

AMERICA'S
PrepareAthon!
BE SMART. TAKE PART. PREPARE.

PREPARE YOUR ORGANIZATION FOR HURRICANE SAFETY

WORKPLACES



INTRODUCTION

Everyone has a role to play in preparing for a disaster. This day of action guide, *Prepare Your Organization for Hurricane Safety*, is designed to help you improve your organization's readiness for a hurricane. It provides guidance on how to hold a tabletop exercise to help your organization assess and improve its ability to maintain or re-establish operations when affected by a hurricane. The exercise leads you through a simulated disaster and prompts you to examine your plans, policies, and procedures in a stress-free environment.

Many individuals within your organization can lead this effort; you may be a senior leader, an employee, a facility manager, a human resources manager, or a program manager. Please see *A Playbook for Your Day of Action: Workplaces* for information and resources to make implementation easy.

America's PrepareAthon! also offers the day of action guide *Prepare Your People for Hurricane Safety: Workplaces* to encourage employee readiness for a hurricane by moving your employees to take action. It provides guidance on how to hold a hurricane preparedness discussion and conduct a short drill as a day of action for your workplace.

HURRICANE PREPAREDNESS FOR YOUR WORKPLACE

The America's PrepareAthon! day of action guide *Prepare Your Organization for Hurricane Safety* is a tabletop exercise designed to help assess your organization's ability to maintain or re-establish operations when impacted by a disruptive event. A tabletop exercise is a facilitated discussion of roles, procedures, and responsibilities in the context of a simulated emergency scenario. The goal of this tabletop exercise is to determine your organization's ability to respond to a hurricane scenario using your current plans, capabilities, and resources to identify needed improvements. By investing a few hours now, you can identify improvements that could make the difference in keeping your doors open after a disaster.

Tabletop exercises are used by emergency managers, business continuity planners, and others as part of a comprehensive exercise program to build capacity and increase resilience.¹ For organizations that do not currently do this type of planning, conducting this exercise as part of your America's PrepareAthon! day of action can be a first step in developing a training and exercise plan.

EXERCISE OVERVIEW

The *Prepare Your Organization for Hurricane Safety* tabletop exercise unfolds with an initial scenario description and proceeds with three scenario updates. Each stage of a scenario includes discussion questions to allow Participants to focus on problem solving and improvements in a low-stress, consequence-free environment.

EXERCISE OBJECTIVES

This tabletop exercise is designed to help your organization identify strengths and weaknesses in the following areas:

Facilities: Security of electrical panels and back-up generators; storage location of important supplies, records, and tools; supplies for staying on-site, evacuating, and performing medical response; signage; accessibility considerations; barriers to protect against high winds or to stop floodwater from entering the building; and emergency repairs.

¹ More Information can be found at www.fema.gov/emergency-planning-exercises.

Human Resources Policies: Employee notification and alerts; early release/telework policies; flexible work schedules; payroll and insurance policies; employees trained in first aid with access to medical supplies; and capacity to ensure accessibility for individuals with disabilities or access and functional needs.

Continuity of Operations Plans: Plans to operate at an alternate location; access to important data; roles and responsibilities; insurance policies; supplier and customer relationship management; and plans and processes to resume operations.

Emergency Response Plans: Ability to provide critical information and updates during the emergency through multiple notification systems; guidance on how to protect critical assets; plans to provide first aid; and protocols for communicating with local first responders and critical infrastructure providers.

EXERCISE STRUCTURE

1. Introduction and Overview (suggested time: 10 minutes)

The Facilitator starts the session with introductions of Participants, a reminder of everyone's role, and outlines of the process for implementing the exercise or "exercise play." The Facilitator reminds everyone that the purpose of the exercise is to improve workplace safety and that the exercise is not an opportunity to be critical of any person or department.

2. Exercise and Discussion (suggested time: 1.5–2 hours)

Once the Facilitator has provided the overview of the exercise play and answered any questions, play simply begins by introducing the scenario and starting the questions. To simulate a real event, the scenario unfolds through a series of updates. Each update includes a set of questions for the Facilitator to help Participants imagine how your organization would handle the situation.

It is important to take the hypothetical scenario seriously and for each Participant to imagine as realistically as possible what he or she would be thinking, feeling, and doing from both a professional and a personal perspective. The discussion should address the specifics of your organization—your workforce, your facilities, and your policies. To provide context, the Facilitator may also reference actual events that have occurred in your area or in your state.

3. Debriefing and Next Steps (suggested time: 20 minutes)

Once you have concluded the exercise, it is critical to debrief and establish followup plans. A debriefing is simply a review of the exercise and an opportunity to identify next steps. At the conclusion of the exercise, the Facilitator will ask for feedback and ensure that everyone has the chance to provide input. It is important to capture feedback from all attendees. The Facilitator ends the session with a commitment to summarize the issues identified through the exercise play and to develop an improvement plan for circulation and further discussion.

GETTING STARTED

Once your organization's leadership has agreed to hold a tabletop exercise, the following steps will lead you through the planning process and help your organization get the most value from the exercise. In order for the exercise discussion to be spontaneous and realistic, it is important not to share the specific scenario or discussion questions in advance.

1. Select the Facilitator

The Facilitator leads the exercise discussion, provides scenario updates, and prompts Participants to interact. A Facilitator who understands the scope of your organization's operations may have greater success in stimulating a productive discussion.

2. Review Materials and Set Objectives

The Facilitator should review all the materials in advance of the exercise and be very comfortable with the questions to prompt discussion. The Facilitator Guide provided in the next section includes the hurricane scenario, scenario updates, questions for Participants to discuss, and prompts and notes to help the Facilitator lead or stimulate additional discussion. Your organization's leadership should also review these materials and add questions that are appropriate for your community, your organizational structure, and your facilities.

The objective of the exercise is to examine how you can improve your organization's plans and infrastructure to ensure minimal impact from a disruptive event, so make sure the questions test the key functions you want to evaluate. Customize questions and/or the scenario so that they're specific to your workplace and the services you provide. If the days or times provided affect how your organization would respond to the event, consider different times and days as you discuss the scenario.

3. Identify Who Should Participate

To fully examine your organization's operations in the tabletop exercise, you will need to include representatives from across your organization. Involve key decision makers and subject matter experts from all departments. These may include senior leadership, facilities management, information technology (IT) teams, human resources, and legal departments. You also may wish to include third-party vendors such as phone, IT, data back-up, food, and other critical services.

4. Determine Roles

There are different roles for "players" in an exercise, either as a Participant or an Observer. It is also a good idea to have a Note-Taker to capture important points in the conversation. Decide who should attend and which role he or she will be assigned. Remember not to share specific information about the exercise with Participants or Observers in advance.

Participant: Someone who has decision-making authority or is a designated proxy, who in the course of normal business operations has authority over a component of operations (e.g., Human Resources Manager). Participants should sit at the table, answer questions, and make decisions during the exercise.

Observer: Someone who benefits from attending the exercise because his or her role in the organization may include implementing identified recommendations. In order to keep the number of speakers manageable, Observers do not participate in the moderated discussion but are encouraged to take notes and provide feedback at the end.

Note-Taker(s): Someone who can record the discussion during the exercise and summarize the main points as a followup report. You may even want to have the main points recorded on a flip chart. Encourage Participants and Observers also to take notes during the exercise for the debriefing afterward.

5. Plan the Logistics

Plan the logistics ahead of time to make sure the exercise goes smoothly.

Location: The room should be large enough for all Participants and Observers and set up so that everyone can see and hear each other. Arranging the table(s) and seating in a U-shape ensures that all the attendees can see each other and the Facilitator. If Participants do not know one another, consider having table tents or name badges with names and departments identified.

Time: The tabletop exercise should last approximately 2–3 hours, depending on the amount of discussion and needed breaks. This includes time for introductions, an overview of the process, the exercise, and a debriefing. While this may seem like a lot of time, especially for busy managers, the investment will pay dividends both in a real emergency or disaster and also in improving day-to-day operations.

Invitations: Send invitations to Participants with an explanation of what a tabletop exercise is and what role they will play. Remind them that the tabletop exercise is not meant to assess individual performance, but is an opportunity to identify and resolve problems as a leadership team. Set the expectations early that this is a constructive process to improve workplace safety and continuity of operations.

Equipment and Materials: Print enough copies of the tabletop exercise Scenario Handouts in advance for all attendees; these will be used as handouts during the exercise. Collect any other materials that you would like to have in the room for easy reference during the exercise, such as existing policies or other manuals. If you are using flip charts, make sure you have the easels and markers on hand.

MAINTAIN THE MOMENTUM

After completing the tabletop exercise, be sure to follow through with addressing the gaps and needed improvements identified by Participants. Your organization's leadership should create a plan that lists what items need to be addressed, who is responsible for executing those tasks, and when resolution is expected. Develop or update your organization's emergency operating plan and test it at least annually. The investment to prepare and to routinely review policies, plans, and communications will strengthen your organization and build resilience to the challenges and events that may lie ahead.

TABLETOP EXERCISE—FACILITATOR GUIDE

TIPS FOR FACILITATING A PRODUCTIVE TABLETOP EXERCISE

Review these materials, including the links for additional resources, in advance of the exercise. Adequate preparation by the Facilitator is the best way to ensure a successful and productive exercise.

BEFORE THE EXERCISE

- Read the America's PrepareAthon! *How to Prepare for a Hurricane* guide, available at www.ready.gov/prepare, for information about the hazard, warning signs, and alerts and what you should do now to protect individuals and property.
- Review the scenario and followup questions and add any additional questions or issues that are specific to your organization's workforce, organizational structure, or facilities.
- Review the information at www.ready.gov/individuals-access-functional-needs and consider the needs of individuals in your organization with disabilities or access and functional needs.

- Review the list of Participants and make sure you know their role in the organization.
- Ensure that all logistics are taken care of, including seating for all Participants and Observers, name tags or table tents, and handouts.
- Discuss the exercise with the Note-Taker(s) so that they are prepared for the topics to be addressed in the discussion.

DURING THE EXERCISE

- Make introductions, review your role as Facilitator, explain the objectives of the exercise, and set the ground rules for the discussion.
- Make sure the Participants understand that you all share responsibility for making the exercise productive and useful to the organization.
- Ask open-ended questions, using the words *what*, *when*, *where*, *how*, and *why*. If necessary, direct questions to specific Participants.
- Encourage conversation and give extra encouragement to those who may be a little reticent.
- Elicit suggestions for how to improve issues that arise during the exercise discussion.
- Involve all Participants. Do not let one or two Participants monopolize the discussions.
- Assist the group by summarizing a point, restating a key discussion point, and asking specific individuals to comment.
- Avoid the temptation to jump in with the solutions when Participants are struggling and, instead, try to draw out the answers from them. Participants are more likely to contribute if they feel people are listening intently and sympathetically.
- Watch for signs of frustration or conflict. Remember that the exercise is not a test, but an opportunity to identify areas for improvement. If you see mounting frustration or conflict, pause the exercise and suggest a break. Keep in mind the low-stress nature of the tabletop exercise.
- Strive to get through all the scenario updates, but know that it's ok if you don't. Moving too quickly may not allow solutions to come forward. Conversely, moving along so slowly that nothing of substance is decided defeats the purpose of the exercise.
- Be mindful of the suggested timelines and ensure that discussions remain within the scope of the given discussion area. Sometimes the conversation may begin to drift to topics more appropriate for discussion in later periods of the exercise, or the conversation may get stuck on a problem area that will need to be resolved later. To keep the discussion moving, use a "parking lot" to record difficult issues that can be discussed more fully at a later time.

AFTER THE EXERCISE

- Summarize a few of the highlights of the discussion and then use the same facilitation techniques to capture feedback from Participants and Observers.
- Keep this summary simple by asking for input to create a list of the areas identified as major strengths of the organization and areas for improvement.

- End the session with a plan to summarize the exercise and a suggested process to begin to address the identified areas for improvement. You will want to build on the discussions that took place during the exercise in ongoing management discussions and in meetings with staff.

CONDUCTING THE EXERCISE

INTRODUCTIONS AND OVERVIEW (suggested time: 10 minutes)

Begin the exercise by introducing yourself and asking all exercise Participants to do the same. Ask Participants to state their role within the organization and their role in the tabletop exercise. After introductions, provide a short overview of the exercise objectives and process. Emphasize that the purpose of the exercise is to identify strengths and weaknesses of current plans, policies, and procedures to strengthen the organization's resilience to disruptive events. Explain the roles of the Facilitator, Participants, and Observers. Remind everyone to share responsibility for making the exercise useful and productive.

HURRICANE INITIAL SCENARIO

Begin the exercise by distributing the Initial Scenario Handout to all Participants. Read the scenario out loud.

Monday, 8 a.m.: The National Hurricane Center reported that after a week in warm open waters, Hurricane Milo is approximately 200 miles off the coast of **[Insert local shoreline]**. The local office of the National Hurricane Center issued a hurricane watch for large portions of the coast, including **[Insert community]**. Currently a Category 1 hurricane, Milo continues to gain strength and is projected to make landfall within 72 hours. Forecasters are already warning of the potential for this storm to become an extremely powerful Category 4 hurricane.

HURRICANE INITIAL SCENARIO QUESTIONS (suggested time: 15–20 minutes)

1. Who in the organization is responsible for monitoring or would likely hear or receive a bulletin or alert from the National Hurricane Center or other alerting authority? How would they receive this information? Do they know the meaning of a watch (as compared to a warning) and what guidance should be issued? Would power be needed to receive this information?
2. What information are you sharing with your staff at this time? What are the current process and communications platform(s) used to notify staff of potential threats or hazards, including those who work off-site or are out of the building?

Prompt: Who decides when and how to share information about severe weather? What communication platforms do you use regularly (e.g., email, messenger, smart phone, push-to-talk, radio, loud speaker, written)? Are these systems dependent on community sources of power? Have you made adequate accommodations for notifying anyone with a functional need?

3. When you hear that a Hurricane Watch has been issued, what are your immediate concerns?

Prompt: Are there components of your organization where weather affects operations (e.g., outdoor operations, delivery drivers)?

4. What, if any, decisions should be made at this time? Who can make those decisions (name, position/role)?

Prompt: Is there anything you can do at this time to protect the facility from damage? Is there equipment or records that should be moved? Has an architect or structural engineer examined the building to identify ways the organization can better protect against flood damage, such as elevating the furnace and electrical panel(s)?

HURRICANE SCENARIO UPDATE #1

Distribute Scenario Update #1 Handout. Read the Scenario Update out loud.

Tuesday, 12 p.m.: The storm has strengthened and the local office of the National Hurricane Center has issued a Hurricane Warning for **[Insert community]**. Hurricane Milo is a Category 3 storm, projected to make landfall in our area within the next 36 hours. A storm surge of 13 to 18 feet is forecast near and to the east of where the center will make landfall. The Governor has declared a state of emergency and has issued an evacuation order for our area. As a result, many employees are asking to return home or are not coming to work at all. In addition, many local schools and child care facilities are closing early today. Several major roadways are impassable due to traffic from the evacuation.

HURRICANE SCENARIO UPDATE #1 QUESTIONS (suggested time: 20–25 minutes)

1. Based on this updated information, how have your concerns changed? Do you have any new concerns?
2. What is your organization communicating about the Hurricane Warning to employees and visitors at this time?

Note: Once a Hurricane Warning has been issued, everyone in the building should continue to stay tuned to local weather alerts and notifications as well as news of possible mandatory evacuation orders.

3. What expectations do you have regarding employee attendance at work under these circumstances? Are you prepared to operate with a limited number of employees?

Prompt: Under what circumstances would you consider closing your facility early? What is the protocol for closing early? Who makes that decision? How are employees and customers notified? If your facility has multiple shifts, ask Participants about what decisions might be made regarding second and/or third shift operations. What transportation needs would arise if your facility closed early?

4. Do you have a process in place to account for all your employees and visitors? If people cannot be located or contacted, what—if any—processes do you have to account for them?

Prompt: How do you know who is on-site at any given time? How is that information communicated to those who need it?

5. Based on the forecast, it seems likely that your facility will experience significant damage in the next 36 hours. What decisions need to be made at this time, and who needs to make them?

Prompt: Have you identified an alternate site where you can operate? Are your employees prepared to work remotely for an extended period of time? Does any of your infrastructure or operations need to be shut down before the premises can be vacated? Who knows how to do this?

HURRICANE SCENARIO UPDATE #2

Distribute Scenario Update #2 Handout. Read Scenario Update out loud.

Thursday, 9 a.m.: Hurricane Milo has made landfall as a Category 4 storm 10 miles south of **[Insert community]** with sustained winds of 137 mph. The initial storm surge was recorded at 16 feet, with an additional 5–8 inches of rain falling in the past 24 hours. As a result, local waterways are now 10 feet above flood stage. Damage reported by the media includes flooded homes and businesses across a widespread area, flooded and debris-clogged roadways, and large areas without power.

HURRICANE SCENARIO UPDATE #2 QUESTIONS (suggested time: 10–15 minutes)

1. What are your immediate actions and priorities?

Prompt: Who is in charge? How are managers communicating with each other? Do you have an alternate plan for communications if traditional systems are damaged or the power is out? Has anyone been trained in the National Incident Management System or the Incident Command System?

Note: This question should be limited to the immediate actions taken within the facility, in the first 10–15 minutes.

2. What information are you sharing with employees and customers? How are you communicating about the status of your operations?

Prompt: Do you have an alternate plan for communications if traditional systems are damaged or the power is out? Are your on-site communications systems redundant? Do you have a back-up system?

3. Is your workplace continuing to operate in any capacity?

Note: If the workplace has multiple locations, allow Participants to assume that at least some locations are functional at some level. Ask them to discuss what portion of their operations can continue.

4. If safe to do so, what critical operations/functions must be shut down before you leave the facility? Who knows how to do this?

5. Is your workplace prepared to manage extensive damage? What steps would you take at this time to address the damage?

6. Who is responsible for identifying and notifying family members about injured employees and potential fatalities?

Prompt: Do you have emergency contact information for all employees? Where is it stored? Would it be accessible after a hurricane?

HURRICANE SCENARIO UPDATE #3

Distribute Scenario Update #3 Handout. Read Scenario Update out loud.

Saturday, 7 p.m.: As the winds decrease and the rain tapers off, **[Insert community]** is able to assess the damage from Milo. Water is slowly receding, allowing at least one lane of traffic on several major roads. Local law enforcement has restricted access to heavily damaged areas and has established a curfew in some portions of the community to prevent looting. Some residents have been permitted to return home, though thousands remain in temporary shelters. Several major schools remain closed, and large areas of the community still do not have power. We are able to access our facility and inspect the damage. There is significant flood damage to the lowest

levels and much of our IT infrastructure is not functioning. Several trees have fallen into the main entrance, tearing a large hole in the roof and shattering windows. Based on a preliminary damage assessment, it is expected that our facility will not be operational for at least 3 weeks.

HURRICANE SCENARIO UPDATE #3 QUESTIONS (suggested time: 25–30 minutes)

1. Now that your facility has been declared unsafe/uninhabitable, do you have options that allow you to continue operations? On what critical community services do your alternate operations depend (e.g., power, transportation)?

Prompt: How long could you continue to operate without access to your primary facility? Are there services like power, water, and road access that you need in order to resume operations?

2. Can you access copies of your vital documents such as insurance papers, financial information, and key business documents? Are you aware of the process and requirements to receive post-disaster financial assistance if the President declares the event a Federal disaster?
3. How are you communicating with employees regarding their work status? What are your expectations for employees who cannot work, either because your business is not operational or because they have suffered personal losses?

Prompt: How are these expectations communicated? Will employees be paid for time they cannot work due to the hurricane? How will they be paid?

4. What are the critical services your employees rely upon to be at work (e.g., power, transit, schools/ day care)? Do you have contact information for critical infrastructure providers in your area, such as communications and utilities? Do you know how to find out when those services are restored?

Prompt: What can you do if these critical services are not restored for some time, even if your facility is operational?

5. Experiencing disasters can be upsetting, so it is important to pay attention to the emotional reactions of your staff. How is your organization prepared to support individuals who express anxiety or stress?
6. What can you do to support the community as it recovers? How can you improve your network and relationships to be better connected to the community to prepare for future events?

Note: This question is directed at actions the organization is willing to take or support to assist with broader community recovery. The organization should connect with local emergency management to better understand how they can help in the event of a disaster.

DEBRIEF AND NEXT STEPS (suggested time: 20–30 minutes)

Ask both Participants and Observers to help identify organizational strengths and weaknesses, priorities, and ideas to make improvements. Suggested prompts:

1. What strengths in your organization's emergency plans did this exercise identify?
2. What weaknesses in your organization's emergency plans did this exercise expose?
3. What unanticipated issues arose during the exercise?
4. What gaps were identified?

5. What are some high-priority issues that should be addressed?
6. What are some new ideas and recommendations for improvement?

End the session by thanking everyone for their participation and their honest feedback. Explain leadership's commitment to using the exercise as a building block to greater organizational safety and resilience, and explain that the next steps will be a written summary of the exercise discussion, to be circulated for additional comments, and a plan to address identified areas for improvement. Give a targeted timeline to sustain the momentum. Congratulations on taking this important step toward greater resilience and improved operations!

RESOURCES TO ASSIST WITH FOLLOWUP PLANNING

- Share America's PrepareAthon! *How to Prepare for a Hurricane* with all employees and use *Prepare Your People for Hurricane Safety* to encourage employee preparedness.
- Many communities have text alert capabilities, or the organization could purchase a Public Alert Radio to receive the National Oceanic and Atmospheric Administration Weather Radio All Hazards broadcasts. For more information on registering for alerts and warnings, see the *Be Smart. Know Your Alerts and Warnings* worksheet or visit the National Weather Service website at www.weather.gov/subscribe.
- For more information on planning for emergencies and evacuations in the workplace, visit www.osha.gov/Publications/osha3088.pdf.
- The Crisis and Emergency Risk Communication training program draws from lessons learned during public health emergencies and incorporates best practices from the fields of risk and crisis communication. For course materials, visit <http://emergency.cdc.gov/cerc/>.
- The National Incident Management System and the Incident Command System are used by emergency managers to provide a standard vocabulary and process to manage emergencies. It is an extremely valuable organizing and management tool for any organization. Free training is available online. Learn more at <https://training.fema.gov/IS/NIMS.aspx>.
- For resources about continuity of operations, visit www.fema.gov/continuity-operations.
- The American Red Cross Ready Rating program is a free, self-guided program designed to help businesses, organizations, and schools become better prepared for emergencies. Members complete a three-point self-assessment of their level of preparedness and have access to tools, tips, and best practices to help improve their level of preparedness. Visit www.readyrating.org.
- A Workplace Community Emergency Response Team (CERT) Program can help prepare employees to help others before professional responders arrive. For more information on Workplace CERT, visit www.fema.gov/community-emergency-response-teams.
- The American Red Cross can provide on-site first aid trainings. For more information, go to www.redcross.org/take-a-class.
- To find out about Federal financial assistance after a disaster, visit www.fema.gov/help-after-disaster.
- To help with individuals who may express discomfort or anxiety, the Substance Abuse and Mental Health Services Administration's Disaster Technical Assistance Center provides a host of materials for use when discussing disasters. These materials are available at www.samhsa.gov/dtac/.
- Flood insurance is the best way to protect your business from financial loss due to a flood. Learn more at www.floodsmart.gov/floodsmart/pages/preparation_recovery/pr_overview.jsp.

- Followup resources for engaging with the community include:
 - Local Emergency Managers: www.fema.gov/state-offices-and-agencies-emergency-management;
 - Public-Private Partnerships: www.fema.gov/public-private-partnerships; and
 - Local Citizen Corps Councils include members from all sectors of the community to ensure that the community perspective is reflected in local emergency management practices: www.ready.gov/citizen-corps.

TABLETOP EXERCISE SCENARIO HANDOUTS

HURRICANE INITIAL SCENARIO

Monday, 8 a.m.

At 8 a.m., the National Hurricane Center reported that after a week in warm open waters, Hurricane Milo is approximately 200 miles off the coast of **[Insert local shoreline]**. The local office of the National Hurricane Center issued a Hurricane Watch for large portions of the coast, including **[Insert community]**. Currently a Category 1 hurricane, Milo continues to gain strength and is projected to make landfall within 72 hours. Forecasters are already warning of the potential for this storm to become an extremely powerful Category 4 hurricane.



HURRICANE SCENARIO UPDATE #1

Tuesday, 12 p.m.

The storm has strengthened and the local office of the National Hurricane Center has issued a Hurricane Warning for **[Insert community]**. Hurricane Milo is a Category 3 storm, projected to make landfall in our area within the next 36 hours. A storm surge of 13 to 18 feet is forecast near and to the east of where the center will make landfall. The Governor has declared a state of emergency and has issued an evacuation order for our area. As a result, many employees are asking to return home or are not coming to work at all. In addition, many local schools and child care facilities are closing early today. Several major roadways are impassable due to traffic from the evacuation.

HURRICANE SCENARIO UPDATE #2

Thursday, 9 a.m.

Hurricane Milo has made landfall as a Category 4 storm 10 miles south of **[Insert community]** with sustained winds of 137 mph. The initial storm surge was recorded at 16 feet, with an additional 5–8 inches of rain falling in the past 24 hours. As a result, local waterways are now 10 feet above flood stage. Damage reported by the media includes flooded homes and businesses across a widespread area, flooded and debris-clogged roadways, and large areas without power.



HURRICANE SCENARIO UPDATE #3

Saturday, 7 p.m.

As the winds decrease and the rain tapers off, **[Insert community]** is able to assess the damage from Milo. Water is slowly receding, allowing at least one lane of traffic on several major roads. Local law enforcement has restricted access to heavily damaged areas and has established a curfew in some portions of the community to prevent looting. Some residents have been permitted to return home, though thousands remain in temporary shelters. Several major schools remain closed and large areas of the community still do not have power. We are able to access our facility and inspect the damage. There is significant flood damage at the lowest levels and much of our IT infrastructure is not functioning. Several trees have fallen into the main entrance, tearing a large hole in the roof and shattering windows. Based on a preliminary damage assessment, it is expected that our facility will not be operational for at least 3 weeks.