insurance provider annually to review the following insurance checklist. This meeting could prove invaluable should a disaster strike.

INSURANCE CHECKLIST		
Appraisal	Check adequacy of existing coverage	Enter date completed
Building Value File	Copy files of construction cost and records of annual updates	
Building Ordinance and Business Income Coverage	Know the following:(same for both) Reconstruction Coverage Cost to rebuild Cost to demolish and clear property	
Contingency Business Interruption	Determine need for insurance protection from interruption of business by suppliers or purchasers of products/services	
Flood Coverage	Analyze flood coverage	
Inventory (Property and Equipment)	Photograph or video building interiors, exteriors, property and equipment	
Pollution Liability	Analyze need for coverage for pollutants emanating from premises as a result of fires, explosions, and other disasters	
Report Business Operation Changes	Report any change in business operations to agents immediately	
Valuable Papers and Documents	Insure separately, plans, documents, and reference materials that are necessary to operate business	
Windstorm Coverage	Analyze out-of-pocket cost for windstorm restoration	
Off-premises Power Coverage	Determine need for insurance for interruption losses sustained from actions such as lightning damage caused to nearby transformers	
Off-premise Water Supply Coverage	Analyze need for insurance for interruption losses caused by damage to pumping stations or water mains furnishing water to premises	

BUSINESS COVERAGE/INTERRUPTION INSURANCE

Business Income Coverage - Coverage is provided for the following losses when caused by a suspension of operations due to damage to property at the described premises (including loss resulting from damage to personal property in the open, or in a vehicle, within 100 feet of insured locations).

Business Income -Net incomes that would have been earned and continuing normal operating expenses (including payrolls) incurred during the time required to repair, rebuild or replace damaged property.

Extended Business Income - Actual loss of business income during a recovery period of up to 30 consecutive days after damaged property is repaired and operations are resumed. (Coverage for an additional period is optional.)

Extra Expense - Expenses, other than normal operating expenses, incurred to avoid or minimize the suspension of business operations. If operations cannot be continued, extra expenses are covered only to the extent that they reduce the business income loss payable.

Building Code Upgrade Rider - Recent and pending changes in the Florida Building Code could require you to rebuild to a more stringent code than your building currently meets. These mandatory upgrades may not be covered by replacement cost insurance coverage. In certain cases, this code may be enforced on the complete facility even if only a portion of your building was damaged.

SECTION 3: PROPERTY PROTECTION **PROTECTING YOUR STRUCTURE**

EVALUATING YOUR FACILITY

The structural integrity of your building will dictate the actions necessary to protect your business. If you own your facility, consider having a trained professional evaluate your building, highlighting its strengths and weaknesses and informing you of various options to protect your structure. If you rent space, talk with your landlord regarding different options to safeguard your business. Discuss with your landlord the possibility of insurance savings if he or she takes steps to strengthen the structure. The following table shows items to consider when evaluating the ability of your structure to withstand a disaster.

Items To Be Evaluated	
Type of construction	Age of building
Number and size of openings in building	Location of the openings
The shape of the building	Elevation of building
Roof style	Interior construction
Surrounding area	

Pending Changes in the Florida Building Codes

Florida has legislated that building codes in the state will change in 2001. These changes will affect new construction and major remodeling projects once the new codes become effective. New buildings will be designed to meet higher wind standards and often will be required to have all doors and windows meet impact standards. These newer buildings must also be more energy efficient than buildings built to current standards.

Existing building owners should note (see Building Code Upgrade Rider, page 15) that they might be required to rebuild or remodel to current codes if a disaster should affect their property. In certain situations, an owner may be required to elevate his entire building, even if only a portion of the building is damaged. These costs may not be covered by your current insurance policies.

The Standards

Miami-Dade County, Florida, developed some of the most stringent standards for building after the lessons of Hurricane Andrew were learned. The new Florida Building Code adopts many of these standards on a statewide basis.

When considering purchasing hurricane resistant products, an owner should strongly consider these standards. Products certified to these standards have been tested and certified to meet both the wind and the impact requirements of the new code. Most insurance companies offer discounts if the products used meet these standards and are installed properly. A manufacturer should provide certification that its products meet these standards. This certification will be required by your insurance company to obtain the discounts.

PROTECTING YOUR BUILDING

To determine if your building will survive a major disaster such as a hurricane, consider the construction of your facility and the number and types of openings it contains. On many facilities, the garage doors are the largest and weakest openings in the building. Hurricane Andrew showed that garage door failure was one of the leading causes of building failure. Once an opening the size of a garage door was breached, the complete structure was often compromised.

Consider having your garage doors replaced with a more wind-resistant and impact-rated product. Another option is to have existing doors upgraded or reinforced with garage door bracing systems. If all else fails, in time of emergency, move a forklift or truck up against the door. This will prevent the door from blowing in, but will do little to prevent the door from blowing out.

Shuttering or replacing doors with an impact-rated product can protect exterior personnel doors. At a minimum, additional locks should be added and the frames and hinges should be checked to verify that the correct size and number of fasteners were employed. This will offer better storm resistance and better everyday security.

It is unlikely that your building will survive a major storm if the windows and glass doors are not protected. Business owners should evaluate the benefits of protecting all glass openings. Insurance savings will occur if code-approved products are used to secure or protect glass openings.

FORMS OF PROTECTION

Forms of Protection	
Plywood	<u>Plywood</u> - The American Plywood Association has developed standards and approvals for using plywood to protect glass openings. Plywood is a low cost, readily available method of protecting an opening. Care must be taken to assure that the plywood is attached properly to a structure and storing plywood requires a lot of space. Expect to pay \$4.00 to \$8.00 per sq. ft. for plywood panels.
Panels	<u>Corrugated Storm Panels</u> - Panels are made from aluminum, steel or polycarbonate. Storm panels are removable and put in place only when a storm is threatening. Panels are priced from \$5.00 to \$10.00 per sq. ft.
Accordion and Rolling Shutters	<u>Accordion Shutters</u> - Shutters are made of aluminum and are permanently attached to your building. They offer year round security and storm protection. Expect to pay from \$14.00 to \$28.00 per sq. ft. for protection.
Laminate	<u>Rolling Shutters</u> - Shutters offer great security and sun control. They can be operated manually or by electric motors. Rolling shutters are ideal when it comes to protecting “high tech” equipment. Rolling shutters are installed for between \$28.00 and \$50.00 per sq. ft.
Window Films	<u>Laminated Windows and Doors</u> - Today’s technology has made it possible to install glass windows and doors that are often stronger than shutters. These products are an excellent option for new construction and remodeling. Impact-rated windows and doors can be installed from \$35.00 to over \$100.00 per sq. ft. depending on the design and hardware.

Window Films and Laminate - Retrofit window laminates are available, but most products do not pass the large missile impact test. These products still offer a great deal of protection, however, if applied properly. This includes a Frame Locking System, which locks the film to the frame. Often, in commercial applications it is the most logical choice. Window films also offer UV protection, reduced glare and lower heat transfer. Laminates are generally applied for between \$8.50 and \$14.00 per sq. ft.

Other Products - Changes in the building codes have driven the market to search for new and better alternatives. One such product for commercial use is perforated metal screen. These styles of products stay in place year round, offer great security, and have a very limited effect on the look of a building. These products can be installed for between \$40.00 and \$70.00 per sq. ft. depending on size, design and quality.

Wind barriers – Wind barriers are made of a cloth-style material and are becoming more common. The material is very light, can be installed on larger openings quickly, and is reasonably priced at \$100.00 per linear ft.

SAFE ROOMS AND SAFE AREAS

While evaluating your building, seek out interior areas that can be strengthened. Look for rooms inside your building that have no glass openings. If these areas exist, consider re-enforcing the doors. This area can be used as a place of last resort if anyone should become trapped in the building. These areas should also be used to shelter key data and equipment. A number of products on the market today can be used to make areas such as safe rooms more structurally sound.

Other physical retrofitting measures can be:

- Moving or constructing facilities away from flood plains or coastal zones.
- Upgrading and retrofitting the facilities to withstand a major hurricane. Consideration must be given to the finished floor elevation to determine the value of such a retrofit.
- Flood-proofing the facility by constructing floodwalls or other flood protection products.
- Installing a fire sprinkler system and using fire-resistant materials and furnishings.
- Adding lightning protection systems.

There are also non-structural mitigation measures to consider, including, but not limited to:

- Move workstations and assembly areas away from large windows whenever possible.
- Install curtains or blinds that can be drawn to prevent glass from shattering onto employees.
- Secure light fixtures and other items that could fall or shake loose in an emergency.
- Secure all heavy items by moving the heavy or breakable objects to the lowest shelves.

Consult a building expert, structural engineer, or architect for additional information. Consult with your property insurer about special protective systems and any insurance discounts that may be available for protection systems that prevent property damage.

Emergency Items

Generator
Flashlights/Batteries
Camera/Film
Water/Canned Food
Pens/Pencils/Paper
NOAA Weather Radio
Am/FM Radio/Batteries

MUTUAL AID/VENDOR AGREEMENTS

To avoid confusion and conflict in an emergency, establish agreements with local response agencies and businesses. Mutual-aid agreements should define the type of assistance that would be needed, communication procedures, and the chain of command for activating the agreement. Include these agencies in your facility training. When possible, develop a mutual agreement with a friendly competitor out of your area, so that if the worst happened, you would have an operations center.

Consideration should also be given to setting up contractual arrangements with vendors for post-emergency services such as equipment repair and records preservation. Determine which operations are critical and make plans for bringing those systems back on-line first. This may entail:

- Repairing or replacing equipment. This encompasses both production and office equipment.
- Relocating operations to an alternate location. This could be either a partial or a total relocation depending on the severity of the emergency.
- Establishing relationships with contractors and making them familiar with the materials needed to replace or rebuild your facility. This will greatly speed up the rebuilding process, as well as eliminate the frustration of finding contractors after a disaster has occurred.

BUSINESS SHUTDOWN

Shutting down the facility should be a last resort, but it is a possibility that must be considered. Without a plan for a speedy shutdown, things can quickly become disorganized and may result in confusion, injury, property damage and vital records being left behind. Some businesses require only simple actions such as turning off equipment, locking doors, and activating alarms. Larger facilities may require more complex procedures that may vary with the type of emergency. Department heads should have established shutdown procedures, including information on what conditions require a shutdown, how to shut off utilities, who can order a shutdown and who will oversee one. Planning must also be done for a partial shutdown and how that would affect other facility operations.



Through a Disaster Preparedness
Plan

FACILITY PREPAREDNESS CHECKLIST		
First steps	Completed By:	Date/ Time
Acquire emergency repair tools/tool kit and materials such as chain saws, shovels, axes, tools, glue, sealing and caulking compounds, lumber, fasteners, and duct tape.		
Keep a first aid kit with heavy gloves, boots and other necessary equipment handy to prevent injuries during clean up.		
Install safety glass where appropriate.		
Purchase a NOAA Weather Radio with Specific Area Message Encoding.		
Post shutdown and restart instructions on or near control panels, valves, switches, and operating mechanisms of each piece of equipment.		
Inspect facility for any items that could fall, spill, break or move during high wind. Take steps to reduce hazards.		
Review process for handling and storing hazardous materials. Have incompatible chemicals stored separately.		
Determine the location of the closest hospital, fire station, and other emergency facilities.		
Post clearly marked evacuation routes throughout your facility.		
Determine a last-resort location or shelter at your facility for fast developing situations such as tornadoes. This should be an interior room with no exterior doors or windows.		
Identify backup communication systems and equipment (cellular phones, batteries, radios, etc.) needed for an emergency.		
Check and replace any faulty or missing first aid equipment.		
Keep a supply of flashlights and good batteries on hand and in strategic locations.		

FACILITY PREPAREDNESS CHECKLIST		
Tasks to complete pending disaster	Completed By:	Date/ Time
Secure shelves, filing cabinets, tall furniture, desktop equipment, computers, printers, copiers and light fixtures. Move heavy objects to lower shelves, but above anticipated flood levels.		
Turn off the circuit breaker for all electricity, except for refrigeration.		
Remove all outdoor signs, particularly those that swing or which might cause damage during strong winds.		
Install protective measures, such as storm shutters or thick plywood cut to fit outside windows and with permanent attachments for easy installation. Remove antennas and loose objects from a roof.		
Close doors and windows and cover or barricade. Tie down equipment or move equipment and supplies to shelter or safe areas.		
Protect equipment and materials stored outside, moving critical or valuable items to inside storage, or move mobile equipment to high ground or to protected sides of buildings. Secure all items that cannot be brought inside. All efforts should be made to move items indoors.		
Provide a backup power source for critical operations.		
Notify local authorities that the building will be vacant or if a guard or security detail will be present.		
Identify stored hazardous materials or other chemicals that could be flooded and relocate or elevate these.		
Remove vegetation and combustible materials around structures.		
Provide more than one means of access into and out of the business.		
Provide fire breaks to prevent the spread of fire.		
Clear all drainage systems of debris to prevent blockage.		
Provide fire roads to aid in firefighting.		

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SECTION 4: PRESERVING YOUR RECORDS
KEY BUSINESS DATA

RECORDS PRESERVATION

Preserving vital records is essential to businesses of all sizes for quick restoration of operations. Determining which records are vital involves:

- Classifying operations into functional categories (such as sales, finance, production, and administration), determining the essential functions and prioritizing their needs.
- Identifying the minimum information needed to perform essential functions, such as customer relations, which may require access to account statements.
- Identifying the equipment and records needed to access and use the information.

DATA WORKSHEETS

Use the following checklist to identify and track important documents if they are moved to another location.

DATA WORKSHEETS CHECKLIST			
Record	Secondary Storage Location	Person Assigned Responsibility	Date Accomplished
Accounts receivable (posting, billing)			
Billing and invoicing			
Cost accounting and analysis			
Property accountings			
Equipment registers			
Expenses (analyses, prompt reports)			
Financial statements			
Forecasting			
General ledgers: Operation			
Lease and rental accountings			

DATA WORKSHEETS CHECKLIST (continued)			
Record	Secondary Storage Location	Person Assigned Responsibility	Date Accomplished
Loans and mortgages			
Management reports			
Markets research			
Contract lists			
Work-in process records			
Order acknowledgment and analysis			
Payroll computation and payment			
Repair and maintenance			
Retirement and pension records			
Rolodex			
Sales analysis			
Social Security records			
Taxes: calculation, property accountings			
Transportation optimization			
Wage and salary analysis			
Wage and salary computations			
Warehousing and stocking: records, analysis			

Procedures must be established for protecting and accessing vital information and records. Some approaches to consider include:

- Backing up all computer systems on a regular schedule and labeling vital records for easy identification and access
- Storing on-site tapes and disks in insulated fireproof containers. Assign a person to be responsible for getting these records off-site in the event of an evacuation.
- Storing copies of the backup data off-site or online.

RECORD PRESERVATION CHECKLIST		
Tasks to complete pending disaster	Completed By:	Date/Time
Store enough large, heavy-duty plastic bags so smaller electronic equipment (computer terminals, typewriters, etc.) and paper files can be double bagged to protect them from water damage.		
Identify critical records and equipment to evacuate and explain how and by whom they will be moved.		
Relocate as many files, boxes, computers, and other office equipment as possible to the innermost parts of the building or to a designated off-site safe location.		
Consider an off-site data storage agency that will assist you in backing up computer files.		
If valuable records are needed on-site, plan ahead by tentatively preparing them for evacuation by informing several employees about the importance of getting them out.		

Take photographs or videotape of all phases of operations at the facility in order to document company assets. Update these records regularly and keep a copy of the records off-site at a secure location.

SECTION 5: PERSONNEL FUNCTIONS **EMPLOYEE AND COMMUNICATIONS ISSUES**

EMPLOYEE TRAINING

Everyone who works at a business requires some form of protective action training. This could include periodic employee discussions to review procedures, equipment use, government procurement, contracting procedures, and individual roles during an emergency. General training for employees should include the following:

- Individual roles and responsibilities
- Information about threats, hazards and protective actions
- Notification, warning and communication procedures
- Means for locating family members in an emergency
- Emergency response procedures
- Evacuation, shelter and accountability procedures
- Location and use of common emergency equipment
- Emergency shutdown procedures

EMPLOYEE SUPPORT

In some cases, employees will rely on their employers for monetary assistance and support after a disaster. A valuable consideration is to define the range of services that the business can provide or arrange for, including:

- Cash advances
- Salary continuation
- Flexible work hours
- Reduced work hours
- Crisis counseling
- Care packages
- Day care

IDENTIFICATION/PASSES

Every county has its own system for allowing citizens back into damaged areas. Check with your local Emergency Management Office to determine a re-entry plan, which may include passes, bumper stickers, or other means of identification. Depending on the county's re-entry system, the following may be required:

- A current list of names provided to the local Emergency Management Office in advance of an incident noting the names of the employees needing passes to your business. Release of a badge or pass may require a formal (written) request to a county emergency management agency.
- Key personnel should carry pocket cards containing the names, telephone numbers, and location of local governments and other emergency services, including how to communicate with their contacts within the Emergency Operation Center.

EMERGENCY COMMUNICATIONS

Communications are essential to any business operation. Even if the facility itself is intact, a communications failure can cut off most business activities. Communications are needed to report emergencies, to warn personnel of danger, to keep families and off-duty employees informed, to coordinate response actions, and to keep in contact with customers and suppliers. The company should plan for all contingencies, from a short-term disruption to a full communications failure.

- Consider all functions performed and the communications (both voice and data) used to support them. How would the loss of these functions impact the facility, both in normal operations and in an emergency?
- Talk with your communication vendors (both voice and data) about their emergency response capabilities. Establish procedures for restoring services.
- Prioritize all facility communications. Determine which should be restored first. Determine the need for backup communications for each business function. Options can include messengers, portable phones, amateur radios, satellite communications, and high-frequency radio.
- Work with your Internet provider. Speak with them about their plans and how they may be able to assist you.

Establish and continually update an employee and management roster (see following sheets). These lists should contain as many ways as possible to contact an individual or emergency contact. Your Human Resource Department or person should already have the basis of this list. Assign the responsibility of contacting employees to two or three key people from the Disaster Preparedness Team. Or, if your business is large, consider developing a phone tree whereby the task of contacting employees is spread over a larger group of personnel.

In an emergency, employees will need to know if their families are safe. All employees should be encouraged to consider how they would communicate with their families if they were separated from one another or injured in an emergency. The employee should arrange an out of town contact for all family members to call in an emergency and designate a place for all family members to meet, in case they cannot get home in an emergency.

You must also assume that not every key person will be readily available after an emergency. Ensure that recovery decisions can be made immediately. Establish procedures for assuring the chain of command. Include these procedures in all training exercises and ensure that all employees annually review the business disaster plan with their supervisors.

NOAA Weather Radio Stations

Fort Myers - 162.475 MHZ

Miami /Tampa – 162.550 MHZ

Naples – 162.525 MHZ

Venice – 162.400 MHZ

**24-hour continuous broadcast of weather
conditions**

www.nws.noaa.gov/nwr/nwrfl.htm

EMPLOYEE ROSTER

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

****For Additional Employees, Copy Sheet.**

MANAGEMENT ROSTER

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

Employee Name and ID# _____

Address:	Emergency Contact Person:
Telephone:	Emergency Phone:
Cell Phone:	Notes:
Pager:	
Department:	

****For Additional Managers, Copy Sheet.**

PROTECTIVE ACTIONS SURVIVAL CHECKLIST		
Tasks to Complete:	Completed By:	Date/ Time
Ensure adequate fueling of all service and personnel vehicles.		
Assess the need and ability to communicate with field personnel.		
If possible, arrange for shelter of essential employees' family members on-site or in close proximity.		
Store food, water, blankets, battery-powered radios with extra batteries and other emergency supplies for employees who become stranded at the business.		
Develop an employee buddy system, so employees in evacuated areas may stay with those in non-evacuation areas.		
Determine a last-resort location or shelter at your facility for fast-developing situations such as tornadoes. This should be an interior room with no exterior doors or windows.		
Identify backup communication systems and equipment (cellular phones, batteries, radios, etc.) needed for an emergency.		
Encourage employees to have personal family disaster plans and keep a record of where non-essential employees intend to evacuate.		
Review the procedures for addressing office violence occurrences.		
Discuss with staff the sequence of events to handle terrorism situations.		

SECTION 6: RECOVERY ACTIONS ONCE THE DISASTER HAS PASSED

RESUMING BUSINESS

When the emergency is over and it is safe to return, the next task is that of resuming business. A recovery team must be established to enter the structure, assess the damage, secure the structure, and begin re-opening the business. The following is a summary of the steps needed for each task.

Reentry:

- Have a copy of the business occupational license to prove association with a business and need to enter area.
- Have a positive proof of identity to gain access to your business. Display proper identification tag as required by the local emergency management office.

Damage Assessment:

- Conduct a salvage operation to separate the damaged from the undamaged property.
- Assess the value of any damaged property.
- Assess the impact of the business interruption and maintain contact with customers and suppliers.
- Take inventory of all damaged goods with your insurance adjuster. If you release any goods to the adjuster, obtain a signed inventory detailing the quantity and type of goods being removed.
- Check with your attorney, accountant, and insurance agents as to what information should be gathered.
- Document damages as required by disaster assistance programs and for tax purposes.
- Consider whether to establish contracts for cleanup and restoration.
- Maintain lists of equipment purchased with serial numbers, model numbers and costs.
- Maintain a detailed ledger of repairs. (Check to see if these costs are covered by your insurance.)
- Keep a log of critical events to jog your memory of the sequence of events and who did what, when, why and how.
- Consider audio recording all key decisions and taking photographs or videotape of any damage. Establish special codes to track purchases and repair work.
- Maintain records of injuries and document incidents, investigations, and recovery operations.

Secure Building:

- Ventilate the structure as much as possible to rid the area from a build-up of gases and bad odors.
- If you use a portable generator, keep it in an open area. Do not connect directly to your main electrical panel. If installed incorrectly, power could flow into outside lines and injure employees or utility crews working in the area.
- Provide temporary repairs to make building secure from vandalism or further building damage. Maintain a detailed ledger of repairs.

Reopening Process

- Determine the essential functions that are necessary to operate the business in order of priority.
- Activate call-up procedures if appropriate for essential personnel.
- Consider whether the business will need to contact the local government, chambers of commerce or Small Business Administration (SBA) for information on disaster assistance loans and programs.
- Identify areas and ways the business could help the community in a community-wide emergency. Identify opportunities for sharing resources and information.



SECTION 7: IMPLEMENTING THE PLAN

PLACE THE PLAN IN A BINDER

PLANNING CONSIDERATIONS

To develop and implement a successful plan, emergency planning must be a part of the corporate culture. Look for opportunities to build awareness, educate and train personnel, test procedures, and involve all levels of management and employees in the planning process. Test how well the plan has been integrated by asking:

- How well does senior management support the responsibilities outlined in the plan?
- Have emergency planning concepts been fully incorporated into the facility's accounting, personnel, and financial procedures?
- How can the facility's processes for evaluating employees and defining job classifications better address emergency management responsibilities?
- Are there opportunities for distributing preparedness information through company newsletters, employee manuals or mailings?
- What kind of safety posters or other visible reminders would be helpful?
- Do personnel know what they should do in an emergency?
- How can all levels of the company be involved in evaluating and updating the plan?

DISTRIBUTE AND UPDATE THE PLAN

Once the plan is developed, it should be kept in a hard, three-ring binder and on floppy disks or a CD, properly identified as the business' plan for disaster response. To easily and quickly locate specific subjects in the plan and related documents, include a table of contents and a tabbed index. A copy of the plan should be maintained off-site.

Each individual who receives a copy should sign for it and be responsible for posting subsequent changes. Determine which sections of the plan would be appropriate to share with government agencies (some sections may include private listings of names, telephone numbers or radio frequencies). Distribute the final plan to:

- The chief executive, senior managers, and key members of the company's emergency response organization.
- Key personnel so they may keep an extra copy of the plan at their home. Inform all employees about the plan and training schedule.
- Company headquarters if the business is a branch office or operation.
- Local emergency management office (appropriate sections).

IMPLEMENT THE PLAN

Implementation means more than using the plan during an emergency. It means acting on recommendations made at meetings and throughout training. Set a timetable for review and during this timetable determine:

- Who will be trained, who will do the training, and what activities will be used?
- What training works best for the individual company: educational sessions, tabletop exercises, or walk-through drills? All can be used to train employees on implementation of the plan.
- Management should use the input gained through training to update and revise the plan.

EVALUATE AND MODIFY THE PLAN

Conduct a formal audit of the entire plan at least once a year. Conditions, such as employees and the company's size and products, can change dramatically throughout the year. Among the issues to consider are:

- Are all levels of management involved in evaluating and updating the plan? Are problem areas and shortfalls being addressed?
- Does the plan reflect lessons learned and are enough people involved to execute the plan?
- Have the potential hazards changed and have company records of facility assets changed?
- Are the names, titles, telephone numbers, and addresses in the plan current?

In addition to a yearly audit, the plan should be reviewed and revised after each drill or after an emergency to determine if the response was correct. Remember to brief all personnel about any changes to the plan.

APPENDIX

HAZARD TERMS AND DEFINITIONS

COASTAL FLOOD WATCH: Wind-forced flooding is possible along coastal areas if weather conditions develop as expected.

COASTAL FLOOD WARNING: Wind-forced flooding is expected along coastal areas in the next 12 hours.

EXTREMELY HAZARDOUS SUBSTANCES (EHSs): A list of chemicals identified by EPA based on toxicity, and listed under Title III of SARA.

FLOOD WATCH: Flooding is possible along low-lying flood prone areas if weather conditions develop as expected.

FLOOD WARNING: Flooding is expected along low-lying flood prone areas in the next 12 hours.

FULL EMERGENCY CONDITION: An incident involving a severe hazard or large area which poses an extreme threat to life and/or property and will probably require a large scale evacuation, or an incident requiring the expertise or resources of county, State, Federal or private agencies.

IMMEDIATELY DANGEROUS TO LIFE AND HEALTH (IDLH): The maximum level to which a healthy worker can be exposed for 30 minutes and escape without suffering irreversible health effects or escape-impairing symptoms.

LEVEL OF CONCERN (LOC): The concentration of an extremely hazardous substance (EHS) in the air above which there may be serious irreversible health effects or death as a result of a single exposure for a relatively short period of time.

LIMITED EMERGENCY CONDITION: An incident involving a greater hazard or larger area which poses a potential threat to life and/or property and which may require a limited evacuation of the surrounding area.

HAZARDOUS MATERIAL: Any substance or material, which may be harmful to humans, animals, crops, water systems, or other elements of the environment, if accidentally released. Hazardous materials include: explosives, gases (compressed, liquefied, or dissolved), flammable and combustible liquids, flammable solids or substances, oxidizing substances, poisonous and infectious substances, radioactive materials, and corrosives.

HURRICANE: A warm-core tropical cyclone with sustained winds over 74 MPH. The winds blow in a counter-clockwise direction around a center of circulation in the Northern Hemisphere. The diameter of a hurricane may range from 100 to 1,000 miles. The Saffir-Simpson Hurricane Scale divides hurricanes into five categories of strength. The categories are determined by wind speed and minimum central pressure. The scale can also give an estimate of the potential property damage and flooding expected along the coast from a hurricane landfall. Category 1 hurricanes cause the least damage; category 5 hurricanes cause the most. Average storm surge values are included but they can vary greatly depending on the slope of the continental shelf, and configuration and topography of a coastline in the landfall area.

CATEGORY 1: (Winds of 74-95 MPH, Storm Surge 4-5 ft, Damage Minimal) Damage primarily to shrubbery, trees, foliage, and unanchored mobile homes. There may be no real damage to other structures. Some damage to poorly constructed signs. Storm surge may be four to five feet above normal. Low-lying coastal roads inundated, minor pier damage, some small craft in exposed anchorage torn from moorings.

CATEGORY 2: (Winds of 96-110 MPH, Storm Surge 6-8 ft, Damage Moderate) Considerable damage to shrubbery and tree foliage will occur; some trees may be blown down. Major damage to exposed mobile homes. Extensive damage to poorly constructed signs. Some damage to roofing materials of buildings. Some windows and doors may be damaged. No major damage to buildings is likely. Storm surge may be six to eight feet above normal. Coastal roads and low-lying escape routes inland cut by rising water two to four hours before arrival of hurricane center. Considerable damage to piers may occur. Marinas flooded. Small craft in unprotected anchorages torn from moorings. Evacuation of some shoreline residences and low-lying island areas required.

CATEGORY 3: (Winds of 111-130 MPH, Storm Surge 9-12 ft, Damage Extensive) Foliage torn from trees and large trees blown down. Practically all poorly constructed signs blown down. Some damage to roofing materials of buildings; some window and door damage. Some structural damage to small buildings may occur. Mobile homes destroyed. Storm surge can be 9 to 12 feet above normal. Serious flooding at the coast and many smaller structures near the coast destroyed. Low-lying escape routes inland cut by rising water three to five hours before hurricane center arrives. Flat terrain five feet or less above sea level flooded inland eight miles or more. Evacuation of low-lying residences within several blocks of shoreline possibly required.

CATEGORY 4: (Winds of 131-155 MPH, Storm Surge 13-18 ft, Damage Extreme) Shrubs and trees are blown down. All signs will be blown down. Extensive damage to roofing materials, windows, and doors is to be expected. Complete failure of roofs on many small residences can occur. Expect complete destruction of mobile homes. Storm surge can be 13 to 18 feet above normal. Flat terrain 10 feet or less above sea level flooded inland as far as six miles. Major damage may occur to lower floors of structures near the coast due to flooding, wave action and floating debris. Low-lying escape routes inland cut by rising water three to five hours before hurricane center arrives. Major erosion of beaches is likely. Massive evacuation of all residences within 500 yards of the coast possibly required, and of single-story residences on low ground within two miles of the coast.

CATEGORY 5: (Winds More than 155 MPH, Storm Surge More than 18 ft, Damage Catastrophic) Shrubs and trees will be blown down. Considerable damage may be done to roofs of buildings. All signs will be blown down. Complete failure of roofs on many residences and industrial buildings is likely. Extensive shattering of glass in windows and doors will occur. Some complete building failures. Many small buildings will be overturned or blown away. Often complete destruction of mobile homes. Storm surge can be greater than 18 feet above normal. Major damage to lower floors of all structures less than 15 feet above sea level within 500 yards of the coast. Low-lying escape routes inland cut by rising water three to five hours before hurricane center arrives. Massive evacuation of residential areas on low ground within five to ten miles of the coast would possibly be required.

Category Number	Central Pressures		Winds (mph)	Surge (ft.)	Damage
	Millibars	Inches			
1	980	> 28.94	74-95	4-5	Minimal
2	965-979	28.54	96-110	6-8	Moderate
3	945-964	27.91	111-130	9-12	Extensive
4	920-944	27.17	131-155	13-18	Extreme
5	920	< 27.17	155+	18+	Catastrophic

HURRICANE EYE: The relatively calm area near the center of the storm. In this area winds are light and sky often partly covered by clouds.

HURRICANE WATCH: Issued by the Tropical Prediction Center, the Watch means that hurricane conditions are possible within 36 hours across specific coastal areas. The issuance of the WATCH should trigger the implementation of business and family disaster plans.

HURRICANE WARNING: Issued by the Tropical Prediction Center, the WARNING means that hurricane conditions, including sustained winds of at least 74 mph, are expected within 24 hours across specific coastal areas. Business and family disaster plans should already be implemented.

POTENTIAL EMERGENCY CONDITION: An incident or threat of a release which can be controlled by the first response agencies and does not require evacuation of other than the involved structure or the immediate outdoor area. The incident is confined to a small area and does not pose an immediate threat to life or property.

SEVERE THUNDERSTORM WATCH: Issued by the National Weather Service, the Watch means weather conditions are favorable for the development of severe thunderstorms across a specific area. Severe thunderstorms can produce damaging straight-line winds with the possibility of a small tornado, large hail, frequent and dangerous lightning and flooding rains. A typical time period for a Watch is 6 hours.

SEVERE THUNDERSTORM WARNING: Issued by the National Weather Service, the Warning means a severe thunderstorm has been sighted or detected by Nexrad Doppler Radar. The Warning is usually issued for one or several counties for a typical time period of 30 minutes.

SQUALL: A sudden increase of wind speed by at least 18 miles per hour (16 knots) and rising to 25 miles per hour (22 knots) or more and lasting for at least one minute.

STATE OF EMERGENCY: An incident involving a severe hazard or large area which poses an extreme threat to life and/or property and will probably require a large scale evacuation, or an incident requiring the expertise or resources of County, State, Federal or private agencies.

STORM SURGE: Rising ocean water that is pushed toward a coastline by the winds of a hurricane or tropical storm. The stronger the storm, the greater the storm surge.

STORM WARNING: A warning of sustained winds in the range of 55 to 73 miles per hour (48 – 63 knots) inclusive.

SUSTAINED WIND: The wind obtained by averaging observed value over a one-minute period.

TORNADO: A violently rotating column of air in contact with the ground produced by a severe lightning storm or hurricane.

TORNADO WATCH: Issued by the National Weather Service, the Watch means weather conditions are favorable for the development of tornadoes across a specific area. A typical time period for a Watch is 6 hours. Fortunately, tornadoes in Southwest Florida are usually weak, small and short-lived. Even so, they are still dangerous and can cause damage.

TORNADO WARNING: Issued by the National Weather Service, the WARNING means a tornado has been sighted or detected by Nexrad Doppler Radar. The WARNING is usually issued for one or several counties for a typical time period of 30 minutes.

TROPICAL CYCLONE ADVISORIES: Tropical Cyclone Advisories are issued by the Tropical Prediction Center (formerly known as the National Hurricane Center) in Miami. Advisories are issued on tropical depressions, tropical storms and hurricanes at 5am EDT, 11am EDT, 5pm EDT and 11pm EDT. Advisories are supplemented at 1-3 hour intervals when landfall is likely within 24 hours. Advisories provide details about a storm's location, intensity, and speed and direction of movement. Probabilities of landfall, a track forecast and watch and warning areas are also provided. This information is broadcasted by NOAA Weather Radio, the media and available on the Internet at www.nhc.noaa.gov.

TROPICAL CYCLONE: A non-frontal cyclone of synoptic scale, developing over tropical or subtropical waters and having a definite organized circulation.

TROPICAL DEPRESSION: A tropical depression is a closed circulation of low atmospheric pressure, originating over tropical waters, that blow counter-clockwise around a center at speeds less than 39 MPH.

TROPICAL DISTURBANCE: A discrete tropical weather system of apparently organized convection (cluster of thunderstorms) generally 100-300 miles in diameter. It originates in the tropics or subtropics, has a non-frontal migratory character, and maintains its identity for 24 hours or more.

TROPICAL STORM: A warm-core tropical cyclone with sustained winds ranging from 39 to 73 MPH. The winds blow in a counter-clockwise direction around a center of circulation in the Northern Hemisphere.

TROPICAL STORM WATCH: Issued by the Tropical Prediction Center, the WATCH means that tropical storm conditions are possible within 36 hours across specific coastal areas. The issuance of the WATCH should trigger the implementation of business and family disaster plans.

TROPICAL STORM WARNING: Issued by the Tropical Prediction Center, the WARNING means that tropical storm conditions, including sustained winds ranging from 39 to 73 MPH, are expected within 24 hours across specific coastal areas. Business and family disaster plans should already be implemented.

TROPICAL WAVE: A westward-moving trough of low pressure embedded in the deep easterly trade winds. Clouds and showers or thunderstorms usually accompany them.

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Surviving The Storm, The Collier County Disaster Recovery Committee Chamber/EDC Coalition For Government and Community Affairs, Barnett Bank and Florida Power and Light.

ACKNOWLEDGEMENT

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EMERGENCY PUBLIC SHELTERS

During an emergency, not all of these shelters will be open. Listen to local media for information from local authorities on which shelters will be used. If possible, it is also encouraged that evacuating residents make their first choice of refuge a friend or relative's home in a safer area of the county.

CHARLOTTE COUNTY

Charlotte Harbor Center
22450 Hancock Avenue, Punta Gorda
941-255-7440

Charlotte High School
1250 Cooper Street, Punta Gorda
941-575-5450

Charlotte Technical Center
18300 Toledo Blade Boulevard, Pt. Charlotte
941-255-7500

East Elementary School
27050 Fairway Drive, Punta Gorda
941-575-5475

L.A. Ainger Middle School
245 Cougar Way, Rotunda West
941-697-5800

Lemon Bay High School
2201 Placida Road, Englewood
941-474-7702

Liberty Elementary School
370 Atwater Street, Pt. Charlotte
941-255-7515

Meadow Park Elementary School
3131 Lakeview Boulevard, Pt. Charlotte
941-255-7470

Murdock Middle School
17325 Mariner Way, Pt. Charlotte
941-255-7525

Myakka River Elementary School
12650 Wilmington Boulevard, Pt. Charlotte
941-697-7111

Neil Armstrong Elementary School
22100 Breezeswept Avenue, Pt. Charlotte
941-255-7450

Peace River Elementary School
22400 Hancock Avenue, Pt. Charlotte
941-255-7622

Pilgrim United Church of Christ
24515 Rampart Boulevard, Pt. Charlotte
941-629-2633

Port Charlotte High School
18200 Toledo Blade Boulevard, Pt. Charlotte
941-255-7485

Port Charlotte Middle School
23000 Midway Boulevard, Pt. Charlotte
941-255-7460

Punta Gorda Middle School
825 Carmalita Street, Punta Gorda
941-575-5485

Sallie Jones Elementary School
1221 Cooper Street, Punta Gorda
941-575-5440

Vineland Elementary School
467 Boundary Boulevard, Rotunda West
941-743-0188

COLLIER COUNTY

Barron G. Collier High School
5600 Cougar Drive, Naples
941-594-2797

Big Cypress Elementary School
3250 Golden Gate Boulevard, Naples
941-354-2333

East Naples Middle School
4100 Estey Ave., Naples
941-430-6767

Golden Gate Middle School
2701 48th Terrace SW, Golden Gate
941-354-2265

Gulf Coast High School
7878 Immokalee Road, Naples
941- 593-2600

Immokalee Heath Department
419 North 1st Street, Immokalee
941-658-7300

Immokalee Middle School
401 N. 9th Street, Immokalee
941-867-2929

Laurel Oak Elementary School
7800 Immokalee Road, Naples
941-593-2777

Naples High School
1100 Golden Eagle Circle, Naples
941-430-6644

Pelican Marsh Elementary School
9480 Airport Road N., Naples
941-593-2500

Pine Ridge Middle School
1515 Pine Ridge Road, Naples
941-593-2744

Bethune Adult Learning Center
614 S. 5th Street, Immokalee
941-867-2880

Corkscrew Middle School
1165 County Road 858, Naples
941-354-2335

Golden Gate Elementary School
4911 20th Place SW, Golden Gate
941-354-2245

Golden Terrace Elementary School
2711 44th Terrace SW, Golden Gate
941-354-2200

Highlands Elementary School
1101 Lake Trafford Road, Immokalee
941-867-2800

Immokalee High School
701 Immokalee Drive, Immokalee
941-867-2900

Lake Trafford Elementary School
3500 Lake Trafford Road, Immokalee
941-867-2900

Lely Elementary School
8125 Lely Cultural Parkway, Naples
941-417-3755

Oak Ridge Middle School
151 Collier Boulevard, Naples
941-354-2222

Pinecrest Elementary School
213 S. 9th Street, Immokalee
941-867-3130

Village Oaks Elementary School
1601 State Road 29, Immokalee
941-867-3177

Vineyards Elementary School
6225 Arbor Boulevard, Naples
941-354-2300

LEE COUNTY

Alva Elementary School
21290 Park Street, Alva
941-728-2494

Bayshore Elementary School
17050 Williams Road, N. Ft. Myers
941-543-3663

Diplomat Elementary School
1115 NE 16th Terrace, Cape Coral
941-458-0033

Estero High School
21900 River Ranch Road, Estero
941-947-9400

J. Colin English Elementary School
120 Pine Island Road, N. Ft. Myers
941-995-2258

Lehigh Acres Middle School
104 Arthur Avenue, Lehigh Acres
941-369-6108

Littleton Elementary School
700 Hutto Road, N. Ft. Myers
941-995-3800

Mirror Lakes Elementary School
525 Charwood Avenue, Lehigh Acres
941-369-2200

Royal Palm Exceptional Center
3050 Indian Street, Ft. Myers
941-337-3511

Tanglewood/Riverside Elementary School
1620 Manchester Blvd, Ft. Myers
941-936-0891

Alva Middle School
21219 N. River Road, Alva
941-728-2525

Colonial Elementary School
3800 Schoolhouse Road E., Ft. Myers
941-939-2242

Diplomat Middle School
1039 NE 16th Terrace, Cape Coral
941-574-5257

Heights Elementary School
15200 Alexandria Court, Ft. Myers
941-481-1761

Lee Middle School
1333 Marsh Avenue, Ft. Myers
941-337-1333

Lehigh Senior High School
801 Gunnery Road, Lehigh Acres
941-693-5353

Mariner High School
701 Chiquita Boulevard, Cape Coral
941-772-3324

Riverdale High School
2600 Buckingham Road, Ft. Myers
941-694-4141

Skyline Elementary School
620 SW 19th Street, Cape Coral
941-772-3223

TECO Arena
I-75, Exit 19-1100 Everblade Pkwy, Ft. Myers
941-948-7825

Three Oaks Elementary
19600 Cypress View Drive, Ft. Myers
941-267-8020

Three Oaks Middle School
18500 Three Oaks Parkway, Ft. Myers
941-267-5757

Tice Elementary School
4524 Tice Street, Ft. Myers
941-694-1257

SARASOTA COUNTY

American Red Cross
2001 Cantu Court, Sarasota
941-379-9300

Ashton Elementary School
5110 Ashton Road, Sarasota
941-361-6440

Booker High School
3201 North Orange Avenue, Sarasota
941-355-2967

Booker Middle School
2250 Myrtle Street, Sarasota
941-359-5824

Church of Incarnation
2927 Bee Ridge Road, Sarasota

Church of Jesus Christ L.D.S.
7001 Beneva Road, Sarasota

Emma Booker Elementary School
2350 Martin Luther King Way, Sarasota
941-361-6480

Fruitville Elementary School
601 Honore Avenue, Sarasota
941-361-6200

Garden Elementary School
700 Center Road, Venice
941-486-2100

Gocio Elementary School
3450 Gocio Road, Sarasota
941-361-6405
941-361-6405

Gulf Gate Elementary School
6500 S. Lockwood Ridge Road, Sarasota
941-361-6499

Lakeview Elementary School
7299 Proctor Road, Sarasota
941-361-6571

Laurel Nokomis School
1900 East Laurel Road, Nokomis
941-486-2171

North Port Glenallen Elementary School
7050 Glenallen Boulevard, North Port
941-426-9517

McIntosh Middle School
701 South McIntosh Road, Sarasota
941-361-6520

Oak Park School
7285 Proctor Road, Sarasota
941-361-6428

Pine View School
One Python Path, Osprey
941-486-2001

Riverview High School
One Ram Way, Sarasota
941-923-1484

Sarasota Christian School
5415 Bahia Vista Street, Sarasota
941-371-6481

Sarasota Middle School
4826 Ashton Road, Sarasota
941-361-6464

Sarasota High School
1000 South School Avenue, Sarasota
941-955-0181

Sudakoff Conference Center, USF
5700 North Tamiami Trail, Sarasota

The Tabernacle
4141 DeSoto Road, Sarasota

Taylor Ranch Elementary School
2500 Taylor Ranch Trail, Venice
941-486-2000

Tuttle Elementary School
2863 8th Street, Sarasota
941-361-6433

Venice Area Middle School
1900 Center Road, Venice
941-486-2100

Wilkinson Elementary School
3400 Wilkinson Road, Sarasota
941-361-6477

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ADDITIONAL RESOURCES

Federal Government Agencies

Federal Emergency Management Agency (FEMA)
500 C Street, SW Washington, D.C. 20472
202-646-04600
<http://www.fema.gov>

American Red Cross
703-206-7828
<http://www.redcross.org>

National Oceanographic & Atmospheric Agency (NOAA)
14 Street & Constitution Ave.
Room 6013
Washington, D.C. 20230
202-482-6090
<http://www.noaa.gov>

Small Business Administration (SBA)
1110 Vermont Ave, NW
Washington, D.C. 20005
202-606-4000
<http://www.sba.gov>

Florida Agencies

Dept. of Community Affairs (DCA)
850-413-9969
<http://www.dca.state.fl.us>

State of Florida Emergency Management
2555 Shumard Oak Blvd.
Tallahassee, FL 32399-2100
850-413-9900
<http://www.floridadisaster.org>

Florida Dept. of Insurance
200 East Gaines St
Tallahassee, FL 32399-0300
850-413-3100
800-342-2762
<http://www.doi.state.fl.us>

Florida Highway Patrol
Troop F Headquarters
P.O. Box 20009
Bradenton, FL 34203
941-751-7647
<http://www.fhp.state.fl.us>

Florida Emergency Preparedness Agency (FEPA)
719 East Park Ave.
Tallahassee, FL 32301
850-561-0904
<http://www.fepa.org>

Regional/Local Government Agencies

Southwest Florida Regional Planning Council
4980 Bayline Drive
North Fort Myers, FL 33917
941-656-7720
<http://www.swfrpc.org>

Charlotte County

Charlotte County

<http://www.charlottecountyfl.com>

Charlotte County Economic Development Council

1600 Tamiami Trail – Suite 100

Pt. Charlotte, FL 33948

1-800-729-5836

<http://www.charlottecountyfl.com/edctitlepg.htm>

American Red Cross

1300-D Enterprise Drive

Pt. Charlotte, FL 33953

941-629-4345

Emergency Management

7474 Utilities Road

Punta Gorda, FL 33982

(941) 743-1270

<http://www.charlottecountyfl.com/emerg.htm>

Fire & Rescue

22429 Edgewater Drive

Punta Gorda, FL 33980

941-743-1368

<http://www.charlottecountyfl.com/fire1.htm>Collier County

Emergency Management

3301 E. Tamiami Trail N.

Naples, FL 34112

941-774-8444

<http://www.collierem.org>

Economic Development Council

of Collier County

3050 N. Horseshoe Drive – Suite 120

Naples, FL 34112

941-263-8989

<http://www.enaplesflorida.com>

American Red Cross

2610 Northbrooke Plaza Drive

Naples, FL 34119

941-596-6868

Lee County

Lee County

<http://www.lee-county.com>

Lee County Office of Economic Development Council

2180 West First St.-Suite 306

Fort Myers, FL 33901

941-338-3161

<http://www.lee-county.com/ecodev.asp>

Emergency Management

2665 Ortiz Ave.

Ft. Myers, FL 33902

941-477-3600

<http://lola.co.lee.fl.us>

Red Cross

2516 Colonial Blvd. #201

Ft. Myers, FL 33907

941-278-3401

Sarasota County

Emergency Management
1660 Ringling Blvd.
Sarasota, FL 34236
941-951-5383
<http://www.sarasotacounty.org>

Sarasotota County Committee for
Economic Development
1819 Main St., Ste. 240
Sarasota, FL 34236
941-955-8187
<http://www.sarasotachamber.org>

American Red Cross
2001 Cantu Ct.
Sarasota, FL 34232
941-379-9300