

# **Crisis Management 101: Lessons From the Field**

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## Why Is Disaster Response Important to Floridians?

- **Florida is the fourth most populated state in the nation and is one of the top travel destination in the world**
- **Florida has 1, 197 miles of coastline and 2,276 miles of tidal shorelines**
- **Florida has approximately Eighty Percent (80%) of the state's total population residing in 35 coastal counties**
- **Florida is one of the largest users and producers of hazardous materials (approximately 13,000 facilities)**
- **Florida has a large seniors' population**

- **Tropical Cyclones** (Hurricanes and Tropical Storms): Over 70 land falling Atlantic Coast hurricanes from 1900 through 2009 (approximately 35%) hit Florida
- **Severe Weather:** (Tornadoes, El Nino's) Severe weather impacts Florida nearly everyday during the summer. Severe extensive weather events occur about five times annually
- **Environmental:** (Drought, Flooding and Wildfires) Flooding and wildfires occurs annually
- **Terrorism:** 2001 Anthrax outbreak in South Florida
- **Technological:** 1,000 hazardous materials events are reported to the state annually
- **Mass Migration:** In 1994 Florida responded to two major mass migration incidents involving 100 Haitian and 700 Cuban refugees



**Lightning**



**HAZMAT**



**Fire**



**Tornado**



**Hurricanes  
And More....**



**Flood**



**Mass Migration**



**Bio-Terrorism**



**Pandemic**

- Florida is particularly vulnerable to tropical cyclones (hurricanes and tropical storms).

**Resulting Consequences:**

- - Large-Scale Evacuations
- - Sheltering (pre and post event)
- - Infrastructure Damage/loss (sewer, water, electric, roads, bridges, debris, communications, etc.)
- - Damage/Loss to the Service Industry
- - Crop Loss
- - Property Loss
- - Long-Term Economic Impacts
- - Economic and Social Disruption
  - - Widespread Psychological Impacts
  - - Re-entry

# Disaster Preparedness

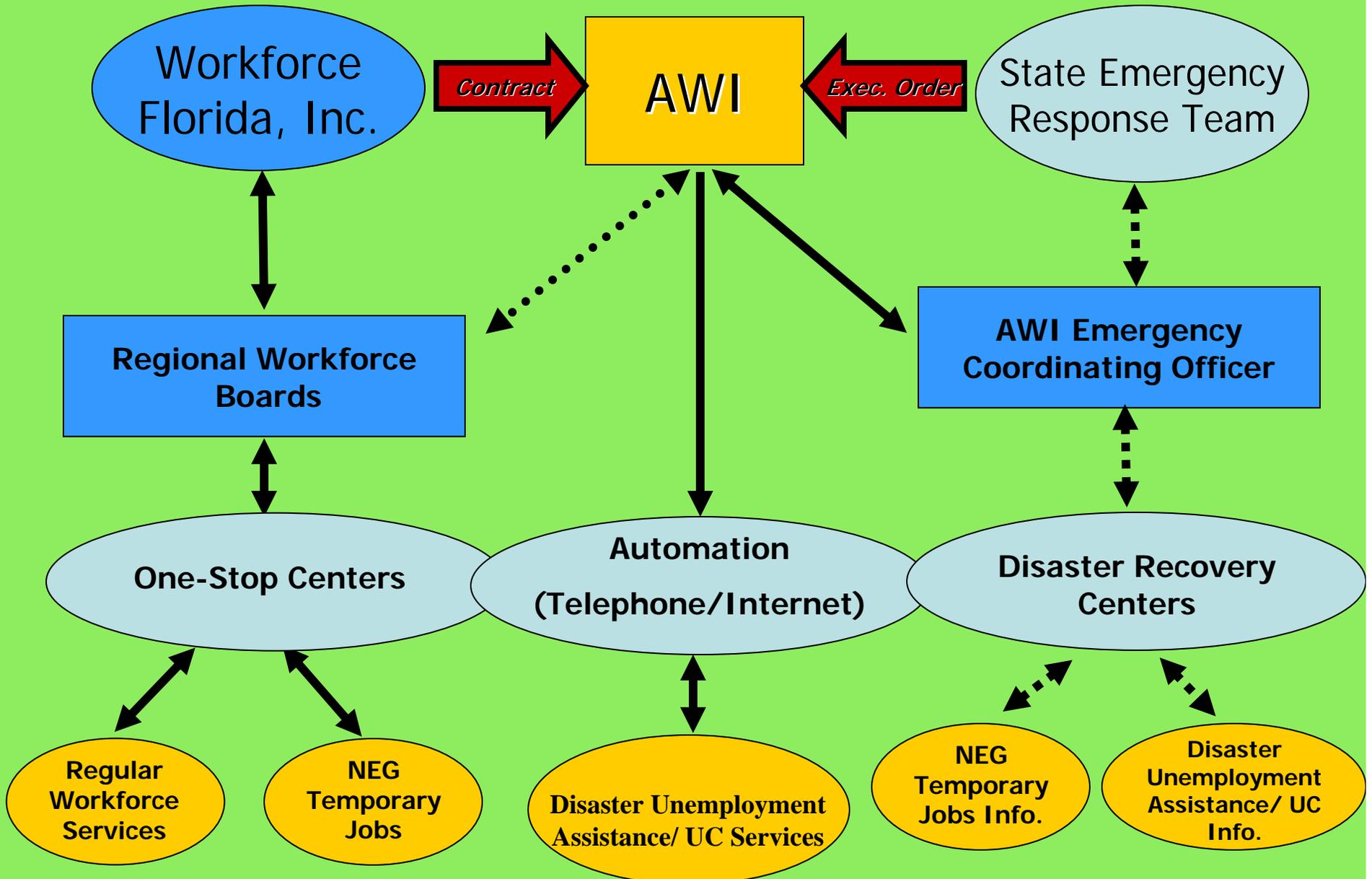
*Disasters are chaotic situations. But with proper preparation and planning it is possible to restore order, quickly alleviate the suffering of those affected, and to get on the road to recovery. **In Florida, we plan for worst, hope for the best and expect the unexpected.** –Craig Fugate, FEMA Director (Past Florida SERT Director)*

- Florida law requires the development of two major disaster plans:
  - Florida Comprehensive Emergency Management Plan and
  - Agency Disaster Preparedness Plan (Agency's COOP)
  
- The state encourages the development of:
  - Individual/Family Emergency Plans;
  - Business Emergency Plans
  
- Agency for Workforce Innovation requires Regional Workforce Boards to develop Regional COOPs (Regional COOPs are on file with AWI).

## Why Planning and Preparation is Important?

- ✓ Protect essential business resources: personnel, facilities, equipment records and other assets
- ✓ Facilitate decision making
- ✓ Expedite the delivery of critical services in emergency conditions
- ✓ Mitigate disruption to operations
- ✓ Achieve timely and orderly recovery and resumption of full services for customers

## AWI Organizational Relationships For Disaster Response



# Overview of the State Comprehensive Plan

- Establishes a framework through which the state prepares for, responds to, recovers from and mitigates the impact of disasters (structure)
- Provides guidance to State and local officials on procedures, organizational responsibilities and interagency coordination (process)
- Describes the basic strategies, assumptions, operational goals & objectives and mechanisms the state will use in mobilizing resources to respond to disasters (approach)

- Plans and Procedures
- Identification of Essential Functions
- Delegations of Authority
- Orders of Succession
- Alternate Facilities
- Interoperable Communications
- Vital Records and Databases
- Tests, Training and Exercises

- At a minimum, the COOP plan should:
  - Delineate essential functions and activities
  - Outline a decision process
  - Establish a roster of fully equipped and trained emergency personnel
  - Include procedures for employee advisories, alerts and COOP activation, with instructions for relocation with and without warning during duty and non-duty hours
  - Provide for attaining operational capability within 12 hours
  - Establish processes and procedures to acquire resources necessary to continue essential functions and sustain operations for up to 30 days

# Identification of Essential Functions

- Determine which functions performed by the agency must be continued under all circumstances
- Prioritize essential functions
- Establish staffing and resource requirements
- Identify mission critical data and systems
- Defer functions not essential to immediate agency needs
- Integrate supporting activities

- **COOP Activation Procedures**
  - Shut down of the Main Administrative Building
  - Shut-down of the City of Tallahassee
  - Evacuation of the Main Administrative Building
  
- **Disaster Magnitude Levels**
  - Minor Disaster
  - Major Disaster
  - Catastrophic Disaster

- **Roles and Responsibilities:**

- Executive Leadership Team-Assessing the situation and preparing an agency response plan. Provide guidance and leadership to their staff

- Emergency Coordinating Officers- Planning, Training and Coordinating with State/County Emergency Response Teams. Providing information and direction to the Agency's Executive Leadership Team

- Incident Command Team-Ensure that the organization is able to carry out mission essential functions

- Safety Officer-Ensuring that the organization's facilities are safe for staff and customers

- Floor Wardens-Ensuring that staff are properly evacuated from the facility and that an orderly transition of staff occurs to reestablish services

- **Mission-Essential Functions**
  - Administration of Unemployment Insurance
  - Distribution of State and Federal Program Funds
  
- **Direction and Control**  
*Succession Order:*
  - Director
  - Assistant Director
  - Director of Agency Support Services
  - Director of Unemployment Compensation Services
  - Director of Workforce Services
  - Director of Office of Early Learning
  
- **Operational Hours-Determined by the Executive Leadership Team**

## ■ COOP Alert and Notification Procedures

- Director/ECO notifies the Executive Leadership Team (ELT)
- ELT/ Division Managers notify staff
- ELT reports notification outcome to the Agency's ECO
- ECO reports notification results to the Director
- ECO notifies the state and county warning points of emergency relocation
- Director/and other designees notify primary partners and stakeholders
- Director initiates the deployment of the Incident Command Team (if necessary)
- The ECO notifies the Alternate Facility Contact of the agency's staff relocation
- The Safety Coordinator ensures security at the Caldwell Building
- The Building Manager notifies mail service provider of the relocation
- The Incident Command Team assembles at alternate site to facilitate the agency's critical functions (within 12 hours)
- Other non-relocation personnel will be directed to move to other facilities or return home
- Office of External Affairs notifies the press, new media, customers, vendors and other service providers of temporary relocation

- **Telecommunications and Information System Support**
  - Information Technology Services staff will provide information system support, mobile communications support and data security at alternate facilities
  - Information Technology Services staff will activate the IT Disaster Recovery Plan, if necessary
  
- **Security and Access Controls**
  - The Building Manager is responsible for security and access control at the Caldwell Building and alternate site
  
- **Training**
  - The agency's new employee orientation includes a public safety component
  - The ECO schedules training and drill exercises
  - The Building Manager arranges periodic drills with floor wardens

- **Reconstitution and Termination of Emergency Procedures**
  - Executive Leadership Team Develops a Reconstitution and Termination Plan
  - The Director Approves the Plan
  - The Building Manager Takes the Lead Role in Overseeing the Safety Plan and Ensuring Safe Transition (with 24 hours initiate restoration efforts)
  
- **Alternate Facilities**
  - Workforce Florida, Inc. (Tallahassee, Florida)
  - Workforce Plus One-Stop Center (Tallahassee, Florida)
  - Fuller Warren Building (Jacksonville, Florida)
  - Mobile Units (state/local)

- **Agency COOP**-Addresses Essential Functions
- **Safety Plan**-Addresses Safety Procedures
- **Pandemic Plan**-Addresses Isolation and Longer Period of Operation Conditions
- **IT Disaster Recovery Plan**-Addresses Communications

- ✓ Become familiar with local emergency management officials, facilities and other resources
- ✓ Develop, test and update emergency management plans, .i.e., COOP/COG, Safety, and Technology
- ✓ Become familiar with emergency plans and procedures of partner organizations
- ✓ Ensure that a contingency of staff is trained in emergency management procedures and protocols
- ✓ Periodically assess the effectiveness of emergency resources and tools. As needed, replace equipment and supplies
- ✓ Periodically update staffing rosters and phone-trees

- **Emergency Management Delivery System:**

- Response** (*Source of critical information and support for providing workforce emergency services*)

- Recovery** (*Source of temporary employment opportunities for workforce customers*)

- Mitigation** (*Source of training and permanent employment opportunities for workforce customers*)

- Most federal, state and local emergency operations centers recognize an Emergency Support Function (ESF) structure for coordinating assistance for an incident. *Knowing which ones can provide support to workforce programs are important. For Example:*

- ESF#3-Public Works and Engineering

- ESF#6-Mass Care, Emergency Assistance, Housing, and Human Services

- ESF#14-Long-Term Community Recovery

- **Federal Workforce Assistance for Major Declarations**

**Individual Assistance** - aid to individuals and households;  
*(Includes Disaster Unemployment Assistance)*

**Public Assistance** - aid to public and tribal (and certain private non-profit) entities for certain emergency services and the repair or replacement of disaster damaged public facilities

*(Includes National Emergency Grants)*

## LEVERAGING WORKFORCE ASSISTANCE FROM EMERGENCY MANAGEMENT OFFICIALS

- **Intelligence for Planning:** *Assessment of impact area, GIS mapping, status of environmental conditions; identification of service facilities*
- **Logistical Support for Operations:** *Transportation, security clearance; food; water; shelter; temporary service site, communication, fuel; electrical power*
- **Client Referral/Outreach Source:** *Disaster Recovery Centers; Shelters; Volunteer Agencies*
- **Temporary Jobs Assignments:** *Federal/State Clean-up and Humanitarian Support Teams*

# Overview of the “Typical” Florida Response to Tropical System Disasters

## 72 to 48 Hours Before the Event

- Alerting State and Regional Emergency Response Officials
- Sharing Governor’s Executive Guidance

## 48 to 24 Hours Before the Event

- Projecting Needs to Request Federal Assistance
- Deploying Appropriate Staff Near the Potentially Impact Area
- Conducting Informational Briefings
- Activating Emergency Website
- Monitoring Protective Measures
- Establishing Field Support Operations

## 24 Hours Before the Event

- Planning for: Staffing Assignments, Impact Area Tours, Preliminary Damage Assessments, and Federal Funding/ Assistance

## Event Impact to 24 Hours After Impact

- Initiating Process to Re-Establish Communications and
- Determining the Disaster Impact within Affected Areas

## 24 to 48 Hours After Impact

- Activating the Process for Response and Recovery Activities
  - Conference Calls with Regions
  - Deployment of Staff and Mobile Resources
  - Initiating Workforce Related Emergency Programs (DUA/NEG)

## PRIOR TO THE EVENT Cont:

- Develop an Emergency Website for communicating latest information
- Contact local utilities companies to ensure that offices are listed as critical to recovery so that they can be among the first to have power restored
- Identify alternative facilities
- Create weather resistant signage that lists available services
- Maintain a roster of individuals willing to travel and volunteer in the affected service areas
- Anticipate and prepare for requests for federal and other assistance
- Maintain a current/up-to-date phone tree of employees, partners, stakeholders and others

## PRIOR TO THE EVENT Cont:

- Ensure employees, partners, stakeholders and others that you need to communicate with have car chargers, back-up batteries or other means for recharging phones, computers, etc
- Be part of the local emergency response plan. Participate in Emergency Operations Center training and communications so that you are already a "player" prior to the emergency. Know your county emergency operations coordinator and staff
- Make sure others in the community are aware of the services that you agency/entity can make available (facilities, staff, services, funding, etc.)
- Plan for communications with vulnerable and other populations who may require targeted outreach. Migrant and Seasonal Farm workers, Native Americans, Rural Areas, are a few of these groups
- Consider leasing recreational vehicles to serve as portable offices that can be taken into smaller communities. (MSFW, Native American, Rural Areas) for targeted outreach. They can also serve as housing in areas where there are no hotels rooms

## PRIOR TO THE EVENT Cont:

- Lease satellite phones for communicating from the affected area when other phone service is not available
- Prepare to communicate in multi-lingual messages and in multiple media
- Know contacts at your local radio stations and television stations
- Create Disaster Recovery Tip Sheets for employees, partners and others
- Provide key response staff with "official" identification to be used for access in the affected area and in emergency operations centers
- Set up an alternative email addresses (Yahoo, Hotmail, Gmail)
- Maintain copies of leases, insurance policies and other important documents off-site in a secure location (banks, safety deposit boxes)

## PRIOR TO THE EVENT Cont:

- Anticipate that when a disaster first occurs, if families cannot work, their normal need for child care services may be temporarily suspended. If childcare services are available, families may be unable to transport children to the provider's location
- Develop co-location arrangements with emergency responder organizations since they will likely have generators and be the first to have electrical and telephone services restored
- Conduct periodic assessments of physical facilities to assist in assessing damages and/or making claims. Take pictures before and after
- Be knowledgeable of lease and insurance arrangements. Someone off-site, possibly out of state, should have copies of these documents
- Consider having One-Stop Career Centers and other workforce facilities designated as emergency operations facilities

## AFTER THE EVENT:

- Deploy, as soon as it is safe, staff to assess damaged areas and report back. Also deploy staff to identify and secure housing for the response team. The staff deployed should be at a level of responsibility that allows them to make decisions locally based on the existing circumstances
- Activate mobile units, which can provide services immediately in any area
- Anticipate the elements and supply tents, chairs, tables, water and snacks/food, for customers and staff who may have to wait outside for extended periods of time
- Provide toys and other activities to occupy and accommodate children that may be with parents and staff at disaster recovery centers and other points of recovery operations
- Anticipate that staff in local areas have suffered immensely and will need support from others in other areas to relieve them of their duty while they take care of their personal issues. Organize volunteers from unaffected areas (state level) to serve as back-up to local areas in providing services

## AFTER THE EVENT Cont:

- When possible, hire local victims to assist in supplementing local workforce staff in disaster recovery efforts. This will allow local staff to take care of their personal business as well as provide employment/income to out-of-work individuals
- Be prepared to refer or provide Employee Assistance Programs services, counseling and other services to assist local staff in coping with the disaster. Domestic violence will also become more prevalent in post-storm environments
- Deploy staff to targeted/special needs communities that may not seek traditional disaster assistance or where that assistance may not be available (migrant communities, reservations, rural areas)
- Use local radio stations and newspapers to convey crucial information relative to storm recovery. Remember to provide information in a multi-lingual multi media manner



## Contact Information

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**Agency for Workforce Innovation Emergency Website:**

**<http://www.awiemergency.com/>**

**Florida Division of Emergency Management Emergency Website:**

**<http://www.floridadisaster.org/index.asp>**