June 3, 2014

Dear Partners:

In June 2013 the second Public-Private Sector Disaster Preparedness Summit was held in Orlando. The success of the Summit was due in part to the exceptional collaboration between the Division, state agencies, statewide associations and our private sector partners. Enclosed you will find the after action report from the Summit.

One of my goals as Director is to increase the communication between the public and private sector to build true partnerships. These partnerships have a great potential to create one of the largest public-private sector partnership for emergency management in the country. Florida is a leader in emergency management and I am excited to see the relationship with private sector grow.

The Summit provided an opportunity for private sector partners and those in local, state and federal emergency management agencies to openly engage in discussion. This year’s Summit was the direct result of lessons learned from previous meetings and work of the Summit Working Group. The success will continue if the stakeholders come to the table and continue to discuss areas of concern prior to a disaster.

The information gathered at this year’s event will play an instrumental role in how the Division moves forward on policies related to the private sector. Our team listened to the suggestions made during the summit and we believe we captured the majority of the ideas, information, and initiatives discussed.

The 2014 Summit plans are being discussed. In order to provide the best results for our private sector partners we are exploring numerous options. Additional information will be provided during summer. If you have any questions or concerns please contact Bryan Lowe, Private Sector Coordinator at 850-922-5423 or via email at Bryan.Lowe@em.myflorida.com.

Kindest regards,

Bryan W. Koon
Director,
# Table of Contents

Overview

Opening Session

Breakout Sessions
- Getting to Know your ESF 18:
- “Whole Community Approach”
- Public-Private Partnerships: How can we Help Businesses Respond/Recover from Disasters?
- Insurance Insight: How to Make Ready for Recovery!
- What are the Best Practices for Business Continuity?

Focus Groups
- Business Resiliency Recognition Program
- DYNAMIC Partnerships and Resilient Strategies
- Hurricane Biz - Preparedness Table Top Exercise
- Lessons Learned from Debby, Isaac, and Sandy

Networking Sessions

Participant Feedback

Questions and Answers from the Audience

Acronym List

Participant List
Overview

Florida Division of Emergency Management convened the 2nd Annual Public-Private Sector Disaster Preparedness Summit in Orlando, Florida, June 11 - June 13, 2013. This event brought together public and private stakeholders to discuss emergency management issues affecting businesses, nonprofits and government agencies.

More than 225 attendees representing private sector, nonprofit, county emergency management, state and federal, participated in plenary discussion, networking sessions and focus groups.

The Summit’s general session included presentations by Jesse Panuccio, Executive Director of Florida Department of Economic Opportunity, Katie Dempsey of Target National, and Mark Miklos and Mitch Skandalakis of the Waffle House Corporation. Phil Strouse of FEMA Region IV addressed the participants and Andy Thompson of Walgreens covered lessons learned from Hurricane Sandy.

Participants were given an opportunity to spend a day and a half meeting in smaller groups on topics important to private sector. Joe Myers, former Director of FDEM, addressed the attendees at the annual luncheon. Following the luncheon the attendees completed their breakout sessions.

This year the Resiliency Award was presented to ACT Environmental & Infrastructure, Inc. at the closing session. Director Koon wrapped up the Summit and charged participants with exploring ways for the private sector and emergency management to work together prior to disasters.
Opening Session

Bryan W. Koon, Director of FDEM discussed the importance of public-private partnerships in emergency management. Director Koon said he was looking forward to another successful Summit and expressed his appreciation for the time and effort put forth to those in attendance.

Jesse Panuccio, Executive Director, Florida Department of Economic Opportunity; updated attendees on role of FDEO within ESF 18 and goals moving forward.

Robert Chandler, P.H.D., Nicholson School of Communication at University of Central Florida spoke on Crisis Communication: Strategies to Enhance Resiliency and Continuity. Dr. Chandler challenged participants to consider how to inform the private sector during times of crisis.

Katie Dempsey, Special Investigations Team Leader for Target Stores, and Phil Strouse, Regional Stakeholder Liaison from FEMA Region IV, provided an update to the group on the National Response Coordination Center Private Sector Representative Program and what they learned from Hurricane Sandy. Andy Thompson, Walgreens Senior Manager of Facilities presented on lessons learned in Hurricane Sandy as related to continuity of operations and supply chain challenges for private sector.

Waffle House representatives Mark Miklos, Vice President of Food Safety and Training, and Mitch Skandalakis, Director of Loss Prevention explained how the food service industry, emergency management, and regulatory authorities can work together to restore normalcy. They talked about lessons learned from past storms including Hurricanes Katrina and Sandy.
Breakout Sessions

Getting to Know ESF 18 Partners

- **Moderator/Speaker**: Larry McIntyre, Emergency Coordinating Officer, Department of Economic Opportunity
- **Facilitator**: Denise Imbler Whitlock, Senior Planner, Apalachee Regional Planning Council
- **Speakers**: Samantha Padgett, General Counsel, Florida Retail Federation; Merrilee White, Director of Emergency Management and Volunteer Services, Volunteer Florida; Mario Iezzoni, Certified Business Continuity Professional, Small Business Development Center; Joe Paterno, Executive Director, Southwest Florida Works

Larry McIntyre, ECO for ESF 18, Florida Department of Economic Opportunity, provided a historical perspective and explained the shift of emergency management consideration of business needs following Hurricane Andrew in 1992. Over the last 20 years there has been a concerted effort at the state and local level to engage the private sector in every aspect of emergency management.

Samantha Padgett, General Counsel of the Florida Retail Federation represents 20% of the workforce in Florida with over 7,000 members statewide. FRF uses their communication networks to encourage members to promote preparedness amongst their employees and prepare their business for disaster.

FRF, a member of the ESF 18 function reports on the operational capacity of their members using a color code system; Green indicates that the business is fully operational and able to serve the community, yellow means a business has some limitations and may not be fully operational, and red indicates the business is unable to serve the community. During an event it is important to have a sense of normalcy and long-term recovery is expedited when local dollars keep flowing into that local area. Retailers may be able to supply resources to the community from nearby distribution centers. In addition, stores can possibly be used to house first responders or serve as distribution points. When local, private sector resources are available then state resources can then be channeled to other areas of the state that have been heavily impacted and are in greater need.

Providing a Temporary Emergency Access Pass to its members, FRF takes a lead on the process for re-entry concerns for businesses. FRF has a self-regulating system which includes submittal of a placard through their emergency preparedness network and allows the business to make the choice within their corporation of who receives that pass. They keep a documented log, in the event that someone from the state emergency response team needs to check the authorization. This log provides the ability to go back to the distribution system and see who received the pass.

Merrilee White, Volunteer Florida emergency management liaison discussed their role to support ESF 18 during disasters. As the lead agency for ESF 15 Volunteers and Donations, Volunteer Florida coordinates with ESF 18 when possible. When a disaster impacts Florida, Volunteer Florida staff sets up a call center and respond to questions and issues involving volunteers and donations. The Florida Donations Portal, an online method of organizing companies and individuals looking to make large-scale donations. Corporations may also make financial donations through the Florida Disaster Fund.
Mario Iezzoni, Business Continuity Specialist Small Business Development Center, presented on the different disaster programs the SBDC offers to the business community. The SBDC program provides information to the business community on business continuity plans. The Residential Construction Mitigation Program started in 2006, educates the community and helps train them in terms of minimizing losses that might occur. SBDC has mobile assistant centers that respond and set up in the impacted area. If people have questions they assist these small business owners while also operating as a communications center for other organizations. The SBDC role in ESF 18 is to provide a statewide workshop in educating businesses in disaster recovery and continuity planning, and to deploy technical assistance for economic damage assessment.

Joe Paterno, Executive Director Southwest Florida Works, explained the disaster response contracts and services available to businesses after a disaster. Humanitarian services are key component to return an affected area back to normal.

Larry McIntyre concluded the presentations with an overview of the programs and services managed by the Department of Economic Opportunity. DEO is the primary economic development agency for the state and is the recipient of several federal and state funding programs.

- **Small Developmental Emergency Bridge Loan Program**: funded through the state’s general revenue fund and is approved by the Legislature.

- **Disaster Unemployment Assistance Program**: small businesses such as farmers or ranchers are also eligible for this loan though they do not usually pay into the regular unemployment system.

- **Short-term Compensation Program**: a voluntary employer program designed to assist employers with staff by reducing the weekly working hours during temporary slowdowns instead of temporarily laying off employees.

- **National Emergency Grant Programs**: provides funding to a community for disaster recovery. It is used to pay unemployed individuals in the impact area to recover.

- **Low Income Energy Assistance Program**: Supports low income families with funds for utility bills during the time of a disaster.

We have heard from both the public (state) and private sector economic partners and how they want to be good community partners. The private sector wants to be contributors to the community, but more importantly must consider their revenues and losses. We have discussed the role of ESF 18 and the importance of that network which needs to extend out to the local level. ESF 18 needs to grow faster to be able to take care of all critical needs and get the
private sector involved with response activities. The federal government is emphasizing private sector involvement and is investing resources in engaging the private sector in emergency management. We want to continue to be the best in this for the State of Florida, so we need your input on what we can do to make this bigger, better and more responsive.

See the PowerPoint presentation for additional tools and resources.
Betti Johnson, Principle Planner Tampa Bay Regional Planning Council, Private and public sector partners must together for it to be successful. It will definitely take work, but this unique and holistic approach is what it is going to take. Betti detailed how the agenda would flow starting with our federal partners and the wrap up would be done by Bryan.

Phil Strouse, FEMA Region IV explained how the term “Whole Community” was introduced in 2009 by Craig Fugate, There are several principles and strategic plans that should be used to strengthen partnerships in the community between federal, state, local, and the volunteer community. Phil addressed four main areas:

- Plan for the real needs and how to meet those needs.
- Understanding federal support. Empowering local communities to recover from disasters on their own.
- Continue to build relationships, partnerships, and networks and focus on what works for local communities.
- Development of a National Business EOC - state by state and regional participation.

Matthew Young, US Small Business Administration, posed the question. “How many know that loans from SBA are for more than just businesses?” Roughly 65% of participants knew that SBA provided loans for more than just businesses. Mathew provided valuable information on loan programs available.

- **Disaster Assistance Program**: offers low interest loans for uninsured or underinsured at 1.85% in times of disaster to homeowners, nonprofit organizations, renters, and small business. Homeowners can qualify for up to $200,000 for damages and $40,000 for personal property. Renters can qualify for up to $40,000, and small businesses as well as nonprofits are eligible for up to 2 million at 4% for physical damages.
- **Economic Injury Loan Program**: provides loans to a business that cannot meet its obligations to pay ordinary operating expenses. The loan is based on the actual economic injury and the company’s financial needs regardless of any property damage.

Jennifer Posten, Director of Member Services National Voluntary Organizations Active in Disasters, is a statewide collaborative body of non-governmental organizations that facilitates communication, cooperation, and coordination in all phases of disasters to minimize impact. Created by seven nonprofit organizations in 1969 after the devastation of Hurricane Camille. There are 110 members on the national level located in 55 states and territories.

Keith Kotch, Communications and Warning Coordinator Orange County Emergency Management, provided a local perspective on public-private partnerships. The Orange County EOC recognizes the ESF structure and includes both ESF 15 Volunteers & Donations and ESF 18. Orange County works closely with their local CAOD, Hands on Orlando, to coordinate prior to, during and following a disaster. Communication is key to coordinating between all...
groups. Social media is a key element to solicit responses from the public. Orange County brings partners together each year at the Disaster Preparedness Expo prior to hurricane season. The expo is an opportunity to showcase private sector resources available.

Questions to the audience - What can establish better partnerships? What can we do differently?

Greg Strader, Executive Director for BRACE
BRACE birthed out of lessons learned from hurricanes Dennis, Ivan, and Katrina that resulted in a delayed recovery in Escambia. A Citizen Corp organization with 81 faith based partners committed to do one or more of 12 different functions after a disaster. Events occur in the county including “Be Ready Sunday” held in September. Established a Youth Emergency Preparedness Expo “Kids Save Lives Too” in which we learned that children help bring a culture of preparedness into the home. Partnered with SAFER Santa Rosa to engage the private sector due to the astounding 4,300 businesses that failed after hurricane Ivan.

Bryan Lowe
The Whole Community Approach
The private sector needs to be incorporated into all phases of emergency management activities. This means more than just a handful of private sector associations it means critical infrastructure, retailers, and the service industry. There needs to be access to real time business status information from our private sector partners for responders and communities. This information will provide decision makers with the intelligence they need to keep from establishing points of distribution in areas that would be best served by the private sector and help us focus our limited resources on the areas with the greatest need. The Division of Emergency Management is in partnership with the Center for Disaster Risk Policy (CDRP) at FSU is developing a Virtual Business Emergency Operations Center (BEOC) to share information with the public and private sector.

See the PowerPoint presentation for additional tools and resources.
Tom Serio, Manager Business Continuity Verizon Wireless and Chairman of the South Florida Disaster Resiliency Coalition explained the impacts of the 2004 and 2005 storms and the reason partnerships was essential for disaster response and recovery. Issues discussed: employees not being able to come to work, loss of power, and fuel shortages. A challenge was identifying who would manage the partnership. It was determined that the private sector would be the lead. Private sector supports a substantial portion of the community’s critical infrastructure and need to be at the table from the beginning.

The SFDRC is a membership program that charges a fee in order to fund some of the day to day operations. It was determined that partners were more likely to be involved and take it more serious if they had a monetary obligation. With this obligation the partners are more willing to participate and desire more out of the partnership because money has been invested.

The South Florida Disaster Resiliency Coalition, a four county partnership between Broward, Palm Beach, Miami-Dade, and Monroe counties, works together to increase preparedness efforts and supports recovery efforts more efficiently. Each county lists their needs and available resources for response and recovery. The Board is made up of three executive board members and 12 board members, a member for each county emergency management, a private sector member form each county and non-governmental/nonprofit organization member.

The coalition identified goals including continuity planning. The SFDRC offers programs to support the employees in the area including employees plan for family needs. The coalition developed the Business Continuity Information Network (BCIN), an online portal connecting businesses on evacuations, road closures, and impacts. (http://www.bizrecovery.org) ESF 18 provides information to the coalition. The Employee Assistance Program assists employees deal with personal problems during a disaster. The Palm Beach County Disaster Awareness and Recovery Tool DART) is an application that provides information and tools to prepare for a disaster and has the ability to report damages on homes or businesses.

See the PowerPoint presentation for additional tools and resources.
Lynne McChristian, Florida Representative Insurance Information Institute provided an overview of concerns with insurance particularly individual coverage, and understanding the difference in property value versus replacement cost. Educating the public on the difference between real estate value and replacement value is key component of emergency management recovery.

It is important to understand how Florida is unique when it comes to insurance. Florida has more coastline than any other state. With over 3 trillion in coastal property value and, a 70% risk factor, Florida’s risk for insurance is higher than most states.

Business owners should be educated about the type of coverage and what will be covered in the event of a disaster. The hurricane deductible adopted in 2005 unfortunately does not cover flood damage. Flood insurance is a separate policy. It is important to report all damage to insurance company that may contribute toward meeting deductible.

See the PowerPoint presentation for additional tools and resources.
Mickie Valente, President of Valente Strategic Advisors, introduced the panelist David Bjelke, with URS, and Dan Cavanaugh, with SBDC.

Discussions focused on small business and business continuity planning. First item was to address the definition of a small business. SBA, for most industries, defines a "small business" either in terms of the average number of employees over the past 12 months, or average annual receipts over the past three years. Is organized for profit

The business could be any of the following: a sole proprietorship, partnership, corporation, or any other legal form. Depending on the industry fewer than 500 or fewer than 100 employees will qualify as a small business or fewer than millions of dollars in annual receipts.

It was suggested by the audience that the key to private sector participation and alignment is more information and education on what assistance is available and incentives that highlight the return on investment. An example of an unintended consequence would be if a supplier could not provide goods and services you will automatically start looking for new suppliers that can. If you find new suppliers that can provide the same or better resources for the same or even less money, chances are you will never go back to the original supplier even if they are able to restore their ability. Planning is critical because once these customers are gone most are not coming back.

The SBDC has about 37 locations throughout the state and they also have mobile assets that deploy into disaster areas to assist businesses with recovery after events. They will provide one on one business continuity training and planning free of charge. The training and planning increases the businesses ability to take advantage of an opportunity that presents itself.

It was mentioned that the private sector might benefit more from assessing the skill sets of its workforce and any special requirements mandated by local, state, federal government; then performing a cross analysis of what alternative business venture opportunities that might surface if their primary business is not recoverable. Business continuity planning must include risks, strategies, business impacts, and analysis. One example, a veterinarian that lost his building in Katrina applied for a loan and bought an RV. He used the RV to travel the tri-state area making house calls until his building could be rebuilt. Another example of a public-private partnership was between a banking organization and the Sheriff’s Department in South Florida to deliver cash to banks and ATM machines during Wilma when the armored trucks stopped running.

Corporate social responsibility is one thing that sets companies apart in a community. There is concern of customer's perception of businesses both during and after an event and the impact that those perceptions have on the business (continued presence). When a company gives back to the community and provides assistance it provides goodwill and strengthens your customer base.

See the PowerPoint presentation for additional tools and resources.
Focus Groups

Focus groups were provided to give participants an opportunity to have an open but focused discussion on areas of interest in the public-private sector disaster arena.

Business Resiliency Recognition Program

Betti Johnson, Senior Planner with the Tampa Bay Regional Planning Council introduced the panelist Mario Iezzoni, Certified Business Continuity Professional Small Business Development Center, Lynne McChristian, Insurance Specialist Insurance Information Institute, David Bjelke, Program Manager URS, and Bryan Lowe, Private Sector Coordinator FDEM. The goal of the focus group was to identify what programs were already out there and determine what incentives there are for private sector resiliency. In public-private partnerships trust and relationship building are important factors. FEMA’s PS-Prep program was the first topic covered with the group. Approximately fifteen percent of the audience was aware of the program.

Bryan Lowe discussed the need for getting more businesses on board with business continuity. It is in the businesses best interest to be prepared but there really isn’t any other incentive in building a robust business continuity plan. Corporate social responsibility is a big part of building a resilient community but for the most part this is only occurring with those that can afford it. We need to figure out a way to give further incentive to these private sector partners that want to take that next step.

One of the audience members wanted to see an Emergency Management Accreditation Program (EMAP) like standard for businesses to follow. After compliant they would receive some sort of financial incentive for doing so. David Bjelke explained that EMAP was designed with standards to provide a framework for emergency management programs to follow. Currently there are few incentives provided by insurance companies for businesses to have a business continuity plan. There was a consensus among the group that business continuity was not a priority among many small businesses. There were numerous examples of free business continuity workshop opportunities that had few in participation. Lynne said that in small business everyone has a specific job and there just isn’t enough time in the day for anything else. An outreach campaign to businesses might be a better way to reach them. This could be an opportunity for local CERT programs to make businesses aware of these resources.

Additional incentives need to be developed for businesses that want to do something but are just trying to stay afloat. In order to establish an incentive we will need to get the data to support a value added proposition. Lynne stated that the reason insurance companies provide a monetary incentive to policy holders with burglar alarms was due to the supporting data. There is no identified data that we know of in the United States that shows if you have a business continuity plan losses will be less. Insurance data would need to be collected in order to support an insurance incentive. The universities have a number of students and programs that could be leveraged. There are also several insurance organizations that could be reached out to for information.

The insurance industry’s first question was what is the certification process for a business continuity plan? There are two tracks to consider: what is the plan moving forward and what would the insurance community accept? Insurance incentive should not be the main focus in
business continuity. Outreach and education should be the main focus but not by using the same old approach. Open for business is one way to get the message out. [Www.Disastersafety.org](http://Www.Disastersafety.org) is a website sponsored by the Insurance Institute for business and home safety. It provides the ability to plan and assess risks and is completely free of charge. The Chubb Insurance Group offers, for a fee, a loss control university that provides insurance incentive to its policy holders. In the UK there are some insurance providers offering discounts on business interruption insurance for business continuity planning. There are links and resources on FDEM's Business webpage [www.Floridadisaster.org/DEMbusiness.asp](http://www.Floridadisaster.org/DEMbusiness.asp). The resources in the Business Toolbox will assist with business continuity planning.

To mainstream business continuity planning it might help to require that every Request for Proposal (RFP), for state, county or city opportunities include the option to get extra points for a certified business continuity plan. Certification was then the next issue. Who would be responsible for certifying plans? What plan standard would be acceptable? The Florida Department of Economic Opportunity should be a part of this program development. There was concern about making it more difficult for small businesses to compete. The business continuity plan would not need to be an expensive proposition and at first step could be having a plan.

There are three adopted standards in PS-Prep that are utilized as the basis for minimum acceptable standard for business continuity. The three are as follows: the National Fire Protection Association (NFPA), the British Standard, and the ASIS Standard. A decision will need to be made as to which standard would be the best one to follow to implement an incentive program for businesses. Larger private sector partners could help push business continuity to the smaller businesses as incentive in doing business. A business to business strategy would be another way to reach the private sector. Changing the name of continuity workshops to economic development workshops was suggested to improve participation of the private sector.

Developing positive public service announcements to showcase business preparedness that paid off would be a good way to reach the private sector. These PSA’s would need to be categorized by type of industry and size. Spot lighting the Small Business Resiliency Award winner from this year's summit was also suggested as a good start to the positive outreach campaign.

**PS-Prep™** will enable organizations to identify and implement the necessary steps for instituting and maintaining a comprehensive management system that addresses business continuity, organizational resilience, emergency and disaster management. - DHS
Carol Jeffers, lead off by explaining that collaborative effort is working to a common set of goals and objectives. She asked the participants to review the components of a business/agency recovery strategy. She then described the elements of dynamic partnerships as the recovery resources and resilient strategies for meeting the identified needs. Mrs. Jefferson then pointed out the need for mitigation now before the next disaster to reduce human and financial consequences later. When you hear the word recovery it is in the response of repairing a building but it doesn’t address the recovery of a community. Mrs. Jeffers emphasized the need to recover the community or you will lose the residence. Most communities are in trouble when there is no declaration to pay for the recovery. These events are when it is most critical that we come together with our dynamic partnerships and recover. Identifying resources is one of the most important steps in recovery. If you partner with county based disaster coalitions or long term recovery organization, doesn’t matter the name, you will be able to provide resources for unmet needs. We need to focus on building the local economy before bring in outside resources.

Aside from hurricanes, Florida is also the number one state in occurrences of tornadoes/thunderstorms and numbers two in occurrences of wildfires. Florida may not experience the more severe tornadoes that other states do which means that a Presidential Disaster Declaration is less likely. In some areas 85% of businesses remained closed for four months following Hurricane Sandy in New York that amounted to around 450 jobs. That represents 450 families that were impacted over this period of time. Small and medium businesses provide at least 60% of jobs and resources to a community. The reopening of these businesses is critical and time sensitive.

Carol then discussed the four losses that lead to a failure in recovery. The loss of service location, loss of service capability, loss of employees, and/or customers can lead to failure of your business. Loss of service location can be mitigated with business interruption insurance and business continuity planning. Loss of service capability can be mitigated with the same business continuity plans that include provisions for backing up data and memorandums of understanding with multiple vendors that can meet the need and in turn have their own continuity plans. Loss of employees occurs when you do not have a plan that addresses not only your needs but theirs as well. If they don’t have a plan and are not included in yours there is a missed opportunity. You should also take it one step further and not only have a plan but exercise it as well. Finally, loss of customers will be much harder to overcome in your more catastrophic of events but if you are not open for business there will not be any customers. Build into your plan ways to provide services to first responders by learning what is required to contract and do business with governmental agencies. Provide charging and information stations within your business. Think outside the box and bring in other service providers to combine efforts.
When determining your needs and resources you will need to ask yourself four questions? What does your business need to survive a disaster? What do you already have? What do you need to get? And how will you get/fund the resources that you need?

Coalition building is critical and you need to identify, engage, and motivate critical partners. In Coalition building it is important to remember the 3 R’s. This includes the right partner, at the right time, for the right purpose. You never know what you will find when engaging your fellow business partners in your own complex. They could be the very thing you lack in your plan but you will never know if you do not ask. Please keep in mind that it is harder to get rid of a bad partner than it is to take the time to determine if that partner is right for you and your businesses image. Please remember that communities that do not focus on resilient strategies are more likely to fail than ones that do. Use the disaster as an opportunity to prosper. An example of that is a story about a painter that utilized the storm as an opportunity to convert his business into a remediation services. In the process he was able to find work for 26 new employees and after the storm he was able to get back into painting.

Dan Cavanaugh started off with saying that ignorance of Mother Nature was no excuse for suffering her consequences in being unprepared. Building partnerships to assist with business disruption is a key component to a sound business continuity plan. Business disruption is divided into two categories, external and internal. Hurricanes, floods, tornadoes, wildfires to name a few are in the external category. Fire, violence, hazmat, and pandemics are a few of the incidents that are in the internal category. Depending on the event you may need different resources or partnerships. External events end up requiring partnerships that would span larger distances, and whereas internal events could be best served with local partnerships. The impacts will determine the areas ability to support itself without external stakeholders.

The South Florida Disaster Resiliency Coalition, Volusia County Prepares, BRACE, and SAFER Santa Rosa, are just a few examples of partnership organizations that participate with emergency management. Volusia County’s Business Operations Center specifically addressing the private sector’s disaster needs is an example of building resiliency into the community. Grass roots operations should focus on building what is needed but not to the point where it takes the place of or exhausts resources that have already been considered. We have great organizations developed but they are only as good as the people that have been selected and their level of commitment to continuing the work that has already begun. You will find that if you are successful in sharing information with all of your partners at the table many of the things you are working on have already been done or a similar process are underway.
Hurricane Biz - Preparedness Table Top Exercise

Chris Floyd kicked off the focus group with an overview of Hurricane Biz. “Hurricane Biz” is an online Homeland Security Exercise and Evaluation Program (HSEEP) compliant tabletop exercise designed to help owners and managers of businesses, nonprofit organizations and government agencies, along with their employees, to assess their current disaster preparedness/response plans and procedures while engaging participants in a powerful learning and team building experience. Whether a workplace has a disaster plan in place that needs to be tested or is looking for a compelling reason to develop one, “Hurricane Biz” provides workplace owners and managers with both the tools and learning experience to help in reaching the goal of having a disaster ready workplace.

During the exercise, management and staff had the opportunity to work together as a unified disaster response team. The team works through the various activities associated with preparing for, then responding to and recovering from, a category two hurricane. The participant feedback was very positive and highlighted how good the system was at identifying similar goals, capabilities, and concerns. Participants made reference to the large number of entities that could be exercised at the same time in multiple locations. The exercise helped the various agencies and partners to re-evaluate agency plans, policies, and procedures. At conclusion participants remarked how diverse but unified the exercise was in its entirety. The way the system was designed provided the opportunity for participants and agencies with differing terminology to work towards a common goal.
Lessons Learned Debby, Isaac, and Sandy

Kathy Fulton, Director of Operations for American Logistics Aid Network, introduced the panel members. Charles Hagan, Logistics Chief for the Florida Division of Emergency Management, Bob Walmsley, Manager of Loss Prevention with Publix, and Mike Fedorczyk, Transportation Director at Landstar. Kathy described how the session would cover various stages of supply chain with 1/3 of the content coming from the panel and 2/3’s of the content would be interaction with the audience.

Disasters have a major impact on supply chain and logistics making normal operations difficult at best and impossible at worst. Any time you have an event like Andrew, Fukushima, Sandy, or Katrina that affects major distribution infrastructure on the ground, air, or water adjustments are going to need to be made quickly and often. When your normal routes go down you will find out if your company is flexible enough to reroute or use alternate means to keep the supply chain going?

Chuck Hagan, Logistics Chief with the Florida Division of Emergency Management, opened the session with a little history on him. Chuck then provided some background on logistics from the state’s perspective. When dealing with any event you have 72 hours to search secure and stabilize the scene. If you get behind you will never catch up. This is the foundation that we all work with in planning for these events. The stabilization of the community is what is directly linked to the supply chain and logistics. After 2004 and 2005 it became apparent that we needed to engage the private sector to return the communities to normal as quickly as possible. We all need to be working together since the government’s work cannot be done without the help of the private sector.

Chuck made sure to set the expectations for re-entry by explaining that there is no magic pass. If it is not safe in the impacted area access is going to be limited. While there is a State Re-entry Working Group developing a statewide re-entry strategy it is important to remember that each county has their own approach to re-entry. This is why it is a good idea to get with the local emergency management offices to apply for or find out what those plans are for each county you operate in. The State has a 200,000 square foot facility to implement the logistics supply chain for disaster recovery. Direct planning that defines roles and responsibilities, excess resources available, status of facilities and operations after a event to help with coordination of resources. Develop your distribution routes around the gas stations that will have fuel or generators after an event to keep your supply chain operational.

Mike Fedorczyk was up next and detailed some of his background before getting into his main points. Mike mentioned how Landstar had been involved in numerous events dating back to the 90’s including providing logistics and supply chain operations in Hurricane Katrina. Landstar has partnerships with 20,000 different companies to help meet their demand. They use a transportation management system that helps them track all of the resources they could have going at any time in multiple events. Mike provided an example of the web based system that showcased GPS tracking nationwide.

Bob Walmsley provided a quick overview of Publix and the store locations. Publix has an extensive network of stores and distribution centers in the south. Publix is committed to getting stores up and operational as quickly as possible. They have made a huge investment in generators and have deployed over 700. After impact or event Publix focuses on damage assessment and determining needs. Critical in their assessment is addressing the available supply routes.
Networking Sessions

Summary of Breakout #1 - Get to Know your ESF 18

1. What is the make-up of the membership of the Retail Federation? It is the typical retailers such as Wal-Mart and Target, but also smaller businesses, day cares, assisted living facilities, janitorial services, restaurants, lawn care, construction etc... There is a fee for membership.

2. Economic Development Officer from Pinellas County – There is a gap between the state and local ESF 18 efforts. The local governments need a standardized framework for local businesses and what resources/programs are available to them. The Department of Economic Opportunity is working on plans that local governments can use as a template.

3. How is the Chamber of Commerce represented at the local level? Enterprise Florida works with the chambers and they are part of each of the Economic Development Offices.

4. From Charlotte County Emergency Management - The small business owner, with six employees or less is difficult to engage. It is a statewide problem. It was suggested to change the vernacular from disaster preparedness to economic development as this is something that relates to business/industry more than emergency preparedness.

5. It continues to be a challenge to keep asset mapping (store status) data live and useful.

6. Most employers do not have continuing pay programs post event so employment compensation will be an issue for most businesses and thus most communities.

7. Where does the business/economic damage assessment survey information go? The information goes to DEO/DEM/ESF 18 by email. A system to share the information with the local EOC is being worked on. FSU is working on a project that maps those businesses.

8. Is there a representative for financial services in ESF 18? Right now the banking community is represented through the Department of Financial Services. It is suggested that the Florida Bankers Association be added as a partner to the ESF 18 membership. In some communities, banks are already involved with local county ESF 18 operations on a regular basis.
9. A Small Business Administration loan is processed by banks but the applicant can be assisted by the Small Business Development Center with financial projections. A bridge loan is state funded and fills the gap until the SBA loan can be finalized for the applicant.

10. There is a state working group discussing the re-entry strategy that had its first meeting in June. The issue of re-entry came up in almost every session.

11. Smaller non-English speaking communities need a trusted person in which to interface with that can provide information on disaster support programs.

12. Can employees, which are funded through National Emergency Grants, staff volunteer reception centers? It is eligible if that is the role specified for the person employed with the National Emergency Grant funds, but it has not been done yet.

**Summary of Breakout #2 – “Whole Community Approach”**

1. We need to do a better job of outreach in the affected community to assist our businesses and citizens. They need more information on Small Business Administration Disaster Loans and how the private sector accesses the Emergency Bridge Loan Program?

2. How do we maintain/sustain our partnerships in the community?
   - The partnerships need leadership and help in identifying the “sparkplugs” in the community.
   - You have to leverage existing networks and partnerships (BRACE has 167 partners which translates to 350,000 residents) *Use the concept of force multiplier*  
   - You must keep it interesting (events, exercises, expos, training, activities, etc.)

3. Logistic policy changes with points of distribution have less to do about commodities and more with moving resources to where they are needed (targeted populations). You need to first keep in mind the demographics and needs of the community you are supplying. Then you focus on being flexible based on impact and need of available resources.

4. What information does the private sector need? **Information on power, access, and communications** (power outages, road closures, and estimated time for resumption)

5. 2-way Communications – while the state and locals need information from the private sector (store closings, etc.), the private sector needs information from federal (region), state and locals. (Discussion, is the information provided to the state from the counties detailed enough? Is it consolidated up through FEMA to provide multi-
state information?) These were identified to be addressed in both FEMA R4 and Florida Business Operating Centers.

**Summary of Breakout #3 - Private/Public Partnership Workshop**

1. Public-Private partnerships are forming all across the country. Models and best practices are becoming more prevalent.

2. Universal approach to re-entry is necessary because it is counterproductive for neighboring counties to have different processes for re-entry and credentialing. It puts a burden on businesses to learn, maintain, or purchase several different sets of credentials.


4. Private sector needs more self-reliant to recover and can’t rely on government to restore your company’s systems.

5. Storms don’t stop at county lines. Business need to work together with businesses in neighboring jurisdictions.

**Summary of Breakout #4 - Insurance Insight: How to Make Ready for Recovery!**

1. Insurance company/agent entry into the affected areas after an event, Pre-Credentialing.


3. Needs Assessment/Analysis for replacement items

4. Hurricane Deductible
   - Calendar year deductible - Covers multiple claims from all hurricanes within a calendar year.
   - Always report claims as it counts towards your deductible.
   - Damages are covered if the hurricane is a named storm (up to 72 hrs after)
   - 3 conditions: named storm, hurricane conditions in any part of the state, exists up to 72 hours after warning is terminated.

5. Renters Insurance
   - 40% of renters have insurance.
   - Knowyourstuff.org - Room by room inventory, upload pictures and scan receipts.

6. Flood Insurance:
   - Not covered by a standard Homeowners policy
• Flood is classified when 2 or more properties/acres are affected - Natural events surge/rising waters
• Floodsmart.gov
• 20% of claims go too low to moderate risk.

7. You should have - Business Continuity checklists/business interruption coverage covering one year.

Summary of Breakout #5 - What are the Best Practices for Business Continuity?

The need to impress upon the private sector that there is a distinct difference between Business Continuity and Continuity of Operations:

1. The key to private sector participation and alignment is more information and education on what assistance is available. Also, identifying incentives that highlight their return on investment for whatever resources they commit to.

2. Private sector might benefit more from assessing the skill sets of its workforce and any special requirements mandated by local, state, federal government; then performing a cross analysis of what alternative business venture opportunities that might surface if their primary business is not recoverable. However, you should always be on the lookout for new opportunities.

3. Business Continuity planning must include risks, strategies, business impacts, and analysis.

4. When the private sector has so many choices and sources for assistance. There is growing concern on how the private sector can weed through them all and tie it all together?

5. There is concern of customer’s perception of businesses both during and after an event and the impact that those perceptions have on the business (continued presence).

6. We need to do a better job of defining and sharing the local government’s role in preparing the private sector for subsequent response and recovery after events impacting the community?

7. Identifying the multitude of providers of disaster recovery assistance is but one step in the process. Having them engage and embrace one another is yet another undertaking.

Summary of Focus Group #1 - Business Resiliency Recognition Program

1. Small Business does not know what they do not know. Need education/outreach as to why business continuity planning is important to the businesses. Use case studies (positive) to tell the story and provide higher awareness.
2. Accreditation - There are existing credentialed programs adopted by DHS through the PS-Prep Program; however, one size does not fit all and may not be appropriate for small businesses.

3. Incentives – may include discounts in tax credits, Unemployment Insurance, or Business Interruption Insurance but there will need data to back up. We need to work with the insurance industry and others to identify “baby steps” that businesses can take toward resiliency. Rely on existing partners in the community (outside the EM community) such as Workforce Boards, SBDC, Chambers, Florida Economic Council...etc. Government may just be a catalyst – program could be developed using business to business approach or marketing.

**Summary of Focus Group #2 - DYNAMIC Partnerships and Resilient Strategies**

1. There was emphasis on developing and maintaining a local business – government partnerships using such entities as SBDC and Chambers of Commerce. From the local perspective there is a need to focus on grass roots operations building what is needed but not overreaching or over building the process. It is counter-productive to compete with the State’s efforts and programs but supplement and complement them. Palm Beach County Disaster Recovery Coalition is a nonprofit organization that participates with emergency management. South Florida Disaster Resiliency Coalition focuses on the private sector. Volusia County created a Business Operations Center specifically to address the private sector disaster needs. The business strategy of “find the need, fill the need” can be applied to engage the business community in disaster recovery. Instead of asking the small business owner to come to a meeting, what about going to the small business owner in their associations such as Business Networking Information (BNI) or Toastmasters to engage them.

2. FEMA representative discussed a public/private partnership at the federal level with the insurance industry to better assist the survivor. There is a lack of support for long-term recovery groups like coalitions because they have not been sustained in the past. It is difficult to get and keep small businesses engaged. There is a suggestion to “bundle” services, such as business plan writing at the same time as writing a disaster plan. Is it possible to share “risk” and “vulnerability” with businesses through EDCs to engage them into the disaster preparedness arena? Businesses that do have a plan, rarely exercise their plan, so they have no idea if the plan works. A possible approach to engage businesses is to educate them on how the disaster can actually benefit their business. Does there need to be a standard for disaster preparedness for businesses? Can there be a reward (insurance?) for being prepared? The approach needs to change in order to create DYNAMIC partnerships between government and the private sector.
Summary of Focus Group #3 - Hurricane Biz - Preparedness Tabletop Exercise

1. Internet application to assist in the development, facilitation, and evaluation of HSEEP compliant tabletop, functional, and full-scale exercises.

2. Individuals participated in a hurricane exercise scenario in which they discussed agency and personal preparedness and response plans.

3. Participant feedback:
   - The exercise identified similar goals, capabilities, and concerns.
   - The system was utilized to exercise multiple entities.
   - The exercise helped to re-evaluate agency plans, policies, and procedures.
   - It was a diverse but unified exercise - Participants/agencies used dissimilar terms but were working towards the same goal.

Summary of Focus Group #4 - Lessons Learn from Debby, Isaac, and Sandy

1. Many companies will struggle with estimating the real demands of the community in the aftermath of a major event.

2. When the supply chain fails? You deal with lost wages, profit losses, and loss of revenue/tax base.

3. It has been proven that the faster a community restores the faster the community recovers.

4. There is no magic pass/credential for re-entry. The Office of Private Sector Coordination has organized a Re-entry Working Group to address re-entry. The Florida Retail Federation in coordination with the Florida Division of Emergency Management has created a standardized pass - but it requires self policing by the Florida Retail Federation. Most counties have their own re-entry plans, so businesses must work with each county until a statewide plan or process can be developed and agreed upon by all parties.

5. Maintain visibility on the supplier - Government should not be using the same suppliers as the private sector (to avoid competing for the same resources).

Critical takeaways
- Joint planning is critical.
- The ability to project restoration needs will be critical.
- Address supply needs at the local level.
- Excess resources are often available within your network for use rather than using local or state supplies.
- Assist counties with identifying and currently identified points of distribution.
- Better coordination at the state and local level, there needs to be a link on the state website to highlight businesses status (Red, Yellow, and Green) for the
public to be able to see. Link on state site could be to all of the major supplier's websites where they could provide their store status.

- Public/Government Sector will often have multiple sources for supply chain management for blue and grey skies.
- Landstar tractors have sleepers and can stop wherever safe when transporting.
- Fuel (spot) contracts = may have trouble getting fuel when needed due to multiple contracts with same fuel vendor. You need pre-event contracts.
- Drivers can also send back ground truth information when out in the field, fuel status etc.

6. Build the relationships now, not when the disaster is happening.

7. Survivors don’t always store extra medical and prescription supplies and this causes a surge in demand after an event.

8. Pinellas is partnering with the big box pharmacies to encourage citizens to have extra medicine or have their doctor/prescription information with their important papers so it is more efficient for them to obtain medications in the disaster area.

9. Extended medications may have issues due to insurance companies not allowing patients to obtain extra ahead of a hazard. RX Response (www.RXResponse.org) was provided as a great resource for prescriptions in times of a disaster.

10. Some folks have their medicines delivered in the mail and do not even go to the pharmacy.


   - Preparedness meetings and exercises with partners to prepare ahead of time.
   - Do not get complacent.
   - Concerns should be more about the people who don’t prepare. Continue public campaigns to educate those who need to prepare.
   - 72 hours is a minimum preparedness time
   - Fill gaps with retailers. It is most important to get retailers reopened.
   - There needs to be more discussion about transportation regarding the use of rail and ferry service to get supplies.
   - It can take up to 7 to 10 days to inspect rail after storm, and crossing signals must be operational or have law enforcement officers at the intersection. Do not expect rail for supplies in the first week.
   - Plans for employees - employees are survivors and we need to find more ways to help them prepare in order to make them able to get back to work faster.
   - There needs to be the ability of vendors to react more quickly, since we are down to just in time inventories. When forecasting X number of products we need our suppliers to react more quickly and be prepared for the surge in demand.
Participant Feedback

Forms were distributed for all breakout sessions and focus groups to gather participant feedback. Breakout sessions had specific questioning and offered space for suggestions and comments. The focus group forms were more basic, simply requesting feedback in a narrative form.

Breakout Session #1: Getting to Know your ESF 18

| Total Number of Input Forms Collected: 2 |

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<th>Do you feel your organization has any current best practices or models related to the items discussed in this workshop?</th>
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| Did you have any questions from this session that you were unable to get answers to or that you thought of afterwards? | 50% | 50% | 0% |
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| Based on this breakout session do you feel that an additional discussion over the next few days regarding this subject matter might lead to a potential initiative or partnership with your organization? | 50% | 50% | 0% |
|----------------------------------------------------------------------------------------------------------------|

| Would you be interested in participating on a working group regarding the items discussed during this session to continue dialogue and exploration of this subject matter? | 50% | 50% | 0% |
|----------------------------------------------------------------------------------------------------------------|

While the information in this session was well received, participants requested more information on the relationships between Emergency Support Function 18 Business and Industry and Emergency Support Function 15 Volunteer and Donations. It was suggested that some examples of how they tie together could be provided online. Local governments requested a Standard Operating Procedures or Standard Operating Guidelines that they could use as a template.

Breakout Session #2: “Whole Community Approach”

| Total Number of Input Forms Collected: 21 |

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<th>Do you feel your organization has any current best practices or models related to the items discussed in this workshop?</th>
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| Did you have any questions from this session that you were unable to get answers to or that you thought of afterwards? | 0% | 71% | 29% |
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| Based on this breakout session do you feel that an additional discussion over the next few days regarding this subject matter might lead to a potential initiative or partnership with your organization? | 47% | 24% | 24% | 5% |
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| Would you be interested in participating on a working group regarding the items discussed during this session to continue dialogue and exploration of this subject matter? | 43% | 31% | 26% |
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Training on SERT GATOR was requested as well as other technology products that could assist in participation in a whole community response to an emergency situation. Some participants wanted to have more discussion on engaging the private sector in the disaster process and the Virtual Business Emergency Operations Center Project. We needed to have acronym lists and reduce their use. We need to provide a listing of examples of best practices of whole community approach programs.
Breakout Session #3: Public-Private Partnerships - How can we Help Businesses Respond and Recover from Disasters?
Total Number of Input Forms Collected: 11

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Participants found the information useful and enjoyed the open forum discussion with real-life examples. They would like to see some actual mechanisms of emergency support function 18 at the State and local level as to how they are set up and what processes are established. The website [www.FloridaSBDC.org](http://www.FloridaSBDC.org) - Special programs, was offered as a great resource. Brace, SAFER Santa Rosa, and the South Florida Disaster Resiliency Coalition were three examples offered as best practices. It was requested that this session be offered again in the future with more focus on how to develop a coalition in your own area.

Breakout Session #4: Insurance Insight: How to Make Ready for Recovery!
Total Number of Input Forms Collected: 21

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Respondents in this breakout session found the information to be very thorough and informative to both the public and private sectors. It was requested that the insurance industry could develop a framework of insurance related information to include resources and links for emergency managers to display on their websites. Guidelines on how to self insure your business was also requested.

Breakout Session #5: What are the Best Practices for Business Continuity?
Total Number of Input Forms Collected: 6

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Based on this breakout session do you feel that an additional discussion over the next few days regarding this subject matter might lead to a potential initiative or partnership with your organization?  

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Would you be interested in participating on a working group regarding the items discussed during this session to continue dialogue and exploration of this subject matter?  

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Written feedback provided by some participants said they would like to have more examples. Strategies on how to engage small businesses and how to keep them involved in Emergency Support Function 18 at the local level was requested for future workshops. Reference was made to look at the NFRA Business Certification 1600 standard. One participant pointed out that more attention needed to be made at revising or eliminating codes and standards that hinder business recovery.

Focus Group #1: Business Resiliency Recognition Program  
Total Number of Input Forms Collected: 4

The group as a whole believed that using success stories to highlight business preparedness and continuity was going to be the best way to influence the private sector to change their culture of preparedness. It was determined that data that reflects the percentages saved by the private sector directly linked to preparedness activities would be the only way to develop an incentive program.

Focus Group #2: DYNAMIC Partnerships and Resilient Strategies  
Total Number of Input Forms Collected: 7

Participation in this focus group was geared toward information sharing and learning cross-sector perspectives as well as needs and limitations. By sharing the information, everyone benefits, specifically the local economy. One respondent noted the South Florida Disaster Resiliency Coalition as a model for involving businesses that have locations in many counties. Participants would like to see additional opportunities for more communication and feedback on this subject.

Focus Group #3: Hurricane Biz – Preparedness Table Top Exercise  
Total Number of Input Forms Collected: 9

Respondents felt this session provided a great networking opportunity between participants. One business-sector representative in the session noted a lot of the information was beneficial for understanding who is all involved in disaster response and what everyone’s role was. Other participant feedback was positive and highlighted how good the system was at identifying similar goals, capabilities, and concerns. Participants made reference to the large number of entities that could be exercised at the same time in multiple locations. The exercise helped the various agencies and partners to re-evaluate agency plans, policies, and procedures.

Focus Group #4: Lessons Learn from Debby, Isaac, and Sandy  
Total Number of Input Forms Collected: 5

This session provided great insight into the complexities of logistics and supply chain management. Participants indicated that the information was well received and requested that this session be repeated in the future with more lessons learned. It was repeated once again in this session that there needs to be a statewide re-entry plan in place to streamline response and recovery efforts in every community. The need to have redundant vendors and plans in place was evident from the information and examples provided.

Disclaimer: Some feedback may have been illegible and therefore not included in the results.
Questions from the Audience

Breakout Session #1
Q.-When you are dealing with small businesses, if we hold advertised seminars in our local area and no one shows up, what more can we do?
A.-I don’t have that answer but we will continue to try and work on it because this is an issue that all areas are dealing with. We have to change disaster preparedness to be more reflective of economic development. That may be relative terminology that small businesses would be more interested in.

Q.-Is there a better way to facilitate asset mapping and keeping it up to date?
A.-At the moment they are working with larger companies to see if it is possible to connect their information systems so that information can automatically be transferred and updated to ESF 18 to show those updates in real-time. The desire is to integrate applications that can be used by the masses to stay informed.

Q.-With the Retail Federation, you mentioned that you have 7,000 members? And it’s not just storefronts? Is there a membership fee? I assume I can get more information on your website?
A.-No they are not just storefronts, we have a large group of about 250 core retail businesses involved and the rest of the businesses are of all types of genres throughout the State of Florida. There is a membership fee and it’s based on if you accepted our membership services, your compensation plan, and your size. You can get more information on our website or call me directly. www.frf.org

Q.-I’m at the county level in Pinellas and we’ve been attempting to do some of this stuff ourselves and involve our economic development department that feels they’ve gone as far as they can go. What they touch normally is as far as they have gone when it comes to planning. The state has done a great job of developing a lot of this. So we have this effort here and we have some effort going on at the local level but we have not yet connected it. What I immediately got out of this morning was that I need a standardized framework, I need to develop it or we need to develop it. Some type of standardized framework that I can provide to my businesses that gives them what they need, explains the re-entry issues, and the curfew issues and all of those things I’ve been hearing the businesses say that are the issues for them that I need to be aware of. I don’t know how to plan globally so it’s a two-way street. Having that framework with best practices, lesson learned and just what you have presented here of what’s available and who to bring to the table. I’m already thinking of our ESF 18 plan and how much more needs to go into that and we need to see that framework the state has done so that we’re taking the benefit of what you’ve done, what the businesses are providing us and then everyone can apply that standard to the local level. We’re not trying to invent it ourselves without the resources and connections, just the information I’ve gotten this morning was hugely valuable and how that needs to go in our ESF 18 plan.
A.-That is one of the things we’re working on and are about to complete. The standard operating guidelines for ESF 18 should be completed shortly and we hope that you all can take it and incorporate some of what we are doing at the local level and use ours as a template.
Q.-How are business interests represented at the state and local level?  
A.-Down at the local level we have Enterprise Florida who is basically the overall state economic developer and they work at the local level with economic development organizations to do a business development piece statewide. The chamber of commerce is part of the local economic development team that is under the auspices of Enterprise Florida. At the state level we have a representative from the Florida chamber, who is not an official member of ESF 18, but they are an organization that supports us at ESF 18 at the state level. They are one of our support organizations that we have in ESF 18.

Breakout Session #2

Q.-What can we do to better get out information on SBA assistance after events?  
A.-Send more information from SBA directly to County Emergency Management.

Q.-Is there a place to get a list of all the documents you will need in order to apply for FEMA and SBA assistance after an event?  
A.-For SBA you have to fill out an application and an IRS Form 8821 to verify income. Insurance info is also good to have. Businesses are required to provide an application, profit and loss sheets, balance sheets, personal finance statements, schedule of liabilities, business projection of income (if they are a new business), and last three years tax returns.

Q.-What are some best practices in developing your whole community partnerships?  
A.-Offered as a best practice - SAFER Santa Rosa and BRACE collaboratively approached their business community in with Emergency Management in Escambia and Santa Rosa counties to engage the nine chambers of commerce first, then the better business bureau, the Small Business Development Centers, after that they used the regional planning councils as the vehicle to reach out to the business organizations. The South Florida Disaster Resiliency Coalition was also mentioned as a best practice.

Q.-How do you maintain the organizations?  
A.-Schedule regular meetings to keep everyone engaged. BRACE and SAFER both keep the calendar full of different activities, like preparedness expos, training classes, lunches with speakers, and even exercises to keep things fresh and interesting.

Q.-Does every state have a VOAD?  
A.-Yes

Q.-Could you explain the long term success you have had with the homeless community?  
A.-The CERT coordinator in Escambia is invested in the homeless coalition. He has helped identify leaders within the encampments. They designate a leader in each camp to empower each of them to move their folks to shelters when there is a need.

Q.-What is the best way to provide information to the State?  
A.-ESF18 contact #850-413-1403 and email address is ESF18@em.myflorida.com.

Q.-Where is the information coming from to populate the NBEOC?  
A.-The information is coming from each state and corporate headquarters from the Private Sector.

Q.-When will the Virtual Business EOC be online?  
A.-We hope to have the beta test site up and running by the end of the year.
**Breakout Session #3**

Q. How do you get the message out to the private sector to get them to the table?
A. - Try utilizing the Chamber of Commerce and professional associations.

Q. What is the best source for critical information during an event?
A. - The County Emergency Operations Center is the best source for information.

Q. What process did you go through to identify your board members?
A. - The County’s had a number of organizations already in place and we left it up to them to identify the members per county.

**Breakout Session #4**

Q. Do you include business continuity planning as a service provider in the industry?
A. - Most of the large providers have business continuity checklist and tools to help insured.

Q. What can the public sector do to help the insurance industry?
A. - Help the adjusters get out to the impacted areas as soon as it is safe.

**Breakout Session #5**

Q. What does it cost to get Business Continuity Planning assistance from the Small Business Development Center?
A. - Nothing, it is free!

**Focus Group #4**

Q. How do we notify the public better about being prepared in regards to medications?
A. - Increased outreach in the local communities is essential. We also need to get waivers of licensure for lab techs from outside the state that are qualified but do not have a Florida License, so they can help with distribution when needed.

Q. Looking at what we have learned over the last 10 years: What is important to you?
A. - Preparedness is the most important thing. Complacency is the biggest concern.

Q. What is on your wish list?
A. - Commercial Train logistics would be a great topic to learn more about.

Q. How do we get to information about store status related to open, closed and available supplies?
A. - One thing Landstar tells their drivers is to be self contained and to bring extra fuel. They also network with the trucking industry to share information on fuel availability. Chuck discussed the interdependencies of the supply chain and how important it is to know the vulnerabilities of your own supply chain. You should have multiple vendors in case there are issues with some. When it comes to fuel it is important to know that if you are buying on the spot market and you don’t have pre-event contracts you will be the last one to get what you need. Publix has pre-palletized items loaded and sends those supplies to identified areas that are most likely to be impacted to make sure they can meet the need of items they know are going to be in demand.
Acronyms

A
ALAN – American Logistics Aid Network www.Alanaid.org
ALF – Assisted Living Facility
ARPC – Apalachee Regional Planning Council

B
BRACE – Be Ready Alliance Coordinating Emergencies www.BeReadyAlliance.org
BNI – Business Network’s Information

C
CERT – Community Emergency Response Team
CDRP – Center for Disaster Risk Policy
COAD – Community Organizations Active in Disasters
COOP – Continuity of Operations Plan
CSR – Corporate Social Responsibility

D
DART – Disaster Awareness Recovery Tool

E
ECFPC – East Central Florida Planning Council
EDC – Economic Development Center
EOC – Emergency Operations Center
ESF – Emergency Support Function
ECO – Emergency Coordinating Officer
EMAP – Emergency Management Accreditation Program

F
FEPA – Florida Emergency Preparedness Association www.FEPA.org
FDEM – Florida Division of Emergency Management www.FloridaDisaster.org
FDEO – Florida Department of Economic Opportunity www.FloridaJobs.org
FRF – Florida Retail Federation www.FRF.org
FBA – Florida Bankers Association http://www.FloridaBankers.com

G
GATOR – Geospatial Assessment Tool for Operations and Response
GPS – Global Positioning System

H
HOA – Home Owners Association
HSEEP – Homeland Security Exercise and Evaluation Program

I
III – Insurance Information Institute www.III.org
IRS – Internal Revenue Service www.IRS.gov

J
JIC – Joint Information Center
JIS – Joint Information System

K
KSC – Kennedy Space Center www.KennedySpaceCenterTours.net

L
LEO – Law Enforcement Officer
LTRO – Long Term Recovery Organization

MOU – Memorandum of Understanding

NBEOC – National Business Emergency Operations Center
NCCI – National Council on Compensation Insurance [www.NCCI.com]
NFPA – North Florida Planning Council
NFRC – Northeast Florida Regional Council
NRCC – National Regional Coordination Center
NVOAD – National Volunteer Organizations Active in Disasters [www.NVOAD.org]
NGO – Non-governmental Organization

OCERT – Orlando Community Emergency Response Team

PPP – Public-Private Partnership
PSA – Public Service Announcement
POD – Point of Distribution

NONE

RCMP – Residential Construction Mitigation Program
RFP – Request for Proposal
ROI – Return on Investment

SAFER – Support Alliance for Emergency Readiness [www.SantaRosa.fl.gov/coad]
SBA – Small Business Administration
SBDC – Small Business Development Center [www.FloridaSBDC.org]
SEOC – State Emergency Operations Center
SERT – State Emergency Response Team
SFDRC – South Florida Disaster Resiliency Coalition [www.SFDRC.org]
SOG – Standard Operating Guidelines
SOP – Standard Operating Procedures

TBRPC – Tampa Bay Regional Planning Council
TDO – Tourist Development Organization

UK – United Kingdom

VOAD – Volunteer Organizations Active in Disasters
VBEOC – Virtual Business Emergency Operations Center

WMD – Water Management District

NONE

Y2K – Year 2000

Zulu – Universal Coordinated Time
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