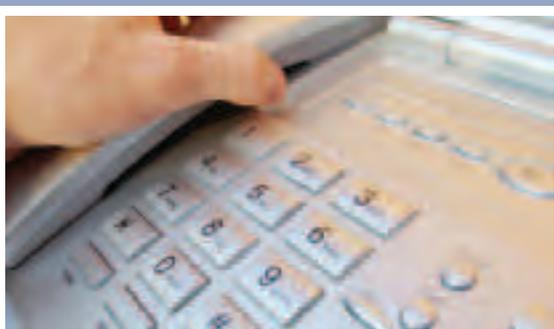


Twelve Steps to Safety Step Nine: Disaster Planning

In September 2003, CMAA signed an Alliance with OSHA to promote safe and healthful working conditions for membership club employees in the areas of hazard communication, recordkeeping and respiratory protection. In February 2005, CMAA renewed its Alliance and added a new scope of concentration, landscaping and horticulture. The Alliance was again renewed in October 2007. This article, the ninth in a series of 12 articles, was written by club industry expert Alan Achatz, CCM, CHE, of AKA Capitol Adventures in conjunction with participants in the OSHA and CMAA Alliance. The purpose of this series is to help new and seasoned managers embark on a path to safety compliance at their facilities.

Our mindsets have totally changed regarding how we respond to various calamities. Now we must be prepared for the events that may occur at our operations; we cannot rely on immediate outside assistance. Sure our federal, state and local governments have emergency response plans in place, yet everyone must now do their own due diligence and determine what events may befall their operation.



Consider establishing an out-of-the-area phone number for employees to call and report they are safe.

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Does it seem that there are just more disasters than there used to be? Information from the International Federation of Red Cross and Red Crescent Societies' *World Disaster Report 2004* states, "Over the past decade, the number of 'natural' and technological disasters has risen. From 1994 to 1998, reported disasters averaged 428 per year – from 1999 to 2003, this figure shot up by two-thirds to an average 707 disasters each year."

Source: <http://www.ifrc.org/publicat/wdr2004/chapter8.asp>.

Planning for Disasters

The old axiom that the best defense is a good offense is applicable. Before you can plan for any disaster, you have to be able to assess what might happen. Then you have to add in the ingredients that you will need to successfully cope with the situation. What data, materials, tools, personal protective equipment and/or food items might you need?

The First Task — Assemble all the Emergency Phone Numbers

How many lists of emergency numbers might you need?

Consider a list for the executive staff listing all employees, their phone numbers and who is the desired contact for the employees to contact in case of emergency.

Are their cell phone numbers on this list?

Are all numbers current?

And then, you will need a list of all your vendors' numbers!

Consider establishing an out-of-the-area phone number for employees to

call and report they are safe (if they cannot contact the club). This could be a buddy club set-up.

CMAA has a Club Disaster Web page to assist with calamities – it can be accessed at <http://www.cmaa.org>.

Recognize that each of the following scenarios may have commonalities. For example interruption of power, loss of water, staff accountability, shelter-in-place or evacuation, preservation of property, theft prevention, etc. Web site addresses will be shared to allow you to obtain additional information if the data is applicable.

What Events Might You Have to Plan For?

The American Red Cross, www.redcross.org, lists the following concerns for the United States:

- Blackouts
- Chemical Emergencies
- Drought
- Earthquakes
- Fires
- Floods
- Heat Waves
- Hurricanes
- Mudslides
- Pandemic Flu
- Terrorism
- Thunderstorms
- Tornado
- Tsunami
- Volcanoes
- Wild Fires
- Winter Storms

Supplies, Equipment and Course(s) of Action

Now that you have the above list, consider what events might occur. What supplies do you need? What are you supposed to do? Consider the potential frequency of the above situations and the likelihood that two or more of these situations could occur at the same time. For example, blackouts

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and heat waves are likely to happen at the same time. This would require that you consider having the necessary supplies to get through either situation. How many flashlights do you currently have available? Are the batteries fresh? Or do you think that you could try to use the supply of candles you have in the basement?

Important factors to consider include: Do you have a generator? When was the last time you tested the generator to make certain it will start? What type of fuel powers your generator? How long can the generator run? Is spare fuel available? (Realize if power is out, you can't pump or acquire additional gas.) What equipment does your generator power? Will you run temporary lighting, sump pumps or other items off the generator? What condition are the extension cords in? Will the extension cords be run through standing water?

Will you still have running water? Can you still run the operation without running water? Do local health codes stipulate that if you do not have potable water, you have to shut down? Do you have adequate drinking water for employees who may have to perform emergency operations?

Do you have plans to shut down equipment? Are all light switches turned off if the power goes out? Are there plans to shut down all the computers and office equipment? Who turns off all the equipment? What about any three-phase equipment – if this equipment is not powered down, might it be damaged when power is restored?

Do you have a marine band radio for weather and/or news updates?

Evacuate or Shelter-in-Place

Undeniably, certain situations require advance evacuations. Having the staff scatter to the various compass directions may be a consideration. Knowing

how and where you can contact the staff, have them contact the club or have an intermediary contact resource are just a few ideas to open staff discussions.

Evacuation plans have to be developed, administered and followed. When do you depart? Do you know where your staff plans to go? Is everyone forced to go in the same direction? What do you do for your employees' families? Where are their rendezvous locations? Do they have pets? Have disaster kits been prepared? Are there plans for the membership? What about items the members have left behind? Who is responsible for a member's boat in your marina?

Immediate evacuations might not allow you to properly prepare all the above noted details; so advance preparation is essential.

Shelter-in-place has its own set of concerns. Are you doing it to protect the property from potential vandals or are you forced into shelter-in-place due to the nature of the calamity? You will have to determine the various weather, chemical or terrorist situations that may apply.

Additional guidance may be found in the Shelter-in-Place section of OSHA's Evacuation Plans and Procedures e-Tool at www.osha.gov/SLTC/etools/evacuation/shelterinplace.html#procedures.

Chemical Emergencies

What are the possible sources? Can they emanate from within the clubhouse, at the pool or grounds facility? Might it be from a tractor-trailer in front of the club? Do you have a major thoroughfare, railroad line, shipping lane or manufacturing facility near the club? Recognize a proximity emergency could result from just being downwind.

Negative chemical reactions signify the combination of two or more incompatible items. Might you have this sce-

nario occur at the snack bar, pool, grounds department, pro shop, kitchen, maintenance shop or in the basement storeroom? Does your staff know the items that cannot be combined?

What toxic items are being transported down your local highways, roadways, railways or waterways? Have you ever spoken with representatives of your local emergency planning committee? What are the spill response plans for your area? Consider talking with the owners/operators to determine their emergency plan.

Are there any manufacturing plants, distributing or large refrigeration storage facilities nearby? Do any of these facilities have quantities of hazardous materials on site? Are they required to annually report the quantities of these chemicals? Where applicable: EPA Tier-2 reporting requirements for hazardous chemicals are kept by, and are accessible with, the local emergency planning committee. An additional source for EPA sites of concern is www.epa.gov/enviro/emef/.

Drought

Recent years have brought drought conditions to many areas around the country. Severe rainfall deficits have required that water conservation regulations be enacted in many locales. Might drought conditions change employee work duties and/or require new processes?

The Red Cross Web site has numerous recommendations that may assist and guide you in case your area is experiencing a drought. View these online at www.redcross.org/services/disaster/0,1082,0_582_00.html.

Earthquakes

Planning on how to get out of an area where cataclysmic upheaval has occurred is a daunting task. Power

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lines are down and the potential for electrocution is increased. Gas lines are ruptured and since they cannot be turned off, they fuel fires. Water lines are ruptured and therefore there is no water to extinguish any fires. Even if the fires could be extinguished, emergency rescue vehicles cannot get through because roads are impassable.

The lack of transportation, the potential lack of power and the unavailability of caregivers also complicate getting emergency aid.

Information on how to plan for and survive an earthquake can be obtained from the Federal Emergency Management Agency at www.fema.gov/hazard/earthquake/index.shtm.

Fires

When was the last fire drill at your facility? Does everyone just stand there listening to the horns/bells going off and do nothing? Or do the employees recognize that there could be cause for concern?

Do the club members look to the staff for guidance? Are there one or more members who might raise a concern about evacuating the club and refuse to evacuate? Is it possible that this is the same member who will ask why you did not have a plan or conduct a drill if a real event were to occur?

Information on fire safety for business can be obtained from ready.gov at www.ready.gov/business/plan/planfiresafety.html.

Floods

Location, location, location. Sure we have heard these three words describing the success of a business; yet let's consider these words when it comes to floods. Might your location have a bearing on how much water you might receive from a storm, multiple storms, long-term storms or post hurricane events?

Have you experienced flooding in the past? Are you near a stream, river or arroyo? Might the heavy rains cascading down a mountainside cause flooding in the valley, create mudslides or wash out the roads?

Might the employees have to report to work after the waters have risen? Do they recognize that driving through water can be potentially fatal? Roadbeds can be washed away, underpasses flooded. Flooded roadways are more difficult to see at night. Do they know that their car or truck can be washed away with them in it if they are trying to ford a flooded roadway?

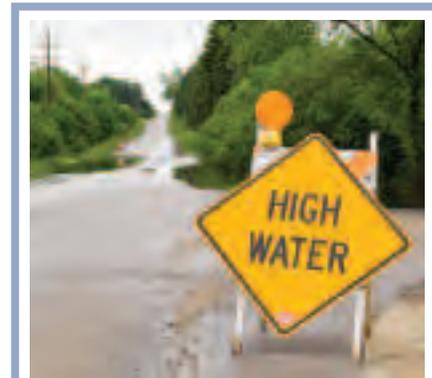
For additional resources on flooding, please visit:

- www.osha.gov/OshDoc/FloodFacts.html
- www.osha.gov/SLTC/emergencypreparedness/guides/floods.html
- www.cdc.gov/niosh/topics/flood
- www.nws.noaa.gov/om/brochures/Floodsbrochure_9_04_low.pdf

Hurricanes

The fury that is unleashed is difficult to comprehend. High winds propelling all sorts of debris into and through buildings or, in some cases, leveling entire areas. Storm surges wash away everything in their paths. River and inland flooding occurs due to the massive amounts of rain. Sometimes, hurricanes even spawn tornadoes.

We have all seen the aftermath of the 2005 hurricane season that brought Katrina and Rita to the Gulf Coast. How could anyone have planned for this devastation? What can everyone learn from these recent events? Before rebuilding, consider what is the likelihood that another hurricane of the same size or larger might happen? Could the building withstand the effects? What



Might heavy rains cause flooding in the valley, create mudslides or wash out the roads?

can be done to ensure our building will survive?

Following are some questions to ask as you develop your hurricane plan:

1. What are the shut down procedures?
2. Are checklists developed defining all employee duties including who is responsible for each specific task?
3. Are emergency supplies on-hand and readily available?
4. Are the computers backed up?
5. Is all electrical equipment unplugged?
6. Are all products stored above the potential high water level?
7. Are all valuables properly secured and stored to prevent theft?
8. Is there an adequate supply of food, water, fuel and other supplies available for post-recovery efforts?
9. Are all food products stored above the potential high water level?
10. Are the refrigerators and freezers prepared to minimize product loss?
11. Are all outdoor chairs, tables, tents, awnings for the tennis and pool and/or golf course accessories stored?
12. Are windows and doors protected by plywood or shutters?

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13. What are your evacuation plans? When is the staff leaving? When are you leaving? Is it a mandatory evacuation?

For additional information on hurricanes, please visit <http://www.osha.gov/SLTC/emergencypreparedness/guides/hurricane.html>.

Mudslides, Landslides and Avalanches

What is the likelihood that one of these situations can occur in your locale? Landslides do occur in all 50 states. Most often, landslides are caused by heavy rains, rapid snow melt or are in areas denuded of vegetation after wild fires. Gravity does the work bringing everything down the hill.

Avalanches are controlled in many ski areas, yet wreak havoc in some mountain passes.

More information is available at www.redcross.org/services/disaster/0,1082,0_588_00.html.

Terrorism

What situations might one face? Incidences can vary widely and may

include bio-terrorism, chemical dispersion, biological weapons and radiation.

Preparation and the cost for all the necessary personal protective equipment are probably out of the range of most club budgets. Your safety team can learn additional facts on emergency preparedness at <http://www.osha.gov/SLTC/emergencypreparedness/index.html>.

Tornadoes

Responding to the plight of your employees requires you to discuss what needs to be done in case of these powerful storms.

Do you have a tornado safe location at your operation? Does the staff know where to assemble?

Have you had a tornado drill? Conducted roll call procedures? Do all departmental (clubhouse, tennis, pool, pro shop, grounds) employees participate in these drills?

More information is available at:

- www.osha.gov/SLTC/emergencypreparedness/guides/hurricane.html
- www.redcross.org/services/disaster/0,1082,0_591_00.html

Tsunamis

A tsunami is a series of waves that emanates out in a circular pattern similar to that of throwing a stone in the water. Tsunamis originate due to earthquakes, volcanic eruptions and landslides, or are born via a meteor dropping into the ocean.

Areas by the seashore or river ways within a mile from the water that are 25 feet or less above sea level might be in danger. The resultant flooding kills most people by drowning and washes away all roadways and other infrastructures. See Earthquake section for other related concerns. Guidance for tsunamis from the Red Cross is available online at www.redcross.org/services/disaster/0,1082,0_592_00.html.

Volcanoes

If you have the potential for an eruption in your area, visit www.redcross.org/services/disaster/0,1082,0_593_00.htm for guidance.

Wild Fires

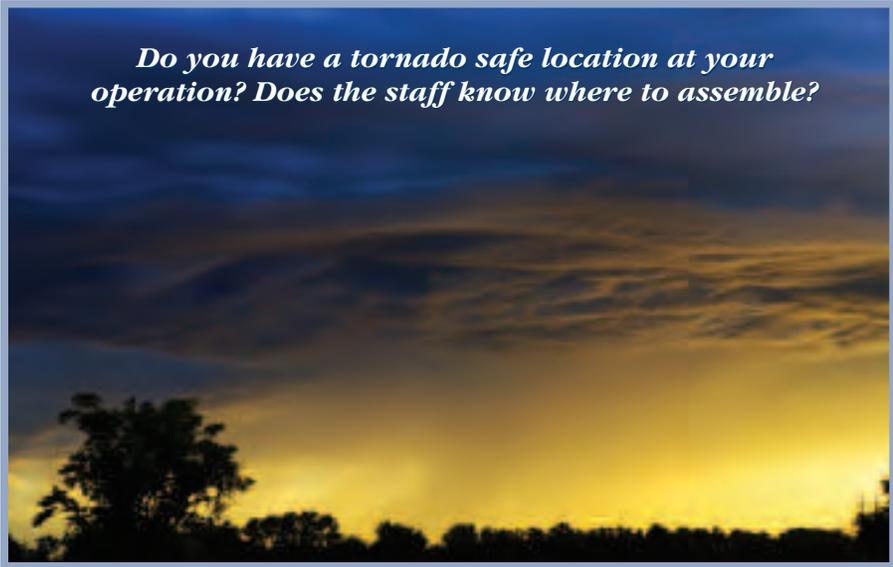
Returning to your home or business after a wild fire requires you to be careful. Injuries due to weakened structures, ruptured gas lines and puncture wounds from nails and other sharp objects are possible.

The Federal Emergency Management Agency has useful tips for those residing in areas at risk for wildfires online at www.fema.gov/hazard/wildfire/wf_prepare.shtm.

Winter Storms

The severity of winter storms that you may experience depends on your geographic area. Regardless where one lives in the United States, all areas experience winter weather and planning has to be tailored to your area.

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Do you have a tornado safe location at your operation? Does the staff know where to assemble?

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The Southeast and Gulf Coast do not escape the effects of winter weather and have to deal with occasional snowflakes, ice storms and crop freezing frosts. Deaths have occurred due to vehicle accidents and potential exposure to the elements.

The Rocky Mountain states experience heavy snow, strong winds, avalanches, blizzards and extreme cold.

The West Coast states experience heavy precipitation/snow in the mountains, beach erosion and coastal flooding.

The Midwest and Plains states experience heavy snow, strong winds, lake-effect snowstorms, blizzards, ice storms and extreme cold.

The Mid-Atlantic and New England

states experience heavy snow, strong winds, blizzards, extreme cold, beach erosion and coastal flooding.

Planning for the various scenarios with your safety team can be quite the experience.

For additional information on winter storms, visit:

- www.osha.gov/SLTC/emergencypreparedness/guides/winterstorms.html
- www.redcross.org/services/disaster/0,1082,0_595_00.html
- www.ready.gov/america/beinformed/winter.html

Additional Resources

Premier Club Services' *Prepare for the Unexpected: A Club Guide to Effective Crisis Management*.

For more information on how your club can benefit from the Alliance and OSHA topics specific to the club industry, please visit <http://www.cmaa.org/legislat/osha.asp> or contact Melissa Low, director, Industry Resources and Legislative Services, at melissa.low@cmma.org or (703) 739-9500.

This article was written by club industry expert Alan Achatz, CCM, CHE, of AKA Capitol Adventures in conjunction with participants in the OSHA and CMAA Alliance. It does not necessarily reflect the official views of OSHA or the U.S. Department of Labor. ♦

Make Your Voice Heard On Election Day

According to the U.S. Census, only 55.5 percent of eligible voters cast a ballot for the President in 2004. This was the highest percentage since the election of 1968.*

To assist you in making your voice heard, CMAA has joined with U.S. Chamber of Commerce's "Vote for Business.com," a Web-based employee education program designed to help maximize participation in the election process. By clicking on www.clubindustryvotes.com, you and your employees can visit a single, nonpartisan Web site that focuses on registering employees to vote as well as educating them on the impact of the issues affecting the club industry and about specific candidates and their positions on the important issues. This



one-stop online resource enables visitors to register to vote, apply for an absentee ballot, learn more about candidates, link to pertinent Web sites, locate their voting place and much more.

CMAA strongly encourages you and your employees to participate in the electoral process. If you have any questions concerning the Web site or would like more information on this effort, please contact Melissa Low, director, Industry Resources and Legislative Services, at (703) 739-9500 or at melissa.low@cmma.org.

*Source: *Participation in Elections for President and U.S. Representatives: 1932 to 2006*, www.census.gov/compendia/statab/tables/08s0406.pdf.