



DISASTER RELIEF AND BUSINESS CONTINUATION PLAN

Revised 05/2020

OBJECTIVE:

During and after a disaster a community's access to food and drink can be significantly compromised. The Harry Chapin Food Bank will work cooperatively with other disaster relief organizations to develop disaster relief plans and to serve as a conduit for distributing food and other essential grocery items for the purpose of immediate disaster relief.

These efforts will include the solicitation, handling, storage and distribution of food and related products to entities assisting in disaster relief.

The extent of disaster relief services provided by the Harry Chapin Food Bank and Feeding America will vary based on the scope of the disaster and available resources.

ORGANIZATION OF THIS DOCUMENT

This document contains several major sections, each of which has several sub-sections. Major sections include:

- Objective – the Food Bank's overall intent for involvement in disaster relief.
- Definition and Classification of a Disaster – how we define disasters and the various magnitudes of disaster.
- Disaster Relief Plan Framework and Overview of Responsibilities - this section identifies key characteristics that must be adhered to in creating an effective plan and responding to a disaster. It also lists the major high-level responsibilities of the Food Bank during a disaster.
- The Harry Chapin Food Bank Disaster Relief and Business Continuation Plan – Detailed Description – this section contains the details of the plan. It includes the responsibilities of the Food Bank, as well as the tasks generally needed to be performed to fulfill the responsibilities. The responsibilities can be categorized in three timeframes:
 - Pre-disaster activities
 - Activities during and immediately after a disaster
 - Post Disaster Relief follow-up activities

The Food Bank plan has been developed around these three major timeframes. The plan ends with a list of contacts and references on a national and local level. These references are contained in several appendices.

[Appendices A through M](#) – these appendices provide a wealth of reference information and contact information for various national, state and local organization and government institutions involved in various aspects of disaster relief.

- [Appendix A](#) – General considerations in disaster planning
- [Appendix B](#) – Preparing your Board/Organization for disaster recovery
- [Appendix C](#) – Media contacts for use by the Food Bank manager with responsibility for interfacing with the media during a disaster
- [Appendix D](#) – National and State organizations involved in disaster relief
- [Appendix E](#) – Food Bank director and manager contact information
- [Appendix F](#) – County Emergency Operation Centers
- [Appendix G](#) – Local Fire Departments
- [Appendix H](#) – Lee County organizations and government institutions involved in various aspect of disaster relief
- [Appendix I](#) – Charlotte County organizations and government institutions involved in various aspect of disaster relief
- [Appendix J](#) – Collier County organizations and government institutions involved in various aspect of disaster relief
- [Appendix K](#) – Glades County organizations and government institutions involved in various aspect of disaster relief
- [Appendix L](#) – Hendry County organizations and government institutions involved in various aspect of disaster relief
- [Appendix M](#) – Virtual library of information helpful in developing plans and responding to a disaster.

Utilize Form [ICS 214, Unit Activity Log](#), for FEMA reimbursement with a declared emergency

DEFINITION AND CLASSIFICATIONS OF A DISASTER

Disaster

A disaster is an occurrence such as hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, earthquake, drought, blizzard, pestilence, famine, fire, explosion, building collapse, transportation wreck, pandemic or other situation that causes human suffering or creates human needs that the victims cannot alleviate without assistance.

Harry Chapin Food Bank Classifications of Disaster

All of the above disaster scenarios have similarities and differences that can affect some details of a given disaster response. Concerns about communication links, roadways, utilities, integrity of the Food Bank facility, staff safety, and availability of product, will always be of concern. To what extent will depend on the nature and scope of the disaster. A tornado or fire can be confined to a small area or be widespread. A hurricane or earthquake will generally be widespread.

This document encompasses guidelines, procedures and policies that try to account for the widest range of scenarios. For the purpose of evaluating the degree of support necessary to respond to any given disaster, the Harry Chapin Food Bank has developed the following disaster classifications:

- Class 1** A Class 1 disaster would be limited in scope, affect a limited number of households in the food bank service area, and the demand upon the food bank would be met with the resources on hand.
Examples: Fire, limited tornado damage.
- a. Households affected - less than 25
 - b. Poundage demands - less than 10,000
 - c. Special product demands - none or minimal
 - e. Impact on food bank operating capability – none

For Class1 events the Food Bank will provide food and other related products. The Red Cross liaison person and Feeding America involvement will only be upon request from the Food Bank.

- Class 2** A Class 2 disasters would be somewhat limited in scope, but would affect a significant number of households in the food bank service area, and the demand upon the food bank would be met with the resources on hand.
Examples: Tornado, limited flooding, civil disturbance, widespread fire.
- a. Households affected - 25 to 250
 - b. Poundage demands - 10,000 to 50,000 pounds
 - c. Special product demands - minimal
 - d. Impact on food bank operating capability - minimal

For Class 2 events the Food Bank will provide food and other related products. The Red Cross liaison person and Feeding America involvement will only be upon request from the Food Bank.

- Class 3** A Class 3 disasters would affect a large number of households and would likely require that outside product resources be generated to meet demand.
Examples: Small to medium hurricane, larger flooding, civil disturbance, widespread fire.
- a. Households affected - 250 to 1,000
 - b. Poundage demands - 50,000 to 250,000 pounds
 - c. Special product demands - probable
 - d. Impact on food bank operating capability - some resource diversion (Staff time, funds, and inventory).

For Class 3 events the Red Cross liaison person and the Food Bank (along with Feeding America, if requested) will coordinate multi-Food Bank efforts.

- Class 4** A Class 4 disasters would affect thousands of citizens to some degree. It would usually affect a large geographic area, a number of food banks, and would require a substantial amount of outside assistance.
Examples: Large hurricane, earthquake, or widespread flooding.
- a. Households affected - over 1,000
 - b. Food banks affected - multiple
 - c. Poundage demands - over 250,000
 - d. Special product demands - substantial
 - e. Impact on food bank operating capability - possible temporary incapacitation of food bank: significant resource diversion (Staff time, funds, inventory.)

For Class 4 events the EOC's liaison person is overall lead. Under the direction of the EOC the Red Cross liaison person, the Food Bank and Feeding America will coordinate food distribution related activities.

- Class 5** A Class 5 disaster would affect tens of thousands of households. Generally, the devastation caused by a Class 5 Disaster would require an enormous nationwide relief effort.
Examples: Massive earthquake, pandemic, or man-made disaster.
- a. Households affected - entire communities
 - b. Food banks affected - multiple
 - c. Poundage demands - millions of pounds over an extended period
 - d. Special product demands – enormous
 - e. Impact on food bank operating capability - Major disruption of all non-disaster relief services. A class 5 disaster could result in short term or long-term incapacitation of the local food bank(s.)

For Class 5 events the EOC's liaison person is overall lead. Under the direction of the EOC the Red Cross liaison person, the Food Bank and Feeding America will coordinate food distribution related activities.

If a particular situation does not clearly fit in the above stated class definitions, the Harry Chapin Food Bank may, either unilaterally or in response to a request from a governing agency initiate its Disaster Relief Plan. In such a case, it is likely that the roles and responsibilities of all parties shall be enacted as though the situation were classified as a Class 4 or Class 5 disaster.

DISASTER RELIEF PLAN FRAMEWORK AND OVERVIEW OF RESPONSIBILITIES

Framework

In providing a framework for disaster relief response, the Harry Chapin Food Bank acknowledges that each disaster is a unique event. It is essential that those involved in disaster relief strive to frame and conduct their efforts in a manner which reflects the following characteristics:

Commitment - Disaster relief efforts invariably require a maximum commitment in terms of time and psyche from those involved.

Cooperation - In order to be successful, disaster relief efforts must be conducted in an expedient and effective manner. Cooperation among disaster relief organizations is essential to a timely, effective response.

Compassion - Although efficiency and expediency are essential, those involved in disaster relief must be compassionate and sensitive to those they serve and to those they work with. A disaster is, by definition, a crisis. Often friends and families of those involved in the disaster relief efforts are themselves victims. One must be sensitive to this fact and be flexible in understanding that humans cope with crises in a variety of ways.

Reflection - While a disaster will present the Food Bank with incredible challenges, it will also provide an opportunity to gain expertise. In the aftermath of a disaster, despite the high emotional cost of reliving the experience, it is essential those involved in the relief efforts reflect upon and evaluate their performance.

Overall Responsibilities of the Harry Chapin Food Bank

In general, the high-level responsibilities of the Harry Chapin Food Bank during disaster relief efforts are to:

1. Contact Feeding America's national office with notice that a disaster has occurred. Patrick Crawford 312-263-2303 Ext.(6846)
pcrawford@feedingamerica.org

2. Contact Feeding Florida Robin Safley Robin Robin@feedingflorida.org
850-792-6048 Cellphone #'s 850-545-6400 or 850-228-3312
3. Conduct a preliminary assessment of the five county areas to determine the magnitude of the disaster relative to food needs as well as estimating the extent of assistance required from the broader network of food providers/distributors; and, update Feeding America with this assessment..
4. Solicit financial & other resources needed by the Food Bank in order to respond to the needs of our impacted communities.

THE HARRY CHAPIN FOOD BANK DISASTER RELIEF AND BUSINESS CONTINUATION PLAN - DETAILED DESCRIPTION

Disaster relief planning is a process, not an end product. In developing this plan general guidance that helped is provided in Appendix A.

The activities of the Food Bank can be categorized in three major time frames:

- Pre-disaster activities
- Activities during and immediately after a disaster
- Post Disaster Relief follow-up activities

Pre-disaster Activities

In order to effectively respond during and after a disaster several actions will be undertaken as preparatory work. By its nature, the devastation caused by a disaster cannot be determined in detail in advance. So, the following activities will be undertaken, but only to the extent possible.

The Executive Director will assign Food Bank directors and managers to undertake the following:

- Plan Development and Board/Organization Education and Training for Disaster Relief

1. While this plan is thoroughly developed, plans must be reviewed for needed revisions from time to time. The Disaster Coordinator (Director of Operations) will retain responsibility for maintaining an up-to-date plan, including contacts and references.

2. The Disaster Coordinator (Director of Operations) will retain responsibility for developing and undertaking a training program to ensure the Board of Directors and Harry Chapin Food Bank staff has been trained in their roles associated with disaster relief. Appendix B provides guidance for this activity.

-Financial Policies and Procedures

1. The Harry Chapin Food Bank will establish and maintain a Disaster Relief Fund. As needed, The Harry Chapin Food Bank will conduct an annual disaster relief appeal to maintain this fund.
2. Expenses to be covered by The Harry Chapin Food Bank from the Disaster Relief Fund for disasters are as follows:
 - A. Transportation of product.
 - B. Operating costs (rent, utilities, equipment, personnel) for approved additional warehousing for disaster relief product.
 - C. Travel and expenses for The Harry Chapin Food Bank's staff and other requested food bank personnel.
 - D. Purchase or rental of equipment and supplies.
 - E. Food bank operating expenses relative to disaster relief efforts.
3. Interim financing in the form of an interest free loan will be made available to food banks in declared Class 4 or 5 disasters from Feeding America to cover cash flow of disaster related expenses. The President and the Chair of the National Council of the Feeding America Board will review the request within 24 hours. Specific repayment terms will be determined at the time of the loan approval.

- Involvement in VOAD/COAD & Mock Disaster Participation

1. The Harry Chapin Food Bank will be an active member in the Florida VOAD through the FAFB.
2. As invited, the Food Bank will participate in any local mock disaster preparedness drills.

- Alternate Warehouse / Office

1. Identify potential alternate warehouse/office sites and secure written agreements using the following minimum guidelines:
 - A. Separate location but as close as possible to the food bank
 - B. 30,000 square feet (approximately 1,000 square feet per truck load)
 - C. 2 loading docks
 - D. Office space
2. Establish terms for short term donated use of facility, to be referred to as The Harry Chapin Food Bank's Disaster Relief Distribution Center.

DAN O'BERSKI

Principal Broker

Trinity Commercial Group

239.334.3040 • 239.293.4544

9250 Corkscrew Rd • Suite 13 • Estero • FL 33928

dan.ober ski@trinitycre.com

- A. If shared with Red Cross or another agency, establish terms for mutual use and systems for control of the Harry Chapin Food Bank product receipt, storage, and distribution, preferably based on the Harry Chapin Food Bank's models and systems;
- B. Establish warehouse traffic flow patterns and storage layout.
- C. Establish pest control program and sanitation program.
- D. Establish record keeping system.
- E. Establish phone/fax communications needs
- F. Establish waste handling facility needs.
- G. Have signage available to identify Food Bank operation.

- Alternate Warehouse Equipment Required

If the use of an alternate warehouse and office is warranted, some or all of the following equipment will be required:

1. Forklift (2 or more) with extra fuel tanks (gas or propane)
2. Portable dock plate (2 or more)
3. Manual pallet jacks (2-4)
4. Chain and claw
5. Pallets (4-way style)
6. Portable scale (pallet scales)
7. Garbage disposal-Dumpster
8. First aid kit
9. Pest control
10. Extra boxes, tape guns, and tape
11. Portable generator (diesel and gas) with hook-up

12. Tool box -- hammers, screwdrivers, wrenches, pliers
13. Nails and screws
14. Battery operate lights, flashlights, batteries
15. Gas and oil for equipment and trucks
16. Propane tanks
17. Tarps and plastic
18. Box cutters and scissors
19. Shrink wrap
20. Pallet tags
21. Air masks (filters)
22. Gloves (insulated and heavy duty)
23. Rain ponchos and hats
24. Mops and mop heads
25. Push brooms and household brooms
26. Portable Toilets
27. Tents
28. Fire extinguishers
29. Insulated coolers for temporary cold storage
30. Refrigerated storage trailers/cold boxes with independent power supply
31. Non-Prescription Drugs (Aspirin or non-aspirin pain reliever, Anti-diarrhea medication, Antacid, Laxative)

- Alternate Office equipment required

If the use of an alternate warehouse and office is warranted, some or all of the following equipment will be required:

1. Laptop computer with fax modem (battery operated); portable printers
2. Battery operated calculators
3. First aid kit
4. Shipping and receiving logs with carbon
5. Pens, pencils, markers
6. Portable radio (battery operated)
7. Portable TV
8. Photocopier
9. Fax machine
10. Battery operated lights, flashlights, batteries
11. Stapler and staples
12. Cellular phones
13. Ham and/or CB radios
14. Walkie-Talkie (with battery operated chargers)
15. Maps (local, city, state)
16. Name tags (picture ID for existing staff)
17. T-shirts with logo (for all volunteers and staff)
18. "The Harry Chapin Food Bank Disaster Relief Distribution Center" signage
19. Magnetic "The Harry Chapin Food Bank" signs for rental trucks/car doors

- Alternative power sources/HCFB generator/Ready to plug in for freezer-cooler

Whether or not an alternate warehouse / office are required, alternate power sources may be required for the existing or alternate facility.

1. Determine power generation needs
2. Locate generator rental outlets handling the appropriate type and quantity of generators needed
3. Establish pre-arranged contracts

- Alternate transportation

1. Secure sources for additional or alternate transportation through:
 - A. Pre-arranged truck rentals
 - B. Major relief organizations -- Salvation Army, Red Cross, etc.
 - C. Military/National Guard
 - D. Plan to make daily deliveries to alternate distribution network, as transportation resources may be incapacitated
 - E. Establish a working relationship with the city Evacuation Committee to acquire copy of the city evacuation system and plan trucking through specified routes as appropriate
 - F. Pre-arrange for fuel delivery service.

- Communication

1. Maintain a list of primary and secondary contacts for each major relief organization and the Food Bank Board of Directors
2. Anticipate that television, telephone and radio stations may be out of commission immediately following disaster
 - A. Establish Communication Back-Up Options-211/
3. Secure backup equipment including:
 - A. Two-way radios
 - B. Cellular phones
4. Secure commitment from television and radio stations to broadcast messages
5. Prepare to use the auto-attendant automated response system or disperses calls before they hit the voicemail box.

6. Prepare list of emergency contact phone numbers for food bank staff/board & develop list of those with text messaging capability
7. Establish plan for meeting or re-establishing staff contact immediately following a disaster (assume formal communication networks will be incapacitated)

- Sleeping/living accommodations and meals

1. Identify hotels or alternate arrangements for out-of-town volunteers
2. Establish contingency plans for food bank staff and local volunteers to be accommodated at or near the food bank if necessary; stock food, water and bedding materials (cots, air mattresses, blankets)
3. Prepare area to be used as child care facility for staff if necessary during the day in the event that alternate daycare or baby-sitters are not available.

- Identify Volunteers & Train

1. Identify and secure commitments from local volunteers willing to assist with disaster relief
2. Categorize individuals according to particular skills or areas of expertise
3. Develop plan for establishing contact immediately following disaster (assume main lines of communication will not be functional)
4. Schedule annual disaster relief training sessions

Key Responsibilities for Food Bank Management During and Immediately After a Disaster

IMPORTANT NOTE: As expected, the level of activity and hence the detailed tasks will vary with the type and magnitude of a disaster. The following list of responsibilities is intentionally extensive, intended to define the responsibilities associated with a major event. In response to smaller events many of these tasks are not required. Only during the assessment of the event itself can Food Bank management determine the activities that are required to effectively and efficiently respond.

- Executive Director

1. Establish priorities for Feeding America's/Food Bank's roles in disaster relief effort; monitor and manage adherence to and adjustment to priorities.

2. Establish initial contact with Feeding America, Red Cross, EOC, FEMA and other applicable major relief agencies
3. Act as the Food Bank primary media contact or designate appropriate substitute
4. Maintain communications with Board and manage any required Board activities.
5. Function as alternate for Disaster Coordinator activities, as required.

- Senior Staff Disaster Team

1. Will assign an on-going liaison and main contact person between the Food Bank and Feeding America, Red Cross, EOC, FEMA and other relief agencies.
2. Lead the assessment of physical damage of Food Bank facility.
3. Assess impact of Food Bank facility damage on staff and resulting impact on Food Bank operations.
4. Estimate food needs of community(ies) and adequacy of Food Bank facility to serve those needs.
5. Determine Food Bank staff and volunteer pool needed for the disaster relief team.
6. Orient disaster relief team members in fulfilling their roles and responsibilities
7. Set daily priorities for the Food Bank and develop and monitor work schedule of Food Bank disaster relief team

- Finance Department

1. Have Food Bank property/casualty insurance information available.
2. Coordinate with the Director of Operations necessary payment to vendors, additional warehouse needs, etc.
3. Finance will prepare all support documentation for grants, federal and state government reporting.

-HR and Administration

1. Update Staff contact information
2. Obtain food supplies for Staff
3. Determine if we will close and communicate to staff

4. Set up communication mechanism with staff before, during and after the storm.
5. Post storm, we need to survey employee damage and needs.
6. Assess need for EAP or other services.
7. Flex work schedules as needed to attain goals.
8. Schedule daily stand up meetings for updates.

- Operations Team

1. Ensure a safe warehouse, vehicles and equipment to perform our work.
2. Based on in-house food inventory levels and the Program Department's assessment of the agencies needs we will start procuring needed food donations.
3. Operations will manage acceptance and delivery times of disaster product offerings that come in from various sources: FEMA, Feeding Florida, Feeding America, other food banks, Retailers and national chains such as Wawa and Dunkin Brands.
6. Will provide an inventory on a daily basis.
7. Participate on Feeding Florida's daily conference call with updates of damage assessment, agency activity, product as well as any equipment needs.
8. Operations will pull and deliver all JIT (just in time) agency orders and offer Driver assistance for additional Mobile Pantry distributions as needed.

- Director of Development

Under the direction of the Executive Director (who is the primary media contact) the Development Director will work together to perform media coordination tasks, including as required:

1. Formulate and disseminate consistent messages to the media regarding food, volunteer and financial needs
2. Work with Executive Director to facilitate his role as the primary media contact
3. Coordinate with Feeding America's Integrated Marketing Communications Department

4. Disseminate information about what and where food is being distributed as well as what and where items may be donated
5. Formulate disaster-associated public relations activities for the Food Bank
6. Instruct disaster relief team and Food Bank staff regarding release of information to general public, media, etc.
7. Serve as the focal point for in-coming calls from state and local media
8. Manage media visits to the Food Bank and staging areas
9. Monitor media reports
10. Maintain up-to-date media contact list. (Appendix C)
11. Coordinate fund development outreach to individuals and corporate donors
12. Maintain an up-to-date Food Bank Web Site with links to appropriate local and national websites. Ryan Uhler 239-822-9560 ruhler@harrychapinfoodbank.org & Barbara Evans 786-540-4043 baevans@harrychapinfoodbank.org.
 - A. Emergency Operation Center EOC www.leeecoc.com/about.cfm
 - B. Ready America Department of Homeland Security
http://www.ready.gov/america/natural_disasters.html?
 - C. Food and Water in an Emergency Federal Emergency Management and the American Red Cross
http://www.redcross.org/static/file_cont39_lang0_24.pdf
 - D. Link to American Red Cross site for foreign language
<http://www.arclcc.org/DisasterServices/ForeignLanguage.htm>
 - E. Link to Lee County Electric Company web site that offers hurricane updates and preparation plans for their consumers
<http://www.lcec.net/hurricane/LCECHurricaneGuide.pdf>
 - F. Add “Especially for the News Media” link to the web site
 - G. Hurricane Tracker-www.hurricanetrack.com
 - H. EOC’s Web sites and Twitter
14. After the crisis winds down, continue to follow up with the media for their post-crisis coverage.
15. Update the fact sheet on The Harry Chapin Food Bank’s efforts for future reference and follow-up stories on the disaster.
16. Publicize the support of major donors in relief efforts.

- Director of Programs

The primary responsibility of the Partner Relations Manager after a disaster is to assess the viability of the agency distribution network and to manage the food ordering process. That is, maintain contact with Food Bank agencies and other organization which distribute food, receive their food orders and forward these orders to Operations.

1. As soon as possible after the event assess the Food Bank agency distribution network to determine their ability to participate in disaster relief; and, identify the emergence of ad hoc distributors.
2. Act as primary contact for Food Bank agencies and work with them to see that their food needs are met.
3. Manage the food ordering process, including receiving orders from Food Bank agencies, EOC and other food distribution organizations and providing orders to the Director of Operations for filling and shipping.
4. Be present in the area to identify and establish additional food distribution points.

- Volunteer Manager/Food Drive Coordinator

1. Based on the Senior Staff Disaster Team's assessment of the size of the volunteer pool needed, determine the type of volunteers needed (i.e. office assistants, packing food, receiving food, and distribution), work with the Development Team to organize food drives.
2. Assess needs against the Food Bank volunteer list and recruit, assign tasks and train volunteers for disaster relief
3. Coordinate with Food Bank Director of Development (functioning as the media coordinator person) to communicate additional volunteer needs to the public.
4. Create and monitor volunteer staff work schedule.

Post Disaster Relief – Follow-up Activities

The purpose of post-disaster follow-up is to identify and evaluate successes and areas for improvement in order to formulate suggestions for improving future efforts

- Follow-up Meetings

. Meetings will be scheduled, as appropriate, to initiate this activity.

1. **Local level/preliminary review** – The purpose of this meeting is to conduct a preliminary review of relief efforts and to determine the current status of operations. The meeting will generally take place at the juncture when mass feedings and major relief efforts are winding down and the transition from relief to recovery begins. The Disaster Coordinator (Director of Operations) will convene and chair this meeting.
2. **Local level/internal debriefing** – this debriefing will occur shortly after the preliminary review. The purpose of the internal review is to assess collaborative relations/interactions with local community groups involved in disaster relief as well as to evaluate the Food Bank’s internal performance. This meeting will be convened and chaired by the Executive Director.
3. **National level/internal debriefing** – this debriefing will occur shortly after the preliminary review. The purpose of the internal review is to assess collaborative relations and interactions with those in the Network involved in disaster relief as well as to evaluate the food bank’s internal operations and performance. The Executive Director will convene and chair this meeting.
4. **National level/Network debriefing** – The purpose of this meeting is to engage key staff from the affected food bank(s), and appropriate Feeding America staff in a comprehensive debriefing disaster relief operations. Ideally, the meeting would be held twelve weeks after the transition from relief to recovery occurs. The Executive Director will convene and chair this meeting. regarding the within eight to operations

- Follow-up Actions

Based on the evaluations and meeting feedback, the Executive Director will determine whether aspects of the Disaster Relief Plan, training associated with disaster relief and/or Food Bank processes should be modified.

Contacts and References

The Disaster Relief Plan for the Harry Chapin Food Bank is built on the understanding that disaster relief requires the interaction of, and effective communication between, numerous organizations. The Food Bank’s primary mission related to a disaster is to help provide food to those in need. Other organizations provide services and products in line with their mission. Depending on the type and magnitude of the disaster, local/regional and/or national organizations may be involved.

Easy and quick accessibility to various organizations is one key to effective communication. To that end, this plan, in various appendices identifies many organizations and their contact information.

- [Appendices A through M](#) – these appendices provide a wealth of reference information and contact information for various national, state and local organization and government institutions involved in various aspects of disaster relief.
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Appendix A

**Disaster Planning is Not a Product, it is a Process
(next 2 pages)**

Disaster planning is a process, not an end product...

General Considerations

- ☒ **People first.**
 - Consider offering to pay staff early.
 - Allow employees time to make disaster preparations to their homes and for their families.
- ☒ **Have petty cash available. Credit means nothing when power is out!**

Facility

- ☒ **What if there was a prolonged power outage?**
- ☒ **What if key suppliers or shippers were shut down even though you are not**
- ☒ **What would you do if your facility were closed for several days, damaged or even totally destroyed?**
- ☒ **What could you absolutely not survive without?**
 - Machinery? Computers? The buildings?
- ☒ **What can be done to assure you never have to live without them?**

Critical Information and Communications

- ☒ **What if your payroll, accounting or inventory records were destroyed?**
- ☒ **What if your computer or data base was destroyed?**
- ☒ **What if the local phone service were disabled?**

Action Items

- ☒ **Get on the 'priority list' of the power company**
- ☒ **Purchase a backup generator** to maintain full operations or critical functions such as refrigeration, lighting, security systems, and computer control in the event of a power failure. Even a small generator to charge cell phone batteries would be helpful!!!
- ☒ **Have back-up vendors and shippers in place** in case your primary ones are disabled. Set up relationships in advance and maintain them. Place occasional orders so that they regard you as an active customer when you need them.
- ☒ **Make sure the street or highway department knows that your road needs to get cleared and opened quickly;**
- ☒ **Work with law enforcement agencies to understand your business and protect it from possible looting/burglary/theft/etc.**
- ☒ **Develop contingency plans to remain in operation if your building is unusable.**
- ☒ **Could you operate out of a secondary location?**

Equipment

- ☒ **Check your telephone system. (PBX/Digital)**
 - Land Line Phone?
 - Payphone on site?
 - Purchase an old rotary phone! (remember when you were a kid and the lights went out but the phone still worked?)

Personnel

- ☒ **Watch for signs of abnormal stress.**
 - Your staff and volunteers will be under a lot of pressure. If you or your management team shows concern over individuals, do not 'blow it off'.
- ☒ **Develop an employee "telephone tree" to rapidly contact employees in an emergency.**

Appendix A (continued)

Data Management

- ☑ **Consider compiling cell phone numbers for your key agencies, volunteers, Emergency Management Office, and on site responders.** Update your Board's contact information too. Again keep copies in a safe off-site area
- ☑ **Make backup copies of all critical records:**
 - Phone numbers,
 - Computer and Internet logon codes and passwords,
 - Employee phone numbers*Keep in an accessible location. Store copies at home?*
- ☑ **Keep a backup copy of your computer's basic operating system, boot files, and critical software.**
- ☑ **Could you quickly transport critical items such as computers, inventory, and equipment?**
- ☑ **Before the last person leaves the building....**
 - Unplug everything that is not essential...*
 - desk lamps, radios, coffee makers, vending machines, fans, **WHY?**
 - Unplug any unnecessary modems, cable and phone lines.*
 - Make a list on what you disconnect!*

Insurance

- ☑ **Is the insurance adequate to get you back in operation?**
- ☑ **Do you understand what is covered and what is not?**
- ☑ **Can you pay creditors and employees during a prolonged shutdown?**
- ☑ **How long can we survive if we are shut down?**

Action Items

Review your current insurance coverage. Is it enough to get your business back in operation? Will it cover the replacement cost of vital facilities? Make it a regular annual procedure to review and update insurance. Also remember that insurance on mortgaged property probably only covers the lender with nothing left over for you.

Be aware of your contents insurance. Does it cover the replacement cost of critical equipment?

Know what your insurance does not cover. Most general casualty policies do not cover flood damage. Many require additional riders for windstorm, sewer backup, or earth movement. Consider adding coverage for likely perils, especially flood insurance.

Consider business interruption insurance that assists you with operating needs during a period of shutdown. It may help you meet payrolls, pay vendors, and purchase inventory until you are in full operation again. Also be prepared for the extraordinary costs of a disaster such as leasing temporary equipment, restoring lost data, and hiring temporary workers

Thinking Ahead...

Make upgrades now that would prevent possible future damage.

- Strengthening exterior walls
- Add a retaining wall
- Shore up a creek bank

Seek local mitigation funding from emergency management. (LMS).

Appendix B

Preparing Your Board and Organization for Disaster Recovery (next 10 pages)

Preparing Your Board and Organization for Disaster Recovery

The events of September 11 and its aftermath inevitably turned the attention of nonprofit board members, executives, and staff to matters of disaster preparedness. More than ever, nonprofit and nongovernmental organizations, along with every other segment of society, are feeling the effects of disasters – natural or manmade. To combat this uncertainty, the National Center for Nonprofit Boards (NCNB) is taking a leading role in closely examining ways in which boards can respond to situations such as the events of September 11 and other disasters.

NCNB believes that the role of boards is to ensure that the organizations they serve will not only survive in the event of a disaster but also be able to continue their critical roles as support structures in their communities. By mandating the establishment and implementation of policies that provide for emergency preparedness, boards can ensure that their organizations are better able to weather the storm brought about by unanticipated disasters.

NCNB needs your help in adding to our checklist of emergency preparedness measures that nonprofit organizations across the nation can consider for implementation. What appears below is a preliminary checklist we compiled with the help of a panel of experts. However, it is in no way exhaustive or complete. Instead, we designed the checklist to serve as a basis for ongoing dialogue among nonprofit leaders on emergency preparedness.

To advance this dialogue, we convened a special session, “Post September 11 Boards: Emergency Preparedness and Recovery,” at our National Leadership Forum, held in Washington, D.C., on November 12, 2001. At this session, nonprofit board members and executives explored perspectives from nonprofit leaders in the trenches. Through both large and small group discussion, participants shared insights for developing and refining their own emergency strategies.

NCNB has incorporated insights gained from this session in the checklist below so others who were not able to attend can be kept apprised of the latest thinking on the subject. We anticipate that this document will continue to evolve as the subject of disaster preparedness and recovery evolves. Finally, we plan to publish a booklet in 2002 on the broader topic of the board’s role in crisis situations.

We invite you to be a part of this continuing dialogue by sending your thoughts and your organization’s experiences to rtraister@NCNB.org.

CHECKLIST

Boards should ensure that their organizations have given considered thought to the following areas and issues:

Prepare the Board

Your board must decide on several important issues to ensure it is prepared for disaster.

- ☐ If applicable, amend the bylaws to allow the board to make decisions without face-to-face meetings. In the event of a disaster, it may not be possible -- or safe -- to meet in person.
- ☐ Make a plan for the board to make decisions in the event members cannot be reached or are lost. If the bylaws require a certain number of board members to reach a decision, consider a provision for emergencies -- with defined criteria for what constitutes an emergency.

Develop an Employee and Volunteer Emergency Plan

People – employees, board members and other volunteers – are the most valuable asset of your organization.

- ☐ Make sure your chief executive creates and implements a plan or reviews the existing one, and keeps it up to date with current events. Emergency plans should include all safety considerations, as well as instructions on where to meet or get information during a chaotic situation. The plan should be part of the organizational culture and all employees, volunteers and board members should be familiar with it.
- ☐ Define the criteria that constitute a disaster for your organization and would cause the emergency plan to go into effect.
- ☐ Schedule phases of implementation for the plan (first hours, first days, first weeks, etc).
- ☐ Decide who makes immediate decisions in an emergency situation, and establish a chain of command for backup.
- ☐ Develop site-specific emergency plans for protection and evacuation of people, and check federal and state laws for compliance.
- ☐ Investigate professional counseling services available in your area and, if possible, establish relationships with groups that can provide services after a disaster.
- ☐ Allow discretionary time off and time at work for employees and volunteers to catch up on news, check in on loved ones, and nurture fellowship with their colleagues.
- ☐ Use practice drills incorporating mock scenarios to test the effectiveness of the plan.

Finances

Prepare for financial recovery after an emergency or disaster. Reserve funds should be available so your organization can continue to provide important services despite problems facing your organization.

- ☐ Establish a financial reserve for use in the event of a disaster. Make sure the reserve is unrestricted and easily liquidated in the event of an emergency.
- ☐ Make sure the board chair and other key people have access to funds.

- ❑ Store multiple copies of information about accounts, investments and assets in off-site locations.
- ❑ Identify areas of the budget that are not crucial to the mission, from which funds can be redirected – if necessary – in a crisis.
- ❑ Contact key funders to solicit their input about the redirection of funds in times of crisis, and about putting funds into emergency reserves.
- ❑ Ask funders and board members if they can and will provide emergency funds in an emergency situation.
- ❑ Make sure your organization has adequate insurance for all assets: people, information, business continuation/interruption, and property.
- ❑ Consider whether to include the executive officer and others under “key person” insurance and investigate intellectual property coverage.
- ❑ Review your insurance coverage for restrictions for damages from acts of war and natural disasters. Investigate the timeliness of payments for claims.
- ❑ Consider the possibility that the banking industry could be directly impacted by the crisis.
- ❑ As a last resort, revisit the budget and reforecast revenues and expenditures.
- ❑ Use mock scenarios to test the effectiveness of the plan.

Administrative

Administrative planning is imperative for an organization to survive after an emergency or disaster.

- ❑ The board chair should know how to access all critical information pertaining to the organization in the event of an emergency. The chief executive should provide the board chair with a binder containing this information and instructions (See attachment with a sample table of contents). This information should be backed up in electronic format and a hard copy should be kept off site.
- ❑ Have a plan in place for an acting or interim chief executive, and develop a succession plan.
- ❑ Establish relationships with multiple vendors for goods and services – including temporary help – in the event that your regular suppliers are unavailable.
- ❑ Create a contingency plan for continuing work if your facilities are not usable. If possible, create a strategic partnership with another organization with a similar mission to share office space and equipment if one of the organizations’ office space is rendered unusable by a disaster.

Information Technology (IT)

Information is another valuable asset of any organization.

- ❑ Back up all data on a daily basis, and store the backups off site in multiple locations.
- ❑ Document IT procedures and inventory, and maintain this information in an off-site location.
- ❑ Develop an overall IT disaster recovery plan.
- ❑ Contract with an off-site IT firm to get new systems set up quickly in the event of irreparable damage to the systems or offices.

Communications

After a disaster has occurred, you will need to alert the community to your status and future plans as soon as possible.

- ❑ Designate a spokesperson and backup spokesperson for the organization.
- ❑ Advise employees, board members, and volunteers not to speak on behalf of the organization unless authorized to do so.
- ❑ Have crisis communication statements for as many conceivable situations as possible.
- ❑ Develop a message to donors to help raise funds quickly after a disaster.
- ❑ Prioritize communications in order of importance (constituency, board, media, etc.)
- ❑ Communicate with *all* of your constituents. Stay in touch with service recipients, customers, clients, volunteers, donors, members, staff and the board about services that are curtailed or other issues that arise as a result of the disaster.
- ❑ Set media expectations by contacting media representatives *before* a disaster strikes and making them aware that they will be contacted by a designated spokesperson for the organization and when they will be contacted in the scope of a major event.
- ❑ If your regular communication channels are down, have several backup channels in place. In the event cell phones and computers are not working, consider low-tech options like portable short wave, amateur (HAM), or citizens' band (CB) radios powered by batteries as alternatives when other methods of communication are not available.
- ❑ Leverage the public focus on the disaster, to the extent that you can, to appropriately draw attention to your mission.

Return to Work

The need for the services your organization provides does not go away during a crisis; in fact, the need may increase – especially if your organization provides a direct community service. If you have planned for the eventuality of an emergency or disaster – barring extreme circumstances, such as extensive loss of life within the ranks – your organization should be able to continue fulfilling its mission.

- ❑ Assess how your mission is related to or can contribute to your constituents' recovery and, where appropriate, reallocate resources for greater impact.
- ❑ Rethink your approach to donors in light of the circumstances.
- ❑ Reassess what in your preparedness planning did not work well in recovery, and realign plans for better preparedness next time.

Lesson Learned

In times of uncertainty, people often find it helpful to connect with others who are experiencing or have experienced similar challenges. Participants in the special session at the National Leadership Forum emphasized the lessons they learned from the September 11 attacks and other crises:

- ❑ Timeliness – act quickly after a disaster strikes. Proceed to minimize the impact on the constituency, the staff, and the organization. Start doing business differently *now* instead of waiting for a disaster to set new ideas in motion.
- ❑ Learn from others who have been there: Organizations on the west coast, in the tornado belt, and those dealing with volatile political issues are often very familiar with disaster preparedness and can be great resources.
- ❑ As recovery begins, share your organization's *good* news.

Resources

This checklist can serve as a guide to creating your organization's strategy for dealing with an emergency or disaster. Below are some additional resources. Also check with your state and local government and other sector and trade associations.

- Nonprofit Risk Management Center (<http://www.nonprofitrisk.org>)
- Internal Revenue Service (<http://www.irs.gov>)
- Occupational Safety and Health Administration (<http://www.osha.gov>)
- Society for Human Resources Management (<http://www.shrm.org>)
- American Red Cross (<http://www.redcross.org>)
- Council on Foundations (<http://www.cof.org>)
- Your local government, volunteer center, fire and police, and neighborhood emergency response teams
- Federal Emergency Management Agency (FEMA) (<http://www.fema.gov/>)
- The National Mental Health Association (<http://www.nmha.org/>)

A booklet on the subject of disaster recovery is planned for release by NCNB in January 2002. NCNB consultants are also available to help nonprofit boards identify key issues and develop strategies. Call 800-883-6262 or 202-452-6262.

Attachment

**Sample Table of Contents
Board Chair Disaster Recovery Binder**

Legal Documentation/Corporate Records

- Attorney/Auditor Contact Information
- Articles of Incorporation & Bylaws
- List of Official/Governmental Registrations (e.g., trademarks, copyrights, solicitations)
- Tax Exempt Determination letter and Certificate(s) of Exemption

Employee Information

- Staff (Employee and Volunteer) Roster
- Benefit and Compensation Contacts
- Retirement Plan Providers' Contacts
- List of Employee Benefits and Eligibility Requirements

Financial Documentation

- Bank and Investment Contacts
- Office Safe/Safety Deposit Box Combinations
- Wire Transfer Information
- Most Recent Tax Filings
- Insurance Brokers/Agents

Business Operations

- Building Emergency Contact and Access Information
- Contact Information for Your Landlords and Tenants
- Major Donors' Contact Information
- List of Major Contractual Obligations (long-term and continuous)

IT Contact Information

- IT Disaster Recovery Plan and Information
- IT Consulting Firm Contact Information

Please note: This information is provided as a starting point for nonprofit and nongovernmental leaders' consideration of how best to prepare for disasters. The items covered are not intended to be exhaustive and are not a substitute for your judgment, or the judgment of your counsel, consultants and other advisors.

CRITICAL INCIDENT STRESS INFORMATION SHEETS

You have experienced a traumatic event or a critical incident (any event that causes unusually strong emotional reactions that have the potential to interfere with the ability to function normally). Even though the event may be over, you may now be experiencing or may experience later, some strong emotional or physical reactions. It is very common, in fact quite *normal*, for people to experience emotional aftershocks when they have passed through a horrible event.

Sometimes the emotional aftershocks (or stress reactions) appear immediately after the traumatic event. Sometimes they may appear a few hours or a few days later. And, in some cases, weeks or months may pass before the stress reactions appear.

The signs and symptoms of a stress reaction may last a few days, a few weeks, a few months, or longer, depending on the severity of the traumatic event. The understanding and the support of loved ones usually cause the stress reactions to pass more quickly. Occasionally, the traumatic event is so painful that professional assistance may be necessary. This does not imply craziness or weakness. It simply indicates that the particular event was just too powerful for the person to manage by himself.

Here are some common signs and signals of a stress reaction:

<i>Physical*</i>	<i>Cognitive</i>	<i>Emotional</i>	<i>Behavioral</i>
chills	confusion	fear	withdrawal
thirst	nightmares	guilt	antisocial acts
fatigue	uncertainty	grief	inability to rest
nausea	hypervigilance	panic	intensified pacing
fainting	suspiciousness	denial	erratic movements
twitches	intrusive images	anxiety	change in social activity
vomiting	blaming someone	agitation	change in speech patterns
dizziness	poor problem solving	irritability	loss or increase of appetite
weakness	poor abstract thinking	depression	hyperalert to environment
chest pain	poor attention/decisions	intense anger	increased alcohol consumption
headaches	poor concentration/memory	apprehension	change in usual communications
elevated BP	disorientation of time, place or person	emotional shock	etc...
rapid heart rate	difficulty identifying objects or people	emotional outbursts	
muscle tremors	heightened or lowered alertness	feeling overwhelmed	
shock symptoms	increased or decreased awareness of surroundings	loss of emotional control	
grinding of teeth	etc...	inappropriate emotional response	
visual difficulties		etc...	
profuse sweating			
difficulty breathing			
etc...			

*** Any of these symptoms may indicate the need for medical evaluation.
When in doubt, contact a physician.**

THINGS TO TRY:

- WITHIN THE FIRST 24 - 48 HOURS periods of appropriate physical exercise, alternated with relaxation will alleviate some of the physical reactions.
- Structure your time; keep busy.
- You're normal and having normal reactions; don't label yourself crazy.
- Talk to people; talk is the most healing medicine.
- Be aware of *numbing* the pain with overuse of drugs or alcohol, you don't need to complicate this with a substance abuse problem.
- Reach out; people do care.
- Maintain as normal a schedule as possible.
- Spend time with others.
- Help your co-workers as much as possible by sharing feelings and checking out how they are doing.
- Give yourself permission to feel rotten and share your feelings with others.
- Keep a journal; write your way through those sleepless hours.
- Do things that feel good to you.
- Realize those around you are under stress.
- Don't make any big life changes.
- Do make as many daily decisions as possible that will give you a feeling of control over your life, i.e., if someone asks you what you want to eat, answer him even if you're not sure.
- Get plenty of rest.
- Don't try to fight reoccurring thoughts, dreams or flashbacks - they are normal and will decrease over time and become less painful.
- Eat well-balanced and regular meals (even if you don't feel like it).

FOR FAMILY MEMBERS & FRIENDS

- Listen carefully.
- Spend time with the traumatized person.
- Offer your assistance and a listening ear if (s)he has not asked for help.
- Reassure him that he is safe.
- Help him with everyday tasks like cleaning, cooking, caring for the family, minding children.
- Give him some private time.
- Don't take his anger or other feelings personally.
- Don't tell him that he is "lucky it wasn't worse;" a traumatized person is not consoled by those statements. Instead, tell him that you are sorry such an event has occurred and you want to understand and assist him.

WAYS FOR YOU TO RESPOND TO THE STRESS REACTION

- WITHIN THE FIRST 24 - 48 HOURS, periods of appropriate physical exercise, alternated with relaxation will alleviate some of the physical reactions.
- Structure your time - keep busy.
- You're normal and having normal reactions - don't label yourself crazy.
- Talk to people - talk is the most healing medicine.
- Beware of numbing the pain with overuse of drugs or alcohol, you don't need to complicate this with a substance abuse problem.
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- Realize that those around you are under stress.
- Don't make any big life changes.

- Do make as many daily decisions as possible which will give you a feeling of control over your life, i.e., if someone asks you what you want to eat - answer them even if you are not sure.
- Get plenty of rest.
- Reoccurring thoughts, dreams or flashbacks are normal - don't try to fight them - they'll decrease over time and become less painful.
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WAYS FOR FAMILY MEMBERS AND FRIENDS TO RESPOND TO YOUR STRESS REACTION

- Listen carefully.
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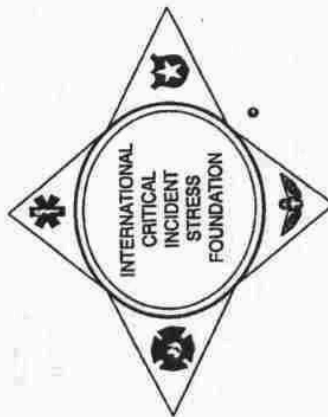
CISM Information Pamphlet

*International Critical Incident
Stress Foundation, Inc.
10176 Baltimore National Pike
Unit 201*

*Ellicott City, Maryland 21042
(410) 750-9600
(410) 750-9601 fax*

www.icisf.org

24 Hour Hotline (410) 313-2473



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You have experienced a traumatic event or a critical incident (any incident that causes emergency service personnel to experience unusually strong emotional reactions which have the potential to interfere with their ability to function either at the scene or later).

Even though the event may be over, you may now be experiencing or may experience later, some strong emotional or physical reactions. It is very common, in fact quite normal, for people to experience emotional aftershocks when they have passed through a horrible event.

Sometimes the emotional aftershocks (or stress reactions) appear immediately after the traumatic event. Sometimes they may appear a few hours or a few days later. And, in some cases, weeks or months may pass before the stress reactions appear.

The signs and symptoms of a stress reaction may last a few days, a few weeks or a few months and occasionally longer depending on the severity of the traumatic event.

With understanding and the support of loved ones the stress reactions usually pass more quickly. Occasionally, the traumatic event is so painful that professional assistance from a counselor may be necessary. This does not imply craziness or weakness. It simply indicates that the particular event was just too powerful for the person to manage by themselves.

HERE ARE SOME COMMON SIGNS AND SIGNALS OF A STRESS REACTION:

Physical*

Chills, thirst, fatigue, nausea, fainting, twitches, vomiting, dizziness, weakness, chest pain, headaches, elevated blood pressure, rapid heart rate, muscle tremors, shock symptoms, grinding of teeth, visual difficulties, profuse sweating, difficulty breathing, etc.

* Any of these symptoms may indicate the need for medical evaluation. When in doubt, contact a physician.

Cognitive

Confusion, nightmares, uncertainty, hypervigilance, suspiciousness, intrusive images, blaming someone, poor problem solving, poor abstract thinking, poor attention / decisions, poor concentration / memory, disorientation of time, place or person, difficulty identifying objects or people, heightened or lowered alertness, increased or decreased awareness of surroundings, etc.

Emotional

Fear, guilt, grief, panic, denial, anxiety, agitation, irritability, depression, intense anger, apprehension, emotional shock, emotional outbursts, feeling overwhelmed, loss of emotional control, inappropriate emotional response, etc.

Behavioral

Withdrawal, antisocial acts, inability to rest, intensified pacing, erratic movements, change in social activity, change in speech patterns, loss or increase of appetite, hyperalert to environment, increased alcohol consumption, change in usual communications, etc.

Spiritual

Anger at God, questioning of basic beliefs, withdrawal from place of worship, faith practices and rituals seem empty, loss of meaning and purpose, uncharacteristic religious involvement, sense of isolation from God, anger at clergy, etc.

Appendix C
Media Contacts for Use in Civic or Natural Disaster

● **The News-Press**

Editor	Cindy McCurry-Ross cmcross@gannett.com 239-335-0280 (t) 239-839-5928 (c)
Community News	Community Bulletin Board community@news-press.com 239-335-0560 (t) 239-334-0708 (f)
Reporter	Robyn George rhgeorge@fortmyer.gannett.com Michael Braun mbraun@news-press.com 239-334-4893 (t)
News Director	Wendy Fullerton Powell wfullerton@news-press.com 239-335-0388 (t)
Digital Editor-	Cory O'Donnell 239-335-0359 (t)
Community Bulletin Board	239-335-0560 (t) 239-334-0708 (f)

- **The Charlotte Sun-Herald**

President publisher	David Dunn Rankin daviddr@sun-herald.com 941-206-1003
Editor	Phil Fernandez pfernandez@sun-herald.com 941-206-1168
Executive Editor	Jim Gouvellis 941-206-1134

- **The Naples Daily News**
239-213-6000

Assignment Editor	news@naplesnews.com
Journalist	Liz Freeman lfreeman@naplesnews.com 239-213-4778
Editor-Collier Citizen	Bill Green (239) 213-6065
Breaking News Editor	Stacy Henson 239-435-3461
Associate Editor	Penny Fisher (239) 435-3417 pfisher@naplesnews.com

- **Bonita Banner**

	Maryann Batlle (239) 263-4790 maryann.batlle@naplesnews.com
Editorial & Opinion	Allen Bartlett allen.bartlett@naplesnews.com

(239-435-3457)

Editor Manny Garcia
 manny.garcia@naplesnews.com
 239-263-4863

● **Sanibel Captiva Islander**

Assignment Editor Tiffany Repecki,
 @breezenewspapers.com
 239-472-5185 (t)
 239-472-1372 (f)

● **Ft. Myers Beach Observer**

Reporter John Morton
 jmorton@breezenewspapers.com

● **WINK-TV (CBS)**

Assignments Brad Dotson
 brad.dotson@winktv.com

John Trierweiler- Cell Phone (630) 484-7259
 John.trierweiler@winktv.com

Lois Thome-Ancor Cell Phone (239) 281-4751
 (239) 344-5032
 loisthome@winktv.com

 desk@winknews.com

● **ABC-7 and NBC-2 TV (Waterman)**

News Director Darrel Lieze-Adams
 darrel.lieze-adams@water.net

Assignment Editor Joe Ruott
 newstips@nbc-2.com
 239-939-6223 (t)

 newstips@abc-7.com

● **FOX 4 News**

Marketing Tony Pierce
239-829-1071

Assignment (239) 574-6397
news@fox4.com

● **Boca Beacon**

Assignment Editor Marcy Shortuse, Editor
mshortuse@bocabeacon.com
(941) 964-2995
(941) 964-0372 (f)

Publisher Dusty Hopkins
dhopkins@bocabeacon.com
(941) 964-2995

● **Comcast Cable**

Assignment Editor Larry Schweber, VP and General Manager
Larry_schweber@cable.comcast.com
239-793-9634 (t)
239-793-9604 (f)

● **Beasley Broadcasting**

Operations Manager Adam Star
239-498-4151 Direct
Adam.star@bbgi.com

General Manager Brad Beesly
239-495-2100

Account Executive Jeff Edwards
jeffe@bbswfl.com
239-495-2100 (t) 949-3950 (f)

Debbie Muchler
239-495-2100 (t)
239-949 3950 (f)

Air/Public Service Director Sheila Sunny
Sheila@sunny1063.com
239-495-2100 Ext. 2532

- **Renda Broadcasting**

General Manager Tony Renda
 @rendabroadcasting.com
 239-495-8383 (t)

- **Meridian Broadcasting**

Program Director Rick Sharpley/ Luis Kapalan
 239-338-4345
 Michael@winkfm.com

- **Clear Channel Radio**

Sharon
239-225-4300 Ext.4422

Marsha Vocado Marshavocado@iheartmedia.com

Appendix D

National & State Level Organizations

- **Region 6**

- Jody Siske -Coordinator
Patrick.Fuller@em.myflorida.com
(850) 519-8635

- **Feeding America**

- 35 East Wacker Drive, #2000, Chicago, IL 60601
800-771-2303,
813-299-0255
312-263-2303
@feedingamerica.org

- **Feeding Florida**

- 1489 Market Street Tallahassee, Fl. 32312
855-352-3663

Robin Safley
Cell Phone # 850-228-3312 / 850- 545-6400
robin@feedingflorida.org

- **American Red Cross**
 - **Lee County, Collier, Hendry & Glades**
Justin Mcelwee
justin.mcelwee@redcross.org
(239) 277-7967
7051 Cypress Terrace Suite 110 Ft. Myers, Fl. 33907
(239) 278-3401

chapter@arclcc.org
http://www.arclcc.org/
Voice: 239/278-3401
Cell Phone: (239) 777-7967
Fax: 239/278-4724
E-Mail: chrisb@arclcc.org
 - **Charlotte County**
866 Tamiami Trail Unit 8 Port Charlotte, Fl. 33953
Voice: 941/629-4345
Executive Director Megarie Van Sickel,
Cell Phone /Megarie 941-628-8305
E-Mail: ccredcross@earthlink.net
Web Site: www.redcross-charlotte.org
 - **Collier County**
Jill Palmer Executive Director
2610 Northbrooke Plaza Drive, Naples, Florida 34119
Main: 239/777-7967.
Voice: 239/596-6868
Fax: 239/596-6923
Web Site: www.colliercountyredcross.org
 - **Greater Palm Beach Area**
Joanne Nowlin
CEO S.W FL Region
825 Fern Street, West Palm Beach, fl. 33401
Cell Phone: 561-718-0763
Voice: 561/833-7711
Fax: 561/833-8771
Rob Levine, Executive Director
Lizzette Romano
Lisa Breeland 561-650-9102
Cell Phone: 561-718-0763
Emergency Services
E-Mail: leviner@redcross-pbc.org

Web Site: www.redcross-pbc.org
Mark Goggin –Broward 954-797-3849

- **Seminole police Department**
 - Ralph Pironalfa –Cell: 954-410-0987
 - Amber Pickerson
 - Emergency Manager Cell: 954-661-8291

- **NVOAD - National Voluntary Organizations Active in Disaster**
 - 1501 Lee Highway, Suite 206 Arlington, Va. 22209
 - 703-778-5088
 - www.nvoad.org

- **Southern Baptist Disaster Relief (mass feeding)**
 - 4200 North Point Pkwy. Alpharetta, Ga. 30022
 - www.nabb.net
 - 770-410-6000
 - webmaster@namb.net
 - Fl. Southern Baptist Convention
 - 941-219-9211

- **Salvation Army**
 - 1804 Mt. Vernon Ave. 2355-B Mill Rd.
 - 703-684-3478
 - Trey Jones 703-836-2427
 - Trey_jones@uss.salvationarmy.org
 - www.salvationarmyusa.org
 - nhqwebmaster@usn.salvationarmy.org

- **Adventist Community Services (in-kind donations)**
 - 12501 Old Columbia Pike, Silver Spring, Md. 20904
 - 301-680-6438
 - 817-641-7679
 - www.communityservices.org
 - acs@nad.adventist.org
 - Marshal Gonzales District Coordinator
 - Sung Kwon Executive Director

- **Federal Emergency Management Agency (Hotline)**
 - 3003 Chamblee-Tucker Rd., Atlanta, GA 30341
 - (770) 220-5200
 - (800) 621-FEMA
 - <http://www.fema.gov> 1 (800) 621-3362
 - 1 (800) 462-7585 (TTY)

- **FEMA Region IV**
 Federal Emergency Management Agency (Hotline)
 3003 Chamblee-Tucker Rd.
 Atlanta, Georgia 30341
 770-220-5200
 770-220-5224
 770-220-5226 Media
 800-621-FEMA
 Disaster Services 800-621-3362
<http://www.fema.gov/>
 Major Phillip May

- **Florida Dept. of Health**
 Brett Slocum
Brett.slocum@flhealth.gov

- **U. S. Department of Health and Human Services**
 Washington DC
<http://www.pandemicflu.gov/>

- **National Weather Service /Hurricane Service**
 Daniel Noah
daniel.noah@noaa.gov

- **Department of Homeland Security**
<http://www.ready.gov/>
<http://www.dhs.gov/>

- **United Way International**
www.uwint.org
 Gifts in Kind International
www.giftsinkind.org

- **Centers for Disease Control and Prevention**
 Department of Health and Human Services
 Washington DC
 888-232-6348 (TTY) / 800-CDC-INFO
cdcinfo@cdc.gov
<http://www.bt.cdc.gov/>

- **National Center for Infectious Diseases**
 Washington DC
http://www.cdc.gov/ncidod/diseases/submenus/sub_norwalk.htm

- **FEPA**
 John Wilson
Jdwftm@comcast.net
 (239-220-7168) Cell
johnftm@comcast.net
 Eve Rainey
erainey@fepa.org
- **National Hurricane Center**
 Miami, Florida
 305-229-4483
<http://www.nhc.noaa.gov>
- **National Weather Service - Tampa Bay Weather**
 Dan Noah
 2525 14th Ave. SE, Ruskin, Florida 33570
 813-645-2506 / 813-645-2323
<http://www.srh.noaa.gov/tbw>
- **Hurricane Tracking- www.hurricanetrack.com**
- **The Governor's Commission on Volunteerism & Community Service**
 Phillip Hartung /Maureen Sullivan-Hartung - Volunteer Florida
 Commissioner
 239-455-6897 / 850-921-5172
Miswrites@earthlink.net
www.volunteerflorida.org
- **Florida VOAD**
flvoadchair@gmail.com
- **Florida Statewide Web Site**
www.floridadisaster.org
- **Feeding Florida**
 Robin Safely
 850-792-6048
robin@fafb.org

Appendix E

The Harry Chapin Food Bank Directors & Managers Contact Information

Name and Title	Telephone Numbers (all 239 area code)	
	<u>Work</u>	<u>Cell</u>
• Richard LeBer Executive Director	334-7007x125	239-285-5688
• Dennis Hall Director of Operations	334-7007x138	267-767-0868
• Kari Lefort Director of Programs	334-7007x204	978-201-6399
• Barbara Evans Chief Development Officer	239-334-6881	786-540-4043
•	334-7007x132	239- 691-0872
• Molly Chipman Agency Relations Manager	334-7007 x129	
• Dennis Hall Warehouse Manager	334-7007x138	267-767-0868
• Mike Davis Retail Logistics	334-7007x148	239-462-8476
• Chris Robinson Food Resourcing Mgr.	334-7007x137	239-738-9066
• Steven Soucy Financial Services Mgr.	334-7007x135	978-239-4160
• Lori Harrington Volunteer Champion	334-7007 Ext. 141	

Board Contact Information

- **•Anne Rose /Chairman**
Lee Memorial Health System
V.P. Revenue Cycle
8300 College Parkway, Suite 101 Fort Myers, FL 33919 239.343.4821 (O)
239.850.3265 (C)
anne.rose@leememorial.org
- **Bill M. Dillon/ Vice Chairman**
Ingersoll & Rooney Shareholder 2235 Buchanan First Street
Ft. Myers, FL 33901 239.334.7892 (O)
bill.dillon@bipec.com
- **JEFF MADDUX/ Treasurer**
Maddox Construction
26340 Old 41 Rd. #3
Bonita Springs, FL 34135
Jeff_maddoxconstruction@comcast.net
239.992.1484 (O)
239.992.2186 (Fax)
239.222.5161 (C)
- **•JOHN CLINGER/ Secretary**
13250 University Center Blvd. Fort Myers, FL 33907
239.432.6818 (O)
john_clinger@ml.com
- **•LOIS THOME**
WINK News
1574 Inventors Ct. Fort Myers FL 33901
239.281.4751 (O)
lois.thome@winknews.com
- **DAVID FRY**
Dwell Florida Owner
5911 Riverside Drive Ft. Myers, FL 33919 239.850.3003 (C)
davidlfry@comcast.net

- **P. KEITH SCOGGINS, JR.**
 Attorney, Retired
 General Counsel Farm Credit System
 23161 Fashion Drive, Unit 307
 Estero, FL 33928
 239.961.2132 (C)
kscoggi@yahoo.com
- **PAT NEVINS**
 4179 Dingman Dr Sanibel,
 FL 33957-5107
patnev@aol.com
 239.395.3956
- **MAURA MATZKO**
 Community Advocate
 3656 Turtledove Blvd.
 Punta Gorda, FL 33950
 941.286.9068 (C)
mauramatzko@gmail.com
- **JAMES NOLTE**
 6916 Old Whiskey Creek
 Road Fort Myers, FL 33919
 239.479.7979
james.nolte@wellsfargoadvisors.com
- **MARK LEVINE**
 10723 Mirasol Drive,
 #508 Miromar Lakes, FL 33913 978.618.6563 MLevine713@aol.com
- **MARIANNE ZUK**
 Fifth Avenue Family Office
 588 Avellino Isles Cir. #102
 Naples, FL 34119
mariannezuk@comcast.net
 239-272-2717
- **KAYLA RICHMOND**
 Henderson, Franklin, Starnes & Holt, P.A. 1715 Monroe Street
 Fort Myers, FL 33901 239.344.1156
Kayla.richmond@henlaw.com

- **KATHLEEN JOHNSON**
 Miller, Helms & Folk, P.A.
 6326 Whiskey Creek Dr.
 Suite A
 Ft. Myers, FL 33919
 239.481.9696 (O)
 KJohnson@millerhelms-folk.com
 5238 SW 2nd Avenue
 Cape Coral, FL 33914
 239.470.5003 (C)
 Horan_kathy@comcast.net

- **MARIA V. LARRIVA (VERONICA)**
 Gerard A. McHale, Jr. P.A.
 1601 Jackson Street
 Suite 200
 Ft. Myers, FL 33966
 239.337.0808 (O)
 veronical@thereceiver.net
 6361 Aragon Way, Apt. 104
 Ft. Myers, FL 33966
 239.745.7336 (C)
 Verolarriva77@hotmail.com

- **SCOTT BASS**
 Superintendent of Schools
 Glades County School District
 P.O. Box 459
 Moore Haven, FL 33471
 863-946-0202 Ext. 110 (O)
 Scott.bass@gladesschools.org

- **Board Contact Information (Emergency Use Only)**

P. Keith Scoggins -Chairman	Cell – 239-961-2132
kscoggi@yahoo.com	
Maura Matzko –Vice Chairman	Cell – 941-286-9068
mauramatzko@gmail.com	
Anne Rose-Treasurer Office-243-4821	Cell – 239-850-3265
Anne.rose@leememorial.org	

Appendix F

County Emergency Operations Center

- **The Emergency Operations Center (EOC)** is the official County Warning Point. The EOC receives emergency information through the Emergency Dispatch Center and reports serious emergencies to the State Warning Point located in the State EOC in Tallahassee. The EOC in-turn coordinates State and/or Federal involvement or assistance within the County.
- **Emergency Management Offices**:**
 - **Charlotte-** 941-833-4002
Director - Jerry Mallet 941-628-5540
Gerard.mallet@charlottefl.gov
26571 Airport Road
 - **Collier-** 239-252-3600
Dan Summers 239-253-4671
8075 Lely Cultural Blvd. Suite 445
dsummers@colliergov.net
 - **Desoto-** 863-993-4831
Tom Moran
eoc@co.desota.fl.us
220 N. Roan Street Arcadia, Fl. 34226
 - **Glades-** 863-946-6020
Angela Snow Colegrove
gcemasnow@gmail.com
asnow@myglades.com

500 Ave. J Moore Haven, Fl. 33471
 - **Hendry-** 863-674-5400
Richard Lehmkuhl
@hendryfla.net
25 E. Hickochee Ave. Labelle, Fl. 33935
 - **Lee-** 239-533-0622
Director Lee Mayfields
Cell Phone # 239-476-2147
jbjostad@leegov.com

2665 Ortiz Ave. Ft. Myers, Fl. 33905

- **Sarasota-** 941-861-5495
Edward McCrane
emccrane@scgov.net
1660 Ringling Blvd. 6th. Fl. Sarasota, Fl. 34236

**** Other appendices contain more detailed information on a county by county basis.**

Appendix G

Local Fire Departments

- | | | |
|------------------------|--------------|---|
| ○ Alva | 239-728-2223 | http://alvafirecontrol.webs.com/ |
| ○ Bayshore | 239-543-3443 | http://bayshorefire.org/ |
| ○ Boca Grande | 941-964-2908 | http://bocagrandefire.com/ |
| ○ Bonita Springs | 239-498-1284 | http://www.bonitafire.org |
| ○ Cape Coral | 239-573-1381 | http://www.capecoral.net/citydept/fire |
| ○ Captiva Island | 239-472-0344 | http://www.captivafire.com/ |
| ○ Estero | 239-472-9494 | http://www.esterofire.org/ |
| ○ Fort Myers | 239-321-7311 | http://www.fmfire.org |
| ○ Fort Myers Beach | 239-463-6163 | http://www.fmbfire.org/ |
| ○ Fort Myers Shores | 239-694-2833 | http://www.fmsfd.org/ |
| ○ Iona McGregor | 239-433-0660 | http://www.ionafire.com/ |
| ○ Lehigh Acres | 239-344-1600 | http://www.lehighfd.com/ |
| ○ Matlacha-Pine Island | 239-283-8231 | http://www.pineislandfire.org/ |
| ○ North Fort Myers | 239-997-8654 | http://www.northfortmyersfire.com/ |

- San Carlos Park 239-489-3114 <http://www.sancarlosparkfiredept.com/>
- Sanibel 239-472-5525 <http://www.sanibelfire.com/>
- South Trail 239-454-2505 <http://www.southtrailfire.org/>
- Tice 239-694-2380 <http://www.ticefire.com>
- Upper Captiva 239-472-8899 <http://www.ucca1.com/uppercaptivafire.html>
- Useppa Island Fire 239-283-7578

Appendix H

LEE COUNTY

Listing of various organizations and government institutions having involvement in disaster relief and a listing of various shelters.

- **CERT (Community Emergency Response Team) Fort Myers Beach**
Miffie Greer
239-765-6560
239-339-7684 (Cell)
Miffieg@gmail.com Ed Milde
Mln-r2b@aol.com
- **COAD (Community Organizations Active in Disaster)**
Alan Coe
revalcoe@gmail.com
239-775-0055
Cell Phone # 239-227-8500
- **Lee County Emergency Management**
Mailing Address:
Post Office Box 398
Fort Myers, Florida 33902-0398

2665 Ortiz Ave., Fort Myers, Florida 33905
Phone: 239-533-0622

Celeste Fournier
239-533-0694

cfournier@leegov.com

Emergency Management Coordinator-

Johnathan Diamond
239-533-0601
@leegov.com

Sandra Tapfumaneyi
239-533-0614
stapfumaneyi@leegov.com

http://www.floridadisaster.org/County_EM/county_list.htm
<http://www.leeec.com>

- **United Way of Lee County** 211 Or 433-3900
7275 Concourse Drive 239-433-2000 Ext. 222
Fort Myers, Florida 33908 239-939-3112 (TTY)
<http://www.unitedwaylee.org/>

Cliff Smith-Director
cliffs@unitedwaylee.org

211 Keesha Wick
keesha@unitedwaylee.org

- **Lee Sar-Lee Memorial Hospital**
Paul Mcwhinnie-Director of Operations
239-939-8787
Paul.mcwhinnie@leesar.com
- **Lee County Economic Development Office Small Business Emergency Loan Program**
12800 University Drive, Suite 300, Fort Myers, FL 33907
338-3161
Toll free: (800) 330-3161
edo@leegov.com
<http://www.fortmyersregionalpartnership.com>

- **Lee County Mosquito Control**

15191 Homestead Road, Lehigh Acres, FL 33971
694-2174
<http://www.lcmcd.org/>
support@lcmcd.org

- **Lee County Animal Services**
239-533-7387
5600 Banner Drive
Fort Myers, Florida 33912
animalservices@leegov.com
Leelostpets.com
- **South Florida Water Management District**
Lower West Coast Office 800-432-2045 (Florida Only)
239-338-2929 800-248-1201
2301 McGregor Blvd, Fort Myers, FL 33901
<http://www.sfwmd.gov/site/index.php?>
- **Lee County Public Safety**
PO Box 398 239-553-3622
Fort Myers, Florida 33902 239-533-3911
239-533-3640 (Special Needs) safelee.org
Leeoc.com/shelterevacuation/pages/specialneeds.aspx
- **Lee County Utilities (Customer Service)**
7391 College Parkway 239-533-8845
Fort Myers, Florida 33907
<http://www.lee-county.com/utilities>
- **Salvation Army of Southwest Florida-Lee, Hendry & Glades**
Mailing Address:
PO Box 66087, Fort Myers 33906

10291 McGregor Boulevard 239-278-1551
Fort Myers, Florida 33919
Kristen Valpone (Kris)-Volunteer Specialist
Kristen_valpone@uss.salvationarmy.org
Mark Sallin-New
Mark_sallin@uss.salvationarmy.org
<http://www.salvationarmyfortmyers.com/>
- **Salvation Army Red Shield Lodge (Medical Clinic)**
Crisis Management Center
2400 Edison Avenue 239-334-3745

Fort Myers, Florida 33901

239-278-1551

- **Southwest Florida Regional Planning Council**

Serving Charlotte, Collier, Glades, Hendry, Lee and Sarasota Counties

1926 Victoria Avenue

239-338-2550

Fort Myers, Florida 33901

<http://www.swfrpc.org/>

- **FGCU**

Gerald Campbell –Emergency Manager

239-590-1948

Gcampbell@fgcu.edu

Cellphone #: 239-560-7217

- **Florida Department of Financial Services**

Insurance Questions/Mediation 239-461-4001

2295 Victoria Ave. Suite 173

877-MY-FL-CFO (693-5236) Helpline

Fort Myers, Florida 33901

www.myfloridacfo.com

- **Florida Power and Light**

800-375-2434 (Business)

239-334-7754 (Ft. Myers-Residential)

800-468-8243 (Power Outage)

711 (Relay Service)

800-226-3545 (Residential)

www.fpl.com

Account # 61040-85292

Account #10707-94175

- **Lee County Department of Human Services**

2440 Thompson Street

239-533-7930

Fort Myers, Florida 33901

<http://dhs.lee.gov>

Roger Mercado

rmercado@leegov.com

- **Long Term Recovery-**

Celeste Fournier

239-533-0694

cfournier@leegov.com

- **Lee County Dept of Transportation (Transportation Office)**

1500 Monroe St.

239-533-8580

Fort Myers, Florida 33901

<http://www3.lee.gov/publicworks/DOTitle.htm>

- **Lee County E 9-1-1 Program**

239-533-3911
PO Box 398
Fort Myers, Florida 33902
<http://www.lee-e911.org>

- **Lee County Electric Cooperative, Contact Center**
4980 Bayline Drive 800-282-1643 (Corporate inquiries)
North Fort Myers, Florida 33917 239-656-2300 (Customer care-Fort Myers)
<http://www.lcec.net/> 800-599-2356 (Customer care)
- **Lee County Emergency Medical Services**
PO Box 398 239-533-3911
Fort Myers, Florida 33902
<http://www.lee-ems.com>
- **Lee County Extension Services**
3406 Palm Beach Boulevard 239-533-4327
Fort Myers, Florida 33916
<http://lee.ifas.ufl.edu/>
- **Lee County Health Department – Michigan Clinic**
3920 Michigan Avenue 239-332-9601 (Immunizations)
Fort Myers, Florida 33916
<http://leechd.com>
- **Lee County Health Department - Lehigh Acres**
239-461-6100 (Family Planning/Women's Health)
5624 8th St West Suite 106 239-334-200 (WIC)
Lehigh Acres, Florida 33971
- **Lee County Health Department - North Fort Myers**
83 Pondella Road 239-656-4440
North Fort Myers, Florida 33903
- **Lee County Port Authority**
11000 Terminal Access Rd. Suite 8671
Fort Myers, Florida 33913
<http://www.flylcpa.com/> 239-590-4800

Victoria B. Moreland

Department Director - Public Affairs
Lee County Port Authority
Southwest Florida International Airport (RSW)
Page Field (FMY)
239-590-4502
vbmoreland@flylcpa.com

- **Greater Pine Island Water Association**

5281 Pine Island Road 239-283-1071
Bokeelia, Florida 33922
<http://www.pineislandwater.com/>

- **Cape Coral Emergency Management**

Jesse Spearo and Ellen Seeley
Chief Hayes - Emergency Management Director

Ellen Seeley 239-574-0401
Cell phone 239-242-3901
eseeley@CapeCoral.net
P. O. Box 150027
Cape Coral, Florida 33915

- **City of Cape Coral** 239-574-0401
PO Box 150027
Cape Coral, Florida 33915-0027
<http://www.capecoral.net/>
Mayor Marni Sawicki 239-574-0436

- **City of Fort Myers** 239-321-7000
2200 Second Street
Fort Myers, Florida 33901
<http://www.cityftmyers.com>
Lt. William Dalton-Planning Chief
239-472-3111 Ext. 238

- **City of Sanibel-EM** 239-472-4135 (Voice)
800 Dunlop Road (800) 933-6093 Hurricane Emergency
Sanibel, Florida 33957 239-472-3065 (Fax)
<http://www.mysanibel.com/> 239-770-0390 (24 Hour Emergency Hotline)
emergency.management@mysanibel.com

- **Town of Fort Myers Beach** 239-765-0202
2523 Estero Boulevard Fax 239-765-0909
Fort Myers Beach, Florida 33931

<http://www.fortmyersbeachfl.gov>

- **City of Bonita Springs** 239-949-6262
9101 Bonita Beach Road Fax 239-949-6239
Bonita Springs, Florida 34135
<http://www.cityofbonitasprings.org/>
- **City of Estero**
9401 Corkscrew Palms Cir. 239-221-5035
Estero, Fl.
Steven Sarkozy-Village Mgr.
Sarkozy@estero.fl.gov
- **Human Service Referrals** 211 United Way/Helpline
- **Telephone Information** 411
- **Road Conditions** 511
<http://www.fl511.com>
- **Fort Myers Police Department** Non-Emergency Number
239-321-7700
- **Emergencies** 911
- **Lee County Human Services**
G. W. (Bill) Lawyer 239-533-7934
Administrative Specialist fax 239-533-7976
lawyergw@leegov.com
- **Career Source**
Call for employees after a disaster has been declared.
4150 Ford Street Extension 239-931-8200
Fort Myers, Florida 33916
- **Lee County Sheriff Departments**
 - **Lee County Sheriff's Office**
14750 Six Mile Cypress Pkwy
Fort Myers, FL 33912
Administrative Number 239-477-1000
<http://www.sheriffleefl.org/>
 - **Central District – 5 (Echo)** 239-477-1850
12995 South Cleveland
Ste. 171 (PineBrook)
Fort Myers, Florida 33907

- **East District – 2 (Bravo)** 239-477-1820
1301 Homestead Road
Lehigh Acres, Florida 33936
- **North District – 1 (Alpha)** 239-477-1810
121 Pondella Road
North Fort Myers, Florida 33903
- **Sanibel Police Department**
Administrative Number 239-472-3111
- **South District – 4 (Delta)** 239-477-1840
8951 Bonita Beach Rd
Springs Plaza, Suite 565
Bonita Springs, Florida 34135
- **West District – 3 (Charlie)** 239-477-1830
16780 San Carlos
Fort Myers, Florida 33908
- **Gulf (Island Coastal) District – 6** 941-964-2400

- **Lee County Emergency Shelters**

- **Bonita Springs**
Bonita Springs YMCA
27200 Kent Road 34135
- **Cape Coral**
Island Coast High School
2125 DeNavarra Pkwy 33909
- **Estero**
Germain Arena
11000 Everblades Parkway 33928
- **Estero Recreation Center**
9200 Corkscrew Palms Blvd. 33928
- **Fort Myers**

South Fort Myers High School
14020 Plantation Road 33912
PET FRIENDLY SHELTER

- **Lehigh Acres**

Mirror Lakes Elementary
525 Charwood Avenue South 33936

Varsity Lakes Middle School
801 Gunnery Road North 33971

Veterans Park Academy
49 Homestead Road South 33936

Harns Marsh Elementary
1800 Unice Avenue North 33971

Harns Marsh Middle
1820 Homestead Rd.

East Lee High School
715 Thomas Sherwin Ave. 33974

- **North Fort Myers**

North Fort Myers Academy of the Arts
1856 Arts Way 33917
North Fort Myers Recreation Center
2000 N Recreation Pkwy.

San Carlos –Estero
Alico Arena
12181 FGCU Blvd.

Tice
Oak Hammock Middle
5321 Tice Street

- **Automobile, Truck and Hotel Information**

- **Automobile Rentals**

1. **Alamo-** www.alamo.com

Toll free number: 1-888-826-6893
Local number: 239-768-2424
SW International Airport, Fort Myers, FL

2. **Avis** - www.avis.com Toll free number: 1-800-352-7900
Local number: 239-255-2702
SW International Airport, Fort Myers, FL
World Wide Discount number (AWD#): T125164

○ **Truck Rentals**

1. **Budget** – (Corporate account # 56000045066)
Local Number: 239-461-0600
2807 Fowler Street, Fort Myers, FL
www.budgettruck.com
10', 16', & 24' Trucks and Cargo vans

2. **U-Haul**- www.uhaul.com
Toll free number: 1-800-GO-U-HAUL (468-4285)

3. **Ryder**- www.reservations.ryder.com
Toll free number: 1-800-BY-RYDER (297-9337)
Local number: 239-334-2158
2200 Rockfill Road, Fort Myers, FL

4. **Ro-Lin**- www.ro-lin.com
Local Number: 239-337-1633
9501 Market Place Road, Fort Myers, FL 33912

5. **Penske**
4680 Laredo Ave
Fort Myers, FL 33905
239-334-4801

6. **Wallace International** –Idealease
239-334-1000 Ask for Bubba
Bubba.m@wallaceidealease.com
www.wallaceidealease.com

- **Hotels** (no generator power in individual guest rooms, only available in common areas)

1. **Days Inn**- www.daysinn.com
Local number: 239-995-0535

E-mail: generalmanager06018@wynhg.com
13353 N Cleveland Ave., Fort Myers, FL 33903

2. **Howard Johnson-** www.hojo.com
Local number: 239-936-3229
E-mail: jaidev705@aol.com
4811 Cleveland Ave. (US 41 & Fowler St.)
Fort Myers, FL 33907
3. **Sanibel Gateway-Country Inn & Suites:**
www.countryinns.com/sanibel_fl_gateway
Local number: 239-454-9292 Toll-free: 800-596-2375
E-mail: cx_safl@countryinns.com
13901 Shell Point Plaza, Fort Myers, FL 33908
4. **Wynstar-** www.wynstarinn.com
Toll free number: 1-866-847-0289
Local: 239-791-5000
10150 Daniels Pkwy, Fort Myers, FL 33913

Appendix I

CHARLOTTE COUNTY

- **Emergency Management**
Jerry Mallet,/ Patrick Fouler Director
26571 Airport Road, Punta Gorda, Florida 33982
Phone: 941-833-4002
Cell: 941-628-5540
<http://www.charlottecountyfl.com/emergency/>
e-mail: Gerard.mallet@charlottefl.gov
- **American Red Cross**
Megarie Van Sickel
866 Tamiami Trail Suite 8 Port Charlotte, Fl. 33953
941-629-4345
www.redcrossflbc.org
- **Charlotte County Sheriff Office**
7474 Utilities Road, Punta Gorda, Florida 33982
941-639-2101 sheriff@ccso.org
www.ccso.org
- **Charlotte County Commissioners**

Administration Center
18500 Murdock Circle, Port Charlotte, Florida 33948
941-743-1300
Commissioners: asssistant@charlottefl.com

- **Health Departments**

www.doh.state.fl.us/chdcharlotte/index.html

- **Punta Gorda**

514 East Grace Street, Punta Gorda, Florida 33950
Phone: 941-639-1181
Fax: 941-639-3350

- **Port Charlotte**

1100 Loveland Blvd
Port Charlotte, Florida 33908
Phone: 941-624-7200

- **Englewood**

6868 San Casa Drive, West Charlotte County Administration Building
Englewood, FL 34224
Phone: 941-681-3750
Fax: 941-475-9900

- **United Way Charlotte County**

Angie Matthiessen
@unitedwayccfl.org
17831 Murdock Circle Suite 4B
Port Charlotte, Florida 33948
941-627-3539 (Office)
941-627-3485 (Fax)
www.unitedwayccfl.org

- **Charlotte County Emergency Shelters**

Cultural Center of Charlotte County
2280 Aaron Street

Kingsway Elementary School
23300 Quasar Boulevard 33980

Liberty Elementary School
370 Atwater Street 33954

Meadow Park Elementary School
3131 Lakeview Blvd. NW 33948

Murdock Middle School
17325 Mariner Way 33948

Port Charlotte High School
18200 Cochran Boulevard 33948

Port Charlotte Middle School
23000 Midway Boulevard 33952

New Day Christian Church
20212 Peachland Blvd.
Special Needs 941-833-4000

- **Punta Gorda**

Sallie Jones Elementary School
1221 Cooper Street 33950

South County Regional Park
Carmalita & Cooper Street - 670 Cooper Street

- **Tropical Gulf Acres**

Friendship United Methodist Church
12275 Paramount Drive

- **Englewood**

L.A. Ainger Middle School
245 Cougar Way
Rotonda, FL 33947

Lemon Bay High School
2201 Placida Road 34224

Vineland Elementary School
467 Boundary Boulevard
Rotonda, FL 33947

Myakka River Elementary School

12650 Wilmington Boulevard 34224

Appendix J

COLLIER COUNTY

- **Emergency Management**

8075 Lely Cultural Pkwy. Suite 445

Naples, FL 34113

Phone: 239-252-3600

<http://www.collierem.org/>

Dan Summers-Emergency Manager

danielsummers@colliergov.net

EM Technician-Taylor Davis

taylordavis@colliergov.net

- **Sheriff's Office**

3319 Tamiami Trail East, Building J, Naples, Florida 34112-4902

239-774-4434, www.colliersheriff.org

- **American Red Cross**

Corey Nevels

Cell Phone # (239) 207-4051

Ale Goodale 239-682-0660 / 239-785-3652

2610 Northbrooke Plaza Drive, Naples, Florida 34119

Voice: 239-596-6868

Fax: 239-596-6923

www.colliercountyredcross.org, www.redcross.org

- **Health Department**

Emergency Preparedness Helpers

Voice: 239-252-7724

TDD: 239-252-8801

Fax: 239-252-8285

3339 E. Tamiami Trail, Bldg. H

Naples, FL 34112

- **Big Corkscrew Island Fire Department**

James Cunningham, Fire Chief

13240 Immokalee Rd.

Naples, FL 34120

239-455-1204

www.bcifr.com

chief@bcifr.com

- **City of Marco Island Fire Department**
Mike Murphy, Fire Chief
1280 San Marco Rd.
Marco Island, FL 34145
239-389-5040
fire@cityofmarcoisland.com

- **City of Naples Fire Department**
Chief Pete DiMaria
355 Riverside Circle
Naples, FL 34102
239-213-4900
fire@naplesgov.com

- **United Way of Collier County**
Steve Sanderson
Steve.sanderson@uwcollier.org
Elizabeth Morano Elizabeth.Morano@uwcollier.org
(O) 239.261.7112 Ext. 204
(C) 239.877.6261
848 First Avenue North, #240, Naples, Florida 34102
239-261-7112, Fax 239-261-3955
contact@unitedwayofcolliercounty.org
www.unitedwayofcolliercounty.org

- **Collier County Citizen Corps CERT Representative**
City of Naples Fore Dept.
Pam Demeo 239-213-4918
East Naples Fire Dept.
Greg Speers 239-659-7800

- **Board of County Commissioners**
Emergency Hurricane Information
News & Advisors
www.colliergov.net/index.aspx?page=101

- **Florida Volunteers & Donations**
1-800-FL-HELP-1 (354-3571)

- **Immokalee Interagency Council**
Directory of Resources 239-657-3201
<http://immokalee.naples.net/iiac/>
Immokalee@naples.net
Career and Service Center
American Red Cross: 750 South 5th Street, Immokalee, FL 34142

- **IHOPE**
Immokalee Helping Our People in Emergencies
Rick Heers, Executive Director
Voice: 239-229-9970 Fax: 239-657-3885
Rkheers2u@aol.com
www.ihopeinc.org

- **Catholic Charities of Collier County**
Family Resource Center
4209 Tamiami Trail East, Naples, Florida 34112
Voice: 239-793-0059 Fax: 239-774-0523
www.catholiccharitiescc.org

- **Compassion Alliance**
Steve Ewing, VP
352-369-LOVE (5683)
Fax: 352-351-LOVE (5683)
steve@compassionalliance.org

- **Services for Seniors Program**
Collier County Human Services
239-252-CARE (2273)
Judyscribner@colliergov.net
ELDER HOTLINE: 866-413-5337

- **First Church of Christ, Scientist**
649 Central Avenue, Naples, Florida 34102
239-262-1510
www.christiansciencenaples.com

- **New Hope Ministries**
Kein Browe
7675 Davis Boulevard, Naples, Florida 34104
239-348-0122
www.newhopeministries.org

- **Retried & Senior Volunteer Program of Collier County**
Brian Kelly, Project Director
3301 E. Tamiami Trail, Naples, Florida 34112
239-252-RSVP (7787)
239-252-8999
RSVP@colliergov.net
www.naples.ne/presents/rsvp/

- **Waste Management of Collier County**

Voice: 239-649-2212
Fax: 239-649-8004
cssouthfl@wm.com
www.wm.com

- **Collier County Fire Control & Rescue**

- **East Naples Fire Control & Rescue District**

- Chief Brian Mading
239-774-2800 239-659-7800

- **Golden Gate Fire Control and Rescue District**

- 239-348-7540

- **Isles of Capri Fire Rescue**

- Emilio Rodriguez
239-394-8770

- **North Naples Fire Control & Rescue District**

- 239-597-3222 239-592-5222

- **Ochopee Fire Control District**

- Chief Kingmin Schuldt
239-348-7540
14575 collier Blvd Naples, 34119

- Admin. Office 239-695-4114

- **Collier County Bureau of Emergency Services**

- 8075 Lely Cultural Pkwy. Suite 445 Naples, FL 34113
239-252-3600
www.collierem.org

- **Collier Information Center**

- Emergency Information-239-252-8444 or 311
www.collierem.org
Weather radio (AM): 162.525

- **Collier County Shelters**

- **Naples Shelters**

- Palmetto Ridge High School- Special Needs Shelter

1655 CR 858 (Oil Well Road)

Barron Collier High School
5600 Cougar Drive

Big Cypress Elementary
3250 Golden gate Boulevard, West

Corkscrew Elementary/Middle School
1065 CR 585 (Oil Well Road)

Golden Gate Intermediate School
5055 20th Place SW

Golden Gate Middle School
2701 48th Terrace SW

Golden Gate High School
2925 Titan Way

Golden Terrace Intermediate School
2965 44th Terrace SW

Gulf Coast High School
7878 Shark Way

Laurel Oak Elementary School
7800 Immokalee Road

Lely High School
1 Lely High School Boulevard

Naples High School
1100 Golden Eagle Circle

North Naples Middle School
16165 Livingston Road

Parkside Elementary School
5322 Texas Ave.

Pelican Marsh Elementary
9480 Airport-Pulling Road, North

Sabal Palm Elementary School
4095 18th Ave. NE

Vineyards Elementary School
6225 Arbor Boulevard

Mike Davis Elementary
3215 Magnolia Pond Drive

N. Collier Regional Park
15000 Livingston Rd.
(Pet Friendly-Pre Register)

Lely Elementary
8125 Lely Cultural Pky.

Veterans Community Park
1895 Veterans Park Drive

St. Matthews House
2001 Airport-Pulling Rd. S.

○ **Immokalee Shelters**

Highlands Elementary School
1101 Lake Trafford Road

Immokalee High School
701 Immokalee Drive

Immokalee Middle School
401 N 9th Street

Pinecrest Elementary School
313 S 9th Street

Village Oaks Elementary School
1601 SR 29

Lake Trafford Elementary
3500 Lake Trafford Rd.

Eden Park Elementary
3650 Westclox St.

Immokalee Friendship House
602 W. Main Street

Appendix K

GLADES COUNTY

- **Emergency Management**
P.O. Box 1018 863-946-6021
Moore Haven, Florida 33471
Angela Snow Colegrove
gcemasnow@gmail.com
- **Glades County Government**
P.O. Box 1018 863-946-6000
Moore Haven, Florida 33471 Fax 863-946-2860
Bocc@myglades.com

Appendix L

HENDRY COUNTY

- **Emergency Management**
Post Office Box 2340 Lupe Taylor
LaBelle, Florida 33975 ltaylor@hendryfla.net
863-675-5255 863-983-1594
863-674-5400
<http://www.hendryfla.net/EM/em.html>
- **Hendry County Government**
P.O. Box 1760 863-675-5220
LaBelle, Florida 33975 863-983-1585

Appendix M

VIRTUAL LIBRARY

- **Emergency Planning and Business Continuity:**
 - American Red Cross: Business and Industry Guide
<http://www.redcross.org/www-files/Documents/pdf/Preparedness/PrepYourBusfortheUnthinkable.pdf>

- Business Executives for National Security (BENS): Getting Ready: Company Primer on Preparedness and Response Planning for Terrorist and Bioterrorist Attacks
www.bens.org/mis_support/Getting-Ready.pdf
- FEMA: Emergency Management Guide for Business and Industry
www.fema.gov/business/guide/index.shtm
- FEMA: State Offices and Agencies of Emergency Management
www.fema.gov/about/contact/statedr.shtm
- Institute for Business and Home Safety: Open for Business
www.ibhs.org/business_protection/
- National Fire Protection Association: 1600 Standard on Disaster Emergency Management and Business Continuity Programs 2004 Edition
www.nfpa.org/PDF/nfpa1600.pdf?src=nfpa
- OSHA: How to Plan for Workplace Emergencies and Evacuations
www.osha.gov/Publications/osha3088.pdf
- OSHA: Small Business Handbook
www.osha.gov/Publications/smallbusiness/small-business.html
- Small Business Administration: Disaster Preparedness
www.sba.gov/services/disasterassistance/disasterpreparedness/
- **Evacuation and Shelter Planning:**
 - American Red Cross: Shelter-in-Place in an Emergency
<http://www.redcross.org/www-files/Documents/pdf/Preparedness/shelterinplace.pdf>
 - National Institute for Chemical Studies: Shelter-in-Place at Your Office - A general guide for preparing a shelter-in-place plan in the workplace
www.nicsinfo.org/SIP%20plan%20for%20offices%20NICS%20feb2003.pdf
 - FEMA: Tornado Protection: Selecting Refuge Areas in Buildings
www.fema.gov/fima/fema431.shtm

- National Fire Protection Association: Developing a Preparedness Plan and Conducting Emergency Evacuation Drills
www.nfpa.org/assets/files/PDF/Evacuation.pdf
- OSHA: Does your facility need an emergency action plan (EAP)?
www.osha.gov/dep/evacmatrix/evacplan_appa.html
- OSHA: Evacuation Plans and Procedures eTool
www.osha.gov/dep/evacmatrix/index.html
- OSHA: High-Rise Fact Sheet
www.osha.gov/OshDoc/data_General_Facts/evacuating-highrise-factsheet.pdf
 - [Appendix P](#) – Confidential / Sensitive material locations