

CHATHAM EMERGENCY MANAGEMENT AGENCY
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CHATHAM COUNTY HOSPITALITY INDUSTRY DISASTER PREPAREDNESS GUIDE

Chatham Emergency
Management Agency

Dear Industry Partner;

Chatham County is fortunate to have a strong and innovative hospitality industry. However, we must ensure that as an industry it is prepared to deal with an Incident of Critical Significance such as a major storm or other emergency that may interrupt our community's ability to do business.

The Chatham Emergency Management Agency has assembled this booklet to serve as a guide to the development of hospitality industry disaster preparedness plans. This guide will enable the industry to get back to doing what it does best, providing a safe, relaxing environment for our guests.

Special thanks go to the States of Alabama, Florida and South Carolina as well as the University of Florida, the Red Cross and the Lee County Office of Emergency Management, that provided information essential to the preparation of this manual.

In closing, please use this material to prepare for emergencies that may occur in or threaten our community. If you have questions, concerns or require specialized assistance with this information, please contact the Chatham Emergency Management Agency at (912) 201-4500.

Sincerely,

Phillip M. Webber
Director

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HOSPITALITY INDUSTRY PLANNING GUIDE

Purpose

The purpose of this guide is to assist hospitality industry owners and operators develop plans and procedures for the protection of guests, employees and property before, during and after a major emergency. Procedures are also included for establishments that may serve as critical workforce shelters. Although focused on hurricanes, the information contained in this preparedness guide applies to any type of major man-made or natural emergency.

At-Risk Facility Plan Development

- A. The plan should include general information that addresses conditions that threaten the facility. In Chatham County those conditions include hurricanes, storm surge, rainwater floods, tornadoes, hazardous material spills, bomb threats, and technological emergencies. The plan doesn't have to address all of the potential consequences of each of these threats, but instead, it should be general enough to provide necessary response and recovery actions. In the case of hurricanes, the plan should include the length of the hurricane season, a description of the effects of hurricanes such as storm surge, high winds and tornadoes; preparedness terminology such as the Saffir Simpson Hurricane Scale; and a description of specific vulnerabilities of the facility to hurricanes. This section also serves as a briefing tool for staff that are unfamiliar with hurricanes and as the basis for defining the risks of the facility.
- B. Establish an organization that will be responsible for decision making during an emergency. One of two management structures is recommended: either an Executive Committee comprised of senior management or the appointment of an Emergency Coordinator. Whichever is used, it should include a working staff with the authority to support its decisions. The emergency organization should be present during preparedness or warnings and should be

expected to remain on duty until the facility is evacuated or the emergency no longer exists.

- C. Establish a method of communications that includes a means of notifying staff, guests and arriving guests, and identifies the communication to be used when the plan is activated. Verbal as well as electronic communications should be considered in the event of lost telephone service. A communications equipment list is included in Annex A.
- D. Establish a Command or “Emergency Operations” Center in a suitable location to serve as the central point for implementation of the plan. This could be the general manager’s office or another location, but it should be under the supervision of the head of the emergency organization. The Center should operate on a 24-hour basis until the threat is over or the facility is evacuated. Recommended Center supplies and equipment are included in Annex B.
- E. Establish an action checklist for implementation when the Command Center is activated. This checklist will guide operations when they commence. It may be either specific or general; however, as a rule of thumb, the less frequently information is used, the more detailed the checklist should be. Don’t rely on memory to get through an emergency. Under stress the ability to remember little-used facts becomes exceedingly more difficult. A recommended Command Center action checklist is included in Annex C.
- F. Establish responsibilities for management personnel and staff when an emergency threatens the community. Responsibilities should be organized into discrete phases of response, such as what will be done during the preparatory or Watch phase and the implementation or Warning phase. Management responsibilities should focus on making sure the plan is up to date, necessary supplies and equipment are ordered, factors to consider in carrying out the plan, briefing personnel on procedures to be followed, and directing the implementation of evacuation measures. Staff responsibilities should focus on specific actions to carry out

an evacuation, or in the event of a hazardous material incident, shelter-in-place. Annex D contains recommended management responsibilities; Annex E identifies staff responsibilities by department or section.

- G. Establish procedures for evacuating guests that include how they will be notified. Procedures should be defined for guests that have transportation and for those that do not. Recommended factors to consider are included in Annex F.
- H. In the event of a hazardous material incident the Fire Department may direct shelter-in-place. Procedures should be defined for guests to remain in the facility until an All Clear is issued. Recommended factors to consider are included in Annex G.
- I. Annex H provides guidelines for the preparation and conduct of damage assessments to include factors such as who will conduct the assessment and how many personnel it will require.
- J. Planning guidance in anticipation of specific hazards that threaten Chatham County is addressed in Annex I.
- J. Step-by-step advice on how to create and maintain a comprehensive emergency management program is contained in Annex J.
- K. A detailed description of the information to be included in a business emergency plan is discussed in Annex K. This Annex also addresses planning for facility shutdown and resumption of operations.
- L. A checklist to be used for the review of all aspects of emergency planning and operations is included in Annex L.

Host Facility Plan Development

- A. All facilities in Chatham County are at risk from hurricanes.

- B. If guests or members of the facility staff are unable to evacuate and forced to shelter in the facility, please contact CEMA to provide numbers of remaining personnel.
- B. Host facility actions:
 1. Review the plan and inventory supplies.
 2. Alert the staff that they may be required to support an evacuation.
 3. Secure outside equipment.
 4. Relocate emergency supplies where they can be controlled.
 5. When evacuation is imminent, activate the command center.
 6. Check with the nearest medical facility to determine the availability of emergency services

Recovery

- A. The Chatham County re-entry policy consists of the following phases:
 1. Search and Rescue - Teams of emergency response, utility and public works personnel will enter damaged areas to search for those who stayed behind. They will also assess utility damage and develop initial emergency access to evacuated areas.
 2. Damage Assessment - Teams will enter damaged areas to determine the extent and magnitude of damage to homes, businesses and public facilities. They will also determine how safe it is to return to evacuated areas and what will be done to render dangerous areas safe for those living or working there.

- 3. Limited Re-entry - People living or having business in damaged areas will be allowed to return once health and safety concerns are addressed. At this point property owners' may return to evaluate damage. Efforts to repair or rebuild damaged facilities will also commence at this time.
- 4. Full Re-entry - Once the area has been deemed safe and conditions are sustainable, reentry will be authorized. This will include tourists and seasonal visitors.
- B. Working conditions will be primitive. Electricity, telephone, water and sewer service may be disrupted as well as road access.
- C. Conditions will undoubtedly be extremely hazardous.
- D. Establish procedures for notifying staff when they should return to work.
- E. If necessary, establish a layoff policy in case the facility is extensively damaged and may be out of operation for an extended period of time.
- F. Establish how many personnel and who will conduct the damage assessment of the facility.
- G. Identify who will handle insurance claims and insurance company notification.
- H. Establish procedures for repairing damaged facilities. Selecting contractors for facility repair or restoration is generally not the responsibility of the insurance company but of the property owner or operator. An accurate damage assessment and the use of local contractors will help speed up the restoration of the facility. Consider executing a contingency contract with a local contractor before an event occurs.

- I. Establish backup procedures for purchasing supplies and equipment needed to recover from the emergency. If computers are used for record keeping, consider a backup system if the electricity is out. Count on delays in procuring local equipment and building supplies.
- J. Establish criteria to determine when the facility can be reopened. Work closely with the Convention & Visitors Bureau so that it can advertise the availability to outside markets.
- K. Establish procedures on how to notify travelers when they can arrive after the event and use the facility.

Conclusion

The travel and tourism industry is one of Chatham County’s most important resources. How well it handles the disruptive nature of a hurricane depends on preplanning. We hope this document is a useful tool in the development and update of contingency plans that address this threat. Changes or recommendations on how to improve this planning guide are both welcome and appreciated.

**ANNEX A
COMMUNICATION EQUIPMENT**

- 1. Portable radio with charger and extra battery.
- 2. Weather radio tuned to NOAA radio frequency (162.400 MHz).
- 3. Television to monitor local stations and the Weather Channel.
- 4. Cellular Telephone(s).
- 5. Battery operated AM/FM radio to tune into the local Emergency Broadcast System stations.
- 6. Public address to announce emergency information to guests.
- 7. Pagers with chargers and extra batteries.
- 8. Citizen Band radio(s).
- 9. Radio receiver/VHF Marine Radio for guests that use local boats.
- 10. Facsimile Machine.
- 11. Arrangements to assist non-English speaking and physically challenged guests.
- 12. Chatham Emergency Management Agency has an email group reserved for information dissemination. Those wishing to subscribe to CEMA_Alert and receive emergency information directly to their email should visit the CEMA website at <<http://cema.chathamcounty.org>> to establish a free subscription.

ANNEX B COMMAND CENTER SUPPLIES AND EQUIPMENT

1. Hurricane evacuation plan and supporting procedures.
2. Hurricane tracking map.
3. Flip charts with markers.
4. Portable generator(s).
5. First aid kit(s)
6. Oxygen supplies.
7. Portable emergency lights.
8. Chemical light sticks (in case outside lighting is lost and light is needed to guide guests from the parking lot).
9. Extra flashlights with spare batteries.
10. Sufficient supply of tape.
11. Sufficient supply of rope.
12. Coffee maker with coffee supplies.
13. Non-perishable food items.
14. Soft drinks (include diet and decaffeinated).
15. Bottled water (one gallon per person, per day).
16. Tables and chairs.
17. Building plans for the facility.
18. Spare fire extinguishers.
19. Contact information for staff and emergency personnel

ANNEX C COMMAND CENTER ACTIONS

- I. Establish criteria for activating the Command Center. Suggested criteria are based on issue of the Hurricane Watch or at any time the General Manager deems necessary.
- II. Establish notification procedures to inform members of the Executive Committee (or Emergency Coordinator) and support staff to report to the Command Center.
- III. Command Center Actions.
 - A. 72-48 Hours before forecast hurricane landfall.
 1. Initiate tracking the hurricane on the tracking map.
 2. Review hurricane plan.
 3. Department managers review individual responsibilities.
 4. Review department staff responsibilities.
 5. Check supplies and equipment (see Annexes A & B).
 - B. 48-24 Hours before forecast hurricane landfall depending on the strength of the storm.
 1. Activate Command Center if local authorities are considering evacuation or a Hurricane Watch is issued by the National Hurricane Center.
 2. Call in Executive Committee members (or Emergency Coordinator) and managers once the Command Center is activated.
 3. Initiate log of actions taken to implement hurricane plan.
 4. Schedule possible guest evacuation.
 5. Schedule necessary evacuation transportation.
 6. Issue information flyers to all guests; remember to plan for non-English speaking and physically challenged guests.
 7. Prepare rooms, outside areas, windows and guest facilities to minimize possible injury and/or damage.
 8. Notify incoming guests of the potential hurricane.

ANNEX D MANAGEMENT RESPONSIBILITIES

- I. Identify resources needed to evacuate and protect the facility.
- II. Arrange for transportation of guests and staff.
- III. Establish a decision-making mechanism to protect the guests, employees and property that takes the following factors into consideration:
 - A. Maximum amount of time required to conduct essential functions, i.e. 5 hours to evacuate, 3 hours to secure outside furniture, etc.
 - B. Severity of storm.
 - C. Date/time of greatest danger (for example, if the storm is expected during nightfall, then more time may be needed for preparation).
 - D. Number of guests in facility as well as the number of arriving guests.
 - E. Condition of facility and equipment.
 - F. Transportation available.
 - G. Staff available and on call.
 - H. Financial considerations (securing cash for guest check requests, payroll.)
 - I. Legal considerations.
 - J. Emergency support available (police, fire, emergency medical).
 - K. When to establish the Command Center.
 - L. Assignment of responsibilities for management and staff.
 - M. Notification of guests.
 - N. Notification of Convention and Visitors Bureau.
 - O. Storage and receipt of food, supplies and equipment for emergency use.
 - P. Preparation of property grounds and buildings.
 - Q. Designated areas to be used if the decision is made to stay at the facility.
 - R. Staff scheduling for 24-hour emergency operations.
 - S. Operation of emergency generator(s).

9. Select liaison personnel to handle departure of guests in the event the evacuation is ordered.
 10. Prepare vital records and equipment for evacuation.
 11. Implement guest evacuation plan if ordered to evacuate by CEMA or the Executive Committee (Emergency Coordinator).
 12. Request prearranged transportation if an evacuation order is issued.
 13. Implement a record system to monitor and document guest departures.
- C. 24 Hours before forecast hurricane landfall, a Hurricane Warning is issued, or evacuation is ordered.
1. Review all actions taken to identify shortfalls.
 2. Insure that all guests are aware of the situation.
 3. Review responsibilities to insure all preparations have been made.
 4. Secure excess baggage and equipment to higher floors of facility.
 5. Implement the guest evacuation plan.
 6. Secure facility.
- D. Tropical Storm Considerations.
1. If a tropical storm is forecast to affect the area, no evacuation recommendation or order is given and the Executive Committee (Emergency Coordinator) elects not to evacuate and to continue to operate interior restaurants and lounges.
 2. Warn guests not to go outside, onto balconies and advise them to stay away from windows.
 3. Consider organizing interior recreational activities for remaining guests so that they will not become distraught or wander outside the facility.

- T. Obtaining supplies, fuel, batteries, etc.
- U. Plan for post storm cleanup.
- V. Plan for storage of food and feeding clean-up crews.
- W. Security concerns during and after storm cleanup.
- X. Determining what equipment will be needed and where it will be stored for post storm cleanup.
- Y. Providing information about situation at facility.
- Z. Providing information to clean-up crews about snakes and animals that may have sought shelter on the premises during the storm.
- AA. Notify incoming guests of evacuation.
- BB. Notify significant referral services of evacuation.
- CC. Notify CEMA of telephone numbers and/or radio frequencies and call signs of any staff that are unable to evacuate.

ANNEX E STAFF RESPONSIBILITIES

I. Housekeeping

Close drapes in all guest rooms, place patio furniture in the guest rooms, place pool furniture in the pool, move lobby furniture to second floor (if feasible), fill bathtubs with water, assemble in one area all post storm cleanup equipment, and if needed, assemble blankets and pillows for guest comfort.

II. Front Desk

Staff switchboard until evacuation, run back-up computer reports, remove computer terminals and files that could sustain water damage to higher floors or wrap with double plastic and tape for dry storage, keep an accurate count of guests staying or leaving the facility. Back-up computer files and send off-site.

III. Restaurant and Lounge

Remove cash registers to office or upper floors, secure liquor, protect windows in restaurant/lounge and remove restaurant furniture to an interior room or to a higher floor.

IV. Recreation

Take equipment and chairs on the beach to the most secure part of the beach and tie or anchor it in most sheltered area, if the decision is made not to evacuate develop games for guests, move electronic games to upper floors (if feasible), evacuate gift shop or sales items to an upper floor, assist housekeeping in securing outside equipment.

V. Security

Post security at exits until guests leave.

VI. Kitchen

Place all perishable food items in the cooler/freezer. Plan menus for the Command Center and post storm clean-up crew; obtain a vehicle for food storage and transportation if relocation during an evacuation becomes necessary.

VII. Engineering

Secure facility; obtain additional fuel for portable generator(s); start and check portable generator(s) and electrical service at pre-determined times.

VIII. Accounting

Print hard copies and back up and secure all records; remove records to a secure upper floor or evacuate them to a safe location. Secure all cash and maintain a record of cash received; double wrap records in plastic if dry storage is not available.

IX. Catering

Secure all silver, bring in props from outside, secure records, assemble post storm cleanup equipment, close drapes, and remove audiovisual equipment to an upper floor.

X. Personnel Department

Secure employee personnel and guest files and either remove them to an upper floor or evacuate them to a safe location.

ANNEX F GUEST EVACUATION

I. Notification

- A. Once the decision has been made to evacuate the facility notify guests as soon as possible.
- B. Notify guests, either via a flyer placed under each room door, telephone announcements, or refer them to the Telephone Directory Hurricane Severe Weather Planner pages for information on hurricane preparation.
- C. Notify guests in the lounge, dining areas, pool and beach area.
- D. Request guests notify the front desk prior to leaving the facility.
- E. Request guests notify their families regarding their evacuation plans (i.e. where are they going, what are they going to do).
- F. Have evacuation information available (maps showing evacuation routes) at convenient location(s).
- G. Notify incoming guests by telephone not to come.
- H. Prepare notifications in different languages for international guests.

II. Evacuation

- A. Guests with Transportation
 1. There are no shelters in Chatham County.
 2. Urge guests with vehicles to leave the facility with their baggage as soon as possible.
 3. Have facility personnel assist with guest departures by advising those with vehicles what routes to use to leave the area.
 4. If emergency shelter information is requested by departing guests, ensure they are given proper directions to shelters. (When the evacuation order is issued listen for the names of shelters to be open. Shelters to be opened by the Red Cross will depend upon the strength and direction of the storm).
- B. Guests without Transportation

1. Determine the number of guests that require transportation.
2. Arrange for vehicles to evacuate guests.
3. If necessary, secure excess baggage in pre-determined locations and give guests a receipt for the baggage they leave behind; take baggage to an upper floor.
4. Arrange for facility personnel to assist guests out of the property and onto their transportation.

ANNEX G SHELTER IN PLACE

I. Notification

- A. Once the decision has been made to shelter in the facility notify guests as soon as possible.
- B. Notify guests, either via a flyer placed under each room door, telephone announcements or in person.
- C. Notify guests in the lounge, dining areas, and pool and beach area.
- D. Urge guests to remain in the facility.
- E. Request guests notify their families regarding their shelter plans (i.e. where are they will be in the facility and what are they going to do).
- F. Have shelter in place information available such as maps showing facility resources, at convenient location(s).
- G. Notify incoming guests by telephone not to come.
- H. Prepare notifications in different languages for international guests.
- I. Place notification information on the property's web site.

II. Shelter in Place

- A. Determine the number of guests that are remaining in the facility.
- B. Identify guests with unique or special needs and make every effort to accommodate them.
- F. In the event of guests with fragile medical conditions, advise the Chatham County Public Health Department (24-hr phone: 921-6228) of the potential requirement for immediate assistance.
- C. Seal the facility so contaminants cannot enter.
- D. Close and lock all windows and vents and turn off all fans, heating or cooling systems.
- E. Seal gaps and cracks under doorways with wet towels and seal gaps around window and air conditioning units, bathroom and kitchen exhaust fans and stove and dryer vents with duct tape and plastic sheeting, wax paper or aluminum wrap.

- F. Close nonessential areas such as storage areas, laundry rooms and empty guestrooms.
- G. Close any fireplace dampers.
- H. Take staff and guests above ground to rooms with the fewest windows and doors. Some chemicals are heavier than air, and may seep into the lower areas of the facility even if the windows are closed.
- I. While assembling guests, they can provide a minimal amount of breathing protection by instructing them to cover their mouth and nose with a damp cloth. Many chemicals can cause damage to breathing passages.
- J. Seal windows and doors of 'safe-rooms' by using tape or wet towels, have guests and staff stay in these rooms and listen to local radio (or television) stations or a NOAA Weather Radio for instructions, until told all is safe, or instructed to evacuate.
- K. Immediately after the shelter-in-place announcement is issued, have guests fill bathtubs for an additional water supply, and then turn off water intake valves to the facility. Water supplies may become contaminated so preserve the water you have available.
- L. If gas or vapors could have entered the building, take shallow breaths through a cloth or a towel.
- M. Local officials may call for evacuation in specific areas at greatest risk in the community; follow the advice of local authorities.
- N. If advised that there is danger of explosion, close window shades, blinds and curtains. To avoid injury, stay away from the windows. If windows break due to the explosion, the shades will help minimize glass from shattering into the facility.
- O. Do NOT go outdoors until emergency officials have cleared the area.

ANNEX H DAMAGE ASSESSMENT

- I. Establish and train a team to conduct damage assessment.
- II. Have building plans or diagrams and personnel assignment data available.
- III. Prepare a kit with clipboards, paper, markers and a tape measure.
- IV. Develop a complete list of building and contents for evaluating damage at the facility.
- V. Determine if the facility is:
 - A. Damaged, but still operable; or
 - B. Inoperable, but would only require minor repairs to become operable; or
 - C. Inoperable, and would require major repairs for the facility to resume; or
 - D. Inoperable and cannot be repaired (destroyed); or
 - E. Inaccessible because of water or blocked roads; or
 - F. Without utilities and cannot operate.
- VI. If possible without endangering team members, estimate the water depth over the first floor. Look for water lines on the walls and use tape measures to determine the depth.
- VII. Determine the following:
 - A. Estimate the number of days the facility will be out of operation.
 - B. Estimate the uninsured loss to the facility.
 - C. Total employment provided by facility.
 - D. An estimate of how many people may be unemployed due to the disaster.
 - E. An estimate of the number of days employees may be out of work.
 - F. The number of employees who will be entitled to receive unemployment insurance.

**ANNEX I
THREATS**

An emergency is any unplanned event that can cause death or significant injury to employees, customers or the public; cause loss or disruption of critical business applications; cause physical or environmental damage; or threaten the facility’s financial standing or public image. A business disaster is any unplanned, extended loss of critical business capability. In any community, as within Chatham County, a number of man-made and natural hazards have the potential to disrupt day-to-day activities and cause extensive damage and injury.

This section provides planning guidance in anticipation of specific hazards that pose a threat to Chatham County.

I. HURRICANES:

- A. A hurricane is a tropical cyclone with wind speeds ranging from 74 to in excess of 155 miles per hour that can extend inland for hundreds of miles. Hurricanes bring torrential rains and a storm surge of ocean water that can be pushed well inland by the approaching storm. Hurricanes also spawn tornadoes. Secondary effects, such as tornadoes and flooding, can greatly impact inland communities. The period of vulnerability extends from June through November. Tropical cyclones are classified as follows:
 - 1. Tropical Depression – An organized system of clouds and thunderstorms with a defined circulation and maximum sustained winds of 38 mph (33 knots) or less.
 - 2. Tropical Storm – An organized system of strong thunderstorms with a defined circulation and maximum sustained winds of 39 to 73 mph (34-63 knots).
 - 3. Hurricane – An intense tropical weather system with a well-defined circulation and maximum sustained winds of 74 mph (64 knots) or higher.
- B. Hurricanes are products of the ocean and the atmosphere. Powered by heat from the sea, they are steered by easterly trade winds and temperate westerlies as well as by their

own ferocious energy. Around their core, winds grow with great velocity, generating violent seas. Moving ashore, they sweep the ocean inward while spawning tornadoes and producing torrential rains and floods. Each year on average, ten tropical storms (of which six become hurricanes) develop over the Atlantic, Caribbean or Gulf of Mexico. Many of these remain over the ocean, but about five hurricanes strike the United States coastline every three years. Of these five, two will be major hurricanes (category 3 or greater).

Saffir-Simpson Hurricane Scale

Category	MPH	Damage	States Affected
1	74-95	Minimal	Florence 1988 (LA) Charley 1988 (NC)
2	96-110	Moderate	Kate 1985 (FL) Bob 1991 (RI)
3	111-130	Extensive	Alicia 1983 (N TX) Emily 1993 (NC)
4	131-155	Extreme	Andrew 1992 (S FL) Hugo 1989 (SC)
5	>155	Catastrophic	Camille 1969(LA/MS) Labor Day 1935(FL)

- C. Timely warnings have greatly diminished hurricane fatalities in the United States. In spite of this, property damage continues to mount. The National Hurricane Center and National Weather Service field offices team up with other Federal, state and local agencies, rescue and relief organizations, the private sector and the news media in a huge warning and preparedness effort. The National Weather Service issues hurricane advisories as soon as a storm has the potential to develop into a hurricane.
- D. Planning Considerations: The following are considerations when preparing for hurricanes:
 - 1. Ask the Chatham Emergency Management Agency about community evacuation plans.

2. Assign an emergency coordinator well in advance of the hurricane season.
3. Establish facility shutdown procedures. Establish warning and evacuation procedures. Make plans for assisting employees who may need transportation.
4. Make plans for communicating with employee families and arriving guests before and after a hurricane.
5. Survey your facility. Make plans to protect outside equipment and structures.
6. Shutter or board windows. Make plans to protect windows. Permanent storm shutters offer the best protection. Covering windows with 5/8" marine plywood is a second option.
7. Ensure roof perimeter flashing, drains, gutters and downspouts are clear and secure and that equipment mounted on roofs such as vents, antennas and air conditioners are secure. Have tarps and plastic sheets on hand to cover damage or openings.
8. Clear floor drains. Have containers on hand to catch roof leaks. Keep wet/dry vacuums, mops, squeegees, brooms, buckets, fans and dehumidifiers on hand for cleanup. Consider the use of portable pumps to remove floodwaters.
9. Consider the feasibility of backup electric generator and or battery power.
10. Place sandbags at doorsills and elevate water-damageable goods off floors onto skids. Move valuables away from windows and seal them in plastic bags.
11. Fill above ground tanks for added ballast.
12. Remove contents of lower file cabinet drawers on the ground floor and secure the contents at a higher elevation.
13. Keep medical first aid supplies up-to-date. Have flashlights and fresh batteries available along with battery powered radios and extra batteries
14. Arrange for an alternate location for continuity of operations. At a minimum, back-up valuable papers and accounts receivable at off-site locations. Prepare to move records, computers and other items within your facility or to another location.

15. Purchase a NOAA Weather Radio with a battery backup. Listen for hurricane watches and warnings.
 - a. Hurricane Watch: A hurricane is possible within 36 hours. Stay tuned for additional advisories. Tune to local radio and television stations for additional information. An evacuation may be necessary.
 - b. Hurricane Warning: A hurricane will make landfall within the next 24 hours. Take precautions at once and if advised, evacuate.

II. FLOODS:

- A. Floods are the most common and widespread of all natural disasters. Chatham County can experience some degree of flooding after spring rains and during intense thunderstorms. Most floods develop slowly over a period of days. Flash floods however, can be caused by intense storms and develop in a matter of minutes.

The overflow of rivers and streams due to severe storms or torrential rains may result independently or as a secondary effect to a tropical storm or hurricane. Different variables impact flooding: topography, ground saturation, previous rainfall, soil types, drainage, basin size, drainage patterns of streams, and vegetative cover.

B. Planning considerations:

1. Ask the Chatham County Building Safety and Regulatory Services or Engineering Departments whether your facility is located in a flood plain. Learn the history of flooding in your area. Learn the elevation of your facility in relation to streams, rivers and tidal creeks.
2. Review the Chatham County Emergency Operation Plan. Learn the community's evacuation routes and know where to find higher ground in the event of a flood.
3. Establish warning and evacuation procedures for the facility and make plans to assist both guests and employees.
4. Inspect areas in the facility that are subject to flooding. Identify records and equipment that can be moved to a

higher location. Make plans to move records and equipment in the event of a flood.

- a. Purchase a NOAA Weather Radio with a warning alarm tone and battery backup; listen for flood watches and warnings.
- b. Flood Watch: Flooding is possible; stay tuned to NOAA Weather Radio. Be prepared to evacuate. Tune to local radio and television stations for additional information.
- c. Flood Warning: Flooding is already occurring or will occur soon. Be prepared to go to higher ground. If advised to evacuate, do so immediately.
- d. Ask your insurance carrier for information about flood insurance. Regular property and casualty insurance does not cover flooding. Consider the possibility of flood-proofing your facility.
- e. Consider the need for backup systems:
 - 1) Portable pumps to remove floodwater.
 - 2) Alternate power sources such as generators or gasoline-powered pumps.
 - 3) Battery-powered lighting.

III. TORNADOES:

- A. Tornadoes are incredibly violent local storms that extend to the ground with whirling winds that can reach 300 miles per hour. Spawned from powerful thunderstorms, tornadoes can uproot trees and buildings and turn harmless objects into deadly missiles in a matter of seconds. Damage paths can be in excess of a mile wide and 50 miles long. Through combined action of strong rotary winds and the impact of wind-born debris, destruction occurs. The official tornado season begins in March and continues through August, but may occur throughout the year with little or no warning.
- B. Planning Considerations: The following are considerations when planning for tornadoes:
 1. Ask the Chatham Emergency Management Agency about the county's siren warning system.
 2. Purchase a NOAA Weather Radio with a battery backup. Listen for tornado watches and warnings.

- a. Tornado Watch: Conditions are favorable for severe weather to develop. Be ready to take shelter. Stay tuned to radio and television stations for additional information.
 - b. Tornado Warning: A tornado has been sighted in the area or is indicated on Doppler radar; take shelter immediately.
3. Establish procedures to inform guests, arriving guests and staff when tornado warnings are posted.
 4. Work with a structural engineer or architect to designate shelter areas in your facility. Ask the Chatham Emergency Management Agency or the National Weather Service for guidance.
 5. Consider the amount of space you will need; adults require about six square feet of space.
 6. The best protection in a tornado is usually an underground area. If an underground area is not available, consider:
 - a. Small interior rooms on the lowest floor without windows.
 - b. Hallways on the lowest floor away from doors and windows.
 - c. Rooms constructed with reinforced concrete, brick or block with no windows and a heavy concrete floor or roof system overhead.

NOTE: Areas with flat, wide-span roofs are not safe.

7. Conduct tornado drills.
8. Once in the shelter, personnel should protect their heads with their arms and crouch down.

IV. HAZARDOUS MATERIALS:

- A. Hazardous materials are substances that are harmful to the health and safety of people and property.

A hazardous material spill can pose a risk to life, health or property. An incident can result in the evacuation of a few people, a section of a major facility or an entire neighborhood.

- B. Planning Considerations:

1. Identify facilities in your area that use hazardous materials and determine whether an incident could affect your facility.
2. Identify highways, railroads and waterways near your facility used for the transportation of hazardous materials. Determine how a transportation accident near your facility could affect your operation.
3. Ask the local fire department for assistance in developing appropriate response procedures.
 - a. Train employees to recognize and report hazardous material spills and releases.
 - b. Establish a hazardous material response plan:
 - c. Establish procedures to notify management and emergency response personnel of an incident.
 - d. Establish procedures to warn employees of an incident.
 - e. Establish both evacuation and shelter-in-place procedures.
- b. Security and alarm systems, elevators, lighting, life support systems, heating, ventilation and air conditioning systems, electrical distribution systems.
- c. Manufacturing equipment and pollution control equipment.
- d. Communications systems, both data and voice computer networks.
- e. Transportation systems including air, highway, railroad and waterway
- f. Determine the impact of service disruption.
2. Ensure that key safety and maintenance personnel are thoroughly familiar with all building systems.
3. Establish procedures for restoring systems. Determine need for backup systems.
4. Establish preventative maintenance schedules for all essential systems and equipment.

V. TECHNOLOGICAL EMERGENCIES:

- A. Technological emergencies include any interruption or loss of a utility service, power source, life support system, information system or equipment needed to keep the business in operation.
- B. Sporadic as well as prolonged interruption of utility services can disrupt customer service and production. Additionally, inadequate power or brownouts may result in insufficient energy to accomplish normal operations and can have a disastrous effect on electrical equipment. Minor contamination of water supplies can cause major disruption to routine operations.
- C. Planning Considerations: The following are suggestions for planning technological emergencies:
 1. Identify critical operations including:
 - a. Utilities including electric power, gas, water, hydraulics, compressed air, municipal and internal sewer systems, waste-water treatment systems.

ANNEX J EMERGENCY MANAGEMENT

Every year emergencies take their toll on businesses and industries, in both lives and dollars. But something can be done. Property management personnel can limit injuries and damages and return more quickly to normal operations by planning ahead.

This section provides step-by-step advice on how to create and maintain a comprehensive emergency management program. To begin, in-depth knowledge of emergency management is not required. What is needed is the authority to create a plan and a commitment from the chief executive officer to make emergency management part of the corporate culture. This section can be applied to any type of emergency:

PLANNING TEAM:

- A. There must be a responsible individual or group in charge of developing the emergency plan. The size and composition of the planning team is contingent upon the company's operations, requirements and resources. Involving a group of people is generally preferable to designating an individual because it:
 - 1. Encourages participation and broad investment in the process.
 - 2. Increases time and energy participants can commit.
 - 3. Solicits additional input and advice.
 - 4. Enhances the visibility and stature of the planning process.
 - 5. Provides a broad perspective on emergency issues.
 - 6. Provides continuity in depth

- B. Determine who can be an active member of the planning team and who can serve in an advisory capacity. In most cases, one or two people will be doing the majority of the work. At the very least, all functional areas should provide input to the plan. Participants should be appointed in writing and their job descriptions amended to reflect these assignments. Remember to include:

- 1. Senior staff and line management
- 2. Labor force representatives
- 3. Human Resources
- 4. Engineering and Maintenance
- 5. Safety, Health and Environmental affairs
- 6. Public/Community relations
- 7. Security
- 8. Sales and Marketing
- 9. Legal
- 10. Finance and Purchasing
- 11. Community agencies, organizations and civic groups
- 12. Communications

- C. Demonstrate management's commitment and promote an atmosphere of cooperation by "authorizing" the planning group to take the steps necessary to develop a plan. The group should be led by the chief executive officer or company manager who should issue a mission statement to define the purpose of the plan. The chief executive or manager should also indicate that the planning process would involve the entire organization and establish a clear line of authority between the group leader and the group members, but with sufficient flexibility to facilitate the free flow of ideas. A work schedule and preliminary planning deadlines should also be developed.

- D. Emergency response procedures itemize how the facility will respond to emergencies. Whenever possible, these procedures should be developed as a series of checklists that are readily accessible by senior management, department heads, response personnel and employees.

- E. General procedures should be developed to assess the situation, protect employees, customers, visitors, equipment, vital records and other assets and get the business back up and running.

ORGANIZATIONAL CAPABILITIES:

- A. Review the existing plans and policies to evaluate corporate capabilities, responsibilities, resources and where indicated, hazards or vulnerabilities. Documents to consider include:
1. Trade-specific regulations
 2. Evacuation plan
 3. Fire protection plan
 4. Safety and health program
 5. Environmental policies & reports
 6. Security procedures
 7. Insurance programs
 8. Financing and purchasing programs
 9. Plant closing policy
 10. Employee manuals
 11. Hazardous materials plan
 12. Process safety assessment
 13. Risk management plan
 14. Capital improvement plan
 15. Mutual aid agreements
- B. Meet with government agencies, community organizations and utility companies. Ask about potential emergencies, formal and informal mutual aid agreements, and plans and resources that may be available. Sources of information include:
1. American Red Cross
 2. Chatham County Sheriff's Office
 3. **Chatham Emergency Mgmt Agency**
 4. Emergency Medical Service
 5. EPD Air Protection Branch
 6. EPD Emergency Response Team
 7. EPD Hazardous Waste Compliance Div.
 8. Jurisdiction Police Department
 9. Jurisdiction Fire Department
 10. US Coast Guard
- C. Identify applicable local, State and Federal codes and regulations that influence corporate activities. Consider:
1. Occupational safety and health regulations
 2. Environmental regulations

3. Fire codes
 4. Transportation regulations
 5. Zoning regulations
 6. Corporate policies
 7. US Coast Guard Regulations for facilities adjacent to the water
- D. Identify critical products, services and operations that may require back-up plans or systems. Areas to review include:
1. Products and services provided by suppliers; especially sole-source vendors.
 2. Lifeline services such as electricity, water, sewer, gas, communications and transportation.
 3. Operations, equipment and critical workforce personnel vital to the function of the facility.
 4. Identify internal resources that may be needed in an emergency:
 - a. Personnel: Fire, hazardous materials response team, emergency medical services, security, emergency management group, evacuation team, public information officer, maintenance staff, operations staff. Inventory special employee skills such as medical training, engineering, communications and foreign languages that might be needed in an emergency.
 - b. Equipment: Fire protection and suppression equipment, HazMat containment and cleanup equipment, communications equipment, first aid supplies, emergency supplies, warning systems, emergency power equipment, decontamination equipment and waterproofing or protection equipment.
 - c. Facilities: Emergency operations center, media briefing area, shelter areas, first aid stations and sanitation facilities.
 - d. Organizational capabilities: Training, evacuation plan, recall plan and an employee support system, accountability procedures, facility layout with key areas identified.

5. Backup systems: Arrangements with other facilities to provide:
 - a. Payroll
 - b. Communications
 - c. Production
 - d. Customer services
 - e. Shipping and receiving
 - f. Information systems support
 - g. Emergency power

6. Conduct an insurance evaluation by meeting with insurance carriers to review all policies. Identify potential shortfalls and establish recommended solutions.

ANNEX K EMERGENCY PLAN

- I. EXECUTIVE SUMMARY:** A brief cover sheet that provides a synopsis of the plan and includes Emergency Management Elements that describe the:
 - Purpose of the Emergency Plan
 - Corporate policy regarding emergency management
 - Authorities and responsibilities of key personnel
 - Types of emergencies expected
 - Assessment of vulnerabilities
 - Location where response operations will be managed

- II. DIRECTION AND CONTROL:**
 - A. Throughout all phases of the planning process, remember that a disaster can strike 24 hours a day and that planning must address either the presence of all or no staff at the time of an emergency. Someone must be in charge in an emergency. It should be clearly stated in the introduction to the plan, when the plan will be implemented and who has the authority to order the implementation.

 - B. Managing resources, analyzing information and making decisions in an emergency requires direction and control. The direction and control system described below assumes a facility of moderate size. Smaller organizations may require a less sophisticated system, although the principles still apply.

 - C. The Emergency Management Group is responsible for controlling incident-related activities. It supports the Facility Manager or the designated Emergency Coordinator by allocating resources and coordinating with the community, the media, outside response organizations and regulatory agencies. The manager or designated Coordinator oversees the technical aspects of the response.

 - D. The Facility Manager should lead the Emergency Management Group or appoint an Emergency Coordinator.

While this Manager or Coordinator is in command and control of all aspects of the emergency, other group members should be senior managers who have the authority to:

1. Determine the effect of an emergency
2. Order the evacuation or shutdown of the facility
3. Interface with outside organizations and the media
4. Notify arriving guests
5. Issue press releases

III. EMERGENCY COMMAND CENTER (ECC):

- A. The ECC serves as a management focal point for emergency operations. Decisions are made here by the Emergency Management Group based upon information provided by the Manager or Coordinator and other personnel. Regardless of the size or process, every facility should designate an area where decision makers can assemble during an emergency. This area should be located in a portion of the facility that is not likely to be involved in an incident, perhaps the security department, the manager's office, a conference room or the training center. An alternate ECC should also be designated in the event that the primary location is unusable. If access control procedures are required, they should be developed in advance of an emergency.
- B. Each facility must determine its requirements for an ECC based upon the functions to be performed and the number of people to be involved. Ideally, the ECC is a dedicated area equipped with communications, activity logs and the tools necessary to respond to an emergency.
- C. In order to develop a direction and control system:
 - a. Define the duties of personnel with an assigned role. Establish procedures and checklists for each position.
 - b. Define procedures and responsibilities for fire fighting, medical and engineering functions.
 - c. Determine lines of succession to ensure continuity of leadership, authority and responsibility of key positions.

- d. Determine equipment and supply needs for each response function. At a minimum, assign responsibility for:
 - a. Recognizing and reporting an emergency
 - b. Warning other employees in the area
 - c. Taking safety and security measures
 - d. Evacuating safely

IV. RECORDKEEPING:

Maintain a log of actions taken during the emergency. This log can be either simple or complex but its importance lies in the documentation of what occurred. Include important requests, decisions and instructions to the staff.

V. SECURITY:

Isolation of the disaster scene should begin as soon as possible. Ideally, the person discovering the incident should attempt to secure the scene and control access but no one should be placed in physical danger to accomplish these functions. Only trained personnel should perform advanced security measures however, basic security precautions can be accomplished that include closing doors and windows, establishing temporary barriers after people have evacuated, and closing file cabinets and desk drawers. Access to the facility, the ECC and the scene should be limited to persons directly involved in the response.

VI. EXTERNAL RESPONSE:

- A. In some cases, laws, codes, agreements or the very nature of the emergency requires the Facility Manager to turn operations over to an outside response organization. When this happens, protocols between the facility and the external response organization are implemented. The facility's manager provides the community's Incident Commander a report on the situation. The facility manager should maintain a detailed log of actions that occur during the emergency to include event times, a description of what happened, responding organizations, decisions made and any deviations from policy.

- B. Coordinate with outside organizations by meeting periodically with local governmental and community agencies. Inform them that you are creating an emergency management plan and solicit their counsel and insight.
- C. Determine protocols for turning control of a response over to outside agencies. Consider issues such as which gates or entrances will responders use; where and to whom will they report; how will they be identified; how will your personnel communicate with responders; who will be in charge of response activities, who will escort responders from the main entrance to the incident site, and what kind of identification will authorities require to allow your key personnel into your facility during an emergency?
- D. Communicate with other corporate offices and divisions in the company to learn their notification requirements; conditions where mutual aid would be necessary; how offices will support each other in an emergency and names, telephone numbers and pager numbers of key personnel.

VII. COMMUNICATIONS:

- A. Communications are essential to any business operation. A communications failure can cut off vital business activities. Communications are needed to report emergencies, warn personnel of danger, inform families and off-duty employees about what is happening at the facility, coordinate response activities and keep in contact with customers and suppliers.
- B. Plan for all possible contingencies from a temporary or short-term disruption to a total communications failure:
 - 1. Consider the voice and data communications used to support the everyday functions performed by your facility. Consider the business impact if your

communications were inoperable. How would this affect emergency operations?

- 2. By what means will customers, suppliers and vendors contact you?
- 3. Prioritize all facility communications, determine which should be restored first in an emergency and establish procedures for restoration.
- 4. Determine the effect of a power or telephone outage on emergency alert and warning devices.
- 5. Talk to your communications vendors about their emergency response capabilities and coordinate with them for restoration of service.
- 6. Determine needs for backup communications for each business function; consider telephones, fax, messengers, portable microwave, amateur radios, point-to-point private lines, satellite systems and high-frequency radios.

VIII. CORPORATE COMMUNICATIONS:

Consider the functions your facility might need to perform in an emergency and the communications systems needed to support them. Communications are vital between employees, neighboring businesses, customers, suppliers, emergency responders, the Facility Manager, the ECC and the media. Also consider a variety of both high and lo-tech methods of communications and routinely test these systems as well as alarms on a regular basis.

IX. FAMILY COMMUNICATIONS:

In an emergency personnel need to know whether their families are safe; taking care of their loved ones must be a high priority. Encourage employees to establish plans to communicate with their families in the event they are separated from one another or injured during an emergency. They should arrange for an out-of-town contact for family members to call in an emergency and they should designate a place to meet in case they cannot get home.

X. EMERGENCY NOTIFICATIONS:

Establish procedures for employees to report an emergency and rehearse personnel assigned specific notification tasks. Post emergency telephone numbers near bulletin boards and in other prominent locations.

1. In a larger facility, emergency calls are generally directed to Security; subsequent calls are generally made by Security.
2. Maintain, regularly test and update the addresses, telephone and pager numbers of key emergency response personnel.
3. Monitor National Weather Service all-hazard radios (frequency 162.400) for warnings of potential dangers.
4. Develop scripted announcements that could be made over public address systems.

XI. WARNINGS:

Establish a system for warning personnel of an emergency that is audible or within view of everyone in the facility. Ensure the warning system has a distinct and recognizable signal and an auxiliary power supply. Familiarize personnel with response procedures when the system is activated and ensure customers, contractors, visitors and others that may not be familiar with the warning system know what actions to take. Test the system regularly!

XII. LIFE SAFETY:

Insure the contents of the overall plan designates life safety as the highest priority.

XIII. SITE EVACUATION:

- A. One common means of protection is evacuation. In the event of fire, an immediate evacuation to a predetermined area away from the facility may be necessary. In a hurricane, evacuation could involve the entire community and take place in stages over a period of several days.
- B. To develop evacuation policies and procedures, determine the conditions under which an evacuation would be necessary and establish a clear chain of

command identifying personnel with the authority to order an evacuation. Establish specific procedures and a system of accounting for personnel. Designate "evacuation staff" to assist others in an evacuation and to account for personnel.

- C. Designate personnel to continue or shutdown critical operations while an evacuation is under way. They must be capable of recognizing when to abandon an operation and evacuate themselves.
- D. Develop post evacuation procedures and coordinate plans with the Chatham Emergency Management Agency.

XIV. ROUTES AND EXITS:

- A. Designate primary and alternate evacuation routes and exits; have them well lit and clearly marked. Post signs displaying routes so that employees may familiarize themselves with them and have someone outside your organization evaluate the routes and their markings.
- B. Install emergency lighting in case of a power outage during an evacuation and ensure that routes are wide enough to accommodate the number of personnel evacuating, clear, unobstructed and unlikely to expose evacuees to additional hazards.

XV. ASSEMBLY AREAS & ACCOUNTABILITY:

- A. Obtaining an accurate count of personnel after an evacuation requires planning and practice.
- B. Designate assembly areas where personnel should gather after evacuating.
- C. Establish a method for accounting for non-employees such as guests, suppliers, customers and visitors. Take a head count after the evacuation. Confusion in assembly areas can lead to unnecessary and dangerous search and rescue operations. The names and last

known locations of unaccounted for personnel should be determined and reported to the Command Center.

- D. Establish procedures for further evacuation in case the incident expands. This may consist of sending employees home by normal means or providing them with transportation off-site.
- E. Secure the area to prevent unauthorized access.
- F. Rescue persons trapped or unable to evacuate.
- G. Provide first aid of persons injured in the incident or evacuation.

XVI. SHELTER:

- A. In some emergencies, the best means of protection is to take shelter either within the facility or away from the facility in a building. Consider the conditions for taking shelter, i.e., tornado warning, hazardous material spill, etc. Identify shelter space in the facility and in the community and procedures for sending personnel to shelter.
- B. If appropriate, designate shelter managers; determine needs for emergency supplies such as food, water and medical supplies and coordinate plans with the Chatham Emergency Management Agency.

XVII. TRAINING:

Train employees in evacuation, shelter and other safety procedures. Training sessions should be conducted annually, when employees are hired, personnel with special assignments are designated, new equipment or materials are introduced, procedures are revised, or exercises reveal that employee performance must be improved.

XVIII. INFORMATION:

Provide emergency information such as checklists and evacuation maps with primary and alternate evacuation

routes. Post maps in strategic locations and consider the needs of guests and others that visit the facility.

XIX. FAMILY PREPAREDNESS:

Consider ways to help employees prepare their families for emergencies. This will increase their personal safety and help the facility resume operations. Those who are prepared at home will be better able to carry out their responsibilities at work.

XX. PROPERTY:

Protecting facilities, equipment and vital records is essential to restoring operations following an emergency. Identify sources of backup equipment, parts and supplies. Designate personnel to authorize, supervise and perform a facility shutdown. Train them to recognize when to abandon the effort. Obtain materials to carry out protection procedures and keep them on hand for use in emergencies. Establish procedures for:

- A. Fighting fires
- B. Containing material spills
- C. Closing or barricading doors and windows
- D. Shutting down equipment
- E. Covering or securing equipment
- F. Moving equipment to a safe location
- G. Backing up critical computer data

XXI. PROTECTIVE SYSTEMS:

Determine the need for systems to detect abnormal situations, provide warning and protect property. Consult your property insurance carrier about special protective systems and consider:

- A. Fire protection systems
- B. Lighting protection systems
- C. Water level monitoring systems
- D. Overflow detection devices
- E. Automatic shutoffs
- F. Emergency power generation systems

XXII. FACILITY SHUTDOWN:

- A. Facility shutdown is generally a last resort but always a possibility. An improper or disorganized shutdown can result in confusion, injury and property damage. Some facilities require only simple actions such as turning off equipment, locking doors and activating alarms. Others require complex, extended shutdown procedures.
- B. Establish shutdown procedures that include information about when and how to shut off utilities. Identify the conditions that necessitate a shutdown, who can order a shutdown, who will execute the procedures, how a partial shutdown will effect other facility operations and the length of time required for shutdown and restarting. Post these procedures and train personnel in their implementation.
- C. If relocation is required, are strategic revenue measures, administration, staff support, communications, transportation, deliveries, inventories and vital records functions adequate for commencement of immediate operations? Is the public relations plan sufficient to advise customers and suppliers of the relocation?

XXIII. RECORDS PRESERVATION:

- A. Vital records may include:
 - 1. Financial and insurance information
 - 2. Engineering plans and drawings
 - 3. Product lists and specifications
 - 4. Employee, customer and supplier databases
 - 5. Formulas and trade secrets
 - 6. Personnel files (Especially in the event of employee injury or death)
 - 7. Data processing files, systems and equipment
- B. Preserving vital records is essential to the rapid restoration of operations. Analyzing vital records involves:
 - 1. Classifying operations into functional categories such as finance, production, sales and administration.

- 2. Identifying functions that are essential for business operations such as finance, production and sales.
 - 3. Identifying the minimum information that must be readily accessible to accomplish essential functions, for example, maintaining customer collections may require access to account statements.
 - 4. Identifying records that contain essential information and where they are located.
 - 5. Identifying equipment and materials needed to access and use the information.
- C. Establish procedures for protecting and accessing vital records. Among the many approaches to consider are:
 - 1. Labeling vital records.
 - 2. Backing up computer systems.
 - 3. Making copies of records.
 - 4. Storing tapes and discs in insulated containers.
 - 5. Storing data off-site.
 - 6. Increasing security of the computer facility.
 - 7. Arranging for evacuation of records to backup facilities.
 - 8. Arranging for backup power.
 - 9. Staffing of alternate, temporary sites.
 - 10. Suspension of non-essential operations.
 - D. Development of an interim alternate-site support plan:
 - 1. Transition to operation from a recovery or alternate site.
 - 2. Implementation of key systems at the alternate site.
 - 3. Duplication of communication and networking requirements.
 - 4. Personnel for restoration and operation of critical systems.
 - 5. Retrieval of backup data and files.
 - 6. Alternate site hardware, software and support requirements.

XXIV. RESUMPTION:

Business recovery and resumption goes right to the facility's bottom line of keeping people employed and the business running.

XXV. CONTINGENCY CONTRACTS:

- A. Consider contractual arrangements with vendors for post-emergency services such as record preservation, equipment repair and engineering requirements.
- B. Ensure that pre-qualified suppliers of critical services have their own emergency plans and will be able to provide services when required.
- C. Meet with insurance carriers to discuss business resumption policies.
- D. Are alternate banking resources available if your financial institution has a prolonged electrical outage? Can you make payrolls without your primary bank?
- E. Identify critical operations and plan to bring those systems back on-line. The process may entail repairing or replacing equipment, relocating operations to an alternate location and temporarily contracting operations.
- F. Consider the possibility of denied or delayed access to the facility.
- G. Establish criteria for abandoning a facility and relocating to an alternate site. Who authorizes this decision? What special disaster-specific accountability is required?
- H. Take photographs of or videotape the facility to document company assets; update these records regularly.

XXVI. CONTINUITY OF MANAGEMENT:

It can be assumed that not every key person will be readily available or physically at the facility after an emergency. Ensure that recovery decisions can be made without undue delay. Consult legal counsel and corporate bylaws governing continuity of management. Establish and exercise procedures for:

- A. Assuring the chain of command.
- B. Maintaining lines of succession for key positions.
- C. Relocating to alternate headquarters.

XXVII. INSURANCE:

- A. Lack of appropriate insurance can be financially devastating. However, most companies discover they are not properly insured only after they have suffered a loss. Have your insurance advisors' name and phone number readily available and secure.

XXVIII. EMPLOYEE SUPPORT

Since employees are your most valuable assets, consider the range of services that you could provide, including:

- A. How will pay be handled in an emergency: OT, comp, straight time, etc.
- B. Meeting place for employees and their family members
- C. Cash advances
- D. Salary continuation
- E. Modification of work hours
- F. Crisis counseling or stress management workshops
- G. Care packages
- H. Day care.

XXIX. RESUMING OPERATIONS:

Immediately following an emergency, take steps to resume operations.

- A. Determine if the facility is safe for occupancy.
- B. Establish a check-in point for guests & conduct employee briefings.
- C. Assess employee personnel circumstances & provide assistance.
- D. Establish a recovery team.
- E. Establish priorities for resuming operations.
- F. Continue to ensure the safety of personnel on the property.
- G. Assess the remaining hazards and maintain security at the scene.
- H. Contact your insurance agent or advisor.
- I. Policies usually pay for temporary repairs to protect a business and the actual value and replacement value of damaged property. Many policies do not reimburse for debris removal however, if a tree falls on your facility,

- your insurance may pay for its removal; check with your agent!
- J. Keep detailed records. Consider audio recording all decisions. Take photographs or video the damage.
 - K. Flood damage caused by rising water is generally covered under flood insurance policies underwritten by the Federal government, but most adjusters can handle the claims. Ask your agent about flood insurance and its reimbursables.
 - L. Account for all damage related costs. Establish special job order numbers and charge codes for purchases and repair work. Keep receipts.
 - M. Only make repairs necessary to prevent further damage to your business. Do not make further repairs without consulting with your agent. Protect undamaged property. Close building openings. Remove smoke, water and debris. Protect equipment against moisture. Restore sprinkler systems. Physically secure the property. Restore power.
 - N. Conduct salvage operations. Segregate damaged from undamaged property.
 - O. Although the inventory of damaged goods is usually done with the adjuster or the adjuster's salvor, it is advisable before the adjuster arrives, to prepare a list of damaged and destroyed property. The list should include a description of the item, date of purchase or age, cost at the time of purchase and estimated replacement value. If you have cancelled checks or receipts, collect them to show the adjuster. If you release goods or receipts to the salvor, obtain a signed inventory stating the quantity and type of items being removed.
 - P. If possible, obtain a detailed assessment of the value of damaged property.
 - Q. Assess the impact of business interruption.
 - R. Restore equipment and property but for major repair work, review restoration plans with the insurance adjuster and appropriate government agencies.
 - S. Notify employees' families about the status of personnel on the property and notify off-duty personnel about work conditions.

- T. Maintain contact with customers and suppliers.
- U. Be aware of unsolicited and uncertified repair and recovery firms; always verify licenses, credentials and references.

XXX. ADMINISTRATION AND LOGISTICS:

Maintain complete and accurate records to ensure efficient emergency response and recovery. Certain records may be required by regulation or by your insurance carrier and may prove invaluable in the case of legal action after an incident.

XXXI. ADMINISTRATION:

- A. Create an emergency call list, wallet size if possible, of persons who will respond to an emergency, their responsibilities and their 24-hour telephone numbers.
- B. Actions before an emergency include:
 1. Establishing a written emergency management plan.
 2. Maintaining training records.
 3. Maintaining all written communications.
 4. Documenting drills, exercises, and their critiques.
 5. Involving community emergency response organizations in planning activities.
- C. Actions during and after an emergency include:
 1. Maintaining telephone logs.
 2. Keeping a detailed record of events.
 3. Maintaining a record of injuries and follow-up actions.
 4. Accounting for personnel.
 5. Coordinating notification of family members.
 6. Issuing press releases.
 7. Maintaining sampling records.
 8. Managing finances.
 9. Coordinating personnel services.
 10. Documenting incident investigations and recovery operations.

XXXII. LOGISTICS:

- A. Contingency funding can be critical following an emergency. Consider the need for pre-approved purchase orders or requisitions and requirements for special funding authorities.
- B. Resource lists of equipment, services and supplies are vital as are mutual aid agreements with other companies and governmental agencies.
- C. Before an emergency, logistics may include:
 - 1. Acquiring equipment.
 - 2. Stockpiling supplies.
 - 3. Designating emergency facilities.
 - 4. Establishing training facilities.
 - 5. Establishing mutual aid agreements.
 - 6. Preparing a resource inventory.
- D. During an emergency, logistics may include:
 - 1. Providing utility maps to emergency responders.
 - 2. Providing material safety data sheets to employees.
 - 3. Moving backup equipment in place.
 - 4. Repairing parts.
 - 5. Arranging for medical support, food and transportation.
 - 6. Arranging for shelter facilities.
- E. Providing for backup power.
- F. Providing for backup communications.
- G. Maps may be required that indicate:
 - 1. Utility shutoffs
 - 2. Water hydrants
 - 3. Water main valves
 - 4. Water lines
 - 5. Gas main valves
 - 6. Gas lines
 - 7. Electrical cutoffs
 - 8. Electrical substations
 - 9. Storm drains
 - 10. Sewer lines
 - 11. Location of each building with name and street number

- 12. Floor plans
- 13. Alarms and enunciators
- 14. Fire extinguishers
- 15. Fire suppression systems
- 16. Exits
- 17. Stairways
- 18. Escape routes
- 19. Restricted areas
- 20. Hazardous materials including cleaning supplies
- 21. High-value items

XXXIII. DISTRIBUTION:

- A. Distribute the first draft to group members for review; revise and incorporate changes as necessary. For the second review, conduct a tabletop exercise with personnel who have key emergency management responsibilities. In a conference room setting, describe an emergency scenario and have participants discuss their responsibilities and how they would react to the situation. Based on this discussion, identify areas of confusion and modify the plan.
- B. Once finalized, brief the chief executive officer and senior management and obtain written plan approval. When reproduced for distribution, the plan should be assembled in a fashion that facilitates page updates and changes; a three ring binder works quite well. Next, determine which sections of the plan are appropriate for distribution to whom. In some instances, proprietary information or privacy considerations may preclude dissemination outside the company. Distribute sufficient copies to allow the staff to maintain a copy both at home and at work. Distribution should include all members of the company's emergency response organization, corporate headquarters and selected sections to local emergency management agencies.

**ANNEX L
PLANNING CHECKLIST**

I. EXECUTIVE SUMMARY:

- Purpose of the Plan
- Corporate policy regarding emergency management
- Authorities and responsibilities of key personnel
- Types of emergencies expected
- Assessment of vulnerabilities
- Location where response operations will be managed

II. DIRECTION AND CONTROL:

- Criteria for activating the Command Center based on issue of the Hurricane Watch or at any time the General Manager deems necessary.
- Identification of the Executive Committee and the Emergency Coordinator.
- Notification procedures to inform members of the Executive Committee (or Emergency Coordinator) and support staff to report to the command center.

III. EMERGENCY OPERATIONS/COMMAND CENTER:

- Primary and alternate location
- Duties of personnel.
- Procedures for each position and checklists.
- Lines of succession, authority and responsibility.
- Equipment and supply needs for each response function.
- Assignment of initial responsibility for:
 - Recognizing and reporting an emergency
 - Warning employees
 - Initiating safety and security measures
 - Ordering or initiating evacuation

IV. RECORDKEEPING:

- Documentation and log of actions

V. SECURITY:

- Procedures for isolation of a disaster scene.

VI. EXTERNAL RESPONSE:

- Protocols.

VII. COMMUNICATIONS:

- Priority and procedures for restoration of internal communications.
- Plan for restoration of external communications services.
- Plan for backup communications for each business function.

VIII. CORPORATE COMMUNICATIONS:

- Restoration plan.

IX. FAMILY COMMUNICATIONS:

- Individual communications plan.

X. EMERGENCY NOTIFICATIONS:

- List of employee addresses, telephone and pager numbers.
- Procedures for notification of local, State and Federal agencies.
- Scripted public address announcements.
- Scripted notification to guests arriving in the immediate future.

XI. WARNINGS:

- System description.

XII. LIFE SAFETY:

- Establish life safety as the highest priority.
- XIII. EVACUATION:**
 - Conditions under which an evacuation would be necessary. Establishment of a clear chain of command.
 - Personnel and procedures to shutdown critical operations.
 - Post evacuation procedures.
 - Security to prevent unauthorized access into an incident area.
 - Identification of personnel for access control.
 - Rescue of persons trapped or unable to evacuate.
 - First aid for persons injured in the incident or evacuation.
- XIV. ROUTES AND EXITS:**
 - Primary and alternate.
- XV. ASSEMBLY AREAS AND ACCOUNTABILITY:**
 - Areas and procedures.
- XVI. SHELTER:**
 - Conditions for taking shelter, shelter locations and managers.
 - Identification of hazardous areas to be avoided when sheltering.
- XVII. TRAINING:**
 - Program and responsibility.
- XVIII. INFORMATION:**
 - Route maps displayed; plan for visitors and customers.
- XIX. FAMILY PREPAREDNESS:**
 - Plans for employee transportation needs.

- XX. PROPERTY:** plans and procedures for:
 - Fighting fires
 - Containing material spills.
 - Closing or barricading doors and windows.
 - Shutting down equipment.
 - Covering, securing or relocating equipment.
 - Identification of backup equipment, parts and supplies.
- XXI. PROTECTIVE SYSTEMS:**
 - Fire protection
 - Lighting protecting
 - Water level monitoring
 - Overflow detection
 - Automatic shutoffs
 - Emergency power generation
- XXII. FACILITY SHUTDOWN:**
 - Responsibilities to minimize damage:
 - Securing items that could fall or shake loose in an emergency.
 - Moving heavy or breakable objects to low shelves.
 - Ensuring moveable items are above potential flood levels.
 - Moving workstations away from windows.
 - Wrapping electronic equipment in plastic.
- XXIII. RECORDS PRESERVATION:** Identification and labeling vital records:
 - Financial and insurance information
 - Engineering plans and drawings
 - Product lists and specifications
 - Employee, customer and supplier databases
 - Formulas, proprietary information and trade secrets

- Personnel files
- Backing up computer systems.
- Storing records, tapes and discs off-site or in insulated containers.
- Evacuation of records to backup facilities.
- Arrangements for backup power.

XXIV. RESUMPTION:

- Concept and milestones for resumption

XXV. CONTINGENCY CONTRACTS:

- Arrangements for record preservation, equipment repair, earthmoving equipment or engineering resources.
- Property and business resumption policies.
- Plan for bringing critical systems back on-line.
- Responsibility for photographs or videotape of the facility.

XXVI. CONTINUITY OF MANAGEMENT:

- Chain of command
- Lines of succession
- Relocation to alternate headquarters.

XXVII. INSURANCE:

- Values
- Conditions
- Applicability
- Adequacy

XXVIII. EMPLOYEE SUPPORT: plans and procedures:

- Cash advances
- Salary continuation
- Flexible work hours

- Reduced work hours
- Crisis counseling
- Supplies
- Day care.

XXIX. RESUMING OPERATIONS:

- Recovery team priorities
- Hazard assessment and security.
- Employee briefing.
- Provisions for insurance documentation:
- Audio recording decisions.
- Photographs or video of damage.
- Damage related cost inventory and accountability.
- Assessment of damaged property values.

XXX. ADMINISTRATION AND LOGISTICS:

- Complete and accurate records

XXXI. ADMINISTRATION: assignment of responsibility for:

- Maintaining telephone logs.
- Keeping detailed records of events.
- Maintaining a record of injuries and follow-up actions.
- Accounting for personnel.
- Coordinating notification of family members.
- Issuing press releases.
- Managing finances.
- Coordinating personnel services.
- Documenting incident investigations and recovery operations.

XXXII. LOGISTICS: assignment of responsibility for preparing:

- Resource inventory.

- Utility maps to emergency responders.
- Material safety data sheets for employees.
- Backup equipment.
- Repair parts.
- Medical support, food and transportation.
- Shelter facilities.
- Backup power.
- Backup communications.

XXIII. DISTRIBUTION:

- Review of draft followed by tabletop
- Incorporation of lessons learned
- Copies for key employees at home and work
- Copies to support organizations and agencies