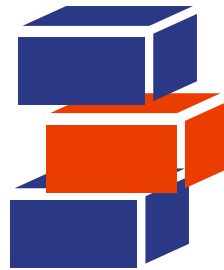


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# MULTI-HAZARD CONTINGENCY PLANNING MANUAL FOR THE CARIBBEAN TOURISM SECTOR

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**CDERA**

A publication of the OAS/CDERA Project for Tourism  
Disaster Planning Enhancement in the Caribbean

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## Acknowledgments

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### Note about the manual:

This Multi-Hazard Contingency Planning Manual integrates three previously developed documents:

- *Hurricane Procedures Manual, 2006 revision*, revised by CDERA. November 2006;
- *Model Institutional Framework for Disaster Management for the Tourism Sector in Caribbean Countries*, prepared by CDERA, November 2006; and
- *Multi-Hazard Plan for Caribbean Tourism*, drafted by Criterion Strategies, Inc., January 2007.

While the Institutional Framework and Multi-Hazard Plan (which included the sections on terrorism preparedness and response and the overall recovery section), were developed for this initiative, the Hurricane Procedures Manual was a revision of a document first published in 1990 following Hurricane Hugo. The manual was revised in 1998 to meet the recurring needs of the tourism/hotel sectors for hazard mitigation and published by the CHA and the CTO. The 1998 revision included a chapter on "Structural Vulnerability and Loss-Reduction Techniques," developed with support from the Caribbean Disaster Mitigation Project (CDMP), implemented by the OAS Unit of Sustainable Development and Environment for the USAID Office of Foreign Disaster Assistance and the Caribbean Regional Program. The 1998 version was designed by Ms. Eleanor Jones from ESL Management Solutions Ltd.

After the severe damage of the 2004 and 2005 hurricane seasons, the Caribbean Disaster Emergency Response Agency (CDERA) and the OAS Division of Trade Tourism and Competitiveness (DTTC), with funding from the US State Department, are leading the development of a plan to assist OAS Caribbean Member States in strengthening the tourism sector's ability to prepare for, respond to, and recover from, a critical event impacting the sector. One of the goals of the project was to produce this new version of the Hurricane Procedures Manual as part of a Model Multi-Hazard Contingency Planning Manual for the Tourism Sector.

The hurricane manual was revised using interviews with hoteliers, hotel associations and government officials from Ministries of Tourism. Of particular interest were interviews with hoteliers on the island of Grenada that focused on their experiences in designing plans that were tested during the impact of Hurricanes Ivan (2004) and Emily (2005).

## Acronyms

|       |   |
|-------|---|
| ACS   | Association of Caribbean States.              |
| CDB   | Caribbean Development Bank.                   |
| CDM   | Comprehensive Disaster Management.            |
| CHA   | Caribbean Hotel Association.                  |
| CTO   | Caribbean Tourism Organization.               |
| CDERA | Caribbean Disaster Emergency Response Agency. |
| EC    | Emergency Committee.                          |
| ECDG  | Eastern Caribbean Donor Group.                |
| HCC   | Hotel Command Centre.                         |
| IR    | Intermediate Results.                         |
| MOT   | Ministry of Tourism.                          |
| NDC   | National Disaster Committee.                  |
| NDO   | National Disaster Office.                     |
| NGO   | Non-Governmental Organizations.               |
| OAS   | Organization of American States.              |
| PM    | Prime Minister.                               |
| TEMC  | Tourism Emergency Management Committee.       |
| TEOC  | Tourism Emergency Operations Centre.          |
| PAHO  | Pan American Health Organization.             |
| UWI   | University of the West Indies.                |





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## **EXECUTIVE SUMMARY**



The tourism industry is a vital economic force in the Caribbean, and its continued health is an important factor in generating jobs, revenue and infrastructure development throughout the region. To maintain its long-term viability, the tourism sector must be prepared to endure and recover from a wide range of hazards and emergencies. Two of the most significant threats to the industry are hurricanes and terrorist incidents, which can both cause significant physical and structural damage, lead to human injuries and loss of life, and impact the attractiveness of a destination to potential visitors.

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### **Model Disaster Management Institutional Framework for the Tourism Sector in Caribbean Countries**

The most successful multi-hazard emergency planning processes will take place within the context of an effective institutional framework for disaster management, allowing the tourism sector to more fully understand and address its particular vulnerabilities to hurricanes and terrorism – at a national, sectoral and establishment level. Such a framework would consist of two key types of organizations:

- **National Disaster Organizations** operate continuously, even during normal times, and oversee general coordination of disaster management, with a particular focus on vulnerability assessment, mitigation and preparedness. At the national level, this role is filled by the National Disaster Office or *National Disaster Committee*, which should include a representative from the tourism sector. Within the sector itself, the Ministry of Tourism should establish a Tourism Emergency Management Committee (TEMC) which will coordinate and implement disaster management activities. Finally, each individual tourism business (or group of businesses if they are small) should create an internal *Emergency Committee* to coordinate the industry's response at the venue level.
- **Emergency response services are mobilized** at the time of an emergency or disaster to coordinate response. At the national level, the *National Emergency Operations Center* coordinates activities throughout the country and serves an important communication and emergency public information function. The *Tourism Emergency Operations Center* serves as the sectoral organization responsible for coordinating the tourism industry's response during emergencies and disasters. In each individual hotel or tourism establishment that is planning to continue operations during a disaster, a *Hotel Command Center* can coordinate operations during and after the impacts of a critical event.

The National Disaster Organizations should remain in constant contact during normal times when there is no immediate emergency or disaster, with each ensuring that its emergency response plans and procedures are up-to-date and ready for use. When an emergency or disaster occurs, the disaster response organizations should coordinate closely together, and with other national, regional and international response mechanisms.

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## **Tourism networks**

Tourism establishments should also plan to work together with other businesses during a critical incident, supporting each other with resources such as facilities, shelter, personnel, equipment, supplies or communications. A group of tourism establishments located nearby to one another can form a *Tourism Emergency Response Cluster* to cooperatively assess, organize, combine and control their collective capabilities and resources to prepare for, respond to and recover from a hurricane or terrorist event.

## **Hurricane Preparedness and Response**

Hurricanes are an inevitable part of doing business in the Caribbean, where each year several major storms may cause millions of dollars of damage to homes, hotels and businesses. Hurricanes, which are tropical cyclones with internal wind speeds in excess of 74 mph (119 km/h), bring storm surges, destructive winds, excessive rainfall and floods that can cause physical damage, impact crops and food supplies, threaten public health, and disrupt transportation and communication systems.

There are five basic phases of a hurricane event:

- **Phase A –Severe Weather Alert:** Hurricane entering the region that will likely impact the country.
- **Phase B – Tropical Storm/Hurricane** 36 hours to landfall.
- **Phase C – Tropical Storm /Hurricane Warning:** 24 hours to landfall.
- **Phase D – Emergency Phase:** Impact.
- **Phase E – Recovery Phase:** After the emergency response phase is over



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## Hurricane preparedness

Preparedness activities should be ongoing throughout the year. Full preparation is the key to minimizing loss of life and property, and to ensuring a speedy resumption of business. Although all departments in a hotel/resort or other establishment will have important assigned tasks, leadership generally falls to the General Manager and the Emergency Committee. Ten specific steps can help the hotel and the staff be better prepared to respond to hurricanes:

1. **Create your Emergency Committee.** This committee determines how, and whether, the hotel will continue to operate during an emergency, designates responsibilities, designs the Hurricane Plan and Emergency Procedures, and helps the rest of the staff to become familiar with the plan and procedures, and their assigned tasks.
2. **Assess vulnerability and risks.** This can be done by conducting a structural vulnerability assessment of all buildings and a twice-annual non-structural vulnerability assessment, ensuring that the facility is in compliance with national building codes, creating and implementing a hurricane maintenance program, and preparing a basic maintenance budget.
3. **Establish a warning system.** Coordinating with the National Disaster office to track hurricanes and ensure an early warning can help the Emergency Committee to take effective and timely action in the event of a hurricane.
4. **Involve staff and guests in your plan.** It is important to provide relevant information to staff and guests at each phase of a hurricane and again after impact, so they understand their roles and responsibilities during the event.
5. **Liase with tourism and disaster management organizations.** Establishing a connection with the national Tourism Emergency Management Committee and the National Disaster Organization can help ensure that an establishment is prepared in case of disaster.
6. **Identify your needs and establish mutual aid agreements.** In preparation for a disaster, estimate needs in terms of services, equipment and supplies, and create mutual aid agreements with goods suppliers, other hotels, neighboring facilities and operators on other islands to meet these needs.
7. **Get insurance coverage.** The policy should cover physical structure, liability and loss of profit.
8. **Write your own hurricane plan and emergency procedures.** This plan should be specific to the particular establishment and staff, based on the guidance in this manual.

9. **Revise, update and test your hurricane plan and procedures regularly.** This review should be done annually, just before the onset of hurricane season. Staff training is also a vital part of effective implementation of hurricane preparedness and response plans.
10. **Follow the hurricane plan and procedures in an emergency.** The EC should meet each time a new storm threatens and after every new phase of a hurricane.

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## **Severe Weather Systems response**

There is usually plenty of warning before a tropical storm/hurricane hits, allowing hoteliers time to prepare and implement emergency procedures to protect their guests, staff and property. These procedures will differ at each of the five phases of a hurricane. General emergency response activities should begin as soon as a hurricane advisory has been issued, when a storm is in the region and is likely to hit the country. In addition, each member of the Emergency Committee – including the General Manager/Emergency Coordinator, Guest Relations/Services Manager, Human Resources/Staff Manager, Food and Beverage Manager, Engineering/Maintenance Manager, Executive Housekeeper, Public Relations Officer/Hotel Spokesperson, Financial Controller/Accounts, Front Desk Manager, Security Manager/Chief of Security, and Environmental Officer – will have his or her own set of assigned tasks.

The types of tasks that will be included in any hurricane response procedures include:

- Tracking the progress of the hurricane and keeping guests and staff up-to-date on the current situation;
- Assigning staff members to designated tasks and locations;
- Ensuring that there are sufficient emergency supplies, such as food, water and fuel, to meet the establishment's needs during and after the hurricane;
- Checking that all equipment, including telecommunications devices, generators and vehicles, are in good working order;
- Ensuring that all furniture, equipment and valuables are secured in safe locations;
- Accounting for all staff members and guests, through occupancy lists and roll call forms;
- Backing up any vital records and storing them in a secure location;
- Preparing the buildings and structures for the impact of the storm (i.e. closing shutters, tying down loose objects, clearing drains);
- Helping any guests who want to leave the area, and ensuring that those who remain have shelter in a safe location;
- Liaising with the Tourism Emergency Management Committee and the National Disaster Office;
- Beginning damage and needs assessments immediately after the event;

- Reporting any damages and requesting relief;
- Beginning the clean-up and reconstruction process; and
- Restoring normal business operations as soon as possible.

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## Loss-Reduction Techniques

An important part of being prepared to weather and respond to a hurricane includes establishing a medium-to-long-term plan for upgrading the physical structure of all buildings, to enable them to better withstand the impacts of hurricanes. Hotels and other buildings should be designed and built, or retrofitted, to withstand the strong winds, heavy rains and storm surges of hurricanes. Avoidable structural damage, most often roof failure, is the most common problem for hotels and other facilities in the Caribbean. Annual *structural vulnerability audits*, conducted in March or April before hurricane season begins, can help to identify any weaknesses before they lead to costly damage. Ensuring that structures meet the highest standards of design and construction can reduce the element of surprise by providing predictable performance and can also reduce insurance premiums, which are rising rapidly in the Caribbean.

A formal *maintenance* program should be included in every disaster mitigation plan, to ensure that buildings and equipment are kept in the best condition. This program should include semi-annual reviews to identify any new deterioration or previously overlooked problems, benefit from new knowledge, and review maintenance procedures. *Reporting* is an essential part of any maintenance system.

For existing structures, *retrofitting* to increase hurricane resistance can be relatively easy and inexpensive, especially if the building is well-maintained. Roofs, windows and doors are usually the key targets for retrofitting.

## Terrorism Preparedness and Response

Terrorism is a growing concern for the tourism industry, and recent terrorist targets have included civilian locations such as hotels, resorts, restaurants and night-life attractions. Although Caribbean nations have not yet experienced terrorism on their home soil, and the risk in the area is considered low, it is still vital for the region's tourism industry to include terrorism preparedness in its disaster contingency planning. Although being prepared for terrorism is a challenge in the tourism sector, which strives to provide a warm, welcoming and accommodating environment to visitors from around the world, good customer service should not prevent tourism establishments from understanding and addressing their risk and vulnerability to acts of terrorism.

Terrorist acts, which may include bomb threats, vehicle bombs, suicide bombings, or biological, chemical, nuclear or cyber attacks, can impact tourism establishments by causing physical damage and human injuries or fatalities. Terrorism can also have a profound effect on an establishment's – or even an entire destination's – ability to attract customers, deliver services and generate revenue.

Tourism businesses, such as hotels, restaurants and small crafts markets, have many characteristics that may leave them vulnerable to terrorist threats or terrorist events. All venues that attract large crowds and are easily accessible by foot and/or vehicle provide attractive “high-value” targets to terrorist groups. In addition, hotels, which by their very nature provide a welcoming and accommodating environment, respect the privacy of their guests and offer numerous services and amenities, can be used by terrorist groups to prepare or stage an attack. Restaurants and small crafts markets are less easily exploited by terrorists or terrorist groups during the attack-planning stage, as people generally spend a shorter period of time there and have less privacy.

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## **Terrorism preparedness**

As with hurricane preparedness, the members of the tourism establishment's Emergency Committee should be responsible for developing and implementing a terrorism preparedness plan and procedures. One key difference is that the security department will play a larger role in this plan than in the hurricane plan. A number of steps are involved in developing a tourism establishment emergency plan for terrorist events:

- ✓ **Take a closer look at your tourism establishment's current level of preparedness.** Evaluate the vulnerability and preparedness levels of the establishment's buildings, equipment, supplies and systems; assess the current personnel and the skills they have to offer in case of an attack; and review the current plans, protocols and procedures to determine what make it more vulnerable to a terrorist attack.
- ✓ **Decide how the establishment would respond.** It is important to determine an evacuation plan ahead of time, designating exit routes and a rally point and creating an employee roll call list to account for each individual. Preparedness should also include a plan for sheltering in place, a medical emergency plan, and protocols for how to communicate with law enforcement officials.
- ✓ **Ensure the establishment's business continuity.** This requires ensuring that guests and employees are prepared and that there are adequate supplies to meet critical needs in the first few days following an attack. A business continuity plan should include designated backup locations for

business operations, the assembling of critical needs and supplies, and the creation of “grab-and-go” supply kits for employees and guests.

- ✓ **Understand how emergencies will impact your employees and customers.** Terrorist events can profoundly impact the physical, mental and emotional states of both staff and guests, and tourism establishments should be prepared to address this stress and assist people in getting the help they need.
- ✓ **Determine how you will manage the media in case of an emergency.** Poor media management can result in inaccurate information, loss of credibility and confidence, rumors, confusion and possible panic and unnecessary duplication of effort. It is important to carefully coordinate with the tourism sector and national disaster organizations in conveying an accurate picture of the situation.

All tourism establishments should develop emergency preparedness protocols and designate tasks and responsibilities to key employees. At hotels and resorts, each member of the Emergency Committee should have a specific set of responsibilities, while at small craft markets (both roaming and at airports and seaports), business owners and business associations will each need to have their own designated procedures and protocols.

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## **Terrorism response**

The initial minutes or hours after a terrorist attack are crucial for taking actions that can protect people and property. The response process includes two general stages:

- **Stage 0:** In the first four hours after an incident, the focus should be on finding out what has happened and taking action to minimize its impact to employees, customers and property. Before taking action, you should conduct a rapid scene assessment, using all your sense to obtain initial information about what has happened. Initial actions should include activating emergency plans, heading to safety, deciding whether to evacuate or shelter in place, taking roll call, evaluating injuries or fatalities, communicating within your cluster and assessing physical damage and transportation access. An initial situation report should be compiled within the first four hours after the incident.
- **Stage 1:** Between four and 48 hours after the event, you should continue to focus on protecting life safety, conduct an urgent damage assessment, determine what resources are needed for survival, and communicate with key people and organizations, including employees, guests and customers, your cluster and the national Tourism Emergency Management Committee. Any communication with the media should be handled through the Tourism

Emergency Operations Center and coordinated through the establishment's Media Coordinator.

## **Multi-hazard recovery plan**

After the disruption of a hurricane or terrorist event, the steps you take to recover following the immediate response period will determine how quickly you can return to normalcy. Some business disruptions may be resolved in minutes or hours, while others may require days, weeks or months. The recovery process includes two general stages:

**Stage 2:** Between 48 hours and seven days after the incident, it is crucial to maintain communication with the national Tourism Emergency Management Operations Center to understand the local and regional situation and coordinate your activities with others. During this time, you should also compile a list of priority restoration actions, ascertain whether it is safe to return to the establishment, conduct a comprehensive damage assessment, determine additional resource needs, and understand the effects critical incidents can have on employees. A daily situation report should be completed as long as it is needed.

**Stage 3:** From seven to 21 days after the incident, you should continue to assess both physical and financial damage to your business. Once you have ensured all critical needs for survival have been met for any affected employees and customers, you can begin the transition to long-term rehabilitation and reconstruction. As soon as possible, begin to repair and rebuild, and reevaluate risks and vulnerabilities, to ensure better preparedness in the future.

# INTRODUCTION





The tourism industry is one of the most important economic sectors in the Caribbean, providing revenue, foreign exchange, and employment throughout the region. To remain healthy and productive, the sector must be prepared to withstand and recover from a variety of hazards and emergencies, both large and small. Two of the biggest potential threats to tourism are hurricanes and terrorist incidents, both of which can severely damage the infrastructure and image of tourism destinations, and disrupt the flow of visitors to the region: hurricanes affect the region annually, and the threat of terrorist action has been highlighted given the Caribbean's designation by the US Southern Command as a soft target, and the recent targeting of tourism destinations across the globe.

This Multi-Hazard Contingency Planning Manual is designed to help the industry to be better prepared for dealing with such critical incidents. This document is part of the Organization of American States (OAS)/Caribbean Disaster Emergency Response Agency (CDERA) Project for Tourism Disaster Planning Enhancement in the Caribbean, a joint initiative of the OAS, CDERA, the Caribbean Hotel Association (CHA), the Caribbean Tourism Organization (CTO) and other stakeholders.

The development of this manual was supported by the OAS Department of Trade Tourism and Competitiveness (DTTC), with funding from the U.S. State Department to assist the tourism sector in preparing for, responding to, and recovering from hurricanes and terrorist events. The manual does not include guidance for everyday crises, but instead focuses on those natural or man-made significant events that could severely impact the Caribbean tourism sector's physical infrastructure, employees and customers, and business resiliency.

The ultimate goal of this initiative is to recommend and promote an institutional framework, supported by specific preparedness and response & recovery procedures, to ensure that the tourism industry in each Caribbean country achieves a sustainable, high level of preparedness for potential major hazards, including hurricanes and terrorist incidents.

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## **Target Audience**

This manual was created as a tool for both government agencies responsible for tourism and for individual tourism establishments in the Caribbean region – including hotels, resorts, restaurants, small craft markets, businesses near airports and seaports, attractions, ports, waterways and marine tourism facilities – to develop their own hurricane and terrorism response plans and procedures, in order to be better prepared to face potential hazards and to protect their staff, guests and property.

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## **Tourism sector commitment**

This initiative to enhance the tourism sector's capabilities to prepare, respond and recover from critical incidents requires leadership and partnerships between both public and private tourism sectors as well as the National Disaster Organizations.

Any activity that takes tourism establishments and their employees away from their normal, everyday work activities can impact the bottom-line in the short-term. Members of the tourism sector may be correctly concerned about the time that will be needed to be devoted to writing an establishment Emergency Plan and working with national and sectoral emergency management organizations as well as neighboring tourism businesses. Following the procedures outlined in this document, however, will help tourism destinations and businesses minimize the time they may require to recover from critical incidents.

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## **Structure of the Manual – Chapter Summary**

### **Model Disaster Management Institutional Framework for the Tourism Sector in Caribbean Countries**

This section presents a Model Institutional Framework for the Tourism Sector in Caribbean countries, based on a 2006 framework established by the Ministry of Tourism (MOT) in Barbados, with technical assistance from the Caribbean Disaster Emergency Response Agency (CDERA). This section includes only information on the structure of the institutional framework and the organizations that comprise it. Specific steps to establish and institutionalize will follow.

### **Hurricane Preparedness and Response Procedures**

This section discusses the characteristics and impacts of hurricanes, and what tourism businesses can do to both prepare for and respond to hurricanes, to limit long-term impacts on the tourism sector.

## **Terrorism**

This section is designed to help your tourism establishment become better protected and prepared for terrorism events that could occur at or nearby to your establishment

## **Multi-Hazard Recovery Plan**

This section is intended to guide you through the critical actions you should take during any type of business disruption, regardless of how long it lasts, to allow your establishment to return to normal operations.

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## **Steps toward a more resilient tourism sector**

The manual begins with a presentation of a model institutional framework for managing disasters in the tourism industry, discussing how disaster mitigation and preparedness organizations and disaster response organizations at the national, sectoral, and establishment levels can work together to ensure a high level of preparedness and response to emergencies. The section also includes information on the importance of networking and cooperation among individual tourism establishments in developing emergency plans and procedures.

Following the discussion of an overall institutional framework, the document offers step-by-step guidance on how individual tourism establishments can:

- Develop emergency plans and procedures, for their own establishment and in coordination with other nearby tourism establishments;
- Respond to major critical incidents, specifically hurricanes and terrorist events; and
- Recover from major critical incidents, with an emphasis on restoring critical business functions and ensuring business continuity

While it is recognized that there are six phases in the disaster management cycle, this manual emphasizes the three critical stages of preparation, response, and recovery.

## **Preparedness**

Tourism establishments should consider preparedness an on-going effort. Preparedness can assist (though not guarantee) in minimizing damages and loss of life, property and business revenue. Many of the activities and steps to increase the tourism sector's preparedness will be similar for both hurricanes and terrorist events, and will also ensure that the establishment is more prepared to respond to smaller emergencies that would not cause the same degree of damage or loss. However, while many fundamentals are similar for both hurricanes and terrorist events, there are also major differences. This manual provides specific guidance and approaches on how to prepare for each of these, which is why they have been separated into different sections.

## Response

The response sections of the manual include recommended emergency procedures for tourism establishments to respond to hurricanes and terrorist events. As with preparedness, while many fundamental steps will be similar for both types of events, there are still major differences between how tourism establishments should respond to them. The document provides specific guidance and approaches, in two separate sections, on how to respond to each of these types of critical incidents.

## Recovery

The recovery section of the manual includes recommended procedures for tourism establishments to assist in their recovery from both terrorist events and hurricanes. As with preparedness and response, many of the steps your tourism establishment would need to take to recover would be similar for both terrorist events and for hurricanes. This is because the same recovery steps taken for physical damage, injuries and loss of life, displacement from a tourism establishment location, or disruptions of business continuity may all be necessary as a result of a hurricane as well as a terrorist event. While many some specific aspects of recovery would differ between hurricanes and terrorist events, the manual has captured core guidance that applies to both types of critical incidents in a single section.

### Guide for Non-Hotel Businesses

While much of this manual deals with protocols and procedures at hotels and resorts, a significant amount of the information will be relevant to, and could be adapted by, other tourism businesses. In addition, several sections deal specifically with non-hotel businesses, including:

What makes your tourism establishment vulnerable to terrorism? – Page 99

Restaurants – Page 100

Small craft markets (roaming) – Page 101

Fixed-site small craft markets (at seaports and airports) – Page 102

Attractions – Page 102

Ports and waterways – Page 103

Model Emergency Preparedness Protocols – Page 115

Small Craft Markets (Roaming) – Page 119

Tourism establishments near airports and seaports – Page 121

Attractions – Page 124

Ports, waterways and marine tourism facilities – Page 128

**MODEL DISASTER MANAGEMENT  
INSTITUTIONAL FRAMEWORK FOR  
THE TOURISM SECTOR IN  
CARIBBEAN COUNTRIES**



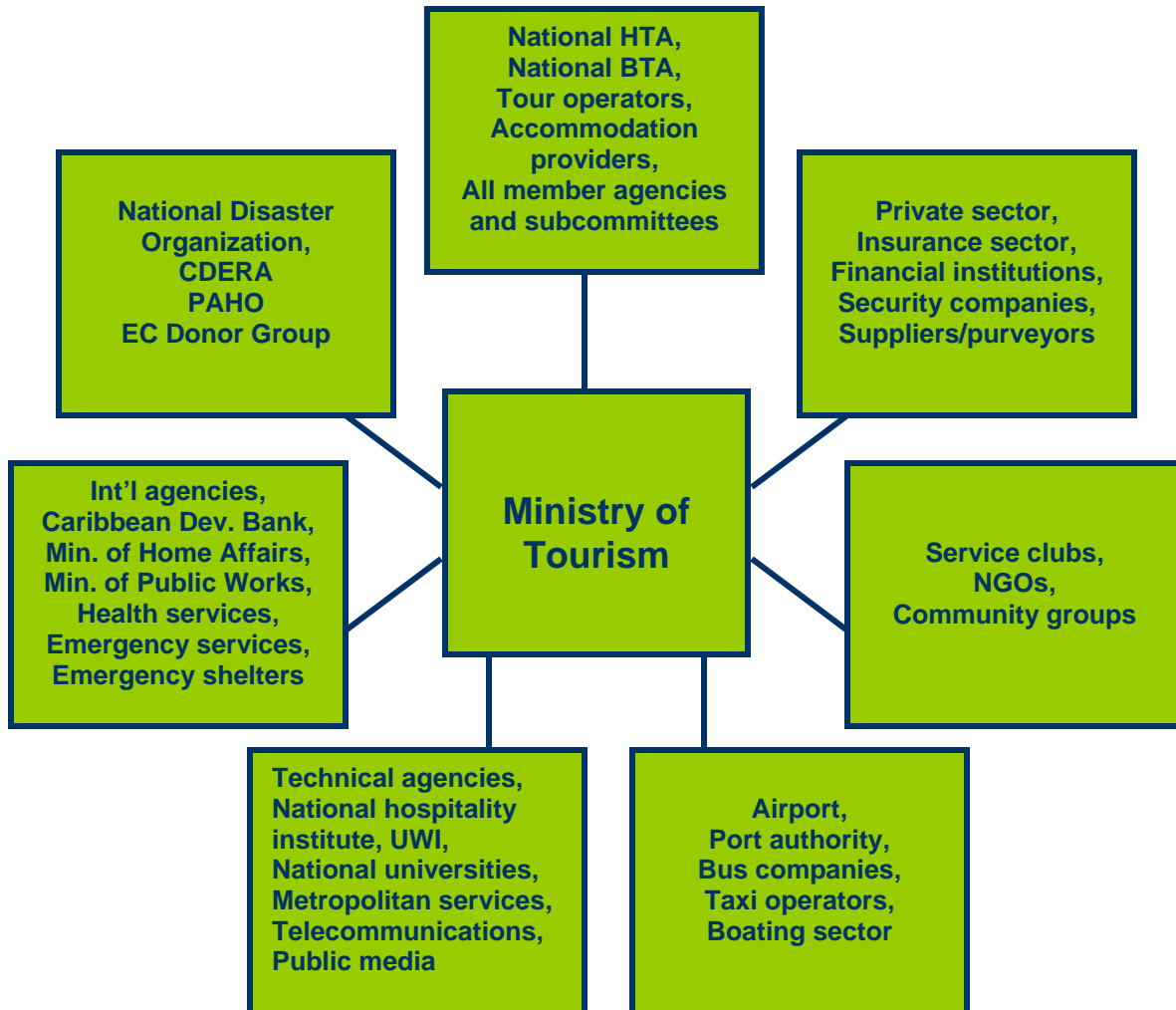
## Model Institutional Framework

Developing an effective multi-hazard plan for a country's tourism industry will require the creation of an institutional framework for managing disasters. This structure should include organizations and agencies at the national level, as well as at the tourism sector and tourism venue levels (i.e. hotel, resort, restaurant, etc.). Linkages among public sector agencies and private sector players are vital in effective disaster management, as are partnerships among government, private enterprise and civil entities. It is essential that the Ministry of Tourism maintain links with the National Disaster Office (NDO), which is the focal point for disaster management in a country, and other key governmental agencies (see Figure 1 next page). **Disaster mitigation and preparedness organizations** at each level should be continuously operating at all times during normal operations. These organizations are responsible for general coordination of disaster management at their specific level, with a focus on vulnerability assessment, mitigation and preparedness. Another set of **disaster response organizations** will need to be convened during emergencies and disasters, to coordinate response and recovery at their specific level of operations (see Table 1 below). These organizations will be described in more detail in the following sections.

**Table 1: Organizations involved in tourism disaster management**

|                             | <b>Disaster Mitigation and Preparedness Organizations</b>   | <b>Disaster Response Organizations</b>   |
|-----------------------------|---|--|
| <b>National level</b>       | <i>National Disaster Committee (NDC).</i><br>This committee should include a tourism sector representative. | <i>National Emergency Operations Center (NEOC).</i> This should include a tourism sector representative. |
| <b>Tourism sector level</b> | <i>Tourism Emergency Management Committee (TEMC).</i>   | <i>Tourism Emergency Operations Center (TEOC).</i>   |
| <b>Tourism venue level</b>  | <i>Emergency Committee (EC).</i>  | <i>Hotel Command Center (HCC).</i>   |

**Figure 1: Important stakeholder and agency linkages<sup>1</sup>**



<sup>1</sup> Adapted from: Caribbean Disaster Emergency Response Agency (CDERA). *Outline Framework for Multi Hazard Plan Tourism Sector*. Designed by Ms. Eleanor Jones. Environmental Risk Management Specialist. Barbados. June 2006.



## Disaster Mitigation and Preparedness Organizations

### National Disaster Committee (NDC)

All countries should have a National Disaster Office and a National Disaster Committee or Council in which several organizations from the government, the private sector and civil society are represented and participate in the country's overall disaster management process. A representative from the tourism sector should participate in all regular NDC meetings and decisions.

In relation to the tourism sector, the NDC should ensure that specific disaster scenarios for threats that could impact the sector are designed and used as the basis for vulnerability assessments and mitigation and emergency response plans. Any national mitigation and emergency plans should include input from the tourism sector and activities to reduce the vulnerability of the tourism industry and increase its preparedness and ability to respond to disasters. The national emergency response plans should be compatible with the tourism sector emergency response plans (multi-hazard planning), and vice versa.

### Tourism Emergency Management Committee (TEMC)<sup>2</sup>

A specific committee to coordinate disaster management activities within the tourism sector should be established in every country by the Ministry of Tourism. The TEMC should develop and approve its own terms of reference, which would include functions and responsibilities, composition and structure of the committee, and the establishment of a **Tourism Emergency Operations Centre (TEOC)** to coordinate response activities during emergencies and disasters.

The functions and responsibilities of a TEMC should include:

- ✓ Coordinating disaster management activities in the tourism sector;
- ✓ Establishing and maintaining communication and coordinating activities with the National Disaster Office and other organizations (public and private) that can contribute to disaster mitigation and emergency preparedness and response within the sector;
- ✓ Monitoring decisions made by the NDO, particularly actions undertaken by the National Disaster Committee/Council;
- ✓ Identifying and prioritizing hazards that could impact the tourism sector;
- ✓ Assessing the vulnerability of the tourism sector to specific hazards, based on specific disaster scenarios;

<sup>2</sup> Adapted from: Caribbean Disaster Emergency Response Agency (CDERA). *The Barbados Tourism Sector Hurricane Plan*. CDERA. Barbados. July 2006. Designed by Arturo López-Portillo.

- ✓ Ensuring that disaster risk reduction is considered in tourism development planning;
- ✓ Reducing the vulnerability of the tourism sector and its members through specific mitigation plans based on the results of vulnerability assessment activities;
- ✓ Ensuring that members of the tourism sector create their emergency committees and design specific mitigation and emergency response plans;
- ✓ Facilitating the development of and periodically reviewing a Comprehensive Multi-Hazard Disaster Plan for the Tourism Industry;
- ✓ Facilitating the implementation of the Multi-Hazard Disaster Plan;
- ✓ Facilitating the provision of centralized coordination and control of disaster response within the tourism industry, through the formation of a Tourism Emergency Operations Centre (TEOC);
- ✓ Providing and supervising ongoing training of personnel in emergency procedures;
- ✓ Keeping abreast of any potential hazards that may pose a threat to the tourism industry via relevant agencies, media and the internet;
- ✓ Declaring internal (in the sector) emergency alerts if an emergency has been declared by national authorities; and
- ✓ Activating the TEOC in coordination with the NDO, if a threat or impact of a hazard occurs in the country, and ensuring that the TEOC coordinates the overall tourism sector response to the event.

The TEMC should include representatives from the following agencies and organizations:

- The Ministry of Tourism (this person should act as chair of the committee).
- The National Tourism Authority
- The National Hotel and Tourism Association
- The Ministry of Foreign Affairs
- The Ministry of Health
- The Immigration Department
- The defense force
- The police force
- Airport(s)
- Sea port(s)
- Airline Association(s)
- Tour operators

Other organizations (NDO, governmental, private, NGOs) could be invited to participate in meetings related to specific hazards or specific activities, such as disaster scenario design, early warning systems design, vulnerability and risk assessment, mitigation, or others.

Leadership of the TEMC should include a chairperson (from the Ministry of Tourism), a deputy chairperson and a secretary, with all other members expected to actively undertake the functions and responsibilities of the committee.

Meetings should be held quarterly or monthly, as required, with recorded minutes and communications of the meetings distributed at least one week prior to the next meeting. Members of the committee should provide a written summary of their activities for distribution to other members, as required.

Members of the TEMC can form working groups and sub-committees as required. At the very least, the committee should have the following sub-committees:

**Vulnerability Assessment and Mitigation Sub-committee**, in charge of identifying threats and disaster scenarios and assessing and reducing vulnerability of the tourism industry through specific mitigation plans;

**Damage and Needs Assessment Sub-committee**, in charge of planning and conducting damage and needs assessment of the sector and its members after the impact of hazards;

**Relocation, Evacuation and Shelter Sub-committee**, in charge of identifying safe areas to relocate or evacuate guests during emergencies and disasters, thus ensuring their safety during those events;

**Public Information Sub-committee**, in charge of gathering information about permanent and emergency activities carried out by the sector and releasing it through approved channels; and

**Telecommunications Sub-committee**, in charge of ensuring that the tourism sector has enough, adequate telecommunications equipment available and in good working condition, to operate efficiently during emergencies and disasters to coordinate the sector's response.

Each sub-committee should have a designated head, who can assign specific responsibilities for preparation and response during emergencies and disasters. Each committee should also have written emergency procedures for each activity under its jurisdiction.

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### **Venue-specific Emergency Committees (EC)**

Each individual tourism establishment should create an internal Emergency Committee (EC) to serve as the overall coordinating and executing body for all disaster management activities at the venue, including reducing vulnerability and managing and implementing emergency preparedness, response and recovery procedures.

The members of the EC should be appointed by senior management. An Emergency Coordinator, usually the General Manager or Director of Operations, should head the committee, with an Alternate Emergency Coordinator

designated in the event that the Emergency Coordinator is absent. The committee should also include a public relations person, an environmental person (if one exists) and at least one representative from each of the departments or areas of the hotel or resort. Smaller tourism-related businesses, such as restaurants or small crafts markets, may want to join together to create a joint Emergency Committee, with representatives from each business.

For more on Emergency Committees at hotels and other venues, please see the sections on hurricane and terrorism preparedness, below.

## Disaster Response Organizations

### National Emergency Operations Center (NEOC)<sup>3</sup>

All countries should have a National Emergency Operations Center to provide standard national coordination and control of emergency and disaster response and relief operations on a 24-hour-per-day basis if necessary. The NEOC has four functional areas: executive policy, operations, communications and emergency public information.

The **Operations Group** of the NEOC, headed by the Director of Operations, is responsible for directing emergency response and relief operations. The rest of the group should include chairpersons from different national disaster sub-committees, including telecommunications, shelter management, damage and needs assessment, health and welfare, transport and road clearance, and supply management. There should also be representatives from the defense and police forces, and The Red Cross.

The Ministry of Tourism, through the TEMC, should appoint a representative to the NEOC, thus allowing for accurate exchange of information and a tourism sector response that is in line with the national response.

The release of public information is coordinated by the Chief Information Officer from the NEOC. Information about the status of the tourism sector before, during and after a disaster or emergency should be prepared in the TEOC and sent to the NEOC for dissemination through the media and abroad, as agreed within the NEOC.

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<sup>3</sup> Adapted from: Caribbean Disaster Emergency Response Agency (CDERA). *The Grenada National Emergency Operations Emergency Procedures*. CDERA/CIDA/IVAN Project. Designed by Arturo López-Portillo. Based on: Caribbean Disaster Emergency response Agency (CDERA). *Model Emergency Operations Centre Standing Operating Procedures*. Barbados. 1995.

The NEOC is also responsible for carrying out a damage and needs assessment for the county after a disaster or emergency. This assessment should be carried out in three phases, in keeping with the expectations and practice in the international donor community. At each stage, the NEOC's reports would include input prepared and submitted by the tourism sector, through the TEOC:

1. **Initial Damage Assessment.** Within four to eight hours after the "All Clear," the NEOC conducts an initial overall assessment of the situation.
2. **Intermediate Damage and Needs Assessment.** At 48 hours after the "All Clear," the NEOC produces an intermediate report. Daily updated reports are produced each day following, with a comprehensive report released on day 7.
3. **Detailed Sectoral Assessment (DSA).** Within 21 days after the "All Clear," The NEOC compiles the results of detailed surveys conducted by individual sectors, including energy, water supply, housing, education, agriculture, health, tourism, and others, to determine detailed damage and economic costs.

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## **Tourism Emergency Operations Center (TEOC) <sup>4</sup>**

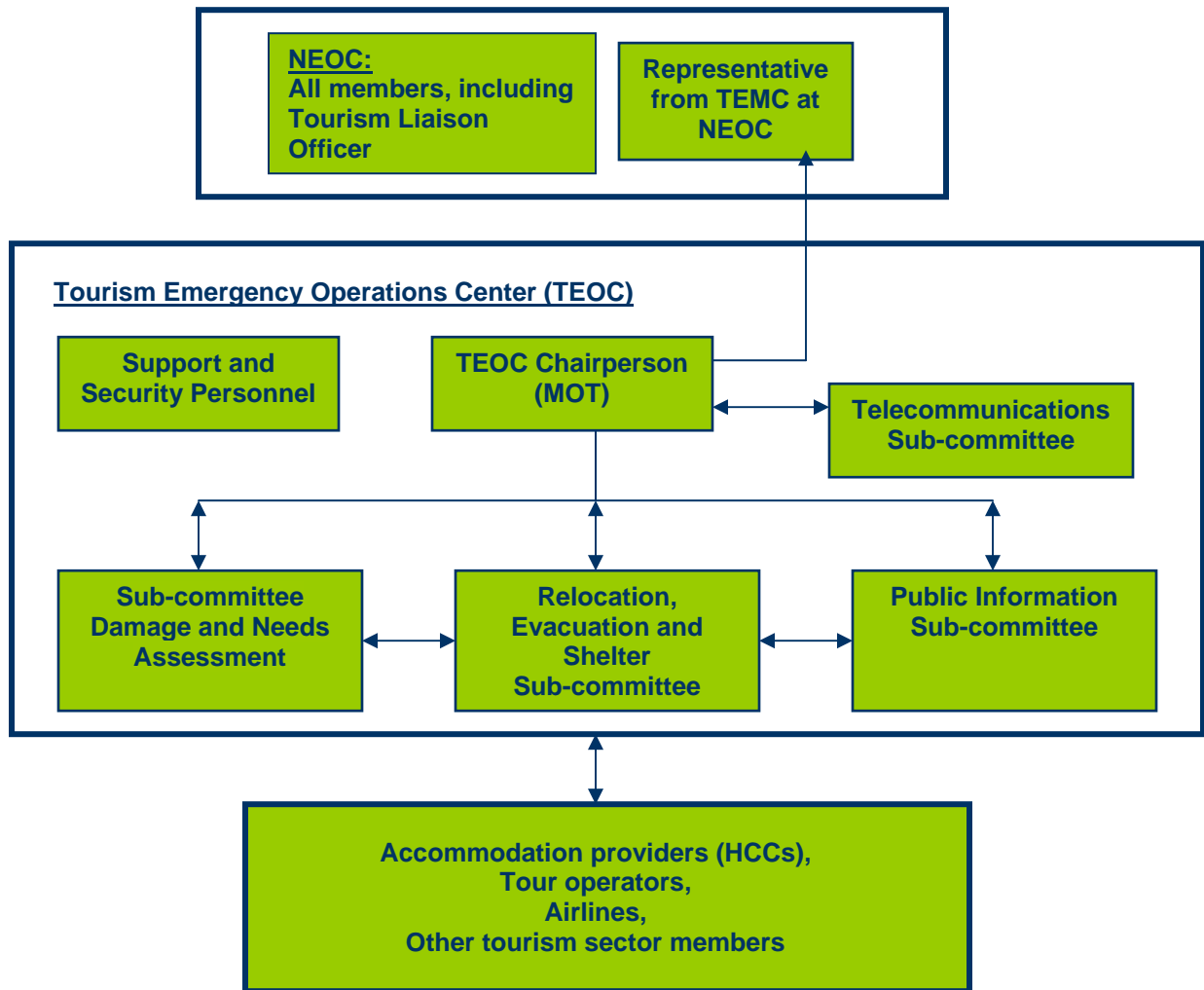
The TEMC should establish a Tourism Emergency Operations Center (TEOC) to serve as the emergency organization in charge of coordinating the tourism sector's response during emergencies and disasters. The TEOC should have members from the MOT, the country's hotel and tourism association, the country's tourism authority, police and tour operators. All members of the TEOC should have specific roles, as assigned in tourism sector emergency plans and procedures (see Figure 2 below).

The TEOC should have its command center established in a location that has minimal vulnerability to the most common hazards in the area, quick access routes, reliable communication facilities (including telephones, fax, radio transmitter and receiver, television, and radios with commercial and civil bands and ham radio frequencies), and a back-up power system. The location should also have adequate equipment and furnishings, appropriate transportation, computer equipment, one week's worth of food and medical supplies, and detailed plans of all systems and copies of the emergency plan and other pertinent documentation. There should be 24-hour security provided by the defense or police forces.

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<sup>4</sup> Adapted from: Caribbean Disaster Emergency Response Agency (CDERA). *The Barbados Tourism Sector Hurricane Plan*. CDERA. Barbados. July 2006. Designed by Arturo López-Portillo.

**Figure 2: Coordination of the response from the tourism sector (TEOC structure)**



## Hotel Command Center (HCC)

Individual Emergency Committees in every hotel should determine beforehand if they will continue operations during an emergency or disaster. When possible, this decision should be based on any available information about the hazard's characteristics (for example the strength of a hurricane) and on the vulnerability of the facilities to that specific hazard.

If the hotel is planning to continue operations, a Hotel Command Centre (HCC) should be established to coordinate operations during and after the impact of specific hazards. The HCC should be in a safe room or area from which the EC

members can coordinate all hotel operations to protect staff and guests, assess damage and needs, and begin rehabilitation and reconstruction activities.

The HCC should have telecommunications equipment and enough supplies for the EC members while they remain there. If there is enough space, there can be a separate telecommunications room, where the telecommunications equipment would be located and from which all messages would be received and sent.

The decision about which members of the EC should remain in the HCC or go there immediately after the "all clear" should be determined ahead of time by the EC itself. In general, however, at least the Emergency Coordinator and personnel in charge of security, engineering/maintenance and staff and guests should remain in the HCC. The rest of the EC members could arrive after the main impact of the hazard, as the situation allows to.

All these decisions and the description of the operations of the HCC should be detailed in the hotel's emergency response plans.

For more information on HCCs, please see the sections on hurricane and terrorism response procedures, below.

## **Coordination Mechanisms**

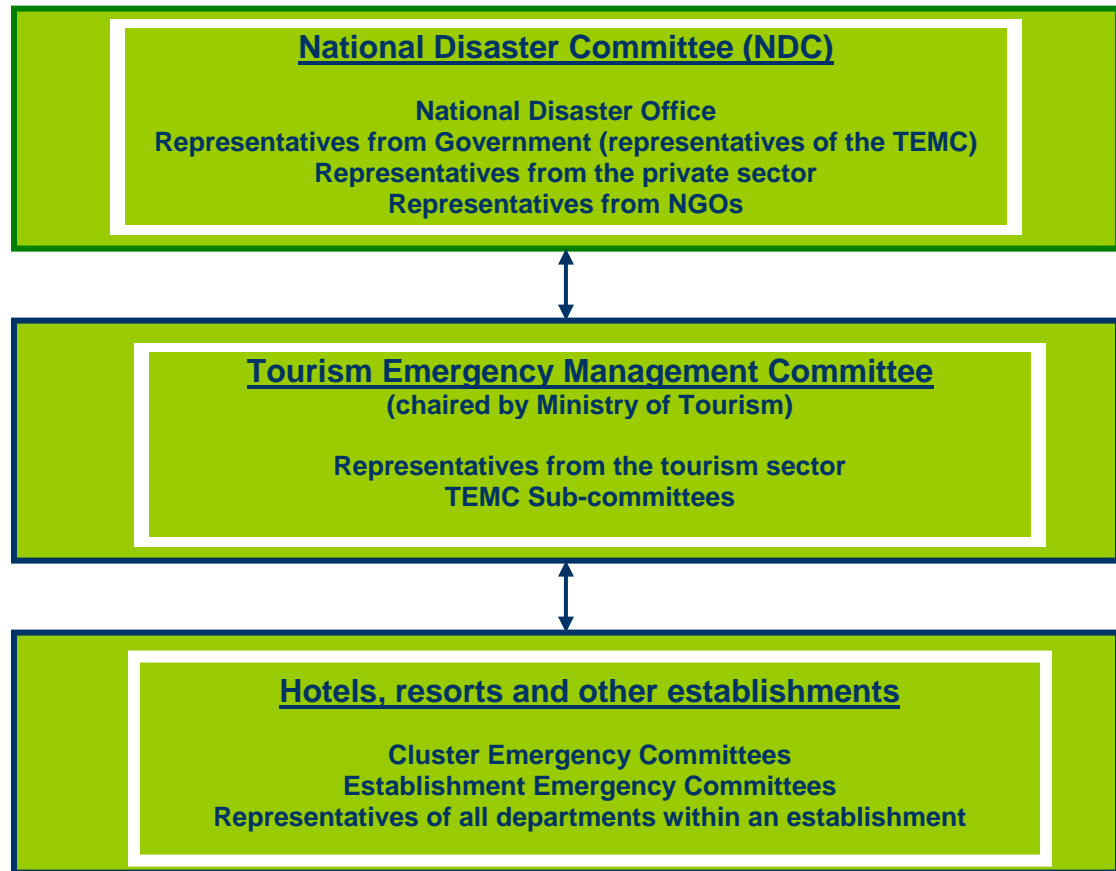
### **Coordination during normal times**

During normal times, when there is no immediate emergency or disaster, the disaster mitigation and preparedness organizations (NDC, TEMC and ECs) should remain in constant communication and coordinate their contingency planning activities (see Figure 3, as well as Figure 1 above). Each organization should ensure that its emergency response plans and procedures are complete, up-to-date and ready for immediate implementation.

The tourism sector can coordinate with the National Disaster Office through participation in NDC meetings for emergency planning. At the same time, the TEMC should ensure that all members of the tourism sector have designed their own emergency response plans and procedures. Within each hotel or tourism venue, the ECs should be ensuring that emergency plans are written and that every department has been involved in the planning process.

The TEMC should ensure that information about decisions made at all levels is communicated to all the sector members, to ensure that activities are effective and compatible with all those implemented by other sectors at different levels.

**Figure 3: Coordination among disaster mitigation and preparedness organizations during normal times**



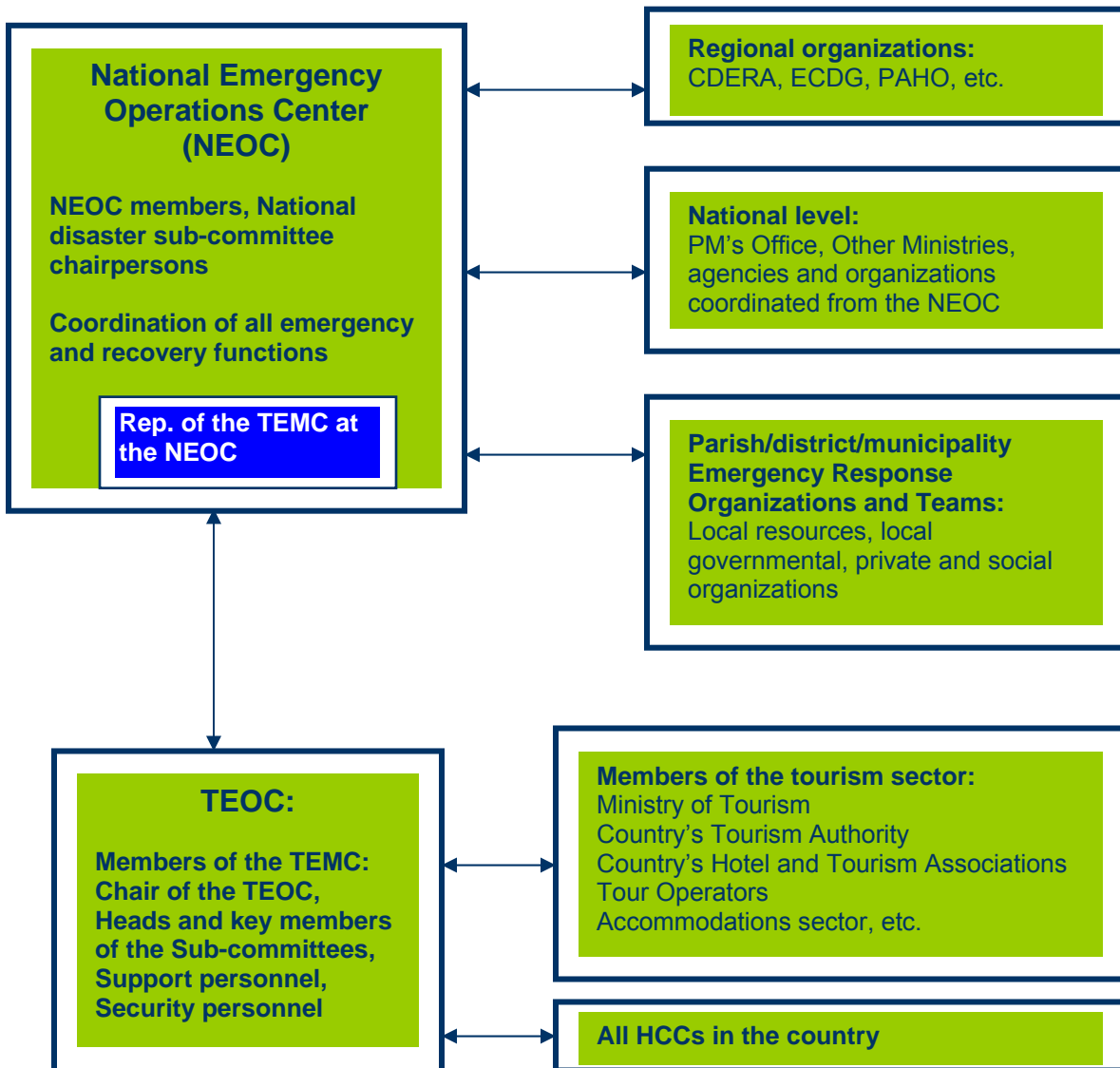
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### **Coordination during emergencies and disasters**

During emergencies and disasters, there should be a coordinated response at all levels, with the NEOC, TEOC and HCCs in constant contact with each other, sharing information to improve decision-making and reporting. The NEOC should also coordinate closely with other national organizations and regional and international response mechanisms (see Figure 4). The activation of all emergency centers and their specific response activities should always be guided by pre-written emergency plans and procedures.



**Figure 4: Response and coordination among disaster response organizations during emergency/disaster times<sup>5</sup>**



<sup>5</sup> Modified from: Caribbean Disaster Emergency Response Agency (CDERA). *The Barbados Tourism Sector Hurricane Plan*. CDERA. Barbados. July 2006. Designed by Arturo López-Portillo.

## Networks among tourism establishments

During a critical incident, access to one part of an island may be severed. Tourism establishments may find that the only resources available to them are those, including other nearby tourism establishments, which they can reach by foot or bicycle. In addition to planning for how they should manage emergencies internally, tourism establishments should also determine how they can work together “on the ground” with other tourism businesses within a close geographic area during a critical incident.

Depending on their size, type and location, establishments may be able to offer significant resources to others during a critical incident, such as:

- Facilities (e.g. physical shelter, meeting space, sleeping areas);
- Personnel (e.g. labor, translators, first-aid assistance);
- Equipment (e.g. vehicles, food preparation, computers);
- Supplies (e.g. water, food, electricity, fuel, plastic tarps); or
- Communications (e.g. telephones, email access, mail forwarding).

Other establishments may benefit greatly from having these resources available to them during the preparedness period as well as during an actual response to and recovery from a terrorist event. For example, some small establishments staffed by only a few employees may find it easier to write their own establishment Emergency Plans together instead of on their own. In other cases, one or more establishments may wish to use the same emergency rally point for evacuation, so that their evacuation leaders can more easily communicate with each other. A larger establishment, such as a hotel, may be able plan to work with smaller establishments, such as neighboring restaurants, to provide physical shelter in return for food supplies during response and recovery periods.

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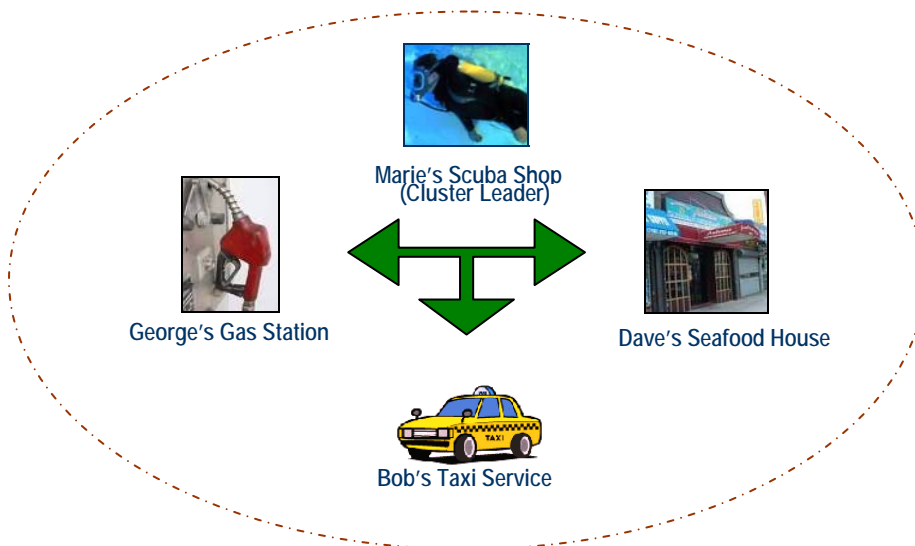
### Tourism Emergency Response Clusters

A **Tourism Emergency Response Cluster** (Cluster) is comprised of multiple tourism establishments that are physically located nearby to one another (see Figure 5 for a sample cluster). The members of the Cluster can work cooperatively and collaboratively to assess, organize, combine and control their collective capabilities and resources to prepare for hurricanes and terrorist threats, and to respond to and recover from such critical events.

Each Cluster should establish a **Cluster Committee**, made up of the Emergency Coordinators from each establishment in the Cluster, to facilitate its meetings and activities. One of these Emergency Coordinators should be designated as the **Cluster Leader**, who will interface with the national **TEMC** and appropriate TEMC Sub-committees, chair the Cluster Committee, direct all committee activities and meetings, and coordinate the efforts of the Cluster during critical

incidents. This individual should also be responsible for the administrative aspects of the committee business, including conducting the meetings

**Figure 5: Sample Tourism Emergency Response Cluster**



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## Cluster Committee Meetings

Cluster Committee meetings should focus on tourism sector risks, capabilities resources and planning needs relating to critical incidents. These meetings also provide an opportunity for Emergency Coordinators to discuss concerns, especially those that may be unique to their Cluster, such as its specific geographic location. Each Emergency Coordinators should come to Cluster meetings prepared and with all the relevant materials and completed forms, to encourage the achievement of tasks and objectives for each meeting.

The following table shows a recommended schedule for Cluster Committee meetings to complete a process of critical incident planning activities, including collecting various types of internal data by each Emergency Coordinator, building out individual establishment emergency plans and, finally, a collaborative and cooperative effort among Cluster members to combine these elements into a single Cluster Emergency Plan.

| Meeting Schedule        | Cluster Meeting Tasks   | Suggested Materials for Completion                                     |
|-------------------------|---|--|
| Meeting 1               | <b>Introduction to the Tourism Emergency Response Cluster Committee</b> <ul style="list-style-type: none"> <li>• Meet other Cluster establishment Emergency Coordinators</li> <li>• Establish and understand the collective customization process you will engage in together</li> <li>• Share past experiences with critical incidents, and discuss what you wish to accomplish during the customization process.</li> <li>• Select a Cluster Leader</li> </ul>  | Establishment Information Form (see Form 1 at the back of this manual) |
| Meeting 2               | <b>Assessing Your Establishment's Infrastructure and Personnel</b> <ul style="list-style-type: none"> <li>• Learn how to gather various types of information on establishment facilities, buildings, supplies and equipment, and specific characteristics about employees (multi-lingual, first-aid trained) and complete forms</li> <li>• Discuss the Tourism Site Vulnerability Assessment Tool to obtain information about actual capabilities and resources, as well as existing vulnerabilities to natural threats, terrorism threats and business disruptions</li> </ul>  | Tourism Site Vulnerability Assessment Tool (see Form 15, Annex A)      |
| Meeting 3 and Meeting 4 | <b>Customizing Your Tourism Stakeholder Emergency Plan</b> <ul style="list-style-type: none"> <li>• Using information collected with the Tourism Site Vulnerability Assessment Tool, discuss customizing Establishment Emergency Plans to address the necessary critical actions required to prepare for, respond to and recover from natural threats, terrorist threats and business disruptions.</li> <li>• Access the guidance provided in the rest of the manual.</li> <li>• At Meeting 3, focus on customizing sections on hurricanes</li> <li>• At Meeting 4, focus on customizing sections on terrorism</li> <li>• Discuss how to use available resources in an effective manner.</li> </ul> | This manual  |
| Meeting 5               | <b>Assessing Your Cluster's Infrastructure and Personnel</b> <ul style="list-style-type: none"> <li>• Upon completing individual Establishment Emergency Plans, work together to gather, discuss and assess the comprehensive information available about the Cluster's collective physical infrastructure and personnel.</li> <li>• Discuss how establishments organized resources in their Establishment Emergency Plans for the purposes of customizing a Cluster Emergency Plan at Meeting 6</li> </ul>   | Findings from Tourism Site Vulnerability Assessment                    |
| Meeting 6               | <b>Customizing Your Cluster Emergency Plan</b> <ul style="list-style-type: none"> <li>• Upon gathering all the information about the collective infrastructure and personnel, and discussing how these are organized within Establishment Emergency Plans, customize a Cluster Emergency Plan.</li> <li>• The Cluster Emergency Plan should include sections on how establishments will function cooperatively and share resources during hurricanes and terrorist events</li> </ul>  | Establishment Emergency Plans  |
| Meeting 7               | <b>Conducting a Tabletop Exercise to Test the Cluster Plan</b> <ul style="list-style-type: none"> <li>• Meeting 7 will provide the opportunity for the Cluster membership to conduct a tabletop exercise to evaluate the Cluster Emergency Plan against a simulated scenario.</li> </ul>  | Final Cluster Emergency Plans  |





# **HURRICANE PREPAREDNESS AND RESPONSE PROCEDURES**





## Introduction

Hurricanes are a fact of life in the Caribbean. Within the past decades, several hurricanes have unleashed their fury on the islands of the Caribbean. Hurricanes David in 1979, Allen in 1980, Gilbert in 1988, Hugo in 1989, Luis and Marilyn in 1995, Georges and Mitch in 1998, Keith in 2000, Charley, Frances, Ivan and Jeanne in 2004 and Katrina and Wilma in 2005 all caused significant damage to infrastructure in the region. In 2004 alone, hurricanes caused about \$30 billion worth of damage in the Caribbean.<sup>6</sup> The tourism industry, an important economic sector for many Caribbean countries, suffered severe impacts, from damage to hotels to loss of business. This section discusses the characteristics and impacts of hurricanes, and what tourism businesses can do to both prepare for and respond to hurricanes, to limit long-term impacts on the tourism sector.

## What is a hurricane?

A hurricane is a **tropical cyclone** in which the maximum average wind speed near the center, or eye, exceeds 74 mph (119 km/h). The winds rotate in a counter-clockwise spiral around a region of low pressure. Such a system is known as a hurricane only in the Atlantic Ocean and eastern Pacific Ocean. In the western Pacific, including the Philippines, it is called a *typhoon*; near Australia, a *willy willy*, and in the Indian Ocean, a *cyclone*.

### Characteristics of a Hurricane

**Season:** Commences June 1 and ends November 30, but storms may occur at other times of the year

**Speed of advance:** Approximately 20-25km/hr (12-15 knots)

**Course:** Normally east/southeast toward west/northwest and northwest during initial stages, but storms curve toward the north as they progress (in the Northern Hemisphere)

**Wind speed:** Generally in excess of 135 km/hr (75 knots), but may gust up to 315 km/hr (175 Knots), as in Hurricane Gilbert in September 1988

**Width of destruction:** 170-250 km (106-155 miles)

**Eye:** Center of the hurricane where there are no winds and where barometric pressure is very low

**Lull:** A deceptive period lasting approximately 30 minutes when the eye passes. Wind speed quickly resumes intensity, immediately after the eye passes.

The World Meteorological Organization uses tropical cyclone as a generic term to define any weather system developing over tropical or subtropical waters with a definite organized surface circulation and winds exceeding 34 knots, or 63 km/h.

Four conditions are necessary for the development of a tropical cyclone:

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<sup>6</sup> Economic Commission for Latin America and the Caribbean.

- A warm sea temperature in excess of 26 degrees Celsius (79 degrees Fahrenheit);
- High relative humidity (the degree to which air is saturated by water vapor);
- Atmospheric instability; and
- A location of at least 4 - 5 latitude degrees from the equator.

A cyclone goes through four phases of development on its way to becoming a hurricane:

1. **Tropical Disturbance:** A weather system that gives rise to a specific area of cloudiness with embedded showers and thunderstorms.
2. **Tropical Depression:** A tropical cyclone system with definite counter-clockwise wind circulation and maximum sustained winds of less than 38 mph (61 km/h). At this stage, the system is given a number for easier identification and tracking.
3. **Tropical Storm:** A tropical cyclone system with maximum sustained surface winds greater than 38 mph (61 km/h) but less than 74 mph (119 km/h). At this stage, the system is given a person's name.
4. **Hurricane:** A tropical cyclone with wind speed greater than 74 mph (119 km/h). The weather system is now better organized and the eye is well-defined.

The Saffir/Simpson Scale, shown below, is used to classify hurricanes into one of five categories, according to intensity:

| Saffir/Simpson Hurricane Scale |                                   |                                |              |              |              |
|--------------------------------|-----------------------------------|--------------------------------|--------------|--------------|--------------|
| Category                       | Mean central pressure (millibars) | Winds mph (km/h)               | Surge (feet) | Damage       | Example      |
| 1                              | 980 or more                       | 74-95 mph (119-151 km/h)       | 4-5          | Minimal      | Agnes 1972   |
| 2                              | 965 - 979                         | 96 – 110 mph (152 – 176 km/h)  | 6-8          | Moderate     | Kate 1965    |
| 3                              | 945 - 964                         | 111-130 mph (177 – 209 km/h)   | 9-12         | Extensive    | Elena 1985   |
| 4                              | 920 - 944                         | 131 – 155 mph (210 – 248 km/h) | 13-18        | Extreme      | Hugo 1989    |
| 5                              | less than 920                     | more than 155mph (248 km/h)    | more than 18 | Catastrophic | Gilbert 1988 |

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## Associated hazards of hurricanes

Tropical cyclones have the potential to cause severe levels of impact to anything in their paths. Among their associated hazards are:

- **Destructive winds:** The strong winds generated by tropical cyclones circulate clockwise in the Southern Hemisphere and counter-clockwise in the Northern Hemisphere. Winds spiral inward and move toward the cyclone center, with wind speeds progressively increasing toward the core. As the eye arrives over an area, winds fall off to become almost calm, but rise again just as quickly as the eye passes and are replaced by hurricane-force winds blowing from a direction nearly the reverse of those from before the lull. The strongest winds of a hurricane in the Northern Hemisphere are those in its right side (right quadrant) to the direction of movement, since the speed of advance adds its magnitude to the speed of the winds on that side.
- **Storm surges:** A surge is the rise in sea level above the normal tide (See Saffir-Simpson Scale above). As the cyclone approaches the coast, the friction of strong onshore winds on the sea surface, plus the "suction effect" of reduced atmospheric pressure, can pile up sea water well above predicted tide levels along the coastline near the cyclone's landfall.
- **Excessive rainfall and floods:** The high humidity within a cyclone condenses into rain and giant cumulus clouds result in high precipitation rates when the storm reaches land. Heavy rains can rapidly saturate the ground, with run-off resulting in severe flooding.

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## Likely impacts of hurricanes

- **Physical damage:** Physical structures can be damaged or destroyed by wind force, storm surges, landslides and flooding. Public utilities, such as overhead power lines, water and gas distribution lines, bridges, culverts and drainage systems are also vulnerable to severe damage. Fallen trees, wind-driven rain and flying debris can also cause significant impacts.

### The Hurricane Warning System

The following warnings will be issued before a hurricane. Staff members should pay careful attention to these warnings as there are certain procedures to follow after each phase. Some radio and television stations in the Caribbean have a special signal that precedes warning messages, and staff should become familiar with these signals.

**Phase A - HURRICANE ALERT:** Hurricane entering the region that will likely impact the country.  
**Phase B - HURRICANE WATCH:** 36 hours to landfall.  
**Phase C - HURRICANE WARNING:** 24 hours to landfall.  
**Phase D - EMERGENCY PHASE:** Impact.  
**Phase E - RECOVERY PHASE:** After the "all clear" is given.

- **Crops and food supplies:** The combination of high winds and heavy rains and flooding can ruin crops and trees. Food stocks may be lost or contaminated, and it is possible that food shortages will occur.
- **Casualties and public health:** There are relatively few deaths associated with the impact of high winds. Storm surges, on the other hand, can cause many deaths. The most significant threat to public health may emerge in the aftermath of the storm, when conditions such as water contamination or shortages, flooding and damage to sanitation facilities may facilitate the spread of diseases.
- **Lack of communication and transport:** Communication may be severely disrupted as telephone lines, radio and television antennas and satellite disks are blown down. Roads and railway lines may be blocked by fallen trees or debris, and aircraft movements are generally curtailed for hours after a cyclone.

## Preparedness: Before the Hurricane Strikes

There are a number of actions that hoteliers and owners of tourism venues should take well in advance of any hurricane strike, in order to improve their capacity to respond in case of an emergency. Following these ten steps will help you design an effective plan and procedures to ensure that you are prepared to face the impact of hurricanes and other storms and to protect your staff, guests, facilities, equipment, information and the environment. Remember, guest and staff safety and protection are the hotel's responsibility.

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### Step 1: Create your Emergency Committee

Establishing an Emergency Committee (EC) can help ensure that this manual – and any hurricane plan and procedures derived from it – becomes an integral part of the culture and practice in your establishment. This committee will serve as the **overall coordinating and executing body for all emergencies** and will be responsible for managing and implementing emergency preparedness mechanisms at all stages of a hurricane.

The members of the Emergency Committee should be appointed by management and headed by an Emergency Coordinator, who is usually the General Manager or Director of Operations. An Alternate Emergency Coordinator should also be designated in case the Emergency Coordinator is absent. The committee should also include a public relations person, an environmental person (if your facility has one) and at least one representative from each department (or area of a hotel or resort). These representatives might come from areas including guest relations/services, human resources/staff, housekeeping, engineering and maintenance, food and beverage, front desk, financial controller/accounting, and security.

The committee's membership can be expanded or reduced, depending on your own organizational structure. If your staff is small, you can assign different tasks to one person according to their normal responsibilities.

The first five tasks of the Emergency Committee should be to:

1. Determine how your hotel will operate during a hurricane emergency and impact, i.e. if it will continue operations or if it will be closed down.
2. Designate responsibilities for action before, during and after a hurricane.
3. Design your Hurricane Plan and Emergency Procedures.
4. Familiarize the EC members with the plan and its procedures.
5. Help the rest of the staff to become familiar with the plan.

The Emergency Committee should meet regularly throughout the year as part of a permanent emergency planning process, to keep the plan updated and "alive" to ensure an effective response if it has to be activated.

At the end of March, in preparation for hurricane season, the EC should meet to review the maintenance report, review priority areas for action and review hurricane procedures with all staff. At the start of hurricane season, in early June, the committee should meet again to review and assess the level of preparedness and fine-tune emergency procedures.

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## **Step 2: Assess vulnerability and risks**

The Emergency Committee should assess the vulnerability of your hotel/resort to determine which rooms and areas are at risk and which are safe locations. All buildings should be checked each March for both structural defects and non-structural vulnerability. This assessment should include an examination of windows, doors, walls, roofs, equipment, furniture, documents, etc., and any problems should be repaired or corrected before the hurricane season. The Chief Engineer/Head of Maintenance should be responsible for this within the Emergency Committee structure, using the forms and procedures in this manual and obtaining external expertise where necessary.

Among the components of this overall assessment are:

- A **structural vulnerability assessment** of all buildings instituted as a permanent function of the Engineering Department (where one exists), or given to persons with equivalent responsibility. Any findings should be acted upon immediately.
- A twice-annual **non-structural vulnerability assessment** to be implemented in March and July of each year, using the CHA/CTO Building Assessment Safety Checklist (see Form 2, Annex A at the back of this manual). The results of this assessment should be incorporated into the building maintenance programs.
- Ensuring that the facility is in **compliance** with the national building code.
- Creation and implementation of a **hurricane maintenance program**, focused particularly on roofs, windows, doors, etc.
- Preparation of a basic **maintenance budget**.

Once you have assessed the vulnerability of your hotel to the impact and effects of a hurricane, you can use the assessment reports to determine whether the hotel could continue operations during the impact of a hurricane. Knowing whether the hotel would close down allows you to plan what to do with your guests. If they cannot stay, you can recommend that they go back to their countries, go to public shelters (only if agreed with the National Disaster Organization) or go to a safe hotel. If you are recommending that they go to a safe hotel, you should have previous mutual aid agreements with the hotel (see

Step 6 below). If, for whatever reason (large numbers of guests, adequate safe rooms/areas, low vulnerability, limited flights back to their countries), you decide to keep your guests in safe rooms or areas in your hotel, then you should inform them about what they have to do, from the alert phase until they leave.

The vulnerability and risk assessments can also help you determine:

- The most appropriate location within the facility to serve as the **Command Center** during the event. The Command Center is the room where the EC members will coordinate emergency operations during the emergency and after the impact of a hurricane. It is activated by the Emergency Coordinator depending on the situation. You would need a Command Center in your hotel if guests are staying in it during the impact of the hurricane;
- Which room will be designated as your **communications room**. (See Appendix 1 for information on developing a communications plan);
- Which room may be easily converted for use as a **first aid center**, if you will have one;
- Where **vital records** will be kept. Vital records of the company should be kept in a secure location on-site at all times, with copies stored off-site. All magnetic tapes and computer disks should have back-ups in safe storage;
- Where **food and drinking water** will be stored before the impact of the hurricane;
- Where **hurricane supplies** such as shutters, plywood, chainsaws, fuel, flashlights, batteries, etc. will be stored;
- Where **housekeeping supplies** will be stored during the hurricane impact;
- Where **water** will be safely stored (tanks, bathtubs, etc.);
- Where all **furniture** will be safely stored;
- Where **equipment**, such as TVs or computers, will be safely stored; and
- A safe location for your **vehicles**.

Form 3 (at the back of this manual) can help you prepare a list of safe locations in your hotel.

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### **Step 3: Establish an early warning system**

It is very important to **track hurricanes** during the hurricane season, so that you can always be ready to warn guests and staff about an emergency. Contact your National Disaster Organization to find out how the warning phases (alert, watch, warning and all clear) will be issued to the public so that you can warn your hotel Emergency Committee and staff and guests in time. An early warning can help the EC to take effective action according to the hotel's plan and procedures at each phase.

Additional steps for hurricane tracking might include:

- Keeping a radio tuned to a relevant news channel;

- Installing weather band for continuous reports during the hurricane season;
- Putting a TV and radio in the main office or by the front desk to allow continuous monitoring of weather information;
- Checking the following websites (where internet access is available) and sharing relevant data with the EC, staff and guests:
  - **National Hurricane Center:** <http://www.nhc.noaa.gov/>
  - **Caribbean Disaster Emergency Response Agency (CDERA):** <http://cdera.org>

Keep all telecommunications devices (radios, telephones, cell phones, computers, personal data assistants, satellite phones, etc.) in your hotel in good working order and available at all times to warn all members of the Emergency Committee and allow them to coordinate the response during emergencies and disasters. In any situation, it is vital to maintain contact with your National Disaster Organization to ensure that you are warned in time and officially.

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#### **Step 4: Involve staff and guests in your plan**

Always be prepared to **inform staff and guests** about an emergency, and to involve them in preparations to face the impact of a hurricane.

Guests should be informed in writing and personally at every phase before the impact (alert, watch and warning) and again after the impact. Prepare letters beforehand that would be distributed to each room at each stage. (You can use Form 4, Annex A at the back of this manual as a guide).

Based on your previous vulnerability assessment and the likely strength and impact of a particular hurricane, determine if guests will remain at the hotel in safe rooms or be taken to public shelters, or whether your hotel will be shut down. If you are shutting down, guests should go to other hotels or be asked to go back to their countries of origin if possible. All of these arrangements should be made in coordination with tour operators, the Tourism Emergency Management Committee and the National Disaster Organization, according to their capabilities and their evacuation/shelter/relief policies.

It is also important to determine which staff will stay during emergencies and which will go home. Keep updated lists of personnel and contact information. Staff not involved in the response should be sent home before the impact of the hurricane, while staff who have to remain in the hotel should be allowed to ensure that their families and homes are safe to withstand the hurricane.

Any guests or staff who are to stay in your hotel should be involved in the emergency and recovery activities. They can be an important part of the overall response/recovery team.



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## **Step 5: Liaise with tourism and disaster management organizations**

To ensure that you are prepared in case of a disaster, it is important to establish a liaison with your country's **Tourism Emergency Management Committee** and participate in any meetings organized by the Committee, the MOT and/or your Hotel Association as needed.

Establish contact with the **National Disaster Organization** and with emergency agencies, such as the police and hospitals, which would help you in the case of an emergency or a disaster. Ensure you know the emergency plans of the tourism sector and those from the National Disaster Organization and find out about the national warning system to ensure your hotel is warned in time. Keep updated directories of all agencies you would need to contact permanently and during and after emergencies.

Ensure that the nearest medical clinics and hospitals have a copy of the establishment's Emergency Plan, including the location of a triage/first aid area if one has been selected within the establishment.

Finally, get a copy of the **National Hurricane Plan** and one of the **Tourism Sector Hurricane Response Plan**, so that you will know what other agencies will be doing at the same time during emergencies and disasters.

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## **Step 6: Identify your needs and establish mutual aid agreements**

Estimate your needs in terms of **services, equipment and supplies** during an emergency, based on what your general requirements are during normal times. Prepare inventories and check stock before the hurricane season and during the emergency phase, using Forms 5 and 6 at the back of this manual. Enough supplies (food, water, toiletries, flashlights, etc) should be stored before the impact of a hurricane, to ensure guests and remaining staff would have supplies to survive even if the country is in a state of disaster at least for a few days. All these supplies should be stored in safe places before any impact.

Earmark and allocate funds for procurement of emergency supplies, and for regular maintenance of facilities. Determine the major emergency supplies priorities for each department, such as the kitchen, housekeeping, engineering/maintenance, first aid, etc., and include those in your emergency budget. Make requisitions for supplies needed and prepare purchase orders ahead of time to ensure quick arrival of emergency supplies. It is also important to set a policy for handling keys and access to emergency supplies.

In preparation for any disaster, you should formulate and adopt specific **Mutual Aid Agreements** with goods suppliers, other hotels, neighboring facilities and operators on other islands, where applicable, using Form 7, Annex A at the back of this manual as a guide. Important topics to cover in these agreements include safe accommodations for guest, potable water supplies, food supplies, hardware supplies, diesel and gasoline supplies, transportation for workers and possible evacuation of guests, and heavy equipment service and rentals. Purchase agreements can be negotiated on a contingency basis where necessary, for hardware supplies, for example.

Mutual aid agreements should be reviewed and updated annually, and, where possible, partners should share their resource inventories that relate to particular agreements.

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## Step 7: Get insurance coverage

The General Manager, in consultation with the Board of Directors if there is one, should define hotel policy on insurance coverage for **physical structure, liability and loss of profit**. Once you determine what type and level of insurance to purchase, based on discussions with relevant parties and advice from insurance companies, acquire a policy as soon as possible.

The following are important considerations when contracting and evaluating your insurance coverage:

- Insure only with a reputable, secure company.
- Ensure that the description of premises is correct, including the number of rooms, number of floors, boundary lines, etc.
- Be certain that property values are realistic, in order to avoid co-insurance penalties if you have a big loss. Co-insurance requires that you, the insured, pay a portion of the loss.
- Be certain that you cover all you intend to cover, i.e. in addition to structures, remember pots and pans, artwork, signs, fences, trees, shrubbery (inside and outside), tennis courts, swimming pools, awning, seawalls, piers, docks, etc. For computers, list all

### Example of "Description of Premises" Wording

#### Description and Location of the Property Covered

On all real and personal property of every kind and description including any kind of signs and fences, including Paths, Roads, Foundations, Seawalls, Docks and Piers, Tress and Shrubby (Inside and Outside), Landscaping including Palm Trees, Tennis Courts and Swimming Pools, whether loaned, leased, owned and/or controlled by, or in which the insured may have insurable interest or be liable for, and which is used in the operations of the insured, and their various facilities, including property in trust or on commission or which they may have attached as creditors, all while located at: (Name and Physical Address of your Hotel).

*(Courtesy of : Joseph Murray, The Murray Group,  
Hato Rey, Puerto Rico)*

hardware and software. Also consider boiler and machinery coverage, if applicable. Policy descriptions should be as broad as possible.

- Ensure that the policy includes coverage for debris removal and flooding, and confirm this in writing.
- Consider coverage for loss of utility service due to off-premises equipment failure (light, telephones, water).
- Determine liability levels and ascertain whether you need local or international jurisdiction clauses. If you have no property or financial exposure in the United States or Canada, you may opt for local jurisdiction. If, however, you have such property or exposure, you must take international jurisdiction, as a suit can be brought against you, and your policy can only stand if it has international jurisdiction.

### **Business interruption insurance**

Although business interruption (loss of earnings) insurance is important coverage, such a policy should be carefully executed. Complete a business interruption worksheet with your insurance agent or broker to determine the value to be insured, stating the exact period (three months, six months, twelve months) for which loss of earnings coverage is required. The policy should cover those costs needed during the restoration phase, such as payroll, trucking or purchasing water, transportation, and other unbudgeted or extra expenses.

Business interruption coverage normally ends thirty (30) days after physical damage has been repaired, unless endorsement states otherwise. It is more realistic to include additional time, because hotel business is not usually restored immediately following repairs. Keep in mind that, although beaches and land are not insurable, not is loss of market, damage to these will affect your business. Consider these factors when you are negotiating interruption policies.

In order for the business interruption clause to apply, you must have direct physical damage to the plant, unless the policy carries an endorsement to cover interruption due to factors off-premises. All policies also have a “due diligence” clause which means that in order to claim for business interruption, you must do everything you can to get back in business as quickly as possible.

### **In the event of an emergency:**

Be prepared to document any damage after impact by deploying a team from the EC to assess damage to the hotel.

Make sure you have still and video cameras ready to be used after the impact for documenting any effects.

Always keep all insurance records and documents in a safe and readily available place, so you can access them immediately if you need to make a claim. Keep the name and telephone numbers of your insurance agent, broker and company handy, and find out from your broker the name and location of the person to be contacted when there is a claim. If you have any questions concerning your coverage at any time, contact your agent, broker or company and get a written reply.

In preparation for filing a claim, work closely with your accountant to ensure that all items are included.

Present as much information as possible, and remember that pictures are worth a thousand words. In case of a major loss, take photographs and, if possible, a video recording as well.

Maintain close interaction with your agent or broker during the processing of a claim, develop a working relationship with the insurance adjustor and be pro-active in getting your insurance company fully involved with your claim. Always demand full-quality service.

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### **Step 8: Write your own hurricane plan and emergency procedures**

Use this manual to prepare your own **site-specific hurricane plan and procedures**. Assign individual staff responsibilities and adapt the procedures included in this document to your own characteristics and needs. Make adjustments as necessary.

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### **Step 9: Revise, update and test your hurricane plan and procedures regularly**

The emergency planning process does not end once you have completed the design of your own plan and procedures. They need to be revised, tested and updated regularly, as organizations and personnel change. Reviews and testing should be done **annually**, preferably before the onset of hurricane season. These reviews should take into account any recent vulnerability assessments and requirements for maintenance, repair and retrofitting.

The procedures should also be integrated into the overall management plan for the organization, in terms of company policy, operational budget, training and job descriptions.

**Training** is vital to the success of hurricane preparedness and disaster management, and properties should communicate requirements to their staff so that they understand the full plan and their specific responsibilities. Training programs should be developed to ensure that staff members will be able to successfully execute their assigned tasks. The details for each property and department should be enhanced through training drills and simulation exercises.

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### **Step 10: Follow the hurricane plan and procedures in an emergency**

Each time the threat of a new storm becomes known, **convene an EC meeting** and distribute the latest version of the plan and procedures, so that it can be discussed and followed. Staff involved in the preparations and response to the hurricane should have with them a copy of the specific procedures for which they are responsible. Directories and forms that have to be used along with the procedures should also be distributed.

Hold EC meetings **after every new phase** of the warning system (alert, watch, warning, all clear) to be briefed about the situation and to be sure about what to do next, according to the plan. After every storm, whether or not there was any impact, be sure to have a final meeting with EC members and guests to let everybody know about the results of preparations and thank them always for their participation.

## Response: During the Hurricane

Since the path of a hurricane is generally predictable, there is usually **time to make preparations** for its possible impact. Hoteliers should be well-prepared to implement their emergency plans and procedures to protect their guests, staff and property during hurricane emergencies.

Hoteliers should know their facilities, what could be damaged and what should be protected. Their first responsibility during the a hurricane is towards the **protection of human life**, specifically their guests and staff, by ensuring that they are safe at all times in safe locations or areas within the hotel or in other safe places, such as other hotels or at home (staff).

Hoteliers should also protect their property and the environment by assessing and reducing vulnerability through mitigation activities, and ensuring that facilities are structurally sound enough to resist the impact of a hurricane. (see Appendices 3 and 4, Annex B for more information on structural vulnerability-and loss-reduction techniques.)

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### Assigning responsibilities

Once a hotel's hurricane response plan has been completed (by following the steps in the previous section), a hotelier should determine who is responsible for which activities, such as tracking the hurricane, protecting guests and staff, protecting facilities, reducing vulnerability by trimming trees and storing furniture and equipment in safe places, backing-up vital records and keeping them in a safe place, ensuring supplies are stored in a safe place to be used after the impact of the hurricane, protecting the environment and having a public relations policy and plan in place. All these activities should be assigned to specific personnel, through the Emergency Committee, based on the organization and staff structure of the hotel.

This section is designed to help you understand what needs to be done during each phase of a hurricane emergency (alert, watch, warning, emergency and recovery), so that every member of staff and the Emergency Committee would know exactly what to do during an emergency or disaster. After a description of general activities for each phase, model emergency procedures are presented for various members of the EC. By carefully following these procedures and protecting guests, staff and property from the impact and effects of hurricanes, hotels can ensure that they will recover and resume business as soon as possible. The model procedures presented here include some activities for the beginning of the recovery period, immediately following the impact of the hurricane. More detailed information on long-term recovery and consequence management issues is given in the Multi-Hazard Recovery Plan section at the end of this document.

## **General Response Procedures**

General emergency response activities should begin as soon as a hurricane alert has been issued, when a storm is in the region and is likely to hit the country. The following are general response procedures that should be followed during each phase of the hurricane's progression:

### **Phase A: Hurricane Alert (tropical cyclone in the region)**

- ✓ Convene a meeting of the EC.
- ✓ Hold a meeting with guests.
- ✓ Place a letter and hurricane information in guests' rooms.
- ✓ Track the storm/hurricane and post a chart/map in reception area.
- ✓ Verify working conditions/availability of emergency equipment.
- ✓ Verify inventories of food, water, hurricane supplies, etc.
- ✓ Check telecommunications equipment.
- ✓ Update directories (staff, suppliers, Tourism Sector Emergency Committee, NDO, Met Office, nearby medical facilities, etc.)

### **Phase B: Hurricane Watch (36 hours to landfall)**

- ✓ Convene a meeting of the EC.
- ✓ Hold a meeting with guests.
- ✓ Place an updated letter and hurricane information in guests' rooms.
- ✓ Update the hurricane chart/map.
- ✓ Ensure there are enough emergency supplies (food, water, fuel, etc.) in the hotel.
- ✓ Update staff list.
- ✓ Clean drains, remove debris and trim trees.
- ✓ Test generator and replenish diesel fuel.
- ✓ Check lists and status of safe rooms and locations.

### **Phase C: Hurricane Warning (24 hours to landfall)**

- ✓ Convene a meeting of the EC
- ✓ Hold a meeting with guests.
- ✓ Place an updated letter and hurricane information in guests' rooms.
- ✓ Settle all guests' bills.
- ✓ Update the hurricane chart
- ✓ Activate the Command Center.
- ✓ Close down restaurants, bars, boutiques, sports, etc.
- ✓ Raise shutters.
- ✓ Put all food and beverages in safe locations.
- ✓ Put all furniture in safe locations.

- ✓ Put all equipment in safe locations.
- ✓ Back up all vital records and put them in safe locations.
- ✓ Put all valuables (including guests') in safe locations.
- ✓ Lock all empty rooms.
- ✓ Send home all staff not needed during the emergency.
- ✓ Shut down utilities.
- ✓ Re-locate guests to safe rooms or areas.
- ✓ Ensure there are several days' worth of supplies available for staff and guests remaining in the hotel. (3-7 days).
- ✓ If your hotel is closing down during the emergency, ensure all guests have left, dispatch all staff and go home. Keep security personnel in a safe area inside the hotel.

### **Phase D: Emergency Phase (during impact)**

- ✓ Make sure key EC members remaining in the hotel stay in the Command Center.
- ✓ Make sure that guests stay in safe rooms or areas.

### **Phase E: Recovery Phase (after the "all clear" is given)**

- ✓ Convene a meeting of the EC, after the "all clear."
- ✓ Hold a meeting with guests.
- ✓ Conduct a head count of both staff and guests.
- ✓ Start a damage and needs assessment.
- ✓ Report the results of this assessment to your national Tourism Disaster Management Committee.
- ✓ Request relief and assistance from emergency agencies as needed.
- ✓ Start rehabilitation of utilities and services.
- ✓ Re-initiate hotel operations when possible.
- ✓ Start re-construction.

## **Model Emergency Committee Procedures**

This section details specific activities for each member of the Emergency Committee both in terms of general preparedness and at each phase of a hurricane's progress.

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### **General Manager/Emergency Coordinator**

#### **Hurricane preparedness**

- ✓ Be responsible for the overall coordination of regular hotel or resort operations and hurricane procedures.
- ✓ Create the Emergency Committee with key members of staff.



- ✓ Ensure vulnerability assessment is conducted and external experts are hired where necessary.
- ✓ Institute preventative measures to minimize vulnerability and risk.
- ✓ Liaise with emergency and information services (e.g. the National Disaster Organization, Tourism Sector Emergency Committee, Meteorological Office, nearby medical facilities, appropriate community contacts, etc.) as well as mutual aid partners.
- ✓ Know the hotel's supply needs for both normal and emergency times. Write and sign mutual aid agreements with companies and organizations that could provide supplies and assistance during emergencies and disasters.
- ✓ Ensure the hotel/resort is insured for the case of hurricane.
- ✓ Meet regularly with departmental heads and members of the EC, and ensure they meet with their staff to review the plan and implement preparedness and mitigation activities.
- ✓ Provide staff with adequate training regarding disaster management, first aid, etc., and the implementation of these procedures.
- ✓ Define, in consultation with the Board of Directors, the hotel policy on communications (see Appendix 1, Annex B).
- ✓ Hold discussions on community relations and determine policy to be followed in terms of emergency assistance. Implement this policy as soon as a decision is reached, by informing the National Emergency Organization, hotel management, staff, and community members.
- ✓ Define policy on acceptance of local guests in the event of a hurricane, and responsibility to the community in terms of assistance.
- ✓ Disseminate the plan and ensure all staff and guests know what will be done if an emergency occurs.
- ✓ Plan, execute and evaluate simulation exercises to test the response of the EC and to improve the plan.
- ✓ Revise the hurricane plan and procedures every year and after every real event.

#### **Phase A: Hurricane Alert**

- ✓ Convene an emergency meeting of the EC to inform them about the situation and to activate the plan and procedures.
- ✓ Ensure each member of the EC executes his or her assigned responsibilities at this stage and is briefed after the tasks have been completed.
- ✓ Convene a meeting with guests to inform them about the situation and about measures to be taken.
- ✓ Ensure the storm/hurricane is being tracked and maps are posted at the reception area.
- ✓ Reconfirm mutual aid agreements, if necessary, and revise requirements as perceived.
- ✓ Check and revise phone numbers of all department heads, supervisors and key personnel. Develop an alternate list, based on who is available (i.e. not on vacation, sick, etc.)
- ✓ Ensure telecommunications equipment is in good working order.

- ✓ Ensure inventories of supplies are prepared and verified.

### **Phase B: Hurricane Watch**

- ✓ Meet with the EC and discuss priorities for action based on activities achieved to date and staff/resource availability.
- ✓ Convene a meeting with guests to inform them about the situation.
- ✓ Maintain and update the hurricane tracking map at reception area.
- ✓ Request all needed materials and supplies based on inventory provided, including potable water.
- ✓ Review and back-up computer files. Place existing hard copies, accounts, receipts, etc., in secure filing cabinets, away from areas subject to flooding or damage, or in another safe location outside the hotel.
- ✓ Make arrangements for employees to manage the facility and guests during the crisis. Develop a staff roster.
- ✓ Allow employees time to make emergency preparations at their own homes, ensuring they leave contact addresses and are aware of their possible responsibilities on the staff roster.
- ✓ Identify the employees who will most likely be unable to assist the establishment during a critical event, such as those who must take care of small children or elderly parents. Employees who are unable to assist during a critical event should be allowed to leave the establishment to return to their families.
- ✓ Recall all key personnel as deemed necessary.
- ✓ Make arrangements for those who will stay on premises.
- ✓ Distribute all key personnel as deemed necessary.

### **Phase C: Hurricane Warning**

- ✓ Convene a meeting with EC members to start shutting down operations and relocating of guests.
- ✓ Convene a meeting with guests to inform them about the relocation to safe rooms, areas or other hotels and to inform them about preparations they have to take. Request assistance from them.
- ✓ Activate the Hotel Command Center and post the tracking map there. Ensure it has sufficient supplies and telecommunications equipment.
- ✓ Ensure that members of the EC who will stay during the hurricane take up residence in the hotel.
- ✓ Make sure that the staff settles all guests' bills where this has been adopted as established procedure.
- ✓ Ensure guests are relocated to safe rooms, areas or hotels, as needed.
- ✓ Ensure all rooms are protected and all supplies are in place.
- ✓ Shut down all normal hotel operations.

### **Phase D: Emergency Phase**

- ✓ Remain in the Command Center with key EC members if this is the previously determined procedure.

### **Phase E: Recovery Phase**

- ✓ Give the "all clear" after it has been given officially by authorities.
- ✓ Hold a briefing with the entire EC and guests.
- ✓ Conduct a head count and do an initial damage and needs assessment with information from EC members.
- ✓ Ensure injured guests and staff are administered first-aid when necessary.
- ✓ Report the results of the initial damage and needs assessment to the Tourism Emergency Management Committee.
- ✓ Draft an action plan to start immediate recovery.
- ✓ Establish the hotel's overall ability to provide services to guests, based on resource availability, including activating mutual aid agreements.
- ✓ Assess shortfalls that might prevent a return to normal operations.
- ✓ Assess and negotiate for joint use, lending, borrowing and sharing of facilities, equipment and personnel services.
- ✓ Document the incident.

#### Damage and needs assessment (DANA)

- ✓ Deploy staff available into a team (Hotel DANA Team) with responsibility for damage assessment (using the Damage Assessment Report, Form 8, Annex A at the back of this manual) and clean-up and salvage.
- ✓ Review the initial DANA report, developed by the DANA team.
- ✓ Photograph, videotape and document damage.
- ✓ Survey properties on basis of any priorities identified above. The assessment team or hired quantity surveyor should be accompanied by an insurance underwriter.

#### Clean-up and salvage

- ✓ Review and assess resources to assist in clean-up and salvage operations.
- ✓ Activate mutual aid agreements for transportation and other support for recovery activities as needed.
- ✓ Clean up facilities, using the voluntary assistance of any interested guests.
- ✓ Secure contractor services where needed.
- ✓ Request professional assistance if necessary.

#### Impact evaluation

- ✓ Identify disrupted telephone and power services, water shortages, damage to major transportation routes and disruption of public transportation facilities.
- ✓ Determine the projected restoration period.
- ✓ Contact employees to see the extent to which personal damage and dislocation will prevent them from resuming work.
- ✓ Assess the level of human resources needed for recovery work.
- ✓ Make decision about whether to hire temporary personnel.
- ✓ Assess the reallocation of resources and unplanned expenditures.

### Community relations

- ✓ Obtain information on the extent and magnitude of damage to the overall area in which the properties are located.
- ✓ Obtain information on the government's action schedule to restore roads and utilities.
- ✓ Negotiate assistance for structural inspection and demolition, where necessary.
- ✓ Negotiate permits, as may be required, for recovery operations.
- ✓ Make known any assistance which the hotel can provide to the community, such as shelter, food, etc.

### Business restoration

- ✓ Activate a plan for a temporary front desk, in the event of damage.
- ✓ Ensure that key personnel (or back-up staff) report to headquarters and provide assistance where necessary.
- ✓ Provide transportation for movement of key personnel and supplies.
- ✓ Design and implement a recovery plan for business operations, revising the marketing strategy as opportunity presents itself.
- ✓ Examine possibilities for change in marketing strategies, as in many instances, accommodation facilities for relief and rehabilitation workers may be required

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## **Guest Relations/Services Manager**

### **Hurricane preparedness**

- ✓ Prepare hurricane emergency procedures for guests and keep them on file (see Form 4, Annex A at the back of this manual).
- ✓ Adapt guest information kits for condominiums and villas (as appropriate). Prepare a disclaimer letter for guests and keep on file.
- ✓ Find out about assessment of risk areas and safe areas or rooms in case it becomes necessary to relocate guests. (Evacuation of guests outside the hotel to designated national shelters should be considered only when this is felt to be the only appropriate course of action and if it has been agreed with the National Disaster Organization.)
- ✓ Find out from the EC about the conditions under which relocation or evacuation will be necessary, and assign responsibilities to staff members for this task.

### **Phase A: Hurricane Alert**

- ✓ Ensure all guests are briefed by the General Manager about the situation and give them the choice to leave or to stay at the hotel.
- ✓ Ensure all guests receive a letter and hurricane information in their rooms explaining the situation and measures to be taken.
- ✓ Ensure that a tracking map is posted in the reception area.

### **Phase B: Hurricane Watch**

- ✓ Ensure all guests are briefed by the General Manager about the situation and given the choice to leave or to stay at the hotel.
- ✓ Obtain a list of all the guests and their room numbers and give a copy to all EC members.
- ✓ Make arrangements to distribute to each guest room a memo on the current situation and a hurricane brochure instructing guests on emergency procedures as they affect them (see Form 4 at the back of this manual). Distribute these only when directed to do so by the General Manager.
- ✓ Determine the number of guests likely to be resident at landfall of the hurricane.
- ✓ Inform guests who will remain in the hotel about the safe rooms or central pre-determined areas in which they should stay during the hurricane.
- ✓ Determine the schedule of events, entertainment etc. that will be available for guests and include it in future guest memos.

### **Phase C: Hurricane Warning**

- ✓ Ensure that all guests are briefed by the General Manager about the situation and given the choice to leave or to stay at the hotel.
- ✓ Make arrangements to distribute to each guest room a memo on the current situation and a hurricane brochure instructing guests on emergency procedures as they affect them (see Form 4 at the back of this manual). Distribute these only when directed to do so by the General Manager.
- ✓ Inform the Emergency Coordinator about guests leaving the property.
- ✓ When instructed by the Emergency Coordinator, start relocating guests to safe rooms, areas or hotels. There should be no exceptions. In the case of a hurricane strike expected at night, all guests should move before nightfall.
- ✓ Ensure remaining guests pack all their belongings and collect passports and valuables to be locked in the hotel safe.
- ✓ Ensure all rooms not designated safe areas are secured, unoccupied and locked.
- ✓ Address guests on scheduled activities for the duration of the hurricane.
- ✓ Distribute games and/or initiate the schedule of activities for guests (with assistance from volunteers).

### **Phase D: Emergency Phase**

- ✓ Ensure all guests stay in their assigned safe rooms or areas until the Emergency Committee sends the "all clear."

### **Phase E: Recovery Phase**

- ✓ After the "all clear" has been given by national authorities, perform a head count of guests in their safe rooms or areas.
- ✓ Ensure that all guests are briefed by the Emergency Coordinator about the situation and about measures to be taken.
- ✓ Request the voluntary participation of guests in the recovery activities.

- ✓ Find alternative accommodations for guests, if necessary, using mutual aid agreements.
- ✓ Liaise with tour operators and travel services and provide guests with information on possible travel arrangements, depending on the state of these services.
- ✓ Facilitate contact between guests and organizations that may be able to help them communicate with their relatives and friends, for example local embassies, the Red Cross or American Express.
- ✓ Provide guests with information on interim arrangements being made for their comfort and safety.
- ✓ Provide information to guests to reduce their anxiety and to assure them that their interests are not being neglected.

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## **Human Resources/Staff Manager**

### **Hurricane Preparedness**

- ✓ Have an updated list and contact information for all staff members.
- ✓ Identify those members of staff who have been trained in disaster management and first-aid, and those who speak languages other than the local one.
- ✓ Organize training programs and briefings for staff about disaster management and hurricane preparedness, particularly about the hotel's specific hurricane plan and its procedures.

### **Phase A: Hurricane Alert**

- ✓ Review the list of key staff members and submit it to the Emergency Committee.
- ✓ Recall all key personnel as deemed necessary.
- ✓ Distribute all key personnel as deemed necessary
- ✓ Make tentative arrangements for those who will stay on premises.

### **Phase B: Hurricane Watch**

- ✓ Identify employees who will remain on property during a storm or hurricane.
- ✓ Identify the employees who will most likely be unable to assist the establishment during a critical event, such as those who must take care of small children or elderly parents. Employees who are unable to assist during a critical event should be allowed to leave the establishment to return to their families.
- ✓ Check and revise phone numbers of all department heads, supervisors and key personnel. Develop an alternate staff list, depending on who is available (i.e. not on vacation, sick, etc.).
- ✓ Make tentative arrangements with staff concerning possible rotation, and collect contact addresses for key people.
- ✓ Allow staff to make personal emergency preparations.
- ✓ Release employees who may have to go home to secure property and return.
- ✓ Arrange worker transportation as needed.

### **Phase C: Hurricane Warning**

- ✓ Dismiss all non-essential personnel.
- ✓ Record and verify the names of staff on duty.
- ✓ Make arrangements for employees to manage the facility and guests during the crisis, and develop staff roster.
- ✓ Allow employees time to make emergency preparations of their homes, ensuring they leave contact addresses, and are aware of their possible rotation on the staff roster.

### **Phase D: Emergency Phase**

- ✓ Ensure that all staff remaining at the hotel stay in safe rooms or areas and/or in the Command Center.

### **Phase E: Recovery Phase**

- ✓ Call out all available staff members to assist in the recovery process.

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## **Food and Beverage Manager**

### **Hurricane preparedness**

- ✓ Prepare regular inventories of food and beverages and know the hotel's needs during normal times.
- ✓ Brief restaurant, bar and kitchen personnel about the hurricane plan and procedures.

### **Phase A: Hurricane Alert**

- ✓ Take inventory of canned meats, vegetables, drinks, disposable sanitary ware, etc. using Forms 5 and 6 at the back of this manual.
- ✓ Conduct a briefing meeting with kitchen and restaurant staff to identify priority tasks and delegate responsibilities according to specific time requirements.
- ✓ Report status to the Emergency Coordinator and request additional supplies as necessary.

### **Phase B: Hurricane Watch**

- ✓ Create cycle menu based on inventory.
- ✓ Serve buffet style meals as determined necessary.
- ✓ Sterilize and fill all available water containers and store them in a safe place.
- ✓ Make tentative arrangements with staff concerning possible rotations and collect contact addresses for key people.
- ✓ Allow staff to make personal emergency preparations.
- ✓ Depending on staff and guests staying in the hotel, request food and beverages for 3-7 days.
- ✓ Secure food and beverages in a safe location.

### **Phase C: Hurricane Warning**

- ✓ Start closing down restaurants and bars. No alcohol should be available at this point.
- ✓ Move restaurant and bar stocks and furniture to safe locations.
- ✓ Set up tea/coffee/drink stations in or near designated safe areas or safe blocks of rooms.
- ✓ Raise or remove all items on the floor in areas that are subject to flooding.
- ✓ Prepare a safe dining area and set up tables for guests.
- ✓ Arrange sterno heating with safeguard sternos. Arrange dishes and food.
- ✓ Serve sandwiches, soups, cold drinks and other easy to prepare food.
- ✓ Chill canned juices and sodas to reduce the demand for ice.

### **Phase D: Emergency Phase**

- ✓ Ensure staff and guests have enough food in their safe rooms or areas during the impact of the hurricane.

### **Phase E: Recovery Phase**

- ✓ Assess damage to the kitchen, restaurants, bars etc., and report to the EC.
- ✓ Inform the EC about food and beverage availability and needs.

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## **Engineering/Maintenance Manager**

### **Hurricane preparedness**

- ✓ Assess and reduce vulnerability on a regular basis.
- ✓ Prepare shutters for all designated windows and ensure they are always in good condition.
- ✓ Ensure generators are working and in good condition and test them regularly during hurricane season.
- ✓ Conduct briefing sessions on the hurricane plan for all engineering/maintenance staff.
- ✓ Verify that telecommunications equipment is operational.
- ✓ Based on the results of the vulnerability assessment, determine whether staff and guests can remain in the hotel during the impact of a hurricane and inform the Emergency Committee.

### **Phase A: Hurricane Alert**

#### Cleaning

- ✓ Clean all drains and remove debris on roofs and in drainage ditches.
- ✓ Clear or prepare rooms appropriate for storage of pool furniture.

#### Storage

- ✓ Check the status of safe locations where furniture, equipment and supplies will be stored.
- ✓ Prepare to store all furniture, equipment and supplies in safe locations (see Form 3 at the back of this manual).



#### Emergency supplies

- ✓ Inventory existing emergency supplies and detail requests for additional supplies as necessary (chainsaws, flashlights, batteries, etc.).

#### Stand-by generators

- ✓ Service plant and emergency generators.
- ✓ Replenish diesel fuel.
- ✓ Service all cables and oil filters.
- ✓ Test generator(s) to check output reliability.
- ✓ Provide rain and wind protection around plant.

#### Transport vehicles

- ✓ Check operating conditions and service all transport vehicles.
- ✓ Fill vehicles with fuel.

### **Phase B: Hurricane Watch**

#### Staff

- ✓ Identify employees who will remain on property during a storm or hurricane

#### Lighting, cleaning, mopping

- ✓ Ensure provision of emergency lighting.
- ✓ Place mops, buckets, garbage cans, etc., in strategic locations.

#### Grounds

- ✓ Trim limbs from large trees or those near buildings.
- ✓ Remove coconuts from trees.
- ✓ Clear drains, including on roofs.

#### Water tanks

- ✓ Fill water tanks with emergency water supply.

#### Emergency equipment

- ✓ Service and test emergency power generators under load, prior to emergency use.
- ✓ Check conditions of emergency equipment to ensure it is operable.
- ✓ Secure emergency lighting supplies for kitchen, if a generator is not available.
- ✓ Remove and store wind breaks from fences.

#### Flooding

- ✓ Fill sandbags to protect areas from flooding, where appropriate.

## Phase C: Hurricane Warning

### Air conditioning

- ✓ Operate air conditioning and boilers until the power is shut down.

### Shutters

- ✓ Install plywood or storm shutters in areas of glass or deemed most vulnerable to breakage.

### Trees and shrubbery

- ✓ Trim trees.

### Secure objects

- ✓ Secure all outdoor signs.
- ✓ Secure all big lighting fixtures that could be blown away or otherwise damaged.
- ✓ Secure all loose objects and store them indoors where possible (see Form 3 at the back of this manual).
- ✓ Remove all patio furniture and plant pots and put them in safe areas (see Form 3 at the back of this manual).
- ✓ Secure garbage bins.

### Shutters and sandbags

- ✓ Raise emergency shutters in rooms where they exist.
- ✓ Ensure sandbags are in place in critical areas, where required.

### Housekeeping and security

- ✓ Assist housekeeping staff in securing rooms.

### Protection of equipment, supplies and vital records (18-12 hours before impact)

- ✓ Secure and make sure adequate supplies of polyethylene sheeting are available to cover desks and equipment as needed.
- ✓ Where necessary, prepare an area for storage of small electrical items such as calculators.
- ✓ Disconnect and store all electrical appliances that will not be used up to the point of electrical shut down.

### Drains (12 hours before impact)

- ✓ Conduct a final check of drains to ensure that they are cleared, including roof drains.
- ✓ If flooding begins in critical areas, use pumps to discharge storm water.

### Tennis courts and golf courses

- ✓ Remove nets from courts and flags from golf courses and store them in secure areas.

- ✓ Keep all electrical cars in a secure area.

#### Swimming pool

- ✓ Store pool chemicals in a safe place.
- ✓ Lower water in the pool by 2-3 feet.
- ✓ Store pool furniture that is not stored in the pool in a safe location. If need be, secure furniture with rope.

#### Satellite dishes, flags, sign boards, etc. (12-6 hours before impact)

- ✓ Dismantle satellite dishes, antennas, umbrellas, flags sign boards, etc.

#### Utilities

- ✓ Shut off gas.
- ✓ Turn off water.
- ✓ Shut off electricity. (Be aware of the time when National Authorities will shut off power in the country).

#### Other preparations

- ✓ Tie down all other equipment that needs to be secured.
- ✓ Load cameras with film or tape.
- ✓ Fill all car tanks with fuel.

### **Phase D: Emergency Phase**

- ✓ If it is determined so by the EC, remain in the Command Center.

### **Phase E: Recovery Phase**

- ✓ Conduct initial damage assessment of structure, installations and equipment and report to the Emergency Coordinator.
- ✓ Initiate clean-up on the property.
- ✓ Conduct rehabilitation of utilities within the overall recovery plan.

#### Damage and needs assessment

- ✓ Itemize structural and non-structural damage.
- ✓ Itemize damage to specific building equipment.
- ✓ Itemize damage to utilities and communications systems.
- ✓ Identify need for contracted services.
- ✓ Identify labor and material needs for damage repair.
- ✓ Estimate each building's repair costs.
- ✓ Summarize damage survey, including estimated repair costs.
- ✓ Develop a recovery schedule.
- ✓ Request advice on redesign or modification of vulnerable elements.
- ✓ Identify structural and non-structural weaknesses that contributed to damage.

#### Clean-up and salvage

- ✓ Establish a temporary dump on premises, where necessary.
- ✓ Activate clean-up and salvage team.
- ✓ Clean up facilities, with the voluntary assistance of any interested guests.

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## **Executive Housekeeper**

### **Hurricane preparedness**

- ✓ Brief the housekeeping staff on the hurricane emergency plan and procedures.

### **Phase A: Hurricane Alert**

- ✓ Distribute guest emergency procedures upon direction from the Emergency Coordinator (see Form 4 at the back of this manual).
- ✓ Alert staff of conditions and delegate tasks with respect to securing laundry facilities. Ensure that adequate linen, etc. are available.

### **Phases B & C: Hurricane Watch/Warning**

- ✓ Remove all patio furniture and plant pots and place them in secure rooms.
- ✓ Begin to secure rugs (roll up) and drapes or remove them and store them in a secure place in unoccupied guest rooms.

#### 18 hours before impact

- ✓ Ensure that emergency lighting is available in all designated safe rooms.
- ✓ Ensure all television sets, alarm clocks, radios, etc. are secured in garbage bags, taped and stored in cupboards, starting with unoccupied rooms.
- ✓ Provide guests with large garbage bags to wrap their suitcases.

#### 8 hours before impact

- ✓ Finish securing all room furniture, draperies, etc.
- ✓ Close all louvers securely in rooms.
- ✓ Close all doors in unoccupied rooms.
- ✓ Place all small damageable items, such as lamps and bed linens, in unoccupied rooms in closets.

#### 6 hours before impact

- ✓ Ensure all tubs are filled in guest rooms with water for guest use.
- ✓ Use old sheeting to stuff windows and under doors, to prevent rain from soaking (assisted by maintenance/ground staff).

### **Phase D: Emergency Phase**

- ✓ If assigned to remain in the hotel, stay in the Command Center.

### **Phase E: Recovery Phase**

- ✓ Initiate damage and needs assessment of the housekeeping department and report to the Emergency Coordinator.

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## **Public Relations Officer/Hotel Spokesperson**

### **Hurricane preparedness**

- ✓ Design a communications plan for the hotel/resort in coordination with the Emergency Committee (see Appendix 1, Annex A).
- ✓ Contact tourism sector members, governmental organizations, the community and emergency organizations as determined by the EC and according to the communications plan.
- ✓ Provide a link between the resort or hotel and the community and international stakeholders through the communications plan.
- ✓ Keep the communications plan alive and activate it at the relevant time.
- ✓ Conduct a communications risk analysis.
- ✓ Develop a crisis communications policy.
- ✓ Designate a room or area in the property which can serve as a Crisis Communication Center. (It could be part of the hotel's Command Center.).
- ✓ Brief staff.
- ✓ Train key staff.
- ✓ Coordinate communication procedures with overseas representative(s).
- ✓ Prepare a press list.
- ✓ Develop and update an emergency contact list.
- ✓ Be familiar with the national disaster plan to know what agency to contact in case of an emergency or disaster.

### **Phase A: Hurricane Alert**

- ✓ Participate in meetings with the EC and guests.
- ✓ Confirm contact list.
- ✓ Be a link between the hotel/resort and the national Tourism Disaster Management Committee (TDMC).
- ✓ Report to the EC about the situation at all times during the emergency.
- ✓ Prepare periodic reports about the situation at the hotel and submit them to the Emergency Coordinator and members of the TDMC as needed and according to the communications plan. Always have the approval of the Emergency Coordinator before sending out these reports.

### **Phase B: Hurricane Watch**

- ✓ Participate in the EC meeting with guests and allow guests to ask questions and have them answered.
- ✓ Be the link between the hotel/resort and the national TDMC.
- ✓ Report to the EC on the situation at all times during the emergency.
- ✓ Prepare periodic reports about the situation at the hotel and submit them to the Emergency Coordinator and members of the TDMC as needed and according to the Communications Plan (see Appendix 1). Always have the approval of the Emergency Coordinator before sending out these reports.

### **Phase C: Hurricane Warning**

- ✓ Be the link between the hotel/resort and the national TDMC.
- ✓ Report to the EC on the situation at all times during the emergency.
- ✓ Prepare periodic reports about the situation at the hotel and submit them to the Emergency Coordinator and members of the TDMC as needed and according to the Communications Plan.

### **Phase D: Emergency Phase**

- ✓ Be alert to the human factor. The safety of all people is the principal concern here. However, public relations personnel should be particularly sensitive and alert to the likely emergence of symptoms of "crisis stress" among guests and hotel personnel.
- ✓ Ensure that an event log is being kept to help in preparation of reports during the recovery phase.

### **Phase E: Recovery Phase**

- ✓ Inform the TEMC about hotel damage and needs assessments made by the EC.
- ✓ Provide information only to pre-approved channels, including the TDMC or the National Disaster Office.
- ✓ Provide information to the media as determined by the EC. Ensure that statements to the press are accurate and brief, and without exaggeration.
- ✓ Establish and maintain a means of communication exchange with relevant public sector agencies.
- ✓ Use the media, where necessary, to provide workers with information regarding resumption of duties.
- ✓ Consult the matrix of responsibilities in the local National Disaster Plan to determine which agencies to contact in case of need.
- ✓ Develop a simple statement (what happened, how the hotel is coping) to release to the local press indicating the status of guests and property.

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## **Financial Controller/Accounts**

### **Hurricane preparedness**

- ✓ Conduct briefing sessions on the hotel hurricane plan and procedures for all accounts staff.
- ✓ Identify vital records and make back-up copies regularly.
- ✓ Ensure all filing cabinets are water- and fire-proof.
- ✓ Establish and enforce a policy whereby all staff clear their desks and put away files, papers and documents in a cabinet drawer before leaving work.
- ✓ Identify a safe area for storage within the facility (or outside) for vital records; this area should be above ground level and away from windows and exterior walls.

### **Phase A: Hurricane Alert**

- ✓ Identify accounts employees who will remain during a storm or hurricane.

- ✓ Start back up of vital records.

#### **Phases B & C: Hurricane Watch/Warning**

- ✓ Ensure all cash registers are put in a safe place.
- ✓ Ensure computers are unplugged and placed in a safe location.
- ✓ Ensure all valuable documents for the hotel are kept in the safe or in another safe location outside the hotel.
- ✓ Lock all cash away in the safe.
- ✓ See that all checks are secured in plastic bags and placed in a safe location.
- ✓ Secure and lock away all vital records that are not necessary for usage within the next 24 hours
- ✓ Ensure all guest bills are paid and locked away in filing cabinets.

#### **Phase D: Emergency Phase**

- ✓ If so determined in the emergency plan and by the EC, stay in the Command Center during the impact.

#### **Phase E: Recovery Phase**

- ✓ Assess damage to vital records and report to the Emergency Coordinator.

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### **Front Desk Manager**

#### **Hurricane preparedness**

- ✓ Have tracking maps and charts that could be posted in the reception area and in the Command Center.
- ✓ Be familiar with the official channels through which the National Disaster Organization will officially issue all the hurricane warning phases (alert, watch, warning, and all clear).
- ✓ Be familiar with how to track hurricanes and with TV and radio stations and websites that do so.

#### **Phase A: Hurricane Alert**

- ✓ Post a tracking map in the reception area and in the room designated as the Command Center, as instructed by the Emergency Coordinator.
- ✓ Update the weather forecast and put it on a notice board in reception.
- ✓ Instruct telephone operators to refer ALL queries on the hurricane to the Emergency Coordinator or the Public Relations Officer (see Appendix 1).
- ✓ Record information and establish and maintain contact with the National Disaster Coordinator and other local authorities responsible for warning the public.
- ✓ Ensure that all members of the EC are aware of hurricane developments.

#### **Phase B: Hurricane Watch**

- ✓ Update hurricane information on the map.

- ✓ Ensure all guests have received the procedure notification letter, placed in their rooms or hand-delivered if possible.
- ✓ Print updated lists of occupied rooms and submit them to the EC.
- ✓ Stop accepting additional check-ins when instructed to do so by the Emergency Coordinator.
- ✓ Do not accept new reservations for at least three days following the expected hurricane impact.
- ✓ Help guests who want to leave the hotel.
- ✓ Determine the number of guests likely to be remaining in the hotel at landfall of the hurricane.

### **Phase C: Hurricane Warning**

- ✓ Update hurricane information on map.
- ✓ Ensure all guests have received the procedure notification letter, placed in their rooms or hand-delivered if possible.
- ✓ Instruct staff to be vigilant to avoid the possibility of guests leaving without paying their bills.
- ✓ Request guests to pack their belongings and prepare their passports and valuables to be locked in the safe.
- ✓ Provide Guest Services and the General Manager (EC) with an accurate and totally up-to-date guest list.
- ✓ Lock all money and valuables in the safe.
- ✓ Ensure potted plants and furniture from the lobby are placed in a safe location.
- ✓ Back up information from computers.
- ✓ Put computers in plastic bags and store them in a safe location.

### **Phase D: Emergency Phase**

- ✓ If determined by the emergency plan and by the EC, stay in the Command Center during the impact.

### **Phase E: Recovery Phase**

- ✓ Assess damage to reception and report to the EC.
- ✓ Re-initiate operations at reception as directed by the EC.

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## **Security Manager/Chief of Security**

### **Hurricane Preparedness**

- ✓ Check all first-aid kits and their respective locations
- ✓ Ensure all telecommunications equipment is functioning at peak efficiency
- ✓ Ensure flashlights are available and working

### **Phase A: Hurricane Alert**

- ✓ Inform all security personnel about their assigned duties.
- ✓ Assist in securing all important files and equipment.
- ✓ Establish the necessary rotation schedule for backup.



- ✓ Secure lighting for immediate use.
- ✓ Secure all important files, equipment and data.
- ✓ Check that telecommunications equipment is available and in good working order.

#### **Phase B: Hurricane Watch**

- ✓ Establish security posts.
- ✓ Take all steps necessary to ensure safety of all personal property.
- ✓ Assist housekeeping personnel in securing rooms.
- ✓ Assist in securing property and transporting food and beverage supplies, placing sand bags in appropriate places, etc.
- ✓ Distribute telecommunications equipment to EC members.
- ✓ Assign security officers to patrol the area to maintain calmness and control.

#### **Phase C: Hurricane Warning**

- ✓ Check and ensure that all rooms not designated safe areas are secured, unoccupied and locked.
- ✓ Ensure that all stored supplies and furniture are stored in secure areas.
- ✓ Determine what security personnel will remain during the impact of the hurricane.

#### **Phase D: Emergency Phase**

- ✓ Ensure that all security personnel remain indoors during storm conditions, for safety reasons.
- ✓ Be on the alert for damage in the area and record it.
- ✓ Be on the lookout for intruders who might take advantage of the uncertain situation.

#### **Phase E: Recovery Phase**

- ✓ Walk about the premises to ensure that it is safe and there are no dangers or threats to the staff, guests or property.
- ✓ Check all guest rooms.
- ✓ Escort any casualties to and from the property.
- ✓ Assist in assessing damage and report to the EC.
- ✓ Escort any emergency services personnel or vehicles to various locations on property

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### **Environmental Officer**

#### **Hurricane preparedness**

- ✓ Advise the EC on hurricane-related prevention measures and environmental matters on the property.

#### **Phases A, B & C: Hurricane Alert/Watch/Warning**

- ✓ Ensure that hurricane preparedness measures do not impact negatively on the environment.

- ✓ Ensure at all times that air, water, soil, flora and fauna are, as far as possible, taken care of and protected during the emergency.

#### **Phase D: Emergency Phase**

- ✓ If determined by the emergency plan and the EC, stay in the Command Center during the impact.

#### **Phase E: Recovery Phase**

- ✓ Identify the effect of the event on the environment within which the property is located.
- ✓ Assess damage to the environment and report to the Emergency Coordinator.
- ✓ Ensure that the environment is restored after any hurricane-related damage.

## Loss-Reduction Techniques

As part of the creation and implementation of an effective hurricane preparedness and response plan, hoteliers should establish a medium- or long-term plan for upgrading the physical structure of all buildings on the property, to allow them to withstand the known hazards of hurricanes. The ultimate goal of this plan is to reduce the element of surprise by providing buildings and structures with predictable performance at affordable costs. Upgrading infrastructure can also help reduce insurance premiums, as insurance and reinsurance premiums in the Caribbean are becoming more expensive and difficult to obtain for facilities that are unable to prove their structural integrity.

This section includes information on the potential risks that hurricanes pose to building structures, acceptable criteria for structural design, guidelines for vulnerability assessments, and procedures for reducing the vulnerability of existing installations, including routine and preventative maintenance, and retrofitting.

### How hurricanes affect buildings

Hurricanes subject buildings to winds from several different directions, heavy rains and, in some cases, storm surge. Hotels and other buildings must therefore be designed to resist all of these different pressures:

- **Wind:** Wind damage to structures is caused by wrenching and bending forces from gusting winds and the rapid increase in wind force as wind speed increases. With a doubling in wind speed, the wind force on a structure increases four times. Wind striking a building produces pressure that pushes against the building on the windward side, and suction that pulls the building on the leeward side. Failure may occur when the external pressure and suction on the wall combine to push and pull the building off its foundation. If the building is not securely tied to its foundation, and the walls cannot resist the push/pull forces, the structure tends to collapse, starting at the roof, with the building leaning in the direction of the wind. Hurricane winds can also lift the roofs off of buildings. In most cases, this uplifting effect is the result of the difference in the speed of the wind over the roof. Lower pressures on the leeward side can cause the entire roof to lift up off the walls. Wind entering the structure through broken or open windows and doors can add to this lifting effect.
- **Rain:** The torrential rains that result from hurricanes can intensify flood damage to those facilities affected by storm surge, and can also cause flooding in non-coastal areas. The indirect effects of heavy rains can include power outages and saturation of the interior of buildings with salt and water.

- **Storm surges:** Surges can cause great damage to facilities, even if the hurricane is at some distance away from the coast. The force of winds can push waves toward the shore, causing significantly higher water levels at the coastline. The resulting flooding can cause severe damage to properties in areas that are directly hit by hurricane-force winds and can impact properties even in areas where wind damage is negligible.

## Quality control in construction

After a disaster, **avoidable structural damage** often emerges as a major problem for hotels and other facilities. Such damage is mainly due to inadequate control of quality at all stages of the building process, from design and detailing through to construction and maintenance.

A review of damage to buildings from hurricanes in the Caribbean has shown that **roof failure** is the primary cause of problems, leading in some cases to complete collapse of the walls. Generally, these failures can be attributed to the use of lightweight roofing material, such as 26-gauge galvanized sheeting or aluminum sheeting. In some cases, roofs remained partially intact but the damage to windows, doors and internal partitions was significant. Although damaged facilities must be replaced as quickly as possible after hurricane

damage has occurred, especially in those cases where the hotel has guests, it is disturbing to note that, in many cases, reconstruction has been based on the same flawed design concepts using the same materials which led to the failures.

Formal quality assurance procedures

### The Regulatory Environment

To ensure sound construction of hotels and other infrastructure, it is important to comply with required building codes and standards. Implementation of a good code with appropriate standards is likely to lead to a reduction in the cost of safe buildings by encouraging more appropriate conceptual designs.

The Caribbean Uniform Building Code (CUBiC), for instance, contains building standards which, if properly used, will reduce the vulnerability of structures to natural hazards. The Code includes sections on administration, structural design requirements, and occupancy, fire safety and public health requirements.

The system of check or review consultants (*bureaux de contrôle*), routinely used in French territories and with variations in Colombia and in Canada (British Columbia), has been used on several major projects in the Commonwealth Caribbean, principally at the instigation of catastrophe-insurance providers. Other building codes, notably those of the Organisation of Eastern Caribbean States (OECS) and Turks and Caicos, also mandate the use of a special inspector for the review of plans and construction for important buildings. The review consultant should not be otherwise involved with the project and should report to the owner on all critical stages of the project.

The technical standards in the OECS Building Codes are based on the CUBiC standards, but building regulation in each territory is different. Two OECS countries have approved or passed legislation mandating the use of the Code.

should be adopted to ensure that buildings are designed, constructed and rebuilt in accordance with relevant standards and particularly that proper detailing has been done.

Any new building should conform to the **highest standards of design and construction**, to ensure they are most able to withstand the pressures of hurricane winds, rain and water. In general, all parts of the building, from doors to roofs to cladding, should be designed to withstand high wind pressure, including suction. All necessary permits should be obtained in advance from the local authorities, and detailed drawings and specifications should be developed to cover all aspects of the construction. All people involved in the construction process should be sufficiently experienced and qualified in hurricane and flood resistance, and all materials and techniques employed should provide adequate strength for withstanding potential hazards.

See Appendix 2, Annex B for detailed criteria for new construction.

### Fire Prevention Plan

A fire prevention plan should be a part of any review and assessment of a tourism structure. The plan should include a review of the fuel sources (hazardous or other materials) on site that could initiate or contribute to the spread of a fire in an emergency situation, as well as the building systems that are in place to control the ignition or spread of a fire. This plan should be in writing and made available to all employees for periodic review. An employer should inform employees upon initial hiring of the fire hazards to which they are exposed, and review with each employee those parts of the FPP necessary for self-protection. At a minimum, an FPP should include:

- A list of major fire hazards, proper handling and storage procedures for hazardous materials, potential ignition sources and their control, and the type of fire protection equipment necessary to control each major hazard.
- Procedures to control accumulations of flammable and combustible waste materials.
- Procedures for regular maintenance of safeguards installed on heat-producing equipment to prevent the accidental ignition of combustible materials.
- The name or job title of employees responsible for the control of fuel source hazards.

## Structural vulnerability audits

Structural vulnerability audits should be conducted **annually** – just before hurricane season, in March or April – by a qualified engineer, in collaboration with a geotechnical engineer. The Field Evaluation Method, which uses data obtained from visual inspections of all buildings included in the audit, is a widely used method to assess vulnerability. This method provides an assessment based on past experiences of buildings with similar geometry, stiffness characteristics, material types, connections and anchorages. In the absence of subsoil information, the method also assumes average soil conditions and effects.

The Field Evaluation Method assigns a subjective rating (good, fair, poor) to the various main characteristics of a building, such as symmetry and quantity of resisting elements, anchorage or diaphragm stiffness. The individual ratings are

then combined into a composite rating that provides the final assessment. The audit should evaluate all parts of the building – from foundations, roofs and framing to walls, windows and doors – as well as grounds and external areas around the building. (See Appendix 3 for detailed information on what to assess when conducting a structural vulnerability audit.)

## **Maintenance as a mitigation tool**

To withstand the forces of a hurricane, a hotel building must be maintained in a reasonable condition. Every disaster mitigation plan should include a maintenance plan to keep buildings and equipment in the best of form for normal use, given their original design and materials. The lack of a properly organized, funded, staffed and implemented maintenance system may render any other disaster mitigation plans insufficient, as roofs, walls and equipment are much more vulnerable to failure if they are normally at near breakdown or any level of technical deficiency.

Deferred maintenance is also counter-productive and costly, as major renovations will be inevitable if the existing structures are not kept up and are much more costly than the annual maintenance costs. To ensure that a regular maintenance system is most effective, hotel owners should make every effort to bring their buildings and plant up to a reasonable standard to start.

Proper maintenance can help ensure that the facility can function at its designed level and for the normal life span of the building and plant and can resist the effects of extreme natural events such as hurricanes, floods, and earthquakes without damage to its occupants and with minimal repair or rehabilitation necessary after the passing of the event. A well-implemented maintenance system can also help promote a good relationship with the insurance industry and enable a facility to benefit from more favorable catastrophe-insurance premiums.

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### **Components of a maintenance program**

All maintenance activities should be systematized using the **“anticipate-and-prevent approach”** rather than the “react-and-cure approach” for all equipment and structural components of the building. While repair, rather than prevention of the need to repair, is often considered to be the main purpose of a maintenance system, it is actually much more efficient and cost-effective to prevent problems before they occur. For example, the scheduled oiling of door hinges and window operators or the painting of exterior wooden members can prevent failure of the equipment or rotting of the wooden members which might require replacing the whole window or door.

Each maintenance program should include **semi-annual reviews** to check for implementation of the initial vulnerability audit, identify new deterioration or previously overlooked problems, benefit from new knowledge, and review maintenance procedures. Each review should include careful inspection of foundations, roofs, claddings, decks, building fixtures and fittings for signs of structural failures. Any problems should be repaired immediately. Inside the building, electrical installations should be periodically inspected for signs of wear and loose connections that could lead to malfunctioning, and repaired. If necessary, the building should be treated for termite infestation.

On the grounds of the property, external drainage systems, rainwater disposal systems and manholes should be kept free of debris and maintained to ensure that water flows freely and discharges away from foundations. Ground surface gradients should be checked and maintained, to ensure that water runs off away from the building.

Along the coastline, piling on wharfs, piers and jetties, sea walls, gabions and groynes should also be inspected for signs of structural failure or instability and repaired as needed.

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## **Planning and implementing a maintenance program**

A comprehensive maintenance system for a hotel or other tourism establishment should include an **organizational structure** with clearly defined duties and responsibilities, an operation maintenance manual and procedures for buildings and equipment, and a management information system to track and produce reports on the program's budget, stocks of supplies, inventories of equipment (both numbers and condition), staffing requirements and other administrative details..

All staff responsible for maintenance should be trained to carefully inspect any parts of the building and plant in their care and to record any problems or deficiencies. **Reporting** is an essential part of the maintenance system. A sample reporting format is shown in Form 9 (see Forms Annex), though you may wish to devise a new form that is more responsive to the particular needs of you hotel or facility. Keep in mind, however, that the simpler the form, the better will be the chances of having it properly filled out and submitted each month.

Several different hotel employees should be given specific assigned responsibilities for maintenance. Although major repair or renovation projects should be specifically authorized by the hotel manager or assistant manager, depending on the budget requirements, normal maintenance and minor repairs can be carried out by in-house staff without specific authorization. The chain of command for maintenance includes:

- The **hotel assistant manager**, who is responsible to the **owner** for the efficient operation of the hotel, including general staff matters, buildings,

equipment and grounds, and for the expenditures authorized in the annual estimates;

- The **maintenance superintendent**, who receives, through a delegation of authority from the **hotel manager**, the responsibility for the maintenance of all buildings and plant and for providing advice to the hotel manager on capital requirements and on the condition of the buildings and plant;
- **Technical staff**, including carpenter, plumbers, electricians and painters, as required, who report to the hotel manager or maintenance superintendent; and
- The **gardener and cleaning staff**, who report to the hotel's assistant manager.

Please see Appendix 4 for tables of suggested frequencies and responsible parties for building maintenance.

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## Annual maintenance budget

Hurricane mitigation and planning should be included in all budget preparation and planning activities, as it makes financial sense to build appropriate maintenance, repair and replacement costs into annual budgets.

The maintenance budget for a hotel with heavy usage will generally be about 4 percent of the current value of the building and equipment, assuming that facilities are in good condition. For hotels, this value will be about US\$150,000 per guest room, which includes the cost of common and administrative areas but does not include the cost of emergency electricity equipment, water storage or normal furniture and equipment. Thus, the annual budget allocation for maintenance should be no less than about US\$6,000 per guest room, plus an allocation of about 8 percent of ff&e (furniture, fixtures & equipment) for maintenance of those facilities. For smaller hotels, of less than 50 rooms, this number may be too small, as the cost of infrastructure maintenance would be proportionately higher per room than that for a larger hotel.

Regardless of the size of the facility, the maintenance budget should include provisions for:

- ✓ Inspecting and maintaining metal and wood works;
- ✓ Provisions for regular testing and maintenance of equipment that is only occasionally used (stand-by equipment);
- ✓ Repairs leading to moderate improvements;
- ✓ Replacements leading to significant improvements (repair versus replacement is an economic issue which should be addressed at this point); and
- ✓ Regular staff training in the use, operation and maintenance of equipment.



## Retrofitting

Retrofitting for hurricane resistance can be relatively easy and inexpensive, especially if the building is adequately maintained.

**Roofs** are usually prime targets for retrofitting. Light-weight corrugated roof sheeting is particularly vulnerable because of inadequate fastening systems. Better fasteners are now available, such as the Australian cyclone washer and the French-Caribbean fastening systems for trapezoidal-profile sheeting. Overhanging eaves experience very high uplift loads from the wind; these should be reduced.

Hotel owners may wish to have the conventional glazing in large **windows and doors** replaced with polyvinyl butryal (PVB) laminated glass, which comes in different thicknesses and with different numbers of laminates to suit different conditions. The building owner may also install shutters that have an everyday function of shading, as well as protection of windows in times of storms.

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### Costs of retrofitting

The costs of retrofitting depend on the conditions of the subject properties. However, work is now being done on the retrofitting of various facilities and some estimates of costs are available.

An unpublished study now underway on buildings and other infrastructure projects in Jamaica, St. Lucia and St. Thomas<sup>7</sup> showed that, for hurricane-damaged buildings, an additional cost of **less than 2 percent** of the original construction cost would have prevented the damage. For the infrastructure projects, which suffered much worse hurricane damage than the buildings, an added expenditure of about 11 percent would have prevented disaster. Other studies have shown that amounts of from 1 percent to 2.2 percent of increased construction costs were needed for strengthening electricity buildings in Barbados and a hospital in Dominica.

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<sup>7</sup> The Economics of Disaster Mitigation in the Caribbean: Quantifying the Benefits and Costs of Mitigating Natural Hazard Losses. P. 66. IDB, IMF, OAS, and WB Working Paper. August 2005.

## **Additional Protocols for Other Natural Hazard Emergencies – Earthquakes, Tsunamis and Thunderstorms**

Although hurricanes are the most likely natural hazard to pose a threat to tourism establishments in the Caribbean, several other situations may cause damage and disruption. This section discusses additional emergency response actions to take for three other types of emergencies caused by natural hazards—**earthquakes, tsunamis and thunderstorms**.

### **Earthquakes**

#### **Preventative actions to take before an earthquake strikes**

- ✓ During building construction, the following details should be taken into consideration:
  - a. Adding steel bracing to frames
  - b. Strengthening columns and building foundations
  - c. Replacing non-reinforced brick filler walls
- ✓ All electrical appliances, utility connections, gas pipes, etc. should be continuously monitored and repaired if necessary
- ✓ If possible, install flexible pipe fittings to avoid gas or water leaks as flexible fittings are more resistant to breakage.
- ✓ Establishment should be inspected for items that can fall over, break, move or cause additional damage during an earthquake. These items should either be secured or removed if deemed necessary.
- ✓ Large appliances, including stoves, refrigerators etc should be bolted down or safely secured to walls
- ✓ In guest accommodations, decorative equipment such as shelves, mirrors, and large picture frames should be firmly secured
- ✓ Overhead light fixtures, ceiling fans etc should be firmly mounted/anchored to the walls at the time of installation
- ✓ Have an evacuation plan ready and establish procedures on determining whether an evacuation is necessary
- ✓ In a situation where an evacuation may not be necessary, staff should be aware of 'safety spots' within the establishment. These may include: strongly supported or load bearing doorways, inside corners of buildings, areas in the facility away from exterior walls and windows
- ✓ Earthquake drills should be conducted regularly.
- ✓ Copies of building design drawings, floor plans, layouts of grounds and outdoor spaces etc should be kept handy to determine structural integrity, facility's safety after an earthquake

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## During an earthquake

There are a number of actions that can be taken, even while an earthquake is happening, that will reduce the chances of personal injury. Tourism establishments should ensure that their staff and customers are familiar with such actions, in case of an earthquake:

- ✓ Take cover under a heavy desk or table, which can provide you with air space if the building collapses. If you get under a table and it moves, try to move with it.
- ✓ Inner walls or door frames are the least likely to collapse and may also shield against falling objects. If other cover is not available, go to an inner corner or doorway, away from windows or glass panels.
- ✓ Stay away from glass and hanging objects, cabinets or other large items that could fall. Watch for falling objects, such as bricks, light fixtures, wall hangings, high shelves, and cabinets with doors that could swing open.
- ✓ Grab something to shield your head and face from falling debris and broken glass.
- ✓ If the lights go out, use a battery-operated flashlight. Don't use candles, matches, or lighters during or after the earthquake. If there is a gas leak, an open flame could lead to an explosion.
- ✓ If you are in a cooking area, quickly turn off the stove and take cover at the first sign of shaking.

In buildings that are **two stories or higher**:

- ✓ Get under a desk and stay away from windows and outside walls.
- ✓ Stay in the building.
- ✓ DO NOT use the elevators.

In **crowded indoor public places**:

- ✓ Do not rush for the doorways; others will have the same idea.
- ✓ Move away from display shelves containing objects that may fall.
- ✓ If you can, take cover and grab something to shield your head and face from falling debris and glass.

In **outdoor locations**:

- ✓ Move away from buildings and utility wires. The greatest danger from falling debris is just outside doorways and close to outer walls.
- ✓ Once in the open, stay there until the shaking stops.

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## After an earthquake

Once the initial shaking has ended, there may be a series of additional earth movements, or "aftershocks." Although most of these will be smaller than the main earthquake, some may be large enough to cause additional damage or bring down weakened structures. Because other after-effects of an earthquake can include fires, chemical spills, landslides and tidal waves, be sure to monitor

your battery-operated radio or TV for additional emergency information. The following emergency response actions and precautions can help minimize damage and injury and speed recovery after an earthquake

- ✓ Check yourself and others for **injuries**:
  - Do not attempt to move injured or unconscious people unless they are in immediate danger from live electrical wires, flooding, or other hazards. Internal injuries may not be evident, but may be serious or life-threatening.
  - If someone has stopped breathing, call for medical or first aid assistance immediately and begin CPR if you are trained to do so.
  - Stop a bleeding injury by applying direct pressure to the wound.
  - If you are trapped, try to attract attention to your location.
- ✓ Check **utilities**, including gas, electrical and water lines, for damage:
  - If you smell gas: (1) open windows; (2) shut off the main gas valve; (3) do not turn any electrical appliances or lights on or off; (4) go outside; (5) report the leak to the attraction command center; and (6) do not reenter the building until a utility official says it is safe to do so.
  - If electric wiring is shorting out, shut off the electric current at the main box.
  - If water pipes are damaged, shut off the supply at the main valve.
- ✓ Check to see if **sewage lines** are intact before using bathrooms or plumbing.
- ✓ Do not touch **downed power lines** or objects in contact with downed lines. Report electrical hazards to the authorities.
- ✓ Immediately clean up spilled medicines, drugs, flammable liquids, and other potentially **hazardous materials**.
- ✓ Stay off all **telephones** except to report an emergency. Replace telephone receivers that may have been knocked off by the earthquake.
- ✓ Stay away from **damaged areas**. Your presence could hamper relief efforts, and you could endanger yourself.
- ✓ Coordinate and cooperate fully with **public safety officials**. Respond to instructions from police, fire fighters, emergency management officials, and relief organizations, but do not go into damaged areas unless assistance has been requested.

## Tsunamis

Tsunamis, which are also known as seismic sea waves and sometimes mistakenly called “tidal waves”, are a series of enormous waves created by an underwater disturbance such as an earthquake, landslide, volcanic eruption, or meteorite. A tsunami can move hundreds of miles per hour in the open ocean and smash into land with waves as high as 100 feet or more.

From the area where the tsunami originates, waves travel outward in all directions. Once the wave approaches the shore, it builds in height. The topography of the coastline and the ocean floor will influence the size of the wave. There may be more than one wave and the succeeding one may be larger than the one before. That is why a small tsunami at one beach can be a giant wave a few miles away.

All tsunamis are potentially dangerous, even though they may not damage every coastline they strike. A tsunami can strike anywhere along any coastline, even if the region has never been affected by a tsunami before.

Earthquake-induced movement of the ocean floor is the most frequent cause of tsunamis. If a major earthquake or landslide occurs close to shore, the first wave in a series could reach the beach in a few minutes, even before a warning is issued. Areas are at greater risk if they are less than 25 feet above sea level and within a mile of the shoreline. Drowning is the most common cause of death associated with a tsunami. Tsunami waves and the receding water are very destructive to structures in the run-up zone. Other hazards include flooding, contamination of drinking water, and fires from gas lines or ruptured tanks.

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### Before and During a Tsunami

If a tsunami is likely in your area, the following actions can help to minimize the chance of injury:

- ✓ **Listen to your radio** to learn if there is a tsunami warning or if an earthquake occurs and you are in a coastal area.□
- ✓ **Move inland to higher ground** immediately and stay there.□
- ✓ **Stay away from the beach.** Never go down to the beach to watch a tsunami come in. If you can see the wave you are too close to escape it.□

**CAUTION:** Noticeable recession in water away from the shoreline is nature's tsunami warning and should be heeded. In such cases, move immediately away from the shoreline.

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## After a Tsunami

Following these guidelines immediately after a tsunami can help minimize the chance of personal injury or damage from the event:

- ✓ **Stay away from flooded and damaged areas** until officials say it is safe to return.□
- ✓ **Stay away from debris in the water;** it may pose a safety hazard to boats and people.□
- ✓ **Save yourself - not your possessions.**

### Emergency Kit for Earthquakes and Tsunamis

- **First-aid kit**, including:
- **Drugs/Medications:** Hydrogen peroxide to wash and disinfect wounds; antibiotic ointment; individually wrapped alcohol swabs, aspirin and non-aspirin tablets; prescriptions and any long-term medications (keep these current); diarrhea medicine; eye drops.
- **Dressings:** Bandage strips; ACE bandages; rolled gauze; cotton-tipped swabs; adhesive tape roll.
- **Other first-aid supplies:** First-aid book; scissors; tweezers; thermometer; bar soap; tissues; sunscreen; paper cups; pocket knife; small plastic bags; safety pins; needle and thread; instant cold packs for sprains; sanitary napkins; splinting materials.
- **Tools and supplies:** Axe; shovel; broom; screwdriver; pliers; hammer; adjustable wrench; rope for towing or rescue; plastic sheeting and tape.
- **Items for safety and comfort:** Sturdy shoes that can provide protection from broken glass, nails and other debris; gloves (heavy and durable for cleaning up debris); candles (do not use if you smell gas); waterproof matches (do not use if you smell gas); change of clothing; knife; garden hose (for siphoning and firefighting); tent; recreational supplies for children and adults; blankets or sleeping bags; portable radio, flashlight and extra batteries; essential medications and eyeglasses; fire extinguisher (multipurpose, dry chemical type); food and water for pets; toilet tissue.
- **Survival kit for your staff:** Food (nonperishable – nutrition bars, trail mix, etc.); bottled water; jacket or sweatshirt; pair of sturdy shoes, flashlight with fresh batteries; battery-operated radio with fresh batteries; essential medications; blanket; small first-aid kit; extra pair of eyeglasses and/or contact lens solution; whistle or other signaling device.

## Thunderstorms and Lightning

Thunderstorms are dangerous natural hazards with the potential to cause injury to both people and property. Every thunderstorm produces lightning, which is responsible for thousands of deaths around the world each year. Although most lightning victims survive, people struck by lightning often report a variety of long-term, debilitating symptoms. Other associated dangers of thunderstorms include tornadoes, strong winds, hail and flash flooding. Flash flooding is responsible for more fatalities than any other thunderstorm-associated hazard.

Dry thunderstorms that do not produce rain that reaches the ground are dangerous, as well. Although the falling raindrops evaporate, lightning can still reach the ground and start wildfires.

### Before and During a Thunderstorm

To **prepare** for a thunderstorm:

- ✓ Remove **dead or rotting trees and branches** that could fall and cause injury or damage during a severe thunderstorm.□
- ✓ Remember the **30/30 lightning safety rule**: Go indoors if, after seeing lightning, you cannot count to 30 before hearing thunder. Stay indoors for 30 minutes after hearing the last clap of thunder.

If a thunderstorm **is likely** in your area:

- ✓ **Postpone outdoor activities**.□
- ✓ Get **inside a building, or hard-top automobile** (not a convertible). Although you may be injured if lightning strikes your car, you are much safer inside a vehicle than outside.□
- ✓ Remember, **rubber-soled shoes and rubber tires provide NO protection** from lightning. However, the steel frame of a hard-topped vehicle provides increased protection **if you are not touching metal**.□
- ✓ **Secure outdoor objects** that could blow away or cause damage.□
- ✓ **Shutter windows and secure outside doors**. If shutters are not available, close window blinds, shades, or curtains.□
- ✓ **Avoid water activities**. All marine tourist facilities should postpone activities until the storm is clearly out of the area. Water conducts electricity.□
- ✓ **Do not use a corded telephone**, except for emergencies. Cordless and cellular telephones are safe to use.□
- ✓ **Unplug all electrical items**. Power surges from lightning can cause serious damage.□
- ✓ Use your **battery-operated NOAA Weather Radio** for updates from local officials.

During a thunderstorm, **avoid the following:**

- ✓ **Natural lightning rods** such as a tall, isolated tree in an open area.□
- ✓ **Hilltops, open fields, the beach, or a boat** on the water.□
- ✓ **Isolated sheds** or other small structures in open areas.□
- ✓ Anything **metal**.

If you are on **open water** during a thunderstorm, get to land and find shelter immediately.

If you are anywhere you feel your **hair stand on end** (which indicates that lightning is about to strike):

- ✓ Squat **low to the ground** on the balls of your feet.
- ✓ Place your **hands over your ears and your head between your knees**.
- ✓ Make yourself the **smallest target possible** and **minimize your contact with the ground**.
- ✓ **DO NOT** lie flat on the ground.



# **TERRORISM PREPAREDNESS AND RESPONSE PROCEDURES**



## Introduction

In recent years, terrorism has become a greater concern within the tourism industry, in keeping with the increased global consciousness revolving around terrorist attacks. Terrorist targets have included civilian locations such as hotels, resorts, restaurants and night-life attractions. Events such as the 1998 bombing in Bali, and the 2002 and 2005 bombings in Jordan, are just a few of the numerous examples in which terrorists have selected non-military, non-government-based targets.

Protecting and preparing the tourism industry for terrorism is a complex issue. Tourism establishments strive to provide warm, welcoming and accommodating environments to visitors from across the world while also maintaining a safe and secure environment for their staff and customers. Upholding good customer service practices, however, should not allow tourism establishments to ignore their risk of and vulnerability to acts of terrorism.

The Caribbean has been fortunate in that its nations have not yet experienced terrorism on their home soil, yet the region, including its tourism industry *has* experienced the effects of past terrorist events in other parts of the world, such as drastic drops in travel and tourism rates. Although the U.S. Southern Command (U.S. SOUTHCOM) has designated the risk for terrorism in the Caribbean region as “low,” the possibility of terrorism impacting the region in the future remains a reality, and it is crucial for members of the Caribbean tourism industry to include terrorism preparedness as part of its multi-hazard approach to disaster contingency planning.

To understand how to prepare, respond and recover from terrorist events, it is important to understand how and why terrorism can impact the tourism sector. In addition to reviewing how tourism businesses can prepare for and respond to terrorism, this section discusses the characteristics of terrorist events, the tactics that terrorists often employ when planning and executing an attack, and the elements that make tourism establishments vulnerable to terrorist attacks.

## What is terrorism?

- The basic mission of a terrorist group is to cause **disruption of normal daily life** and routine. Motivations to commit a terrorist threat or act can be political, ideological or religious.
- Terrorist **targets** often include places where crowds of people gather, such as hotels and resorts, major public events, high-profile landmarks, international airports and seaports.

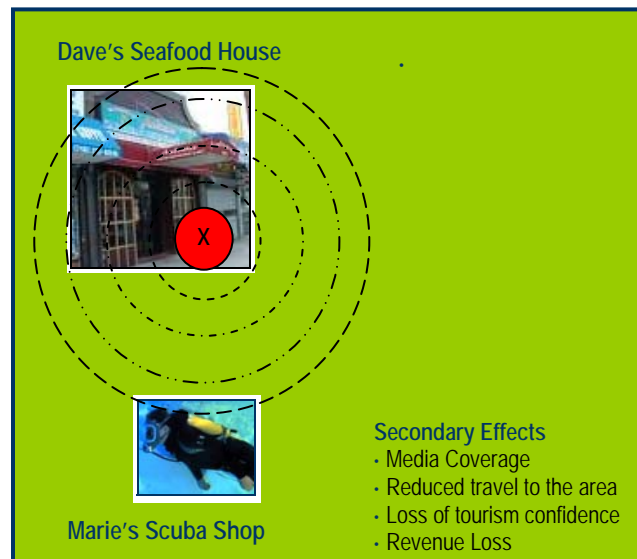
### Types of Terrorist Threats and Events

- Bomb threat
- Vehicle bomb/suicide bomber
- Biological attack
- Chemical attack
- Nuclear attack
- Cyber-attack

## Impacts of terrorism

Terrorism can impact tourism establishments by causing physical damage, and injury or deaths to employees or customers. Terrorism can also impact a tourism establishment's ability to attract customers, deliver services and generate revenue. Other impacts may be more difficult to measure, such as mental health impacts on employees or customers and damage to a tourist establishment's reputation.

A terrorist event can impact a tourism establishment as a **direct event** or as a **secondary effect**. Direct events immediately affect establishments and have the potential to cause the loss of life, property and future sales/revenue. Secondary effects result from media perceptions, rumors and other forms of inaccurate information that may be attributed to only a small geographic region or be completely inaccurate altogether. These effects result in tourists changing their plans entirely and making alternate plans that put them in a "safer" location.



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## Terrorism tactics and trends

- Terrorists have all types of skill levels and capabilities that affect how they operate.
- Terrorists may have a specific motivation against your establishment or they may have merely chosen it to carry out a specific plan.
  - Does the tourism establishment present an enticing target for a terrorist group?
- A terrorist group will often attempt to collect information such as reports and pictures about a tourism establishment's facility, personnel, work patterns, etc., to find out how its business operates and to review its security precautions
- Suicide bombers will often investigate what area/time is best to maximize death and destruction.
  - Is there a high chance that a tourism establishment's efforts will hamper the terrorists' efforts, or can they "recruit" the establishment's employees either knowingly or unknowingly to obtain additional information?
  - Does the establishment have good relationships with law enforcement, and are they often seen on patrol near or around its location?
  - Are guests subject to routine security protocols?

**Example:** ABC Tour-Guide Company always reaches full capacity on its 11:00am island tour.

A suicide bomber may pick that bus to board and commit the terrorist act so as to affect as many people as possible.

## What makes your tourism establishment vulnerable to terrorism?

Tourism sector establishments possess many characteristics that may leave them more vulnerable to terrorist threats or terrorist events. Below is an overview of some of these characteristics specifically related to different types of tourism businesses, including hotels and resorts, restaurants, small craft markets, establishments located near seaports and airports, attractions, and ports and waterways.

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### Hotels and resorts

Many characteristics specific to hotels and resorts make them particularly vulnerable to the actions of terrorists and terrorist groups, both as a venue for terrorists to prepare to carry out an attack and as targets themselves:

- Despite general security measures in place, hotels and resorts by their nature try to provide a welcoming, friendly and accommodating environment for their guests, and to respect their privacy.
- Hotels can potentially allow large numbers of unknown customers to enter or occupy hotel rooms using false identification.
- To maintain guest privacy and ensure high-quality customer service, hotel staff are less likely to question the actions and motivations of guests, unless they display clearly suspicious behavior.
- Hotels and resorts can be an attractive venue for terrorist groups to use during the stage in which they are preparing a terrorist attack, at the hotel or elsewhere.
- Terrorist groups can make use of the private and flexible work areas afforded to them by hotels for extended periods of time, without the hotel's staff becoming aware of dangerous or illegal activity.
- Using the available phone lines, internet access and other available resources typically found in hotel rooms and hotel amenities, terrorist groups can set up communications, have supplies delivered and hold meetings.
- A hotel or resort may also be chosen as the rendezvous point to be used after a terrorist attack is carried out.

Hotels and resorts themselves also pose attractive targets to terrorist groups:

- Hotels attract large crowds and provide accommodation for large, high-profile social and political events, such as conferences, conventions, weddings, etc.
- The large number of people on a hotel or resort property allows a terrorist group to inflict mass casualties, injuries and fatalities with greater ease and therefore may be considered to be a "high-value" target.

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## Restaurants

Unlike hotels and resorts, restaurants are not as easily exploited by terrorists or terrorist groups during the attack-planning stage, because their customers usually spend less than a few hours at a time onsite:

- Terrorist groups may, however, use restaurants as meeting locations, either during attack-planning or as a rendezvous point after carrying out an attack.

- As with hotels and resorts, restaurant staff is less likely to question customers' actions or motivations unless they display clearly suspicious behavior. With the exception of dance clubs or some bars, restaurants rarely maintain an internal security staff.

Restaurants also present attractive, "high-value targets" to terrorist groups:

- Drawing crowds into enclosed areas, both indoor and outdoor, a terrorist group can inflict mass casualties, injuries and fatalities with greater ease.
- Restaurants are easily accessible to pedestrian customers. Under the guise of a customer, a terrorist can carry out an attack by leaving items such as a brief case bomb.
- Terrorists can also take advantage of the easy vehicular accessibility that restaurants strive to provide to their customers, which also leaves restaurants vulnerable to vehicle-borne attacks.

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### **Small craft markets (roaming)**

Small craft markets are less easily exploited by terrorists or terrorist groups during the attack-planning stage, because their customers usually spend an extremely brief period of time on site, and strangers spending extended periods of time nearby will be more obvious:

- Although roaming small craft markets present a less stable environment for terrorist groups to plan an attack, this characteristic also allows terrorists to "blend in" more easily with crowds.
- Terrorist groups may, however, use flea markets as meeting locations either during attack-planning or as a rendezvous point after carrying out an attack.
- Terrorist groups can easily visit the site multiple times to study the area and take photographs while posing as tourists to avoid attracting suspicion.
- As with other tourist venues, Small craft market trades people are less likely to question customers' actions or motivations unless they display clearly suspicious behavior. With the exception of private security or government law enforcement assigned to patrol the area, flea market venues usually do not have internal security.

Small craft markets also present attractive, "high-value targets" to terrorist groups:

- Drawing very large crowds into enclosed outdoor areas, a terrorist group can inflict mass casualties, injuries and fatalities with greater ease.

- Small craft markets are by nature easily accessible to pedestrian customers, although usually less approachable by vehicular traffic. Articles left at the site, however, are less likely to be noticed or questioned right away compared with a hotel or restaurant.

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### **Fixed-site small craft markets (at seaports and airports)**

As with roaming small craft markets, fixed-site small craft markets are less easily exploited by terrorists or terrorist groups during the attack-planning stage, because their customers usually spend an extremely brief period of time on site and strangers spending extended periods of time nearby will be more obvious. Fixed-site small craft markets located in proximity to seaports and airports are more likely to be patrolled by seaport or airport security and government law enforcement. Articles left at the site are more likely to be noticed and questioned compared with a roaming flea market:

- Because they remain at a fixed location, however, these small craft markets can allow a terrorist group more time to plan an attack compared with a roaming flea market. As with roaming small craft markets, terrorist groups are also able to “blend in” more easily with crowds.
- Terrorist groups may use fixed-site small craft markets as meeting locations either during attack-planning or as a rendezvous point after carrying out an attack.
- Terrorists can easily visit the site multiple times to study the area and take photographs while posing as tourists to avoid attracting suspicion.

Small craft markets also present attractive, “high-value targets” to terrorist groups, especially those that are near major, high-profile seaports

- Drawing very large crowds into enclosed outdoor areas, a terrorist group can inflict mass casualties, injuries and fatalities with ease.
- Small craft markets are by nature easily accessible to pedestrian customers, because of their proximity to seaports and airports, and are more likely to be approachable by vehicular traffic.

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### **Attractions**

Like restaurants or craft markets, attractions are generally less-easily exploited by terrorists or terrorist groups during the attack-planning stage, because customers usually spend only a few hours at a time at a given attraction.



- Terrorist groups may, however, use attractions as meeting points during attack-planning or as a rendezvous point after carrying out an attack. The crowds and variety of tourists at a given attraction may allow terrorists to blend in more easily than in another location.
- Because different groups come and go during the course of a day at an attraction, staff may be less likely to question visitors' actions or presence unless they display unusual or clearly suspicious behavior.

Crowds of people, particularly at very popular attractions, may make these locations “high-value targets” for terrorist groups:

- Drawing crowds into enclosed areas, both indoor and outdoor, a terrorist group can inflict mass casualties, injuries and fatalities with greater ease.
- The human and structural impacts of a terrorist incident may be exacerbated if the attack is carried out on a subterranean attraction, such as a cave, or an elevated attraction.
- Many attractions are easily accessible to pedestrian customers, making it easier for a terrorist to carry out an attack disguised as a tourist.

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## **Ports and waterways**

Ports and waterways may not be as often exploited by terrorists or terrorist groups during the attack-planning stage, because of their open, public nature. However, those same characteristics can make ports and waterways particularly vulnerable as targets or as transfer points for people and illicit materials:

Entry points to ports and waterways may be quite open, and difficult to police.

Many ports and waterways have a high volume of vessel traffic, and it can be difficult to know what each is carrying. Vessels can transport hazardous materials, explosives and suspicious persons, and, in ports and waterways with a high volume of traffic, it can be difficult to know what each is carrying.

Ports and other waterways can be vital to the economic health of an area, as the main entry and exit point for food, commercial goods, tourists and other travelers, and disrupting the operation of a port can inflict serious economic harm on a country.

## Terrorism Preparedness

This section is designed to help your tourism establishment become better protected and prepared for terrorism events that could occur at or nearby to your establishment.

When reviewing these guidelines, please note that the guidance contained in this section is for preparedness **in advance of a terrorism event**. It is not intended to substitute for or replace any law enforcement, fire services, emergency medical services, counterterrorism or other governmental laws or regulations. It is also not intended to suggest that tourism establishments can absolutely prevent a terrorism event. Instead, this guidance is intended to provide tourism establishments with simple, common-sense steps to begin or to enhance establishment preparedness, become more aware of terrorist tactics, and to understand ways to increase the awareness and capabilities of establishment employees

As with preparedness activities for hurricanes discussed in the previous section of this manual, the members of the hotel's Emergency Committee should be responsible for overseeing the development of a terrorism preparedness plan and procedures. A key difference, however, would be that the security department will have an expanded role and responsibilities in terrorism preparedness as compared to hurricane preparedness.

## **Developing a Tourism Establishment Emergency Plan**

- ☐ Take a closer look at your tourism establishment's current level of preparedness.
- ☐ Decide how your establishment would respond.
- ☐ Ensure your establishment's business continuity.
- ☐ Understand how emergencies will impact your employees and customers.
- ☐ Determine how you will manage the media in case of an emergency.

### **Step 1: Take a closer look at your tourism establishment's current level of preparedness**

There are many activities that a tourism establishment can take to become more prepared for a terrorist event which might occur at or nearby the establishment's location or elsewhere in the Caribbean. Step back and take a detailed look at what could make your business more vulnerable to terrorism and its consequences. Evaluate your preparedness for both a direct event at the establishment location and for the secondary effects that could result from an event occurring somewhere else. The following are some basic issues to consider when evaluating your current level of preparedness. For a more detailed checklist of items, please refer to the Tourism Site Vulnerability Assessment Tool in Form 15, Annex A.

#### **Establishment buildings, equipment, supplies and systems**

- ✓ Examine the establishment's buildings, equipment, supplies and systems to determine what characteristics make it more vulnerable or better prepared for a terrorism event. For example:
  - Does the establishment have large, glass windows that could injure people during an explosive blast?
  - Does the establishment have a back-up method to access electricity during a power failure, such as an auxiliary generator?

#### **Establishment personnel**

- ✓ Review the establishment's personnel and the capabilities they could offer during a critical event such as a terrorist attack. For example:
  - Who provides security for the establishment?
  - Are the establishment's security guards well-trained?
  - Do any of the personnel know first aid?
  - Do employees understand what they should do during an emergency?

- Have critical personnel needed to keep the tourism establishment running been identified?

### **Establishment plans, protocols and procedures**

- ✓ Review the establishment's plans, protocols and procedures to determine what characteristics could make it more vulnerable to terrorist attacks and their consequences. For example:
  - Does the establishment have a security plan?
  - Does the establishment have an evacuation plan?
  - Can the establishment operate the most important parts of its business without computer access?

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## **Step 2: Decide how the establishment will respond**

### **Evacuation planning**

Every tourism establishment should have an evacuation procedure, which documents how establishment employees, guests and customers would exit the building in case of emergency, included as part of its establishment fire safety and emergency plan. When developing evacuation procedures:

- ✓ Ensure that **egress routes** are clear of obstacles and are known to both employees and customers. This may mean creating paths wide enough to accommodate individuals with special needs, such as wheelchair-bound employees and other disabled persons.
- ✓ Choose a specific location or **rally point** outside of the tourism establishment for everyone to gather after they evacuate. Coordinate the establishment's efforts with the other Emergency Coordinators in its Cluster. While it makes sense for tourism establishments to select rally points in close proximity to each other, try to avoid the potential for overcrowding a particular location.
- ✓ Develop a pre-printed **employee roll call list** that would be used to conduct a roll call after evacuation, using Form 10 at the back of this manual. For tourism establishments that house customers for an extended period, such as hotels and resorts, incorporate customer manifests into a version of the roll call list developed for employees to be used after an evacuation.
- ✓ Select an alternate rally point to use in case the primary rally point is not safe to use.
- ✓ Ensure that all employees and customers are informed about the rally point locations and how to get to them.
- ✓ Select and assign employees to serve as **evacuation leaders**. These individuals, above all others, need to know the locations of the primary and alternate rally points.

### Sheltering in place planning

- ✓ Generally, plan to shelter-in-place when the outside environment is hazardous and evacuation is too dangerous. Sheltering-in-place is common during a hurricane and other weather-related emergencies. During a terrorism incident, sheltering-in-place may be advisable if a chemical, biological or radiological incident has occurred outside your establishment. The decision to shelter in place should be based the type of incident and how it could affect occupants in a building.
- ✓ Use the employee roll call list to conduct a roll call during shelter-in-place. For tourism establishments that house customers for an extended period, such as hotels and resorts, incorporate customer manifests into a version of the roll call list to be used during sheltering-in-place.

### Medical emergency planning

- ✓ Include the name and locations of the nearest medical clinics, hospitals or other medical providers in the establishment Emergency Plan.
- ✓ Conversely, ensure that the nearest medical clinics and hospitals have a copy of the establishment's Emergency Plan, including the location of a triage/first aid area if one has been selected within the establishment.

### Special Considerations During Emergencies for People with Disabilities

During any kind of emergency, specific procedures should be followed for guests, staff and other individuals with disabilities:

#### Blind or visually impaired individuals

- Offer to lead the person out of the building to safety
- Give verbal instructions about the safest route or direction using compass directions, estimated distances and directional terms.
- Do not grasp a visually impaired person's arm. Ask if he/she would like to hold onto your arm as you exit, especially if there is debris or a crowd.
- Give other verbal instructions or information.

#### Deaf or hearing impaired individuals

- Get the attention of a person with a hearing disability by touch or eye contact. Clearly state the problem. Gestures and pointing are helpful, but be prepared to write a brief statement if the person does not seem to understand.
- Offer visual instructions to advise of the safest route or direction by pointing toward exits, evacuation maps or other signage.

#### Individuals with impaired mobility

- It may be necessary to clear the exit route of debris (if possible) so that the person with the disability can move out or to a safer area.
- If people with mobility impairments cannot exit, they should move to a safer area, such as a stairwell or a closed room that is a good distance from the hazard.
- Notify police or fire personnel immediately regarding any persons remaining in the building and their locations.
- Police or fire personnel should decide whether people are safe where they are and will evacuate them as necessary.
- If people are in immediate danger and cannot be moved to a safer area to wait for assistance, it may be necessary to evacuate using an evacuation chair (if available) or a carry technique.

- ✓ If the establishment has a physician or nurse on staff, discuss his or her role during an emergency. The establishment Emergency Plan should reference his or her emergency contact information, level of training or certification, and availability (hours of operation).
- ✓ Ensure that at least one person in each of the establishment's departments is trained in first aid. Alternatively, ensure that at least one person on each floor of the establishment is trained in first aid.
- ✓ State clearly within the establishment Emergency Plan the responsibilities for any employee to provide or not provide first aid to another employee or customer during emergency situations. Maintain a copy of all training certificates and licenses.

### **Law enforcement information and intelligence shared with an establishment**

Government sources may share critical information with senior management that cannot be shared with other employees and customers. For example, if law enforcement receives credible information that your establishment could be targeted by terrorists, they may choose to contact you and share this information. It will likely include only the specific information needed to allow you to take a particular action. To respond to such a situation:

- ✓ Designate a senior-level employee who would be the most appropriate to serve as the point of contact for this type of information.
- ✓ Be sure to ask law enforcement:
  - What can the establishment tell its employees?
  - Which employees can be given the information – very few or any all?

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### Step 3: Ensure the establishment's business continuity

In case of an emergency such as a terrorist attack, it is important to be prepared to resume business operation as quickly as possible and as close to a normal operational level as possible. Being prepared for business continuity also involves ensuring that employees and guests are prepared and that you have adequate supplies to meet critical needs in the days following an emergency. When developing a business continuity plan:

- ✓ Identify a back-up location where the establishment could to continue to conduct business operations. Consider how the establishment would conduct sales for its customers and payroll for its employees.
- ✓ Create a grab-and-go supplies cache/kit for the establishment (see box) to include copies of all its critical business documents, such as licenses and insurance information. Assume that no establishment personnel will have access to a computer. Store a second copy of all important documents in a separate and secure location.
- ✓ Identify the establishment's critical employees by asking "who are the people who will be needed first and foremost to keep the business running?"
- ✓ Establish an engineer contact to evaluate the establishment's property. This can be done in coordination with the Tourism Site Vulnerability Assessment (see Form 15). Determine whether the engineering company or contact person would be available and willing to evaluate the establishment after an emergency. Include contact information and instructions in your Tourism Establishment Emergency Plan.
- ✓ Contact the establishment's insurance providers to find out what provisions and requirements they may have in place for emergency situations. Ensure that the

#### Tourism Establishment Emergency Go-Kit

- ☐ Battery-operated radio and extra batteries
- ☐ Flashlight and extra batteries
- ☐ Water (enough for one gallon per employee per day for three days)
- ☐ Non-perishable, ready-to-eat canned foods, and a manual can opener
- ☐ Paper/plastic dishes and utensils
- ☐ First-aid kit and basic medical supplies
- ☐ Whistle (to signal for help)
- ☐ Dust or filter masks
- ☐ Basic tools (wrench, pliers, screwdrivers, hammer)
- ☐ Plastic sheeting and duct tape
- ☐ Garbage bags and plastic ties for personal sanitation
- ☐ Extra set or master of keys for business building, lockboxes and vehicles
- ☐ Copies of important records, stored in a waterproof, fire-proof portable container. (A second set of copies should be stored at an off-site location.):
  - Facility site maps and building plans
  - Insurance policies
  - Employee contact and identification information
  - Bank account records
  - Supplier and shipping contact lists
  - Emergency or law enforcement contact information

Tourism Establishment Emergency Plan has incorporated those provisions and requirements and includes relevant contact information and instructions.

- ✓ Establish a relationship with a company that can assist the establishment with debris removal in the event it becomes damaged. Document any agreements in writing.
- ✓ Identify the employees who will most likely be unable to assist the business during a critical event, for example those that have to take care of small children or elderly parents.
- ✓ Determine what types of critical needs the establishment's employees and customers might have during an emergency.

### Employee preparedness

Develop ways to keep the establishment's employees informed about current events in the Caribbean and around the world that might affect terrorism preparedness. While every effort should be made to prevent employees from becoming fearful about coming to work, it is important for them be informed and ready to act. To promote employee preparedness:

- ✓ Ensure that all employees know how they fit into the establishment emergency plan and that they understand their roles and responsibilities during a critical incident.
- ✓ Create an Employee Emergency Contact Information sheet for all employees. Ask employees to list the best way to contact them during an emergency. Whenever possible, have each employee provide at least one method to contact him or her that would not rely on functioning electricity or telephone lines. Include names and contact information for their emergency contacts. Maintain this list in a secure location that can be easily accessed during an emergency.
- ✓ Hold meetings with employees to explain what they need to do if a terrorist event should occur.
- ✓ Provide training and exercises for employees to keep them informed and improve their capabilities to operate during a critical event.
- ✓ Consider conducting training during

#### Employee Emergency Go-Kits (example)

- ☐ Battery-operated radio and extra batteries
- ☐ Flashlight and extra batteries
- ☐ Bottled water and non-perishable food such as energy bars
- ☐ Small first-aid kit
- ☐ Emergency medications and photocopies of prescriptions
- ☐ Whistle (to signal for help)
- ☐ Poncho and mylar blanket
- ☐ Phone cards for emergency use
- ☐ Contact information for emergency personnel
- ☐ Contact information/communication plan for families and loved ones
- ☐ A small regional map



departmental or all-staff meetings. Exercises can include simple role-playing activities during meetings or seminars, or can be drills.

- ✓ Get employees involved in the establishment's preparedness process. Obtain feedback from employees on how they think the establishment can make them more prepared. Use confidential questionnaires or include it as an agenda item during employee meetings.
- ✓ Discuss personal emergency plans with employees, including what they should do to prepare themselves and their families. Encourage them to create a personal emergency go-kit (see box) for use in the event of an evacuation. Remember that if employees are more prepared at home, they will be more prepared at work.

### Guest preparedness

- ✓ Provide information and instructions to guests on what to do in an emergency in guest and customer areas and by all elevators and stairwells. These instructions should specifically include evacuation procedures. Consider a procedure to distribute fliers or letters with any new instructions to guests. Use public address systems. Employees are an essential resource in reaching customers and should also be kept apprised of what information to communicate them.
- ✓ Establishments that host customers for extended periods (such as hotels and resorts) should check to ensure they have updated primary and alternate emergency contact information for all guests. Include this information in roll-call lists along with those for employees. During an emergency, a roll call should be conducted for guests as well as employees.
- ✓ Consider ways that you can assist guests and customers to reach relatives during an emergency. This should include a method that guests can use to communicate with their family members both in country and at home. Post this information in all guest books located in hotel rooms.
- ✓ Encourage guests to create personal emergency go-kits (see box).

#### Guest and Visitor Emergency Go-Kits

Tourism establishments should consider stockpiling extra supplies to provide for the safety of their guests or visitors, particularly those businesses that accommodate tourists on their premises for extended periods, such as hotels.

- ☐ Bottled water and non-perishable food such as energy bars
- ☐ Expanded first-aid kit
- ☐ Temporary, water resistant name tags
- ☐ Plastic ponchos and mylar blankets
- ☐ Contact information for business emergency/security personnel
- ☐ Personal/family hygiene items: soap, diapers, feminine products, toothbrush, toothpaste, moist towelettes, etc.

### **Critical needs and supplies list**

In addition to the emergency supplies contained in emergency go-kits for the establishment, employees and guests and visitors, you should develop a critical needs and supplies list that includes all other basic needs you may be called upon to meet for your employees and customers. The items on this list will be completely dependent upon the type of tourism establishment and whether customers will spend a significant amount of time at the tourism establishment. These supplies might include::

- Food;
- Water;
- Water purification materials (filter, chemical purification product);
- Baby formula/food;
- Diapers/sanitary wipes for children and elderly;
- Toilet paper/paper towels;
- Disinfectant;
- Hand/body soap; and
- Tools (hammer, nails, etc.).

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### **Step 4: Understand how emergencies will impact your employees and customers**

Emergency situations will place extraordinary physical, mental and emotional stress on employees and customers. Fear for the health and welfare of loved ones, friends and colleagues will be among the first concerns for employees and customers. Once these concerns are laid to rest, customers will focus on the status of their personal property as well as on getting home. Employees will be concerned about how the emergency will have impacted their home, family and friends. Damage or destruction to the tourism establishment may also drive some employees to become anxious about the status of their employment.

- ✓ Include any assistance programs available at your tourism establishment for employee mental health into the Emergency Plan. Resources may include, but may not be limited to, financial assistance and access to crisis counseling and mental health services.
- ✓ Determine how these resources can be made available to employees during emergencies. Find out whether other crisis counseling resources may be available through community programs.
- ✓ Work with your Tourism Emergency Response Cluster to determine whether the Tourism Emergency Response Committee can help you identify resources for this type of care when necessary.

## Recognizing Signs and Symptoms

Recognize that employees and guests will react to emergencies and that their reactions are not unusual or abnormal. It is not the purpose of this manual to provide specific guidance on how tourism establishments should address these reactions. Only qualified professionals should deliver physical, mental, emotional and behavioral health care. Yet, recognizing the specific signs and symptoms of employee and guest reactions may help you determine what you need to make this care available, either directly or through employee assistance programs. Additionally, it may be helpful simply to know that these behaviors may be the result of the emergency and are usually to be expected. Some signs and symptoms to be aware of include, but are not limited to:

- **Physical reactions:** Fatigue; nervous energy; changes in appetite; sleep disturbances (insomnia, nightmares); loss of physical coordination; chest pains, heart palpitations, changes in blood pressure; chills, sweating; nausea.
- **Emotional reactions:** Shock and numbness; feelings of helplessness; fear; depression; anger; anxiety; feeling isolated; feeling unappreciated; guilt; irritability.
- **Mental reactions:** Intrusive thoughts about the event; flashbacks (re-experiencing the event); confusion; memory difficulties; difficulty making decisions; diminished attention and difficulty concentrating.
- **Behavioral reactions:** Avoidance of people, places and activities; absenteeism from place of work; tendency to engage in a workaholic pattern; withdrawal; hyper-alertness; suspicion, aggression; pacing, fidgeting; increased consumption of alcohol or cigarettes

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## Step 5: Determine how you will manage the media in case of an emergency

When an emergency such as a terrorist attack occurs, all members of the Caribbean tourism industry should work together to present a unified, accurate and coordinated message to the media and the public about the actual situation and how the tourism sector is acting to manage and assure the safety of tourists. The following section presents a recommended media management approach for all tourism establishments and networks that should be adopted or incorporated into established media and public relations policies to ensure a united Caribbean tourism sector. Please see Appendix 1 for more information on how tourism establishments can develop their own emergency communications plans.

### Poor Media Management Can Result in:

- Delivery of inaccurate information
- Loss of credibility and confidence by public and media
- Rumors
- Confusion and possible panic
- Unnecessary duplication of efforts

Media management before, during and after any type of critical incident is critical to providing the media and public with a professional and accurate portrayal of a tourism sector that is confidently operating in the aftermath of the event. A well-coordinated media management effort can assist the tourism sector's recovery from a critical incident. Without coordination, tourism establishments cannot assist the tourism industry to ensure that media representatives and customers receive an accurate portrayal of what has occurred and what has not occurred. This can have a far-reaching impact on tourism confidence and whether tourists' choose to visit the area in the future.

Media management is paramount when the critical incident is related to a terrorist threat or event. Unlike critical events such as hurricanes, which provide ample warning time, usually appear during a seasonal schedule, and are relatively common in the Caribbean region, terrorism has the potential to impact the tourism sector *without* warning. A terrorist threat or event in any part of the world has the potential to pose immediate and enormous economic losses to hotels, resorts, restaurants, craft markets, and airlines and cruise-lines.

The Tourism Emergency Management Committee (TEMC) and Tourism Emergency Operations Centre (TEOC) should manage all press releases, briefings and interface with the media on behalf of the Caribbean region.

The Emergency Coordinator at each establishment should designate a qualified individual as the Media Coordinator for the establishment. It is recommended that the Media Coordinator be a senior executive, familiar with the business and marketing needs of the property and conversant with its policies. It may be necessary and

practical to assign an Alternative Media Coordinator. Tourism establishments that do not have a dedicated Media Coordinator should work closely with the other members of their Tourism Emergency Response Cluster to present a unified front to the media.

## **Model Emergency Preparedness Protocols**

The government may choose to designate or heighten its threat level for the tourism sector or a specific tourism establishment if it determines that a terrorism threat or event is highly likely to occur. In this event, the government or police will become significantly involved with the tourism establishment. Often the exact site or method of terrorist action would be investigated by the police. If a specific tourism establishment is contacted that they have become a terrorist target, police agencies will usually speak directly with executive management. As such, extreme police security measures are not within the purview or scope of this model.

This section details specific preparedness protocols for tourism businesses during times of low- or high-threat levels. For hotels and resorts that have their own Emergency Committees, activities are detailed for each member of the committee. For other establishments and locations, including small craft markets, establishments located near seaports and airports, attractions, ports, waterways and marine tourism facilities, a general a list of tasks is provided.

Additional information on specific terrorist attack situations is included in a further section. Incorporate these measures into your preparedness and response protocols as appropriate.

### **Hotels and Resorts**

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#### **Hotels and resorts: Low threat preparedness protocols**

##### **General Manager (Emergency Coordinator)**

- ✓ Direct establishment Emergency Committee meetings and manage all planning activities.
- ✓ Begin the process of developing a well-defined Establishment Emergency Plan by participating on the Cluster Committee.
- ✓ Ensure the Establishment Emergency Plan is regularly updated and maintained. Review the plan at least annually and after any event.
- ✓ Conduct regular all-staff meetings with employees to train them on their roles and responsibilities at the hotel during a terrorist event.
- ✓ Conduct an assessment of your establishment using the Tourism Site Vulnerability Assessment Tool (see Form 15, Annex A) in coordination with engineering/maintenance and other departments.
- ✓ Designate an alternate site or workspace from which executive management and critical operations can be supported remotely. Coordinate with engineering/maintenance.

- ✓ Working in coordination with human resources, design scripted/prerecorded messages to be used during a critical incident to announce evacuation, shelter-in-place, etc.
- ✓ Working in coordination with establishment owner(s), public relations and other necessary departments, develop a written policy regarding communications with the media (see Appendix 1).
- ✓ Conduct training for each department on specific roles and responsibilities and protocols they will be charged with during a terrorist event.
- ✓ Encourage and set up quarterly exercise drills across all departments. These drills can be basic, like fire drills, or advanced. The schedule should be separate from a hurricane training schedule.
- ✓ Develop newsletters and email updates to employees to promote exchange of ideas, concepts, best practices, and a method for regular employees to communicate with management.
- ✓ Develop, cultivate, and maintain relationships with local government officials and organizations. In particular, ensure that relationships are developed with law enforcement and related national security agencies for terrorism preparedness.

#### **Human Resources/Staff Manager**

- ✓ Maintain a complete and updated list of all employee primary and alternate contact information.
- ✓ Verify that employees receive proper education related to emergency preparedness. This information can consist of courses, on-site lectures, newsletters, and email/distance learning platforms.
- ✓ Working in coordination with the Emergency Coordinator, Guest Relations, Front Desk and Security, design scripted/prerecorded messages to be used during a critical incident to announce evacuation, shelter-in-place, etc.
- ✓ Develop an alternate method of payroll in the event of critical event. Coordinate with Financial Controller/Accounts as necessary.
- ✓ Create alternate ways to assist employees with benefit issues, especially during the course of a critical event
- ✓ Develop and implement programs for employees/families dealing with post-traumatic/critical incident stress should be implemented
- ✓ Identify the employees who will most likely be unable to assist the establishment during a critical event, such as those who must take care of small children or elderly parents. Employees who are unable to assist during a critical event should be allowed to leave the establishment to return to their families.

#### **Food and Beverage Manager**

- ✓ Coordinate with the Emergency Coordinator and Engineering/Maintenance Manager to inventory food and water supplies that would be available to the hotel if an event occurred without warning.
- ✓ Coordinate with the Emergency Coordinator and Security to monitor the security of food and water supplies. Maintain records of all vendor deliveries.

- ✓ Coordinate with Security to alert them of any suspicious items left in restaurants, guest rooms, hallways or stairways.

#### **Engineering/Maintenance Manager**

- ✓ Coordinate with the Emergency Coordinator on assessment of hotel using the Tourism Site Vulnerability Assessment Tool (see Form 15).
- ✓ Verify that changes or modifications in structures are documented in building plans and emergency action plans and that backup copies exist.
- ✓ Coordinate with the Emergency Coordinator to conduct specific planning and testing that considers multiple hazards, including terrorist events, explosions, and chemical and biological incidents, and any other scenarios that would require a shutdown of heat, ventilation and air-conditioning (HVAC) systems.
- ✓ Ensure generators are functional. If not in place, implement a schedule to test all generators at least monthly.
- ✓ Verify on a regular basis, at least monthly, that the public address systems function.
- ✓ Verify that all communications systems (telephone, computer, radios) are operational. Conduct a test of all non-routine equipment at least monthly.
- ✓ If applicable, identify backup communications and IT networks.

#### **Executive Housekeeper**

- ✓ Coordinate with the Emergency Coordinator and Engineering/Maintenance Manager to inventory supplies such as extra blankets, beds, basic hygiene supplies and disinfectant.
- ✓ Coordinate with the Emergency Coordinator and Financial Controller/Accounts on the conduct of the pre-disaster capacity inventory (see above).
- ✓ Coordinate with Security to alert them of any suspicious items left in guest rooms, hallways or stairways.

#### **Public Relations Officer/Hotel Spokesperson**

- ✓ Coordinate with the Emergency Coordinator for media communications and ensure that activities comply with the recommended approach to media management discussed in Appendix 1.

#### **Financial Controller/Accounts**

- ✓ Identify a primary and alternate workspace to conduct establishment business operations and identify separate supplies and equipment to support this alternate site.
- ✓ Verify that insurance documents are maintained in a primary location and an alternate, off-site location.
- ✓ Verify that the necessary forms, stationery, paper and supplies to operate at least 72 hours would be available without having to go to an outside retail store.
- ✓ Create a grab-and-go cache for the department that can function without a computer system to carry out all urgent financial/ accounting tasks.



Computers (even laptops), printers, etc. require power supplies; do not assume these will be available for post-event functions.

- ✓ Coordinate a pre-disaster capacity inventory using the following worksheet:

| Hotel/Resort     | Quantity | Description | Condition | Replacement value |
|------------------|----------|-------------|-----------|-------------------|
| Rooms            |          |             |           |                   |
| Soft furnishings |          |             |           |                   |
| Furniture        |          |             |           |                   |
| Equipment        |          |             |           |                   |
| Office equipment |          |             |           |                   |

*UNECLAC pre-disaster capacity worksheet.*

### Security Manager/Chief of Security

- ✓ Ensure all security members are familiar with the results of the Tourism Site Vulnerability Assessment (see Appendix 1), particularly with respect to vulnerabilities related but not limited to physical site security planning, personnel operations and hazardous materials.
- ✓ Conduct and review routine security checks to identify patterns that warrant further concern and forward findings to Emergency Coordinator if needed.
- ✓ Ensure that all security personnel have adequate security training to perform their duties. Consider what additional tasks they will be required to perform during a terrorist event, including crowd control, evacuation and coordination with law enforcement.
- ✓ Participate in applicable routine training provided by law enforcement.

## Hotels and resorts: High threat preparedness protocols

Consider carrying out the following additional procedures during periods when a government authority has indicated an increased possibility for a terrorist attack to occur in the area:

- ✓ Review the vulnerabilities previously identified and determine what areas leave the establishment most exposed. Discuss these with Security so that this department can consider providing additional attention to those specific areas.
- ✓ Be mindful of the days and times where areas around the hotel or resort will be most crowded, as terrorist attacks are often planned to occur during these times. This is highly dependent upon the location of the hotel and resort and whether it

### Be aware of and note anyone who:

- Is taking photographs of airport security checkpoints, aircraft or runways, etc.
- Is walking around in unauthorized areas, especially without identification.
- Asks questions about when security officers patrol the area.
- Appears over-dressed for the current weather conditions.
- Others are pointing out as acting in a suspicious manner prior to the event.

**IMMEDIATELY report any unattended items to security**



tends to host large events such as conferences, conventions or houses visitors for sporting events.

- ✓ Establish at least daily exchanges with the establishment's Cluster about its collective emergency plan for terrorism events.
- ✓ Maintain communication with business neighbors regarding suspicious activities.
- ✓ Maintain communication with hotel association networks, especially the National Tourism Emergency Committee.
- ✓ Verify that primary and backup workspace/operations centers are functioning properly.
- ✓ Coordinate employees on the procedures they should follow according to the establishment Emergency Plan
- ✓ Have employees feel encouraged to report suspicious acts, events and overheard conversations, as unusual to security.
- ✓ Verify all emergency cache supplies are stocked and their locations are in a safe environment.
- ✓ Identify the employees who will most likely be unable to assist the establishment during a critical event, such as those who must take care of small children or elderly parents. Employees who are unable to assist during a critical event should be allowed to leave the establishment to return to their families.

### **Small Craft Markets (Roaming)**

Most small craft markets are made up of many smaller-sized vendors, selling a wide variety of goods and services. Security is often provided by a third-party security guard service or government law enforcement. The recommendations in this section should not be seen as a substitute for any direction by law enforcement or security, but rather as complementary procedures.

The following are suggested preparedness procedures for both vendors who own their own and operate their own businesses in the small craft markets and business associations that represent the business owners.

Small craft market owners should work with their neighbors to prepare for terrorism incidents. During a terrorism event, the small craft market owners will manage their collective response efforts, including cooperating with all government officials and working through their business association.

They will also have responsibility for their employees and customers, and represent their business to the media. Small market business associations have a responsibility to stay in touch with their members, to identify opportunities for greater cooperation between them, and to network with tourism organizations.

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## Small Craft Markets: Low threat preparedness protocols

### Small craft market business owners

- ✓ Hold meetings with your employees to explain their roles and responsibilities and what they are to do if a terrorism event should occur.
- ✓ Check to ensure that you have updated primary and alternate emergency contact information for all your employees
- ✓ Identify the employees who will most likely be unable to assist the establishment during a critical event, such as those who must take care of small children or elderly parents.
- ✓ Discuss personal emergency plans with employees, including what they should do to prepare themselves and their families. Suggest they create a personal emergency go-kit (see box in hotel section above). Keep in mind that if employees are more prepared at home, they will be more prepared at work.
- ✓ Choose or elect a business owner to function as an **emergency leader**. This person should have contact information for the business owners, and know how to contact local law enforcement and the flea market business association. The emergency leader will also be responsible for taking a head count after any critical incident, including during any evacuation.
- ✓ Begin the process of working with other establishments to develop a collective emergency plan for terrorism events. The collective plan need not be long or complicated, but it should include some basic, agreed-upon steps that the establishments will take together, such as deciding who will be in charge, how and to where you will evacuate, etc.
- ✓ If the small craft market area has a public address system, work with those who operate the system to determine how it might be used to deliver emergency information.
- ✓ Consider other ways establishment business neighbors can communicate with all employees and customers at once in the flea market area during a critical event. Work with the security guard service and law enforcement to ensure they can communicate with the establishments.
- ✓ Work with business neighbors to designate a small craft market business owner “command post” location. This site will be where business neighbors will know to go during or after a critical incident, so that they can share information and make decisions together.
- ✓ Identify a back-up location where you could conduct your business operations. Consider how you would conduct sales for your customers and payroll for your employees.
- ✓ Create a grab-and-go supplies cache/kit for your business (see box in hotel section above). Include copies of all your critical business documents, such as licenses and insurance information. Assume you will need to rely only on pen and paper and will not have access to a computer. Store a second copy of all important documents in a separate and secure location.
- ✓ Identify the establishment’s critical employees by asking “who are the people required first and foremost to keep business operations running?”

### Small craft market business associations

- ✓ Maintain a working relationship with tourism organizations, such as the National Tourism Emergency Committee/Tourism Emergency Operation Center on their terrorism-preparedness initiatives.
- ✓ Maintain regular communication with business owners and provide them with information given by tourism organizations.
- ✓ Support efforts by the business owners to develop, cultivate and maintain excellent relationships with local police and anti-terrorism officers.

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### Small Craft Markets: High threat preparedness protocols

Consider carrying out these additional protocols during periods when a government authority has indicated an increased possibility for a terrorist attack to occur in the area:

- ✓ Maintain communication with business neighbors on suspicious activities. Review with business neighbors the collective emergency plan for terrorism events.
- ✓ Have employees feel encouraged to report suspicious acts, events, overheard conversations, etc. as unusual to proper staff.
- ✓ Review with employees the procedures they should follow in the event of an emergency.
- ✓ Check business go-kits to verify all supplies are present.

#### Be aware of and note anyone who:

- Is taking photographs of government buildings, large businesses, high-profile hotels;
- Is walking around in unauthorized areas;
- Asks questions about when security officers patrol the area;
- Appears over-dressed for the current weather conditions;
- Others are pointing out as acting in a suspicious manner prior to the event.

**IMMEDIATELY report any unattended items**

### Tourism establishments near airports and seaports

Tourism establishments that operate near or at airports and seaports should take into consideration that most airports and seaports are government-controlled. Security is often provided by government law enforcement, airport security or a third-party guard service. Airports and seaports usually have emergency plans and must operate according to government security standards with regards to terrorism. Tourism establishments should coordinate closely with these parties before any emergency planning activities of their own. The recommendations in this section should not be seen as a substitute for any direction by law enforcement or airport security, but rather as complementary procedures.

Tourism establishments at airports and seaports and the business associations that represent them should also work with their business owner neighbors to prepare for terrorism incidents. During a terrorism event, the business owners

will manage their collective response efforts, including cooperating with airport security and all government officials, and working through their business association. They will also have responsibility for their employees and customers and represent their business to the media. Airport and seaport business associations have a responsibility to maintain to communications with their business owner members, identify opportunities for greater cooperation between them and to network with tourism organizations, where applicable. All of these activities should include close cooperation and coordination with government airport and seaport officials.

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## **Tourism establishments near airports and seaports: Low threat preparedness protocols**

### **Tourism business owners at airports and seaports**

- ✓ Choose or elect a business owner to function as an emergency leader. This person should have contact information for the business owners, and know how to contact airport or seaport security. The emergency leader will also be responsible for taking a head count of employees or customers after any critical incident, including during any evacuation, in coordination with airport or seaport security.
- ✓ Ask airport and seaport officials about what procedures the tourism establishment should follow in the case of a terrorist event to ensure compliance with existing airport and seaport security and safety plans. Ensure this information is documented in the Tourism Establishment Emergency Plan and provided, as applicable, to all employees.
- ✓ Use the Tourism Site Vulnerability Assessment Tool (see Form 15) to do a physical threat assessment for the establishment. Coordinate with airport and seaport officials on determining vulnerabilities that could impact the tourism establishment. Much of this information may not be shared, but tourism establishments should work together with airport and seaport establishments to determine what the establishments may need to do to reduce their vulnerabilities.
- ✓ In consultation with airport or seaport officials, consider whether a collective emergency plan among tourism establishments would be beneficial. The collective plan need not be long or complicated, but it should include some basic, agreed-upon steps the establishments will take together, such as deciding who will be in charge, how and to where people will evacuate, etc. If developed, this plan should include the designation of a site where business neighbors will know to go to during or after a critical incident, so that they can share information and make decisions together. Ensure that any information included in the plan has been discussed with and approved by airport and seaport officials in advance.
- ✓ If the airport or seaport area has a public address system, work with airport and seaport officials to understand how it would be used to provide emergency information. If there is no public address system, discuss with airport or seaport officials the ways that tourism establishments can

communicate with all their employees and customers at once in during a critical event. Work with the security guard service and law enforcement to ensure they can communicate with establishments.

- ✓ Work with airport and seaport officials to ensure that emergency information is posted for business owners, employees and customers and visitors at a central location. This information should include:
  - Exits, evacuation route(s) and rally point(s);
  - Fire hydrants or other sources of running water;
  - Location of the security guard post or office;
  - Location of or directions to a local clinic or hospital.
- ✓ Work with other businesses at the airport or seaport to review and practice the emergency plan once every three months. The practice can be basic, like a fire drill. Include “what-ifs” in the case of a terrorism event.
- ✓ Identify a back-up location where the establishment could continue to conduct its business operations. Consider how the establishment would conduct sales for its customers and payroll for its employees. Discuss with airport and seaport officials whether it has an alternate site designated for its operations and whether setting up business operations at it would be a feasible option for the establishment.
- ✓ Create a grab-and-go supplies cache/kit for the establishment (see box in hotel section above). Include copies of all critical business documents, such as licenses and insurance information. Assume all employees will need to rely only on pen and paper and will not have access to a computer. Store a second copy of all important documents in a separate and secure location.
- ✓ Hold meetings with employees to explain their roles and responsibilities and what they are to do if a terrorism event should occur. Ensure that any information provided to employees has been obtained and discussed with airport and seaport officials in advance to ensure compliance with existing airport and seaport security and safety plans.
- ✓ Create an Emergency Contact Information Sheet for all employees. Ask employees to list the best way to contact them during an emergency. Whenever possible, have each employee provide at least one method to contact him or her that would not rely on functioning electricity or telephone lines. Include names and contact information for their emergency contacts. Maintain this list in a secure location that can be easily accessed during an emergency.
- ✓ Identify the establishment’s critical employees by asking “who are the people needed first and foremost to keep business operations running?”
- ✓ Identify the employees who will most likely be unable to assist the establishment during a critical event, such as those who must take care of small children or elderly parents.
- ✓ Discuss personal emergency plans with employees, including what they should do to prepare themselves and their families. Encourage them to create a personal emergency go-kit. (see box in hotel section above) Keep in mind that if employees are more prepared at home, they will be more prepared at work.

### Business associations at airports and seaports

- ✓ Maintain a working relationship with tourism organizations, such as the National Tourism Emergency Committee/Tourism Emergency Operation Center on their terrorism-preparedness initiatives.
- ✓ Maintain regular communication with business owners at airports and seaports and provide them with information given by tourism organizations.
- ✓ Support efforts by the business owners to develop, cultivate and maintain excellent relationships with airport security, local police and anti-terrorism officers.

### Tourism establishments near airports and seaports: High threat preparedness protocols

Consider carrying out these additional protocols during periods when a government authority has indicated an increased possibility for terrorist attacks to occur in the area:

- ✓ Establish at least daily exchanges with airport or seaport officials and business neighbors.
- ✓ Review previously identified vulnerabilities and determined what areas leave the establishment most exposed. Discuss these with airport or seaport security so that they can consider providing additional attention to those specific areas.
- ✓ Verify that primary and backup workspace/operations centers are functioning properly.
- ✓ Verify that all cache supplies are stocked and verify they are in a safe environment.
- ✓ Have employees feel encouraged to report suspicious acts, events, overheard conversations, etc. as unusual to proper staff.

#### Be aware of and note anyone who:

- Is taking photographs of airport security checkpoints, aircraft or runways, etc.;
- Is walking around in unauthorized areas, especially without identification;
- Asks questions about when security officers patrol the area;
- Appears over-dressed for the current weather conditions;
- Others are pointing out as acting in a suspicious manner prior to the event.

**IMMEDIATELY report any unattended items to security**

## Attractions

Tourist attractions, such as caves, botanical gardens, wildlife parks, observation platforms and other venues, are a significant part of the tourist experience and a major component of the Caribbean tourism sector. Tourists spend a significant amount of time and money at these venues and have high expectations and demand for safety and security. The recommendations in this section can help



owners and operators of tourist attractions ensure that their establishments are prepared for multiple hazards. It is recommended that all but the largest attractions work closely with neighboring businesses to prepare for terrorism incidents and other hazards, as part of a Tourism Emergency Response Cluster, to ensure the most effective preparedness and response to any emergency event. The recommendations in this section should not be seen as a substitute for any direction by law enforcement or airport security, but rather as complementary procedures.

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### **Attractions: Low threat preparedness protocols**

- ✓ Hold meetings with your employees to explain their roles and responsibilities if a terrorism event should occur.
- ✓ Create an Employee Emergency Contact Information sheet for all employees. Ask employees to list the best way to contact them during an emergency. Whenever possible, have each employee provide at least one method to contact him or her that would not rely on functioning electricity or telephone lines. Include names and contact information for their emergency contacts. Maintain this list in a secure location that can be easily accessed during an emergency.
- ✓ Identify those employees who will most likely be unable to assist the establishment during a critical event, such as those who must take care of small children or elderly parents.
- ✓ Identify the establishment's critical employees by asking "who are the people needed first and foremost to keep business operations running?"
- ✓ Discuss personal emergency plans with employees, including what they should do to prepare themselves and their families. Suggest they create a personal emergency go-kit (see box in hotel section above). Keep in mind that if employees are more prepared at home, they will be more prepared at work.
- ✓ Choose or elect an employee to function as an **emergency leader**. This person should have contact information for employees, and know how to contact local law enforcement. The emergency leader will also be responsible for taking a head count after any critical incident, including during any evacuation.
- ✓ Use the Tourism Site Vulnerability Assessment Tool (see Form 15) to do a physical threat assessment for the attraction.
- ✓ Ensure that emergency information is posted for business owners, employees and customers and visitors at a central location. This information should include:
  - Exits, evacuation route(s) and rally point(s);
  - Fire hydrants or other sources of running water;
  - Location of a security guard post or office, if applicable;
  - Location of or directions to a local clinic or hospital.
- ✓ Begin the process of working with other establishments to develop a collective emergency plan for terrorism events. The collective plan need not

be long or complicated, but it should include some basic, agreed-upon steps that the establishments will take together, such as deciding who will be in charge, how and to where you will evacuate, etc.

- ✓ If the attraction has a public address system, develop a plan for how it might be used to deliver emergency information.
- ✓ Work with business neighbors to designate a “command post” location. This site will be where business neighbors will know to go during or after a critical incident, so that they can share information and make decisions together.
- ✓ Work with other businesses to review and practice the emergency plan once every three months. The practice can be basic, like a fire drill. Include “what-ifs” in the case of a terrorism event.
- ✓ If possible, identify a back-up location where you could conduct your business operations. Consider how you would conduct sales for your customers and payroll for your employees.
- ✓ Create a grab-and-go supplies cache/kit for your business (see box in hotel section above). Include copies of all your critical business documents, such as licenses and insurance information. Assume you will need to rely only on pen and paper and will not have access to a computer. Store a second copy of all important documents in a separate and secure location.

#### **General attraction infrastructure**

- ✓ Ensure that the perimeter of attractions are fenced securely to reduce the chance of unauthorized access. The fence should be eight feet tall, and without holes, gaps or other points of unauthorized entry. Locks should be checked regularly to ensure that they are in good working order.
- ✓ Ensure that all attraction sites, buildings and road maps are color-coded to depict egress, exit, first aid, water, restrooms and all essential locations for staff and guests. Make sure that these maps are large, easy to read and user-friendly.
- ✓ Ensure that onsite roads are capable of accommodating emergency vehicles.

#### **Elevated structures**

- ✓ Ensure that cables, wires, suspension apparatuses and platforms are secured and cordoned-off from guests and employees during any and all types of hazards.
- ✓ Ensure that site engineers have identified, prepared and provided detailed charts that outline unsafe zones around these apparatuses in the case of breakage, collapse and/or snapping.
- ✓ Inspect and ensure that foundations are of sound structure and secure.

#### **Subterranean structures**

An underground cave environment can represent a very difficult situation for any individual or group of individuals trapped or caught inside in the case of a terrorist attack or other emergency. Confined spaces increase the effects of toxic fumes, flooding and other hazards. Proper pre-positioning of rescue and safety



equipment is crucial. To ensure full preparedness in case of emergency, owners and operators of subterranean attractions should:

- ✓ Ensure that the egress points are not obstructed.
- ✓ Guard against any and all falling debris.
- ✓ Ascertain all areas of enclosure (dead ends), water access and unstable composition (ceilings, walls, ground).
- ✓ Ensure that all guests have helmets, lights, warm, protective clothing, gloves, kneepads, sufficient drinking water, and proper footwear.
- ✓ Ensure that there is continual lighting and ventilation.

### **Attractions that house wildlife and sea life**

Ensuring the safety of wild animals and sea life is a factor at many attractions. Emergency preparedness plans should have clear and concise procedures outlined to protect the animals and sea life.

- ✓ Identify structures that can be used to safely store animals during emergency situations, including the provision of safe partitions and cages to separate and safeguard different species of animals.
- ✓ Ensure that contingency plans for evacuation are in place and ready to be initiated.
- ✓ Ensure that all emergency back-up lighting is initiated.
- ✓ Develop protocols to determine if a hazard damaged cages, structures, natural barriers, man-made barriers and areas that safely house these animals. Contained water areas should be inspected to ensure that they did not experience any leaks, cracks, or shifts in the foundation, or introduction of contaminants into the water environment. Vehicles can be used to conduct a visual assessment, maintaining personal safety at all times.
- ✓ Develop a system for reporting any animals that are unsecured and running freely throughout the attraction in case of emergency and a procedure for ensuring that all visitors remain in place and are shielded from animal entry until professional animal handling staff can get the situation under control.

## Attractions: High threat preparedness protocols

Consider carrying out these additional protocols during periods when a government authority has indicated an increased possibility for a terrorist attack to occur in the area:

- ✓ Maintain communication with tourism association networks and business neighbors on suspicious activities. Review with business neighbors the collective emergency plan for terrorism events.
- ✓ Review previously identified vulnerabilities and determine what areas leave the attraction most exposed to attack.
- ✓ Verify that primary and backup workspace/operations centers are functioning properly.
- ✓ Have employees feel encouraged to report suspicious acts, events, overheard conversations, etc. as unusual to proper staff.
- ✓ Review with employees the procedures they should follow in the event of an emergency.
- ✓ Check business go-kits to verify all supplies are present.
- ✓ Verify that all cache supplies are stocked and verify they are in a safe environment.

### Be aware of and note anyone who:

- Is taking photographs of government buildings, large businesses, high-profile hotels;
- Is walking around in unauthorized areas;
- Asks questions about when security officers patrol the area;
- Appears over-dressed for the current weather conditions;
- Others are pointing out as acting in a suspicious manner prior to the event.

**IMMEDIATELY report any unattended items**

## Ports, waterways, and marine tourism facilities

Ports and their associated facilities are vitally important to the economy and functioning of many countries and regions, particularly island nations like those in the Caribbean. They are a principal entry and exit point for commercial goods, necessities such as food and people, including residents, business travelers and tourists. Any disruption to the smooth operation of a port can cause serious economic harm to an area.

The Captain of the Port (COTP) and or/Harbor Master is generally the key individual responsible for the provision of emergency preparedness and response protocols and procedures to safeguard port and marina facilities, vessels, persons and property in the vicinity of a port. The COTP is also responsible for protecting the navigable waters, adjacent shore areas, shore facilities and resources from environmental harm, and preventing pollution of the marine environment from accidental or intentional discharges of oil, hazardous substances, dredged spoils, sewage and waste from vessels.

Marine tourism facilities includes the full range of tourism and recreational activities that take place in the coastal zone and the offshore coastal waters, such as boating, swimming, recreational fishing, snorkeling and diving. These also include the infrastructure supporting coastal development (retail businesses, marinas, fishing tackle stores, dive shops, fishing piers, recreational boating harbors, beaches, recreational fishing facilities, etc.).

It is recommended that all but the largest marine tourism facilities work closely with neighboring businesses to prepare for terrorism incidents and other hazards, as part of a Tourism Emergency Response Cluster, to ensure the most effective preparedness and response to an emergency event. Marine tourism facilities should also coordinate closely with the COTP and the Port Planning Committee, by making their emergency and contingency plans available to the COTP and ensuring that they are familiar with the general preparedness and response protocols and procedures outlined by the COTP.

### **Ports, waterways, and marine tourism facilities: Low threat preparedness protocols**

- ✓ Ensure that vessels, marina managers, marine tourism facilities and small watercraft operators are familiar with and adhere to the emergency preparedness and response protocols.
- ✓ Establish port safety patrols, with inspection and response functions, to observe, report and act upon:

The presence, location and activities of all vessels;

Vessel bunkering and lightering operations and other transfer operations involving vessels, barges and/or facilities;

The presence of oil or hazardous substance pollution around vessels and along the waterfront;

The presence of any obstructions to navigation;

Any observed discrepancies to the operation of aids to navigation in the harbor area; and

The presence of dangerous or illegal conditions or situations, such as improperly moored vessels, vessel or waterfront

#### **Marine Incident Checklist**

1. Nature of damage/danger?
2. Name of vessel/vessels involved.
3. Type of vessels.
4. Risk of sinking?
5. Number of people on board.
6. Position of vessel/vessels.
7. What injuries, etc. known or likely.
8. Any dangerous cargo.
9. Damage to other vessel(s).
10. Number of life rafts/lifeboats in the water.
11. Engines still available?
12. Are you aground?
13. Are you upright or listing?
14. What communications are available?
15. Other vessels in the area.
16. State of visibility?
17. Wave height?
18. Risk of fire?
19. Number of people unaccounted for.
20. Any special assistance required?
21. Risk of pollution?

fires, or oil spills.

- ✓ Conduct vessel safety checks on all vessels, including ensuring that they have the required documentation, safety and emergency equipment, lights and communications equipment.
- ✓ Make sure that emergency communication and notification protocols – including phone lines, satellite phones, radios, emergency signal systems such as sirens or air horns, signal flags, emergency broadcasts or printed media – are in place and working, and that people know about them.
- ✓ Designate an alternate port operating headquarters and personnel reporting center.
- ✓ Develop an evacuation plan, as well as a reconstruction and restoration plan.
- ✓ Ensure that there is an adequate stock of emergency supplies stored somewhere in or near the port.
- ✓ Store hazardous materials in labeled containers in appropriate locations and ensure that any hazardous waste is disposed of properly.

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### **Ports, waterways and marine tourism facilities: High threat preparedness protocols**

Consider carrying out these additional protocols during periods when a government authority has indicated an increased possibility for a terrorist attack to occur in the area:

- ✓ Maintain communication with tourism association networks and businesses around the port or marina on suspicious activities. Review the collective emergency plan for terrorism events.
- ✓ Review previously identified vulnerabilities and determine what areas leave the port most exposed to attack.
- ✓ Verify that primary and backup workspace/operations centers and port headquarters sites are functioning properly.
- ✓ Have employees feel encouraged to report suspicious acts, events, overheard conversations, etc. as unusual to proper staff.
- ✓ Review with employees the procedures they should follow in the event of an emergency.

#### **Be aware of and note anyone who:**

- Is taking photographs of government buildings, large businesses, high-profile hotels;
- Is walking around in unauthorized areas;
- Asks questions about when security officers patrol the area;
- Appears over-dressed for the current weather conditions;
- Others are pointing out as acting in a suspicious manner prior to the event.

**IMMEDIATELY report any unattended items**

- ✓ Check emergency supply kits to verify all supplies are present.
- ✓ Verify that all cache supplies are stocked and verify they are in a safe environment.

## Terrorism Response

During the initial minutes or hours after an emergency incident, such as a terrorist attack, there are a variety of steps that can protect you, your employees and your customers, as well as your property. A planned response protocol for a terrorist incident should be a part of your establishment Emergency Plan and Cluster Emergency Plan. Some critical incidents may be resolved in minutes or hours, while others may require days, weeks or months to return to normalcy. This section is intended to guide you through the key actions you should take from the time the critical incident occurs until your establishment can begin the recovery process.<sup>8</sup>

The response process includes two general stages:

- **Stage 0**, which covers the first four hours after an incident; and
- **Stage 1**, which then takes you through the first 48 hours after the event.

After these first, critical 48 hours, the next steps you take during the recovery process will help you return to normalcy as quickly as possible, so that the additional disruption to your establishment can be minimized. These steps are discussed in detail below. A special section below includes additional protocols for specific types of terrorist incidents, including chemical, biological or nuclear threats or attacks.

### Stage 0: (0-4 hours)

*This section describes the actions you should generally take, starting from immediately after the incident occurs through the first four (4) hours.*

When a critical incident occurs, **focus on finding out what has happened and take action to minimize its impact** to your employees, customers and your property. Use and complete the Establishment Damage and Needs Assessment (TS-DANA) Form to document all critical information about the incident (see Form 11 at the back of this manual). The information you collect should also be transmitted to the Tourism Emergency Operation Center's Damage and Needs Assessment Sub-Committee during a critical incident.

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<sup>8</sup> The model presented in this section is based on the CDERA Damage and Needs Assessment Framework and the United Nations Economic Commission for Latin America (UNECLAC) and the Caribbean Damage Assessment Methodology.

## Before Taking Action

### Scene assessment

Conduct a rapid scene assessment:

- ✓ **BE MINDFUL OF YOUR OWN SAFETY.** You will not be able to help others in need if you become injured.
- ✓ Make observations about the area where the disruption occurred. Note these in sections **(3) Situation** and **(5) Scene Assessment** of the TS-DANA Form
- ✓ Consider the environmental factors that may guide what first steps you will take to respond.

*Use all your senses to ask yourself questions and obtain initial information about what has happened:*

#### Look around you.

- What is going on around you?
- Did you notice anyone behaving suspiciously?
- Has there been an explosion?
- Has your property sustained physical damage?
- Have any of your employees or customers been injured or killed?
- Is anyone sick?
- Do you see anyone trapped?
- Are there live electrical wires exposed?
- Is water leaking or flooding into your business?
- Do you see smoke?

#### Smell around you.

- Do you smell anything out of the ordinary?
- Is there gas leaking?

#### Listen around you.

- What types of sounds do you hear?
- Do you hear people calling for help?
- Do you hear people calling out looking for someone who may be missing?
- Did you hear sudden loud sounds such as an explosion or a collapsed building?

#### Feel around you.

- Do you detect anything that is irritating your skin, nose or eyes?
- Is anyone else complaining of these symptoms?
- Did you feel vibrations or any other indication that your building or surrounding area may be unstable?

- ✓ Check for smoke color, type of blast sounds, odors and any noticeable health effects experienced by others
- ✓ If you notice a suspicious person, try to note down his or her physical description, suspicious activities and location. See further guidance regarding suspicious persons below.
- ✓ Consider all the environmental factors that may affect your next actions.
- ✓ Does it seem likely that whatever occurred could occur again soon?
- ✓ Be sure to use your employees and customers to provide you with additional information they have.
- ✓ Consider all the information you have obtained before you make any decisions and guide others. If you choose to stay, how long will you, your employees and your customers be safe? Is it safe to be outdoors?
- ✓ Note any further information in sections **(3) Situation** and **(5) Scene Assessment** of the TS-DANA Form.

## Take initial actions

Activate your Establishment Emergency Plan, which you will have developed in coordination with your Cluster.

### Head to Safety

- ✓ **Do not compromise your safety.** Follow all instructions of emergency personnel such as police, fire services and emergency medical services.
- ✓ **Decide whether you will evacuate or shelter-in-place.**
- ✓ If you chose to evacuate, consider whether your evacuation rally point would still be the safest location, considering the type of critical incident that has occurred? Coordinate all evacuation efforts with your establishment's evacuation leaders.
- ✓ If you chose to remain in indoors and shelter-in-place, consider whether your designated shelter-in-place location would still be the safest location, considering the type of critical incident that has occurred? Coordinate all shelter-in-place plans with your establishment's evacuation leaders.
- ✓ Communicate with other nearby establishments in your Cluster. What actions are they taking? How can you coordinate your efforts to assist as many people at once? Can your establishment offer shelter-in-place assistance to them?
- ✓ Whether you choose to evacuate, bring vital business documents and emergency supply caches with you.
- ✓ Encourage your employees and customers to bring critical possessions, including identification, essential medication, cell phones, money and any clothing needed for protection from extreme heat or cold, or for an extended period at the shelter-in-place location.
- ✓ Note any further information in section **(4) Initial Actions Taken** of the TS-DANA Form.

#### Important items to bring with you:

- Employee Emergency Contact List
- Vital business documents, certificates, etc.
- Keys to your building(s)
- Emergency go-kits

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### Take roll call

- ✓ Ensure you have contact information for each of your personnel, including the **Employee Roll Call List** developed from the Terrorism Response Plan.
- ✓ Conduct a roll call of all your personnel and guests/customers. If you do not have a list of your customers' names available in advance (the way a hotel



might), try to gather information from your customers on-scene to account for everyone who had been inside your establishment.

- ✓ Note down anyone who is missing, trapped, injured or has been killed. Briefly note the number and types of injuries sustained and the number and locations of those who have trapped or killed. For anyone who is missing, document the last place he or she was seen, who saw him or her last and the appropriate point of contact in the event the individual is located.
- ✓ Consider employees that may be coming on and off shift at your establishment to ensure you have an accurate count.

---

## Evaluate injuries or fatalities

- ✓ **If emergency medical service personnel have not been notified, contact them immediately.** Be prepared to provide them with the following information:
  - What happened and where it happened;
  - Number of injuries/deaths; and
  - Types of injuries (e.g. burns, cuts, crush injuries, caused by a chemical).
- ✓ Notify first aid-trained employees to assist in treating employees or customers who may have been injured.
- ✓ If possible, set aside a separate and private area for injured people to be treated. Ensure that emergency medical personnel will have access to it when they arrive.
- ✓ If a fatality occurs, it is recommended that you do not move the body of the deceased. In the case of a terrorist event, the body will become evidence in a crime scene. Cover the body with a sheet or plastic until emergency medical personnel arrive. Exceptions to leaving a body in place apply when it is imperative to:
  - Attempt to rescue or provide medical treatment to any victim; or
  - Clear an escape route.
- ✓ Recognize that a situation in which one or more people have been injured can be extremely traumatic to everyone involved. This is particularly important if one or more fatalities occur.
- ✓ Note any injuries, fatalities or missing persons in section **(6) Human Population Affected** of the TS-DANA Form. Add any further information to this section as it becomes available. Attach additional TS-DANA forms as needed.

### Triage

If there are multiple injuries, it will be necessary to prioritize who to help and treat first. The emergency medical community often uses a color-coded tagging system to triage, or sort through victims and categorize their injuries. Triage should only be conducted by those who have appropriate first aid or medical training, such as nurses, doctors, life-guards, security guards, etc.

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## Communicate within your Cluster

- ✓ Notify your Cluster Leader of an emergency at your tourism establishment as soon as possible.
- ✓ Coordinate your evacuation or shelter-in-place activities if applicable.
- ✓ Determine whether you require additional resources from other establishments. Consider what resources you can offer to other establishments that may have suffered greater damage than yours.

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## Assess physical damage and transportation access

- ✓ **During Stage 0, your primary focus should be on your safety and the safety of your employees and customers.**
- ✓ If the situation allows for you to make an initial assessment of the physical damage to your establishment and of your access to transportation, refer to information provided under Stage 1 (response) and Stage 2 (recovery) before proceeding and only as long as your safety and the safety of others will not be compromised.
- ✓ Use the **Damage Assessment for Safety Form** in Annex X, in coordination with filling out section **(7) Buildings/Facilities** of the TS-DANA Form.

### ***INITIAL SITUATION REPORT***

- ✓ **Complete the TS-DANA Form as soon as possible**, within the first four (4) hours of the critical incident. Once completed, transmit the TS-DANA Form to the TEOC's Damage and Needs Assessment Sub-Committee.

## Stage 1: (4-48 hours)

*Depending on the size and severity of the incident, you may be able to begin this phase earlier than four (4) hours after it occurs. Otherwise, Stage 1 begins generally four (4) to eight (8) hours after the incident has occurred.*

Continue to focus on protecting life safety, conducting an urgent damage assessment, and determining what resources you will need for survival. If you evacuated, you, your employees and your customers may not be able to return to your establishment for hours, days or longer. You may be required to remain indoors, or shelter-in-place for an extended period of time. Continue to document all critical information about your assessed damage and needs using the **TS-DANA Form**. Add more detailed information when available.

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### Continue protecting life safety

- ✓ Consider whether your current location will remain safe.
- ✓ If you have relocated to another location for shelter, consider what you will need to do to make it habitable for the length of time you and others will spend there. Does it have electrical power? Do you have access to food and clean water?
- ✓ Conduct an immediate damage assessment of your establishment, using the Damage Assessment for Safety Form (Form 12 at the back of this manual) in coordination with filling out section **(7) Buildings/Facilities** of the TS-DANA Form.
  - Does your facility have electrical power?
  - Has its water supply been damaged?
  - Do you have telephone access?
- ✓ Consider whether you have undamaged supplies that can be used during your on-going response. If so, record what types of supplies you have and how long they will last.
  - What additional employee resources do you need?
  - Do you need to extend the work shift or call in off-duty employees to assist you?
  - What establishment facilities are safe and available to you to help you manage your response to the business disruption? Consider facilities critical to employee and guest safety, including those for communications, medical attention such as infirmaries, potential shelters areas, etc.
  - Are you cut off from the other establishments located nearby to yours?
  - Do you have access to roads, bridges and transportation?
  - Are they damaged?
- ✓ Document all your findings as soon as possible on the **TS-DANA Form**.

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## Determine resources needed for survival

- ✓ Use your roll call list to help you determine what critical supplies you need for your employees and customers. Understanding what types of needs they have will help you to determine what type of and how many other resources you will need. Use the **Critical Needs and Supplies List** you have developed and incorporated into your Emergency Plan. Consider practical items such as medications, water, food, and infant and elderly case items (diapers, formula, wheelchairs, etc.). Note down the number of adults, children, elderly, etc.
- ✓ Coordinate with your Cluster. Can they assist you at this time? Can you assist them?

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## Communicate with key people and organizations

### Employees

- ✓ Remember that continuous communication with your employees is critical. Keep them informed about what is going on and how they can help. You may wish to call an all-staff meeting or conduct updates by department, if applicable.
- ✓ Be mindful that your employees will be concerned about communicating with their families. If the incident was large enough to have affected an entire neighborhood, your employees may be concerned for the safety of their loved ones and damage to their homes.
- ✓ Do not forget about your employees that were off-duty at the time of the incident. Try to contact each of your employees to inform them about what has happened and when they should report for work, especially if a change to their normal schedule is necessary.

### Guests/Customers

- ✓ Remember that keeping your guests or customers informed is also critical. During a critical incident that causes widespread damage, your customers will likely be concerned about family members or travel partners that are not at their location. If your customers are not from the Caribbean, they may feel even more vulnerable because they may not know how to or be able to get information or communicate with their loved ones at home.
- ✓ As with your employees, let your customers know what is happening and what they can do to help themselves. This will help avoid rumors or panic from starting.

### Cluster

- ✓ Notify your Cluster Leader of an emergency at your tourism establishment as soon as possible.
- ✓ Coordinate your evacuation or shelter-in-place activities if applicable.

- ✓ Determine whether you require additional resources from other establishments. Consider what resources you can offer to other establishments that may have suffered greater damage than yours.

### **National Tourism Emergency Management Committee**

- ✓ The information you have obtained since you began to respond to the business disruption will be critical to communicate your nation's national Tourism Emergency Management Committee.
- ✓ Maintaining close communication will keep this committee informed about the impacted areas, how people and property have been affected, and what resources are immediately needed.

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## **Manage communication with the media**

Communicating with the media appropriately will be one of the most important factors to protect the tourism sector's reputation and revenue stream. **It is critical that media relations be handled by a member of the Tourism Emergency Operations Center and coordinated through the establishment's Media Coordinator, as designated in the Terrorism Preparedness Plan.**

The following protocols are recommended for establishment Media Coordinators. Tourism establishments that do not have a designated Media Coordinator are advised to work closely with other members of their Cluster and to follow the guidance provided below to the extent possible. (See Appendix 1 for more information on developing a communications plan.)

- ✓ Access prepared contact information lists for the TEMC/TEOC. Contact the TEMC/TEOC to verify appropriate points of contact to use for relaying media inquires.
- ✓ Designate a phone number(s) and room at the establishment to handle all media inquiries and receive communication from the TEMC/TEOC. Ensure communications accessibility to the Emergency Coordinator and TEMC/TEOC is maintained.
- ✓ Be the point of contact to receive all inquiries from the media regarding the establishment. The Media Coordinator will be the only representative authorized to interface with the media.
- ✓ Liaise with other establishment department heads to alert them to refer all media inquiries to the Media Coordinator using the **Media Inquiry Relay Form**, Form 13, Annex A at the back of this manual. Ensure this effort is coordinated with the Emergency Coordinator.
- ✓ Coordinate with the establishment department heads to brief employees on the media management protocols. Consider holding a special meeting to explain to employees how to refer media inquiries. Emphasize the type of damage that can be caused by their speaking directly the media.

- ✓ Refer all media inquiries to the TEMC and TEOC. All information and reports should be approved by the Emergency Coordinator before submission to TEMC/TEOC.
- ✓ Do not provide information directly to media representatives. Assure them that your efforts to coordinate with the TEMC/TEOC are intended to provide them with the most detailed and accurate information available.
- ✓ Do not provide any law-enforcement information to the media or public. Refer all law enforcement inquiries to the TEMC/TEOC and local law enforcement if available. Do not speculate on law enforcement activities being carried out.
- ✓ Do not speak on behalf of any other establishment. Do not speculate on emergency management activities being carried out by the TEMC/TEOC or other tourism agencies and organizations.
- ✓ Maintain contact with the TEMC and TEOC and coordinate with the Emergency Coordinator regarding establishment damage and needs information contained in the TS-DANA Forms.
- ✓ Relay all information and reports about the situation before, during and after the incident to the TEMC/TEOC. The TEMC will put together the information on behalf of the Tourism Sector.
- ✓ **In general, the Tourism Emergency Management Committee (TEMC) and Tourism Emergency Operations Center (TEOC) should manage all press releases, briefings and interface with the media on behalf of the Caribbean region.** If Media Coordinators do address the media directly, the following statements are recommended:
  - “Our top priority at all times is to protect human life. We always attend to the well-being of our guests, our employees, and the general public first and foremost.”
  - “We will cooperate with the media and we are making efforts to ensure that media representatives receive information that is accurate.”
  - “Our establishment will not seek to withhold significant facts from the media or the public. Instead, by referring all media inquiries to the Tourism Emergency Operations Center, we are working to ensure that the media receives accurate and timely informational updates.

#### ***48-HOUR SITUATION REPORT***

- ✓ **Complete an updated TS-DANA Form as soon as possible**, within the first 48 hours of the critical incident. Once completed, transmit the TS-DANA Form to the TEOC’s Damage and Needs Assessment Sub-Committee.

## Additional Response Protocols for Specific Terrorism Threat Situations

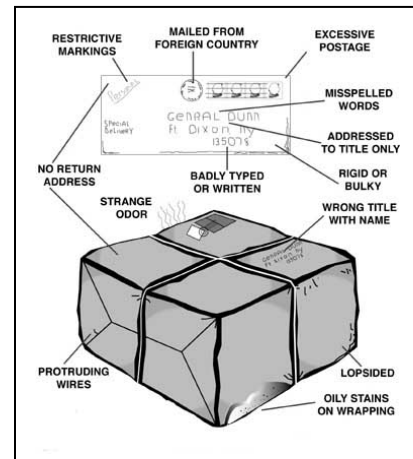
The following guidelines recommend additional emergency response actions for specific types of terrorist events:

- ✓ **Suspicious package**
- ✓ **Suspicious vehicle (potential bomb)**
- ✓ **Suspicious person/Suicide bomber**
- ✓ **Bomb threat**

### Suspicious package

Determining whether a package is “suspicious” is difficult, but the following indicators are intended as basic guidelines for identification:

- Lumps, bulges or protrusions; If delivered by carrier, check for such features without applying pressure.
- Lopsided or heavy-sided packages delivered by carrier.
- Handwritten addresses or labels from companies.
- Packages wrapped in string, as modern packaging materials have eliminated the need for twine or string.
- Excess postage on small packages or letters, which indicates that the object was not weighed by the post office.
- No postage or non-cancelled postage.
- Any foreign writing, address or postage.
- Handwritten notes, such as: “To be Opened in the Privacy of”, “Confidential”, “Your Lucky Day is Here”, “Prize Enclosed”.
- Improper spelling of common names, places or titles.
- Generic or incorrect titles.
- Leaks, stains, or protruding wires, string, tape, etc.
- Packages or letters that were hand-delivered or “dropped off for a friend.”
- No return address or nonsensical return address.
- Letters or packages arriving before or after a phone call from an unknown person asking if the



item was received

If you do identify a package as suspicious:

- ✓ **Remain calm. Keep others away from the package.**
- ✓ **Do not attempt to move or touch the package.**
- ✓ Do not use a radio or cellular phone in close proximity to the suspicious package or device.
- ✓ Evacuate all personnel.
- ✓ From a safe location, question others on the suspicious package regarding ownership to verify sender.
- ✓ Notify the Security Department and police of the incident. Provide the following information:
  - Your identification;
  - Your location; and
  - A description of the suspicious package to the extent possible.
- ✓ Advise arriving police officers of the following:
  - Location;
  - Time found;
  - Individuals questioned; and
  - If anyone has attempted to move or disturb the package.
- ✓ Await further instructions from police.

**NOTE:** Full evacuation may not be advised in all instances, although tentative planning can occur to determine evacuation routes if needed. Primary evacuation plans will be utilized in the event of evacuation.

## Suspicious vehicle

Vehicle bombs are a common weapon used by terrorists in attacks. Suspicious vehicles can include cars, trucks, marine craft (boats, yachts) or aircraft (helicopters, small planes). Detection and rapid response to these threats is imperative. Determining whether a vehicle is “suspicious” is difficult but the following indicators are intended as guidelines:

- Vehicles with people aboard that appear to be conducting surveillance of any kind that seems out of place (note taking, shooting video/photos, making sketches, or asking security-related questions).
- Vehicles left unattended or vehicles parked, hovering or standing in unusual locations.
- Vehicles that appear to be over-laden or weighed down with an inappropriate amount of equipment.
- Vehicles that appear to contain chemicals or medical or hospital supplies that seem out of place for the environment.
- Unusual nighttime activities.
- Lights flashing between one or more vehicles that seem out of place for the environment and time of day.



- Unusual or unauthorized diving activity, especially at night and/or in off-limits areas.
- Vehicles with an unusual number of people onboard.
- Recovering or tossing items toward buildings, waterfront, shoreline or roadways, especially without authorization.
- Operating in or passing through an area that does not typically have such activity.
- Fishing/hunting in locations not typically used for those activities.
- Missing lighting near off-limits areas or at night.
- Anchoring in an area not typically used for anchorage.
- Transfer of people or things between ships or between ship and shore outside of port.
- Anyone operating in an aggressive manner.
- Individuals establishing businesses or roadside food stands near off-limits areas.
- Small planes flying over off-limits areas or inappropriate locations.
- People attempting to buy or rent recreational vessels with cash for short-term, undefined use.

If you do observe a suspicious vehicle:

- ✓ **DO NOT** approach the vehicle.
- ✓ From a safe location, document the vehicle description and license plate and a description of the driver, if applicable. Attempt to take a photograph of the vehicle if possible.
- ✓ Notify police of incident immediately.
- ✓ Maintain distance and advise others not to approach or enter the vehicle.
- ✓ If the vehicle is unoccupied, DO NOT attempt to move the vehicle.
- ✓ Direct police officers upon their arrival to the location of the vehicle.

## Suspicious person/suicide bomber

Determining whether a person is “suspicious” is difficult but the following indicators are intended as guidelines.

- Nervous behavior/sweating/visual fixation/no eye contact.
- Possibly intoxicated or on drugs.
- Excessive timekeeping.
- Clenching of fists/hands in pockets.
- Jackets or bulky clothing to conceal the device.
- “Robotic gait.”
- Typically assume a standing position and face the intended target.

If you do observe a suspicious person:

- ✓ Obtain a physical description.
- ✓ Attempt to take a photograph if possible.
- ✓ Notify security or police.
- ✓ **Do not approach or confront the person.**

## Bomb threat

Bomb threat calls are messages that are usually in a prepared statement and a few seconds long, therefore the operator or receiver must listen carefully and write the threat down (as given) immediately for documentation and investigation purposes. An individual receiving a phoned or written bomb threat will be placed in an extremely stressful situation. The following are intended as guidelines and should be adapted in compliance with local law enforcement advice.

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### When receiving the call

- ✓ **Remain calm.**
- ✓ Talk to the caller to try and solicit information from him or her.
- ✓ Find out **who** is trying to detonate the bomb and **why**, and **where** the bomb is.
- ✓ Attempt to find out **what time** the bomb is due to detonate.
- ✓ Listen for any background noises.

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### Notifications

- ✓ Notify security or the police immediately and attempt to ascertain their estimated arrival time.
- ✓ Notify employees according to the establishment Emergency Response Plan.

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### Search procedures

Security personnel should take control of any search for a bomb, until the arrival of the police. Bombs can be constructed to look like almost anything and can be placed or delivered in any number of ways. The only commonality that exists among bombs is that they are designed or intended to explode.

- ✓ Searches should include the “target area” provided by the bomb threat, as well as two floors above and two floors below. Search stairwells, rooms, offices and maintenance and storage closets.
- ✓ When searching for a bomb, suspect anything that looks unusual. **Do not touch anything that does not appear to be familiar. Do not try to decide whether a suspicious item is a bomb – let a trained bomb technician make this determination.**

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## Identification of suspicious item/potential bomb

If a suspicious item is found, ensure that an area with a radius of at least 500 feet is cleared. **DO NOT TOUCH THE ARTICLE.**

- ✓ All guests and employees should be moved in an orderly manner at least 500 feet away from the article, making every effort not to panic or frighten anyone.
- ✓ Allow only police and bomb squads to enter the area.
- ✓ Ensure that the facility manager or chief engineer turns off all electrical, gas or fuel lines around the danger area at minimum.

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## Evacuation following a bomb threat

The most serious of all decisions to be made by management in the event of a bomb threat is whether to execute a partial or total evacuation. In many cases, law enforcement or bomb squads will make this determination for you. Some establishments may wish to institute the protocol that, in the event of a bomb threat, total evacuation will be executed. This decision circumvents the calculated risk and demonstrates a deep concern for the safety customers and employees.

The decision to evacuate either partially or totally will depend upon several issues, all of which require careful and clear consideration:

### ***What time is the article due to detonate?***

- Is there time for the police bomb squad to respond and take control of the article?
- What is the environment around the article?
- If required, have you received approval from senior management before evacuating?

### ***If there is enough time:***

- Move all occupants at least 500 feet or more from the article. Notify senior management.
- Wait for the police or bomb squad to arrive to handle the article.
- If the police direct you to evacuate the area, do so immediately.

### ***If there is not enough time:***

- Evacuate all occupants within 500 feet or more from the article.
- Open all doors/windows within the danger area and await for police or the bomb squad to arrive.

***Do not let anyone back into the danger area until police give authorization.***

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## Detonation

- In the event of a bomb detonation, notify police, fire and emergency medical services immediately.
- Depending on the location of the detonation, designate an area for first aid or medical treatment.

## **Additional Preparedness and Response Protocols for Specific Hazards**



The following guidelines recommend additional emergency response actions to take for specific types of hazards:

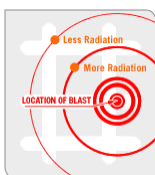
- **Fire**
- **Explosion**
- **Hazardous Chemicals Spill/Release**
- **Biological Event Response**
- **Radiological/Nuclear Event Response**

In case of such incidents, situations may arise that require immediate and decisive actions to safeguard personnel within a structure or area. It is imperative that all available information be utilized to impel a decision that can be implemented quickly. These protective actions are based on the fundamentals of scene assessment, time, distance, shielding and decontamination.



### **Time**

It is imperative that personnel reduce the amount of time they are exposed to a hazard. Since many hazards inflict injury based on time-dose factors, the ability to reduce this exposure will minimize overall risk.



### **Distance**

Creating distance between an individual and the source of the hazard is another important step in mitigating and reducing the effects of hazards. This is particularly important when dealing with radioactive materials, as some radioactive emissions are unable to travel long distances.



### **Shielding**

Through the use of protective measures, building structures and other objects, the harmful effects of many hazards can also be reduced. Closing doors or windows and moving to another floor or room are all examples of shield principles.



### **Decontamination**

Since the mechanisms of injury for all agents are time-dose dependent, the expeditious removal of these contaminants is recommended. For most hazards, water or a combination of water and soap should be used as quickly as possible to reduce the harmful effects.

# Fire

## Preparation for fire prevention

- ✓ Ensure property compliance with your country's fire and building codes
- ✓ Fire exits/ escape routes need to be clearly identified, unlocked and free from physical obstructions
- ✓ Fire alarms and fire sprinkler/suppression systems need to be installed in hotel
- ✓ Guest rooms should be equipped with smoke detectors
- ✓ Fire prevention and fire protection plans should be established. These plans should incorporate periodical formal inspections of floors, fire exits/ escape routes, smoke detectors and other equipment and housekeeping
- ✓ Create evacuation plan for guests and staff
- ✓ Staff need to be properly trained in executing evacuation plan and regular fire drills need to be conducted
- ✓ A fire evacuation plan should be posted in guest rooms and accessible to all guests
- ✓ Identify fire marshal and nearest fire station, have contact information for fire station and fire marshal easily accessible to staff
- ✓ If possible, fireproofing measures should be taken to protect buildings. These measures can include the construction of foundations, floors, roofs, walls, stairways, stairs, elevator shafts, and dumbwaiter shafts from materials such as concrete, brick, terra cotta blocks, or steel.

## Fire Response

Any detection of fire or smoke should be taken seriously and fire services should be notified immediately. Fire and smoke can overwhelm people in a very short period, and decisive response is required. Asphyxiation is the leading cause of death from fire or smoke, followed by burns and thermal related injury.

- ✓ **If you are on fire: STOP, DROP and ROLL to extinguish the flames.**
- ✓ **Before opening a door, check it by placing the back of your hand against the door to test for heat.**
- ✓ **In the event that individuals are trapped in their rooms, they should be instructed to stay away from the main door and use wet towels to prohibit smoke from entering underneath door.**
- ✓ Notify affected personnel of fire and advise on location of the fire.
- ✓ Coordinate evacuation efforts with Evacuation Leaders.
- ✓ Activate fire alarm and fire suppression system.
- ✓ Notify local emergency responders (fire, police).



- ✓ Advise personnel on evacuation routes and rally points.
- ✓ Locate fire extinguisher and deploy as needed, but do not compromise your safety or the safety of others to extinguish the fire.
- ✓ Evacuate the building using stairwells beyond primary assembly areas and away from threat of fire.
- ✓ Leave personal possessions.
- ✓ Do not use elevators; elevators should be programmed to return to ground floor.
- ✓ Remain low to the floor if possible.
- ✓ At rally point, conduct a roll call of all employees and where applicable, guests.
- ✓ Notify off-site personnel.
- ✓ Seek medical attention for injuries.
- ✓ ***Do not re-enter the area until deemed safe by emergency responders.***

### Use of a Fire Extinguisher

In case of small fires, a fire extinguisher can be used to assist in extinguishing the flames. Employees should be trained in how to use a fire extinguisher and take the time to locate the extinguisher closest to their work area before a fire emergency occurs.

Each fire extinguisher is rated based on its ability to be effective against certain types of fires. These ratings are:

- Type A: Wood or paper fires only.
- Type B: Flammable liquids or grease fires
- Type C: Electrical fires
- Type ABC: Rated for all types of fires

A simple acronym can help you remember how to use a fire extinguisher:

#### PASS

- P**- Pull the safety pin
- A**- Aim at the base of the fire (approach no closer than 8 feet)
- S**- Squeeze the activation handle while holding extinguisher upright
- S**- Sweep back and forth, covering the area of the fire

If you are unable to extinguish a fire in 15 seconds using a portable fire extinguisher, leave the area. If possible, close off the area.



## Explosions

In the event of an explosion, evacuate all employees, customers and visitors from the affected area(s) immediately. Injury from an explosion can result from the blast overpressure, debris and thermal effects. In addition, the explosion may cause structural damage that can result in a collapse or cause mass panic.

### From a safe location:

- ✓ Conduct a scene assessment and take photos if possible.
- ✓ Contact local emergency responders (fire, police).
- ✓ Immediately notify others, such as your Cluster, of the location of the explosion.
- ✓ Collect and provide information on:
  - Location of explosion;
  - Size of area affected;
  - Impact to personnel and property; and
  - Status of employees and customers on-site.
- ✓ Conduct a roll call of all employees, and where applicable, guests.
- ✓ ***Do not re-enter the area until deemed safe by emergency responders.***

## Hazardous Chemicals Spill/Release

A chemical spill or hazardous material can quickly cause injury if not properly addressed. If used by terrorists, most chemical agents have fast-acting properties and pose an increased inhalation risk to personnel in the immediate area. Implementing the fundamentals of Time, Distance, Shielding and Decontamination should always be followed when determining your response to such a situation.

In the event of an **outdoor release/spill**, the following procedures should be implemented:

- ✓ Conduct scene assessment (conducted during Stage 0).
- ✓ Notify all employees and customers to stay away from the affected area and to seek shelter indoors, if possible.
- ✓ Close all windows and doors.
- ✓ Turn off the heating, ventilation and cooling (HVAC) systems
- ✓ Secure and don protective equipment if available. If not available, soak cloth in water and cover mouth and nose.
- ✓ Move to interior rooms within the facility.
- ✓ Monitor personnel within office for symptoms of exposure.
- ✓ Any exposed person should be immediately decontaminated using water and seek medical attention.
- ✓ Notify others of the presence of an agent.

In the event of an **indoor release/spill**, the following procedures should be implemented:

- ✓ Conduct scene assessment (conducted during Stage 0).
- ✓ Notify all employees and customers to stay away from the affected area, remain calm and evacuate the affected area immediately.
- ✓ Attempt to control breathing, cover mouth and nose from harmful fumes and evacuate.
- ✓ DO NOT USE ELEVATORS.
- ✓ Monitor personnel for symptoms of illness.
- ✓ Any exposed person should be immediately decontaminated using water and seek medical attention.

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## Decontamination

- ✓ If you believe that you may have been exposed to the toxic substance, you should immediately attempt to remove the contaminant as quickly as possible. This may include:
  - Removal of clothing;
  - Washing hands with soap and water; and
  - Using water to flush contaminated areas.
- ✓ Advise emergency responders of the suspected location and attempt to control access to the site.
- ✓ Anyone in the immediate vicinity of the affected area should evacuate. If possible, and if it can be determined, evacuation should be conducted *uphill* and *upwind* from the affected area.
- ✓ Emergency responders will establish decontamination areas to remove the chemicals with water and other decontamination solutions.
- ✓ Seek medical attention if you are experiencing any of the following:
  - Blurry vision or headaches;
  - Nausea, stomach cramps or vomiting;
  - Difficulty breathing;
  - Twitching skin;
  - Runny nose; or

- Burning sensation on skin or eyes.

### Sheltering in Place During a Chemical or Biological Threat

Although remote, the possibility exists for a sudden release of a dangerous, airborne contaminant that is immediately hazardous to the general public. An emergency of this nature could occur so rapidly that it might be impossible to safely evacuate the zone of contamination, or emergency management agencies may not be able to respond effectively to control the event or be able to advise the general public in a timely manner. In such cases, it may be necessary to stay where you are and seal a building or room so that contaminants cannot enter, or shelter in place. To do so, you should:

- ✓ Turn off air conditioners and ventilation systems.
- ✓ Close and lock windows and doors.
- ✓ Seal gaps under doorways and windows with wet towels and duct tape.
- ✓ Seal gaps around window and air conditioning units, bathroom and exhaust fans and vents with duct tape and plastic sheeting, wax paper or aluminum wrap.
- ✓ Choose a centralized location and close off nonessential rooms.
- ✓ Make sure you choose an area that has a telephone, water, and a toilet, and can be sealed easily.
- ✓ Develop a checklist of items necessary to implement this procedure. These items would include (but are not exclusively limited to) the following:
  - Supply of bottled water (a gallon a day per person).
  - Battery-operated radio and spare batteries.
  - Flashlight(s) and spare batteries.
  - First-aid kit with scissors.
  - Duct tape, plastic sheeting and towels (for sealing windows and doors).
  - Nonperishable food (and a non-electric can opener).
  - Essential medicines/prescriptions.

**IMPORTANT:** Shelter-in-place materials must be assembled and ready for use before the need arises.

## Biological Event Response

Due to the unique characteristics of biological agents, it is often difficult to determine that a biological threat or event has occurred. The associated incubation periods of many biological agents often increase the damage to human health because of delays in obtaining proper medical attention. In case of a suspected biological release or attack:

- ✓ Conduct scene assessment.
- ✓ Obtain and monitor specific information from public health authorities or local hospitals to determine recommended courses of action and protective measures.
- ✓ Communicate information to employees and customers.
- ✓ Monitor news and information from public agencies.

For individuals who are exposed or suspect exposure, the following protective actions should be implemented:

- ✓ Monitor public health advisories.
- ✓ Protect your airway in areas where a biological agent is suspected. Use respiratory masks only as advised by public health agencies.
- ✓ Stay away from highly congested areas and enclosed areas only as advised by public health agencies.
- ✓ Maintain sound personal hygiene practices (washing hands, clean workspaces).
- ✓ If you experience any symptoms such as high fever, vomiting or difficulty breathing, you should seek medical attention immediately.

For a suspected overt release of a biological agent, such as an “anthrax letter,” the same procedures as for a suspicious package should be followed.

## Radiological or Nuclear Event Response

While the risk of radiological or nuclear threat is relatively low in the Caribbean, the response information is included in this manual in an effort to address all hazards.

### Nuclear Response Procedures

Nuclear explosions can cause deadly effects: blinding light, intense heat (thermal radiation), initial nuclear radiation, blast, fires started by the heat pulse, and secondary fires caused by the destruction. They also produce radioactive particles called fallout that can be carried by wind for hundreds of miles.

- ✓ Identify the threat and monitor instructions by local police, fire and emergency responders.
- ✓ If a public announcement is made:
  - Notify all personnel to seek cover and shelter immediately. Remain sheltered until advised otherwise.
  - Do not look at the flash or fireball.
  - A nuclear detonation will yield a delay in the initial blast shock wave and fallout. A minimum time of 30 seconds or more is required to the blast wave and 20 minutes or more for the fallout.
- ✓ Monitor public information and media to get information on further actions.
- ✓ If the explosion is some distance away, it could take 30 seconds or more for the blast wave to hit.
- ✓ Shelter in place and move to interior rooms. Specific activities will include:
  - Shutting down heating, ventilation and cooling systems;
  - Shutting down all electronic devices and computers; and
  - Closing all windows and doors.

---

## **Suspected Radiological Release of Radiological Dispersion Device Procedures**

Terrorist use of a radiological dispersion device (RDD) – often called a “dirty bomb” – is considered far more likely than the use of a nuclear device. These radiological weapons are a combination of conventional explosives and radioactive material designed to scatter dangerous and sub-lethal amounts of radioactive material over a general area. Such radiological weapons appeal to terrorists because they require very little technical knowledge to build and deploy, compared to that of a nuclear device. Also, these radioactive materials, used widely in medicine, agriculture, industry and research, are much more readily available and easy to obtain compared to weapons-grade uranium or plutonium.

- ✓ Identify the threat and monitor instructions by local police, fire and emergency responders.
- ✓ Notify all field personnel to seek shelter from the suspected area.
- ✓ Conduct shelter-in-place procedures:
  - Close any windows or openings that permit external air to enter the building.
  - Shut down heating, ventilation and cooling (HVAC) system.
  - Monitor all radio traffic and other information channels.
  - Monitor interior personnel for health-related injuries.
- ✓ Initiate evacuation procedures.
- ✓ Keep account of personnel by conducting periodic roll calls.
- ✓ Advise police and fire department officials of status and location.
- ✓ Maintain sheltering in place posture until “all clear” notification is given.

# **MULTI-HAZARD RECOVERY PLAN**





The previous sections have guided you through the steps to prepare for and respond to hurricanes, terrorism threats, and other natural and man-made hazard events. If a critical incident results in the interruption of your daily business operations, the steps you take to recover after the immediate response period will determine how quickly you can return to normalcy. Some business disruptions may be resolved in minutes or hours, while others may require days, weeks or months to return to normalcy. This section is intended to guide you through the critical actions you should take during any type of business disruption, regardless of how long it lasts, to allow your establishment to return to normal operations.<sup>9</sup>

The recovery process includes two general stages:

- **Stage 2**, which runs from 48 hours to 7 days after the incident; and
- **Stage 3**, which covers the following two weeks (7-21 days after the event).

## Stage 2: (48 hours – 7 days)

*Stage 2 should begin approximately 48 hours after the incident. The amount of time needed to begin your transition from Stage 1 to Stage 2 will vary by the type of critical incident, the severity of the disruption to your establishment and the amount of damage you sustained. The other critical factor is determining whether it is safe for you to return to your establishment's location.*

Throughout Stage 2, maintain communication with the National Tourism Emergency Management Operations Center to determine what actions are taking place elsewhere in the area or region and coordinate your activities with them. Local, national and regional government agencies will also be continuing to take action to protect the safety and welfare of citizens, including setting up and running shelters, managing mass casualties, evaluating and documenting damage, and determining additional resources needed in the area.

- ✓ At 48 hours after a critical incident occurs, and sooner if possible, determine what **priority restoration actions** are necessary to get your establishment up and running as soon as possible.
- ✓ Consider the questions provided on the **Establishment Priority Restoration Actions Worksheet** (Form 14 at the back of this manual). This worksheet is for the use of your establishment only and it is not necessary to transmit it to the National Tourism Emergency Management Operations Center.

*This timeframe will need to be adjusted in cases where the business disruption continues for a longer period of time.*

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<sup>9</sup> This model is based on the CDERA Damage and Needs Assessment Framework and the United Nations Economic Commission for Latin America and the Caribbean Damage Assessment Methodology.

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## Ascertain whether it is safe return to your establishment

- ✓ Ensure that it is safe to return to your establishment (or exit to the outside if you had sheltered-in-place).
- ✓ **Without compromising your safety**, check for live electrical wires, standing water and unstable structural issues. If possible, have an **engineer or experienced professional evaluate your establishment** facility to make sure it is safe to enter.

---

## Conduct a comprehensive damage assessment

- ✓ Conduct a more detailed damage assessment of your establishment. The urgent damage assessment you conducted during your initial and ongoing response was to provide you information about what happened, what locations were safe to occupy and what resources needed for survival would be available to you.
- ✓ The **Establishment Damage Assessment for Safety Form**, (Form 12 at the back of this manual) should be used to conduct a comprehensive damage assessment after a business disruption. This form should be customized using the information you collected in your **Tourism Site Vulnerability Assessment**.
- ✓ When damage is found, the individual conducting the damage assessment should ensure that it is carefully documented and the area photographed, if applicable. Note whether the damage poses an immediate danger to life safety or it is only a danger for further damage to the property.
  - **Example: Live electrical wires hanging over a doorway.** This type of damage poses an immediate danger to life in the event anyone walks under them. This type of damage must be repaired before damage assessment can continue.
- ✓ Document and prioritize damage that does not pose an immediate threat to life safety according to the estimated cost of repair and necessity to restore critical business operations.
- ✓ Take photographs or recorded video of damaged property, equipment and supplies, and support these materials with detailed written descriptions.
- ✓ If your establishment site is not safe to enter, conduct the most detailed damage assessment you can from a safe location outside it. Take photographs and document as much as possible.
- ✓ Use the **TS-DANA Form** (Form 11 at the back of this manual) to plan your long-term recovery actions and to justify any requests for government or non-government business recovery assistance, if applicable.

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## Determine additional resources needed

- ✓ Determine what facilities, equipment and personnel are the most critical to your ability to get your establishment up and running normally again.
- ✓ Consider the basics such as access to clean water and electrical power, and those more specific to your establishment, such as specialized supplies and vendor relationships.
- ✓ Decide how and when you can re-establish a normal employee work schedule and customer services
- ✓ If returning to your establishment's location is not possible, consider whether you can set up your operations at an alternate location, focusing on your most critical business functions. Work with other members of your Cluster to see what resources, including physical facilities, they can make available to you during this process.
- ✓ Use the **TS-DANA Form** (Form 11 at the back of this manual) to plan your long-term recovery actions and to justify any requests for government or non-government business recovery assistance, if applicable.

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## Understand the effects critical incidents can have on employees

- ✓ Understand that critical incidents can affect employees in a variety of ways. Some employees may be eager to return to work while others may hesitate. They may be concerned for their safety or still caring for themselves or their family members who may also have been affected by the same incident.
- ✓ Continue to communicate with your employees about the status of your establishment.
- ✓ Ensure that you provide adequate time off for your employees if you have asked them to work extended shifts
- ✓ Reestablish normal work schedules as soon as possible. In addition to helping you transition to long-term recovery and get back to normal business operations, it will help your employees feel a "return to normal" as well. If you cannot restore a normal work schedule, establish an alternate schedule and communicate to your employees why you have done this.

### Stage 3: (7 days – 21 days)

Stage 3 includes continuing to assess damage, both physical and financial. The amount of time it will take for your establishment to return to normal and achieve its long-term recovery will vary based on the type of business disruption that occurred and the amount of damage you sustained. The appropriate time to begin your transition to long-term rehabilitation and reconstruction is when you have ensured all critical needs for survival have been met for your employees and customers that were present or affected. It will also depend upon how quickly and successfully you were able to recover so that you could focus on the resources you will need to begin to reestablish business operations. As soon as possible, you should begin physical repairs and rebuilding and consider how to prepare your establishment in the future.

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#### Repair and rebuild

- ✓ Consider what other immediate repairs and rebuilding efforts are necessary to help you return your establishment to normal in addition to your completed priority restoration actions. This may also include removing debris to gain access to your establishment's site. Use the information you obtained during your comprehensive damage assessment to help you prioritize your activities.
- ✓ If you have not done so already, focus on restoring electrical power, access to clean water and ensuring that your establishment's interior is protected from outside elements such as wind, heat and cold. Reestablishing other capabilities, such as telephone access and restoring computers and their networks will also be important to getting your establishment up and running again.
- ✓ Consider physical enhancements that may be available or recommended to make your facility more resilient to damage in the future. Although perhaps initially more expensive, repairing and rebuilding using materials that can withstand certain effects of business disruptions may prove to be an important financial investment for your establishment. Consider solutions that address a wide variety of possible business disruptions.
- ✓ Whenever possible and appropriate, get your employees involved in the repair and rebuilding process. Doing so may provide them with a sense of empowerment and a stake in helping your establishment return to normal again.
- ✓ Work with your business neighbors to determine whether you can share equipment and resources needed to conduct repairs and rebuilding. Your return to normalcy will also help their success as well.

---

## Assess financial impacts

- ✓ Assess your financial impacts by using the data you collected during your pre-disaster capacity inventory. Use the following worksheet:

| Hotel/Resort     | Quantity | Description | Condition | Replacement value |
|------------------|----------|-------------|-----------|-------------------|
| Rooms            |          |             |           |                   |
| Soft furnishings |          |             |           |                   |
| Furniture        |          |             |           |                   |
| Equipment        |          |             |           |                   |
| Office equipment |          |             |           |                   |

*\* Based on the UNECLAC pre-disaster capacity worksheet*

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## Reevaluate risks and vulnerabilities

- ✓ Reevaluate your risks and vulnerabilities and update your Tourism Site Vulnerability Assessment to account for a wide variety of business disruptions.
- ✓ Learn from your recent experience to determine where you need to prioritize your preparedness efforts in the future, such as designating an alternate location to set up business operations if your primary location becomes unavailable.
- ✓ Work with other members of your Cluster to help you determine what risks and vulnerabilities you share together and what steps you can take collectively to reduce the impacts of business disruptions in the future.



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## ANNEX A: FORMS

1. Tourism Establishment Information Form
- 2A. CHA/CTO Building Assessment Safety Checklist
- 2B. CHA/CTO Building Assessment Vulnerability Record
3. Safe Location List
4. Hurricane Procedures for Guests
5. Hurricane Supplies Inventory
6. Hurricane Supplies Inventory – Emergency Supplies
7. Mutual Aid Agreements
- 8A. Damage Assessment Report (A)
- 8B. Damage Assessment Report (B)
9. Sample Monthly Maintenance Reporting Form
10. Employee Roll Call Form
11. Establishment Damage and Needs Assessment Form (TS-DANA)
12. Establishment Damage Assessment for Safety Form
13. Media Inquiry Relay Form
14. Priority Restoration Actions for Establishments
15. Tourism Site Vulnerability Assessment Tool



## Form 1: Tourism Establishment Information Form (sample)

Each individual establishment Emergency Coordinator should complete this form prior to the first meeting of their Tourism Emergency Response Cluster and give it to the Cluster Leader at that meeting.

**Date completed:** \_\_\_\_\_

|  |  |
|--|--|
| <p><b>Tourism Establishment</b></p> <p>Name: _____</p> <p>Address: _____</p> <p>_____</p> <p>Telephone: _____</p> <p>Fax: _____</p> <p>E-mail: _____</p>   | <p><b>Owner's Name:</b> _____</p> <p>Address: _____</p> <p>_____</p> <p><i>Primary contact information</i></p> <p>Telephone: _____</p> <p>Fax: _____</p> <p>E-mail: _____</p> <p><i>Alternate contact information</i></p> <p>Telephone: _____</p> <p>Fax: _____</p> <p>E-mail: _____</p>       |
| <p><b>Establishment Emergency Coordinator:</b> _____</p> <p>Address: _____</p> <p><i>Primary contact information</i></p> <p>Telephone: _____</p> <p>Fax: _____</p> <p>E-mail: _____</p> <p><i>Alternate contact information</i></p> <p>Telephone: _____</p> <p>Fax: _____</p> <p>E-mail: _____</p> | <p><b>Alternate Emergency Coordinator:</b> _____</p> <p>Address: _____</p> <p><i>Primary contact information</i></p> <p>Telephone: _____</p> <p>Fax: _____</p> <p>E-mail: _____</p> <p><i>Alternate contact information</i></p> <p>Telephone: _____</p> <p>Fax: _____</p> <p>E-mail: _____</p> |

[Tourism Establishment Information Form, page 2]

Description of your tourism establishment (hotel, restaurant, etc.): \_\_\_\_\_

\_\_\_\_\_

Type of services provided: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Months of operation (e.g. year-round, June – November, etc.): \_\_\_\_\_

**Total Number of Employees**

*Peak Season:* ☐ 0-25 ☐ 25-50 ☐ 50-100 ☐ 100-250 ☐ 250-500 ☐ 500+

*Off-Season:* ☐ 0-25 ☐ 25-50 ☐ 50-100 ☐ 100-250 ☐ 250-500 ☐ 500+

**Average Daily Client/Customer Population**

*Peak Season:* ☐ 0-25 ☐ 25-50 ☐ 50-100 ☐ 100-250 ☐ 250-500 ☐ 500+

*Off-Season:* ☐ 0-25 ☐ 25-50 ☐ 50-100 ☐ 100-250 ☐ 250-500 ☐ 500+

**Describe past experiences in which you have been impacted by a critical incident that required you to shut down your business operations.**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**What do you want to accomplish by participating in this Tourism Emergency Response Cluster?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Form 2A: CHA/CTO Building Assessment Safety Checklist

OFFICER: \_\_\_\_\_

BUILDING: \_\_\_\_\_

DATE: \_\_\_\_\_

*[Check if problem and fill out details on Form 1B]*

### FIRE EXTINGUISHER

- \_\_\_\_\_ 1. Reading shows low pressure, discharged, or damaged.
- \_\_\_\_\_ 2. Type not labeled.
- \_\_\_\_\_ 3. Not accessible.
- \_\_\_\_\_ 4. Missing.
- \_\_\_\_\_ 5. (other) \_\_\_\_\_
- \_\_\_\_\_ 6. (other) \_\_\_\_\_

### FIRE EXITS AND CORRIDORS

- \_\_\_\_\_ 7. Blocked.
- \_\_\_\_\_ 8. Signs not visible.
- \_\_\_\_\_ 9. Warped or sticking doors.
- \_\_\_\_\_ 10. Locked doors.
- \_\_\_\_\_ 11. (other) \_\_\_\_\_
- \_\_\_\_\_ 12. (other) \_\_\_\_\_

### SMOKE AND WATER DETECTORS

- \_\_\_\_\_ 13. Inoperative.
- \_\_\_\_\_ 14. Weak battery.
- \_\_\_\_\_ 15. Fire hoses inaccessible or blocked.
- \_\_\_\_\_ 16. (other) \_\_\_\_\_

### ELECTRICAL EQUIPMENT

- \_\_\_\_\_ 17. Worn or exposed wiring
- \_\_\_\_\_ 18. Electrical equipment not grounded.
- \_\_\_\_\_ 19. Open light sockets.
- \_\_\_\_\_ 20. Burned out lights
- \_\_\_\_\_ 21. Defective equipment not tagged "Do Not Use."
- \_\_\_\_\_ 22. Circuit boxes "hot" to the touch.
- \_\_\_\_\_ 23. Overloaded sockets.
- \_\_\_\_\_ 24. Heavy grease buildup.
- \_\_\_\_\_ 25. (other) \_\_\_\_\_
- \_\_\_\_\_ 26. (other) \_\_\_\_\_

### **HAZARDOUS MATERIALS**

- \_\_\_\_\_ 27. Missing identification labels.
- \_\_\_\_\_ 28. Improper storage.
- \_\_\_\_\_ 29. Storage location.

### **NON-STRUCTURAL IMPACT DANGER**

- \_\_\_\_\_ 30. Unstable furniture.
- \_\_\_\_\_ 31. Books or boxes dangerously piled.
- \_\_\_\_\_ 32. Bookshelves/other shelving units on wall unanchored at floor or ceiling.
- \_\_\_\_\_ 33. Other unsecured appliances.
- \_\_\_\_\_ 34. Heavy hanging objects over doors, above windows, etc.
- \_\_\_\_\_ 35. Windows with weak latches.
- \_\_\_\_\_ 36. Breakables, or other heavy objects on high or open shelves.

### **TRIPPING AND OTHER IMPACT DANGER**

- \_\_\_\_\_ 37. Electrical cords in dangerous position.
- \_\_\_\_\_ 38. Floor tiles need replacement.
- \_\_\_\_\_ 39. Steps, carpeting, worn or frayed.

### **OTHER**

- \_\_\_\_\_ 40. Insufficient emergency lighting.
- \_\_\_\_\_ 41. Water pipes leaking.
- \_\_\_\_\_ 42. Chipped or broken glass.
- \_\_\_\_\_ 43. No first-aid kit.
- \_\_\_\_\_ 44. First-aid kit supplies insufficient.
- \_\_\_\_\_ 45. In-house emergency supplies.
- \_\_\_\_\_ 46. Trees require trimming.

### **SECURITY**

- \_\_\_\_\_ 47. Security or perimeter fence broken.
- \_\_\_\_\_ 48. Unattended critical areas unlocked or improperly secured.

## Form 2B: CHA/CTO Building Assessment Vulnerability Record

| NUMBER<br>from Form 1A | PROPERTY LOCATION | DETAIL |
|------------------------|-------------------|--------|
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |
|                        |                   |        |

### Form 3: Safe Location List

| Number | Safe location for     | Located in |
|--------|-----------------------|------------|
|        | Guests                |            |
|        | Command Center        |            |
|        | First-aid Center      |            |
|        | Communications center |            |
|        | Vital records         |            |
|        | Food and beverages    |            |
|        | Water                 |            |
|        | Housekeeping supplies |            |
|        | Hurricane supplies    |            |
|        | Furniture             |            |
|        | Equipment             |            |



## Form 4: Hurricane Procedures for Guests

*[The following is suggested wording for a prototype hurricane brochure to be distributed to all guests. The language should be adjusted according to the specifics of your individual property.]*

Welcome to (*Name of Hotel*).

You have chosen one of the most beautiful places on earth to spend your holiday. We have calm, beautiful seas, lovely beaches and sunny skies - most of the time. But, as you know, during some months of the year, usually between July and September, hurricanes can occur in this part of the world.

We have taken every precaution to ensure your safety should a hurricane occur while you are here. Knowing what to do is one of the most important precautions YOU can take. Please take a few minutes and read this brochure carefully. Then relax and enjoy all the good things we have to offer.

### What is a hurricane?

Let's begin with the things you should know about a hurricane itself. A hurricane is an intense storm with wind speeds of more than 75 miles per hour. It is usually accompanied by heavy rain and sometimes high seas. It should be treated with respect.

When a hurricane is in the area, there are three phases in which it is brought to our attention. These are:

*Phase A — Hurricane Alert:* This means that a hurricane is in the general vicinity and, though it may be several hundred miles away, appears to be heading toward us. During this phase, the storm may change course and go somewhere else. When a Hurricane Alert is announced, you will be advised what to do by our \_\_\_\_\_. You may contact the front desk for updates on the situation.

*Phase B – Hurricane Watch:* This means that the hurricane is about 36 hours or so away. As soon as a Hurricane Watch is announced, you will be advised by our \_\_\_\_\_. At this time, you should read this brochure again and make sure that, if you are traveling with your family, everyone is fully briefed. It is advisable to check now and then with the [front desk/Hurricane Information Desk] for the latest information. Also, ensure that your home address, telephone numbers and contact information are on file at the front desk, if they were not recorded when you registered. Start considering whether you will go back to your country or place of origin.

*Phase C – Hurricane Warning:* This means that the hurricane is expected to strike our location in 24 hours. You will be advised of a Hurricane Warning

through our public address system or telephone operator, or by members of our staff. As soon as a Hurricane Warning is confirmed, you should:

1. Decide if you will stay in the hotel or go back to your country or place of origin, based on facts such as the hotel remaining open or closed, availability of flights, magnitude of the hurricane, etc. If you decide to stay, follow the next steps.
2. Secure your passport or other travel documents in the hotel safe, along with any other important papers you may have with you. You should also make sure to put money, jewelry and other valuables in the hotel safe. Please note that the hotel cannot be held liable for valuables not deposited in its safe.
3. You may find it convenient to settle your bill at this time; it will make it much simpler and easier for you later, in case there are any disruptions after the hurricane.
4. Pack a small bag with essential personal items such as medication, towels, contact lenses, toilet articles and one change of clothing. If you have small children with you, remember to pack baby food, diapers, etc., and a change of clothing for each child.
5. Pack away all your clothes and non-essential personal items in your suitcases and put the suitcases in plastic garbage bags, which the housekeeping staff will supply for you. Seal the plastic bags with the masking tape provided and then put them in the cupboard in your room. Lock your room and take the key with you.
6. Go to the designated safe rooms, areas or hotel as soon as you are told to do so. Remain in the safe location and stay away from glass windows and doors at all times. Do not go out until you are told to do so. [*Describe evacuation procedures here if the safe room or area is not on the property.*]
7. Our trained staff members will be assigned to help you find the safe location and manage safely during the hurricane. You should follow their instructions.
  - a) Our hotel is equipped with a number of emergency features, including emergency power supply, sufficient to light hallways, designated elevators, etc., radio communications [*and others, as they apply*].
8. A first-aid center will be set up in [*location – add a diagram if possible*]. A trained nurse/doctor will be in attendance.
9. An emergency telephone number will be activated when a hurricane is announced. Our hurricane emergency number is \_\_\_\_\_.
10. Our [*front desk/Hurricane Information Desk*] will help you with arrangements to contact your family and friends before and after the hurricane.
11. For your safety, alcoholic beverages will not be served while a Hurricane Warning is in force, and until the hurricane has passed over.
12. Stay calm. Hurricanes give us a fair amount of warning. If you follow these simple steps, and whatever other instructions you are given by our staff, you will be fine.

### Form 5: Hurricane Supplies Inventory

| QUANTITY | ITEMS                   | STATUS |
|----------|-------------------------|--------|
|          | Bull horn               |        |
|          | Chain saws              |        |
|          | Rain cloaks             |        |
|          | All-purpose gloves      |        |
|          | Rubber gloves           |        |
|          | Suction machine         |        |
|          | $\frac{3}{4}$ " ropes   |        |
|          | $\frac{1}{2}$ " ropes   |        |
|          | Masking tape            |        |
|          | Camera                  |        |
|          | Film                    |        |
|          | Batteries               |        |
|          | Flashlights             |        |
|          | Flashlight bulbs        |        |
|          | Battery lanterns        |        |
|          | Battery-operated radios |        |
|          | Saws                    |        |
|          | Hammers                 |        |

|  |                                   |  |
|--|-----------------------------------|--|
|  | Nails                             |  |
|  | Wide brooms                       |  |
|  | Large mops/sticks                 |  |
|  | Wringer pails                     |  |
|  | Shovels                           |  |
|  | Crocs bags                        |  |
|  | Load of sand                      |  |
|  | Water boots                       |  |
|  | Water scrapers                    |  |
|  | Plastic buckets                   |  |
|  | Plastic sheeting                  |  |
|  | Ply-board                         |  |
|  | Lumber                            |  |
|  | Generator                         |  |
|  | Helmets                           |  |
|  | 7-day's gas, diesel oil (minimum) |  |
|  | 7-day's potable water             |  |
|  | Disposable sanitary ware          |  |
|  | Forks/knives/spoons               |  |
|  | Cups                              |  |

|                      |  |  |
|----------------------|--|--|
|                      | Plates   |  |
|                      | Napkins  |  |
|                      | Garbage bags                                       |  |
|                      | Charcoal   |  |
|                      | Chlorinating tablets                               |  |
|                      | Guy wire (to secure critical areas post-hurricane) |  |
|                      | Duct tape  |  |
| <b>Food Supplies</b> |  |  |
|                      | Tinned protein                                     |  |
|                      | Ham  |  |
|                      | Sardines   |  |
|                      | Tuna   |  |
|                      | Salmon   |  |
|                      | Crackers   |  |
|                      | Biscuits   |  |
|                      | Canned sodas                                       |  |
|                      | Canned fruit drinks                                |  |
|                      | Bottled water                                      |  |
|                      | Powdered milk                                      |  |
|                      | Coffee   |  |

|  |                   |  |
|--|-------------------|--|
|  | Tea               |  |
|  | Corned beef       |  |
|  | Sausages          |  |
|  | Tinned vegetables |  |

## Form 6: Hurricane Supplies Inventory – Emergency Supplies

| QUANTITY | ITEMS                      | STATUS |
|----------|----------------------------|--------|
|          | Crepe bandages             |        |
|          | Antacids                   |        |
|          | Mercurochrome              |        |
|          | Sterile gauze squares      |        |
|          | Eye wash                   |        |
|          | Eye drops                  |        |
|          | Painkillers (e.g. Panadol) |        |
|          | Sanitary napkins           |        |
|          | Diapers                    |        |
|          | Tampons                    |        |
|          | Safety pins                |        |
|          | Thermometers               |        |
|          | Calamine lotion            |        |
|          | Antiseptic                 |        |
|          | Tweezers                   |        |
|          | Rubbing alcohol            |        |
|          | Scissors                   |        |
|          | Plastic bags               |        |

## Form 7: Mutual Aid Agreements

| ELEMENT                              | COMPANY/HOTEL | CONTACT PERSON AND TELEPHONE # | STATUS | DATE |
|--------------------------------------|---------------|--------------------------------|--------|------|
| Fuel                                 |               |                                |        |      |
| Water                                |               |                                |        |      |
| Transportation                       |               |                                |        |      |
| Alternative room                     |               |                                |        |      |
| Storage space                        |               |                                |        |      |
| Generator capacity (ice, food, etc.) |               |                                |        |      |
| Computer processing facilities       |               |                                |        |      |
| Communication system                 |               |                                |        |      |
| Off-site storage for vital records   |               |                                |        |      |
| Manpower for clean-up and salvage    |               |                                |        |      |



## Form 8A: Damage Assessment Report (A)

Information reported for (check one or more and list appropriate names):

\_\_\_\_\_ Location:

\_\_\_\_\_ Unit / Floor# / Room#:

\_\_\_\_\_ Owner / Occupier of Condominium:

| Area of property, unit or floor | Function | Description of damage    | Primary damage(s) or secondary damage(s) | Total estimated loss (\$) | Estimated uninsured loss (\$) |
|---------------------------------|----------|--------------------------|--|---------------------------|-------------------------------|
|                                 |          | Internal:<br>Equipment:  |  |                           |                               |
|                                 |          | Furniture:               |  |                           |                               |
|                                 |          | Supplies:                |  |                           |                               |
|                                 |          | Electrical installation: |  |                           |                               |
|                                 |          | Other:                   |  |                           |                               |

## Form 8B: Damage Assessment Report (B)

Information reported for (check one or more and list appropriate names):

\_\_\_\_\_ Location:

\_\_\_\_\_ Unit / Floor# / Room#:

\_\_\_\_\_ Owner / Occupier of Condominium:

| Area of property, unit or floor | Function | Description of damage      | Primary damage(s) or secondary damage(s) | Total estimated loss (\$) | Estimated uninsured loss (\$) |
|---------------------------------|----------|----------------------------|--|---------------------------|-------------------------------|
|                                 |          | <b>General:</b>            |  |                           |                               |
|                                 |          | <b>External:<br/>Roof:</b> |  |                           |                               |
|                                 |          | <b>Windows:</b>            |  |                           |                               |
|                                 |          | <b>Walls:</b>              |  |                           |                               |
|                                 |          | <b>Miscellaneous:</b>      |  |                           |                               |

## Form 9: Sample Monthly Maintenance Reporting Form

**To: [*Hotel Manager/Assistant Manager*]**

Report of the Maintenance Division for the month of: \_\_\_\_\_

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

| Trade                   | Area or room | Work done | Materials cost | Labor cost | Remarks |
|-------------------------|--------------|-----------|----------------|------------|---------|
| <b><u>Carpentry</u></b> |              |           |                |            |         |
| Doors                   |              |           |                |            |         |
| Windows                 |              |           |                |            |         |
| Roof                    |              |           |                |            |         |
| Floors                  |              |           |                |            |         |
| <b>Masonry</b>          |              |           |                |            |         |
| <b>Electricity</b>      |              |           |                |            |         |
| <b>Plumbing</b>         |              |           |                |            |         |
| <b>Painting</b>         |              |           |                |            |         |
| <b>Other trades</b>     |              |           |                |            |         |

## Form 10: Employee Roll Call Form

This form should be incorporated into your establishment's Emergency Plan. All employee names should be pre-printed on this form to ensure that, during an emergency, all personnel will be checked and accounted for.

|     | <u>Employee Name</u> | <u>Work Location</u> | <u>Present</u>               | <u>at</u> | <u>Roll</u>                 |
|-----|----------------------|----------------------|------------------------------|-----------|-----------------------------|
|     | <u>Call?</u>         |                      |                              |           |                             |
| 1.  | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 2.  | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 3.  | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 4.  | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 5.  | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 6.  | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 7.  | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 8.  | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 9.  | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 10. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 11. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 12. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 13. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 14. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 15. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 16. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 17. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 18. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 19. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 20. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 21. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 22. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 23. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 24. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |
| 25. | _____                | _____                | <input type="checkbox"/> Yes |           | <input type="checkbox"/> No |

## Form 11: Establishment Damage and Needs Assessment Form (TS-DANA)

*Based on the Form for the Collection of Information of Damage and Needs Assessment:  
Form 400.1. - Damage and Needs Assessment Report. (Stages 1 and 2).*

|    |  |   |  |   |
|----|--|---|--|---|
| 1  | <b>Report No.</b> _____ <b>Date</b> _____ <b>Time</b> _____<br><b>Name</b> _____<br><b>Position</b> _____<br>_____<br>_____  | <b>Business Name/Business Location covered by this report:</b><br>_____<br>_____<br>_____   | 2  |   |
| 3  | <b>Scene Assessment:</b>   |   |  |   |
|    | <b>Smoke color:</b><br><input type="checkbox"/> White<br><input type="checkbox"/> Black<br><input type="checkbox"/> Unknown<br><br><b>Health Effects:</b><br><input type="checkbox"/> Choking<br><input type="checkbox"/> Running noses<br><input type="checkbox"/> Unconsciousness  | <b>Blast sound:</b><br><input type="checkbox"/> Large<br><input type="checkbox"/> Small then large<br><br><b>Odor indicators:</b><br><input type="checkbox"/> Garlic<br><input type="checkbox"/> Chlorine<br><input type="checkbox"/> Other<br><input type="checkbox"/> Unknown | <b>Suspicious Persons/Activities Description:</b><br>_____<br>_____<br>_____<br>_____  |   |
| 4  | <b>Situation:</b><br><input type="checkbox"/> Terrorism<br><input type="checkbox"/> Bomb threat<br><input type="checkbox"/> Suspicious package<br><input type="checkbox"/> Explosion<br><input type="checkbox"/> Chemical  |   | <b>Initial Actions Taken:</b><br><div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <input type="checkbox"/> Building collapse<br/> <input type="checkbox"/> Severe Illness<br/> <input type="checkbox"/> Hurricane<br/> <input type="checkbox"/> Other _____<br/> <input type="checkbox"/> Secondary event(s) _____         </div> <div style="width: 35%;"> <input type="checkbox"/> Shelter-in-place<br/> <input type="checkbox"/> Evacuation<br/> <input type="checkbox"/> Shelter taken at location: _____<br/>           _____         </div> <div style="width: 35%;"> <input type="checkbox"/> Fire suppression<br/> <input type="checkbox"/> Other _____<br/>           _____         </div> </div> | 5 |
| 6  | <b>Human Population Affected:</b>  |   | <b>Type, quantification and location of damage and needs. Actions taken.</b>   |   |
| 6a | <b>Description:</b><br><b>A) Damage:</b><br><input type="checkbox"/> Deaths: (#) _____<br><input type="checkbox"/> Injuries: (#) _____<br><input type="checkbox"/> Missing: (#) _____<br><input type="checkbox"/> Other: (#) _____<br><input type="checkbox"/> Information not available at this time  |   | _____<br>_____<br>_____<br>_____   |   |
| 6b | <b>B) Immediate needs</b><br><input type="checkbox"/> Shelter<br><input type="checkbox"/> Food<br><input type="checkbox"/> Water<br><input type="checkbox"/> Blankets<br><input type="checkbox"/> Other shelter items<br><input type="checkbox"/> Generators<br><input type="checkbox"/> Cooking utensils<br><input type="checkbox"/> Toiletries<br><input type="checkbox"/> Tarpaulins<br><input type="checkbox"/> Building materials |   | _____<br>_____<br>_____<br>_____   |   |

|    |   |   |   |
|----|---|---|---|
| 7  | <b>Buildings/Facilities</b>   |   |   |
| 7a | <b>Description:</b><br><b>A) Damage:</b><br>Buildings<br><input type="checkbox"/> Partially destroyed <input type="checkbox"/> Totally Destroyed<br><i>Utilities</i><br>Electricity<br><input type="checkbox"/> Available <input type="checkbox"/> Unavailable<br>Clean water<br><input type="checkbox"/> Available <input type="checkbox"/> Unavailable<br><i>Communications</i><br>Radio:<br><input type="checkbox"/> Available <input type="checkbox"/> Unavailable<br>Television<br><input type="checkbox"/> Available <input type="checkbox"/> Unavailable<br>Telephone/Fax<br><input type="checkbox"/> Available <input type="checkbox"/> Unavailable<br>Mobile/Cell phones<br><input type="checkbox"/> Available <input type="checkbox"/> Unavailable<br>E-mail<br><input type="checkbox"/> Available <input type="checkbox"/> Unavailable | <b>B) Immediate Needs</b><br><input type="checkbox"/> Shelter<br><input type="checkbox"/> Food<br><input type="checkbox"/> Water<br><input type="checkbox"/> Blankets<br><input type="checkbox"/> Other shelter items | <input type="checkbox"/> Generators<br><input type="checkbox"/> Cooking utensils<br><input type="checkbox"/> Toiletries<br><input type="checkbox"/> Tarpaulins<br><input type="checkbox"/> Building materials |
| 8  | <b>Transportation Access</b>  |   |   |
|    | <b>Description:</b><br><b>A) Damage:</b><br><b>Roads</b><br><input type="checkbox"/> damaged<br><input type="checkbox"/> obstructed by debris<br><input type="checkbox"/> land slippages<br><input type="checkbox"/> fallen trees<br><input type="checkbox"/> wave effects  | <b>B) Immediate Needs:</b><br><input type="checkbox"/> Road clearing<br><input type="checkbox"/> Transportation for customers<br><input type="checkbox"/> Heavy-duty equipment  |   |
| 9  | <b>Additional Notes Final Comments</b>  |   |   |
| 10 | <b>Signature</b> _____  |   |   |

## Form 12: Establishment Damage Assessment for Safety Form

This form should be used to conduct an assessment of safety issues after a business disruption. You can customize the form using the information collected in your Tourism Site Vulnerability Assessment. When damage is found, it should be carefully documented, and the area should be photographed if applicable. Note whether the damage poses an immediate danger to life safety, such as live electrical wires hanging over a doorway, or only a danger for further damage to the property. Damage that does not pose an immediate threat to life safety should also be documented and prioritized according to the estimated cost of repair and necessity for restoring critical business operations.

|                           | Immediately dangerous to life safety? | Dangerous to property? | Notes |
|---------------------------|---------------------------------------|------------------------|-------|
| Architectural features    |                                       |                        |       |
| Utility systems           |                                       |                        |       |
| Mechanical systems (HVAC) |                                       |                        |       |
| Life-safety systems       |                                       |                        |       |
| Security systems          |                                       |                        |       |
| Hazardous materials       |                                       |                        |       |

### Form 13: Media Inquiry Relay Form

Any employee who has been approached by media representatives for information should complete this form and submit it to the establishment Media Coordinator.

**Media agency:** \_\_\_\_\_

**Point of contact:** \_\_\_\_\_

**Contact information:**

**Address:** \_\_\_\_\_

**Phone number:** \_\_\_\_\_

**Alternate phone number:** \_\_\_\_\_

**Date/Time of inquiry:** \_\_\_\_\_

**Questions/Specific information desired:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

**Notes:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Reviewed and approved by Media Coordinator: \_\_\_\_\_  
*Media Coordinator's signature*

Information relayed to TEMC/TEOC at (Date/Time): \_\_\_\_\_

TEMC/TEOC point of contact: \_\_\_\_\_

Via: ☐ Fax ☐ Phone ☐ In-Person



## Form 14: Priority Restoration Actions for Establishments

What are your most critical business functions that must be restored?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Do you have adequate access to:

|               |     |    |
|---------------|-----|----|
| Electricity   | Yes | No |
| Gas           | Yes | No |
| Telephone/Fax | Yes | No |
| IT networks   | Yes | No |

Do you have access to your business?    Yes    No  
If no, what is preventing you from returning?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Do you have adequate personnel to perform critical business functions? If not, what personnel do you require?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

What equipment do you need to restore these business functions?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Do you have adequate personnel to return to a normal work schedule?    Yes    No

What can you do to obtain the personnel you need?

\_\_\_\_\_

If you cannot obtain the personnel you need on your own, what personnel do you require to do so?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

When can you restore a normal work schedule? (Estimated): \_\_\_\_\_

Have you restored relationships with your regular vendors and suppliers?    Yes    No

If no, what is preventing you from doing so?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **Form 15: Tourism Site Vulnerability Assessment Tool**

As discussed in the Terrorism Preparedness section, the Tourism Site Vulnerability Assessment Tool (TS-VAT) is designed to assist tourism establishments with finding and evaluating vulnerabilities pertaining to terrorism and personal safety. Use the TS-VAT to examine what characteristics of your establishment's buildings, equipment, supplies and systems may leave it more vulnerable or make it more prepared for terrorist events. This checklist is also to be used to evaluate whether establishment employees have the knowledge, tool and capabilities that are essential to its preparedness.

The following are some items to consider when using this tool:

- Take the time to clearly respond to each question and use this information as a resource to identify your at-risk elements.
- The information collected in this process can be used as a resource by your security department and will be important to improving preparedness.
- This information will also be useful to government disaster management, police, fire services and emergency medical services that may be called to your establishment in the event of an emergency.
- Each question is designed to guide you to examine for the presence of both vulnerabilities and existing security and safety measures in place.
- Carefully document vulnerabilities that are identified and photograph the area if applicable.
- When the assessment is completed, review the findings with the appropriate persons at your establishment business. Prepare a summary report to articulate findings and recommendations regarding areas for improvement.
- The findings and recommendations of this tool will also be important to the development of your establishment Emergency Plan and Cluster Emergency Plan.

## Site Vulnerability Assessment Checklist

Using the form provided below, please respond to each question with a summary of findings and/or comments. Investigators should consider each question in the context of safety and security. When possible, photographic documentation should be used to further demonstrate findings.

| 1. SITE LOCATION   |  |
|--|--|
| What major structures surround the facility?   |  |
| What critical infrastructure, government, military, or recreation facilities are near the establishment?                   |  |
| What are the adjacent land uses immediately outside the perimeter of the establishment (site or building(s))?              |  |
| What materials were used to construct the establishment's building(s)? (Wood, brick, etc.)                                 |  |
| Is the establishment located in a floodplain?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| In dense, urban areas, does curb lane parking allow uncontrolled vehicles to park unacceptably close to the establishment? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the establishment have a perimeter fence or other type of barrier controls in place?                                  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What are the access points to the establishment's site or building?  |  |
| Is vehicle traffic separated from pedestrian traffic near the establishment?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is there vehicle and pedestrian access control at the perimeter of the site?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Do site landscaping and street furniture provide hiding places?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is the site lighting adequate from a security perspective in roadway access and parking areas?                             | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are all existing fire hydrants near the establishment accessible?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Can a vehicle approach the establishment at a high rate of speed?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 2. ARCHITECTURAL FEATURES  |  |
| Does the establishment share the building with other businesses or tenants?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are there trash receptacles and mailboxes in close proximity to the building that can be used to hide explosive devices?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is access control provided through main entrance points for employees and visitors? (lobby receptionist,                   |  |

|   |  |
|---|--|
| sign-in, staff escorts, issue of visitor badges, checking forms of personal identification, electronic access control systems)  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is access to elevators distinguished between those that are designated only for employees and for visitors?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Do public and employee entrances include space for possible future installation of access control and screening equipment?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is roof access limited to authorized personnel by means of locking mechanisms?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are loading docks and receiving and shipping areas separated in any directions from utility rooms, utility mains, and service entrances, including electrical, telephone/data, fire detection/alarm systems, fire suppression water mains, cooling and heating mains, etc.? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the mailroom have adequate space available for equipment to examine incoming packages?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are areas of refuge/shelter-in-place identified, with special consideration given to emergency evacuation?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are stairwells required for emergency evacuation located as remotely as possible from high-risk areas where blast events might occur?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are ceiling and lighting systems designed to remain in place during hazard events?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |

### 3. UTILITY SYSTEMS

|  |  |
|--|--|
| What is the establishment's source of water? (utility, municipal, wells, lake, river, storage tank) Where is it? |  |
| Is there a secure alternate water supply?<br>If so, where is it?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the establishment have storage capacity for water?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| How many gallons of storage capacity are available and how long would it last?                                   |  |
|  |  |
| What is the source of water for the fire suppression system?   |  |
| Are there alternate water supplies for fire suppression?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What fuel supplies does the building rely upon for critical operation?   |  |
| How much fuel is stored on the site or at the building and how long can this last?                               |  |
| How is it stored?  |  |
| How is it secured?   |  |
| What is the normal source of electrical service for your establishment?  |  |
| Is there a redundant electrical service source?  |  |

|   |  |
|---|--|
|   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What provisions for emergency power exist? What systems receive emergency power, and have capacity requirements been tested?                              |  |
| Is there an exterior connection for emergency power?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the establishment have back-up telephone or communications capabilities?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the telephone system have an uninterruptible power supply (UPS)?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>4. MECHANICAL SYSTEMS (Heat, Ventilation, Air-Conditioning)</b>  |  |
| Where are the air intakes and exhaust louvers for the building? (low, high, or midpoint of the building structure)?                                       |  |
| Are the intakes and exhausts accessible to the public?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is roof access limited to authorized personnel by means of locking mechanisms?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is access to mechanical areas similarly controlled?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are there multiple air intake locations?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What are the types of air filtration at the establishment? Include the efficiency and number of filter modules for each of the main air handling systems. |  |
| Is there any collective protection for chemical, biological, and radiological contamination designed into the building?                                   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is there space for larger filter assemblies on critical air handling systems?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are there provisions for air monitors or sensors for chemical or biological agents?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| By what method is the air intake(s) and exhaust(s) closed when not operational?   |  |
| How are the establishment's air handling systems zoned?   |  |
| Are there large central air handling units, or are there multiple units serving separate zones?   |  |
| Are there any redundancies in the air handling system?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Can critical areas be served from other units if a major system is disabled?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What is the method of temperature and humidity control?   |  |
| Is it localized or centralized?   |  |
| Does the control of air handling systems support plans for sheltering in place or other protective approach?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are there any smoke evacuation systems installed?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are fire dampers installed at all fire barriers?  |  |

|  |  |
|--|--|
|  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are all dampers functional and seal well when closed?                | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Do elevators have recall capability and elevator message capability? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is access to critical establishment information restricted?          | <input type="checkbox"/> Yes <input type="checkbox"/> No |

## 5. LIFE SAFETY SYSTEMS

|   |  |
|---|--|
| Is the building fire alarm system centralized or localized?   |  |
| How are alarms made known, both locally and centrally?  |  |
| Are critical documents and control systems located in a secure yet accessible location?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Where are the fire alarm panels located?  |  |
| Do they allow access to unauthorized personnel?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is the fire alarm system standalone or integrated with other functions such as security and environmental or building management systems? |  |
| What is the interface?  |  |
| Is there redundant off-premises fire alarm reporting?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are evacuation routes clearly marked and unobstructed?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Is stairway and exit sign lighting operational?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Do designated assembly areas exist for site evacuation?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are there a primary and alternate evacuation areas?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does a mass public address system exist for notification of personnel on the interior of the facility?                                    | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does one exist for the exterior?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |

## 6. SECURITY SYSTEMS

|   |  |
|---|--|
| <i>Perimeter and Interior Security</i>                                  |  |
| Are black/white or color CCTV (closed circuit television) cameras used? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are they monitored and recorded 24 hours/7 days a week?                 | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| By whom?  |  |
| Are they analog or digital by design?                                   |  |
| What the number of fixed, wireless, and pan-tilt-zoom cameras used?     |  |
| Who are the manufacturers of the CCTV cameras?                          |  |
| What is the age of the CCTV cameras in use?                             |  |

|   |  |
|---|--|
| Are the perimeter cameras supported by an uninterruptible power supply, battery, or building emergency power?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What type of security access control system is used?  |  |
| Are the devices used for physical security also used (integrated) with security networks (e.g., in place of or in combination with user ID and system passwords)? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What is the backup power supply source for the access control systems? (battery, uninterruptible power supply)  |  |
| What types of locking hardware are used throughout the building?  |  |

## 7. HAZARDOUS MATERIALS

|   |  |
|---|--|
| Are any potentially hazardous chemicals, combustible, or toxic materials stored on site in non-secure and non-monitored areas?              | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| What security controls are in place to handle the processing of mail and protect against potential biological, explosive, or other threats? |  |
| Does the establishment maintain onsite any Personal Protective Equipment for handling potential hazardous substances?                       | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the establishment have decontamination capability?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are employees trained to handle blood-borne pathogens?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |

## 8. SAFETY AND SECURITY PLANS

|  |  |
|--|--|
| Does a written security plan exist for the establishment?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| When was the initial security plan written and last revised?   |  |
| Who is responsible for preparing and reviewing the security plan?  |  |
| Has the security plan been communicated and disseminated to key management personnel and departments?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Are threats/hazards, vulnerabilities, and risks adequately defined and security countermeasures addressed and prioritized relevant to their criticality and probability of occurrence? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the security plan address the protection of people, property, assets, and information?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does an Emergency Action Plan exist for the establishment?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the plan explain procedures for evacuation and sheltering in place?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the plan integrate with business continuity and security?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the plan identify a crisis management structure?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| When was the last time the plan was tested?  |  |





## **ANNEX B: APPENDICES**

- 1. Developing a Communications Plan**
- 2. Criteria for New Construction**
- 3. Structural Vulnerability Audits**
- 4. Checklists and Frequencies for Maintenance Operations**
- 5. Brief Visitor's Guide to Dealing with Natural and Man-Made Hazards**
- 6. Table-Top Exercise for Tourism Sector Crisis Response**
- 7. Glossary and Acronyms**



## APPENDIX 1: Developing a Communications Plan

Being prepared for an emergency also means being prepared to communicate. When a critical event occurs, you will want the different people to whom you relate to see you as confident and in control under emergency conditions. This perception will enhance your credibility and establish trust and confidence in your operation.

Another key thing to keep in mind while developing a communications plan is that guests returning to their home countries after an disaster or emergency will be approached by the media in their hometowns for comments and interviews. As such, it is a good idea for hotels to work with their tourist board's sales representative and overseas public relations personnel to arrange follow-up contact with returnees, including, perhaps, a letter from the hotel manager, or national Tourism Director or Minister. Returning tour groups might be greeted at planeside.

The following activities are important steps in preparing an emergency communications plan, long before a hurricane is anywhere near the property or any other emergency situation exists. Some properties may already have their own public relations guidelines, and it is naturally expected that the procedures outlined here will be adapted where necessary to suit individual cases.

### ✓ **Conduct a communications risk analysis**

- Identify areas or features of your property that may attract bad press if placed under the media microscope.
- Encourage management to correct the areas in which the property may be vulnerable to bad press.
- Ensure the availability of an up-to-date press kit on your property. The kit should include items such as fact sheets, photographs of key personnel, guest and operating policy statements, data such as occupancy levels, and other features of the property.

### ✓ **Develop a crisis communications policy including statements such as:**

- Our top priority at all times is to protect human life. We always attend to the well-being of our guests, our employees and the general public first and foremost.
- We will provide information to the media only if it is strictly necessary. All information and reports about the situation before, during and after the hurricane should be sent to the national TDMC and/or the TEOC, who will compile information from the entire tourism sector. There should be only one voice from the sector, either through the TEOC or the NEOC.
- The Emergency Coordinator will approve all information and reports before submittal to TDMC/TEOC or, if necessary, to the media.

- We will cooperate with the press during a crisis and we will make special arrangements to ensure that media representatives are treated and served properly.
  - Information and details of the crisis and of its effects will be disseminated as soon as possible.
  - The management will be forthright at all times, and will not seek to withhold significant facts from the media or it's the public.
  - The appointed spokesperson or deputy will be the only ones authorized to make statements to the media.
- ✓ **Designate a location for a Crisis Communications Center**
- This center should be located in a room or area within your property – it could be part of the Hotel Command Center – and activated during an emergency.
  - This center should have a hurricane tracking map, computer with web site linkage if available, television and radio.
- ✓ **Appoint a spokesperson**
- The spokesperson should have full knowledge – or access to full knowledge – of the situation, and full authority to decide what and how much to say.
  - He or she should be a senior executive, familiar with the business and marketing needs of the property, and conversant with its policies. All inquiries should be referred to the spokesperson.
  - Avoid having more than one spokesperson, to ensure that what you say remains consistent. However, it may be necessary and practical to assign a deputy, in case the designated spokesperson is unavailable.
  - When dealing with the media, the spokesperson should never lie, and should provide full and accurate information. If all the information is not available, or if you need to delay or verify, make specific arrangement for any follow-up contact necessary, and keep your word.
- ✓ **Brief your staff**
- As soon as a spokesperson has been appointed, he or she should meet with the staff to inform them that all enquiries from the media, government agencies, tour operators, CTO/CHA or members of the public regarding a crisis event should be referred to the spokesperson.
  - Impress on staff the importance of not giving out information other than through this channel.
  - Describe the dangers of rumor and unsubstantiated reports, and the damage this can do to the property.
- ✓ **Train key staff**
- Hold a special training session for staff in certain key positions, particularly telephone operators and front desk personnel, as these are your front-line to the public and will have to field a lot of enquiries.

- One recommended response to enquiries might be: “Let me refer you to Mr. or Ms. \_\_\_\_\_, who will be able to give you up-to-date information on this.”
- ✓ **Get the staff on your side**
  - Advise staff on how work shifts will be managed, and what arrangements there will be for them to secure their homes and families before a hurricane strikes or to check on them after a terrorist event. Even with the “only one spokesperson” rule, staff will talk, and you will want them to say that you are a caring establishment.
- ✓ **Coordinate communication procedures with your overseas representative(s)**

In particular, overseas representatives should be advised of the following:

  - Whom they should contact? Give them the name of the in-house spokesperson and contacts at CHO Barbados, New York or London.
  - Who will verify information? (the in-house spokesperson)
  - Who will approve/authorize releases to the media in the market? (the in-house spokesperson)
  - When and how often will situation reports be sent to them?
  - If telephones are down, how will they communicate with the hotel? By Telex? By radio?
- ✓ **Prepare a press list**
  - Prepare a list of key local media personnel, including weather reporters.
  - Prepare a list of key overseas reporters, as available from CTO.
  - Post a list of relevant web sites on an appropriate notice board.
- ✓ **Develop/update your emergency contact list**
  - This list should include contact telephone numbers and procedures for members of the Emergency Committee, the national TDMC or TEOC, and other key personnel and relevant organizations within the government and elsewhere.

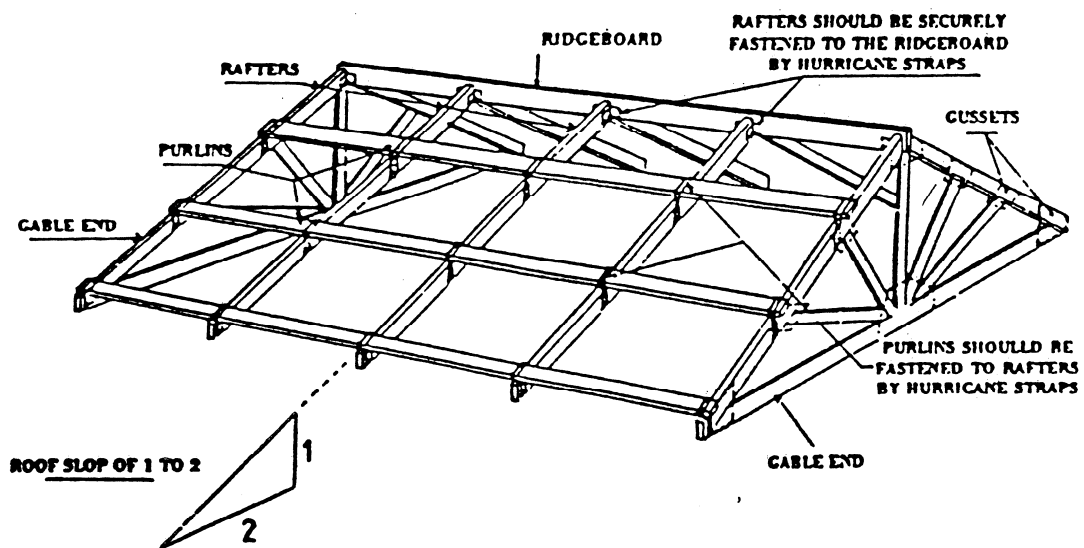
## APPENDIX 2: Criteria for New Construction

The following specific issues and areas should be given careful attention during the construction of a new hotel, in order to ensure that the structures are most able to withstand the winds and rain of a hurricane:

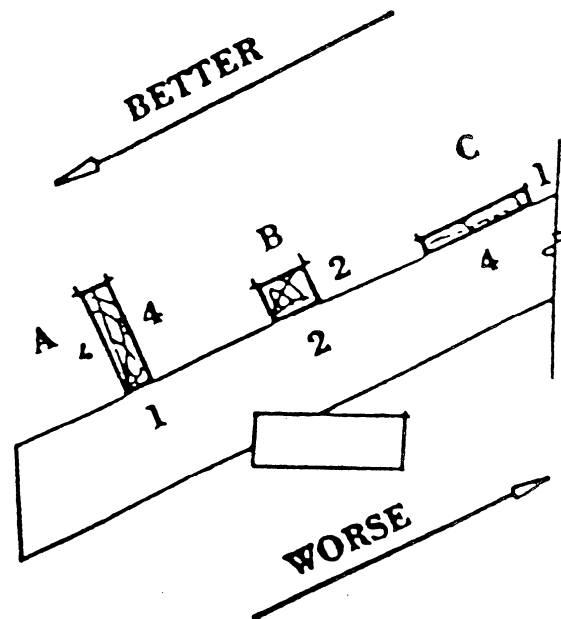
### Site and Orientation

- Sites should be sheltered and be accessible at all times from centers of population.
- Avoid building on steep slopes where there is little shelter from high winds.
- If steep slopes cannot be avoided, they should be cut in as shown in Figure 1 below. The task of supporting structures on steep slopes can be difficult and usually exposes the underside of the structure, making it more likely to topple over in high winds.
- When cutting into slopes for construction, pay attention to the cut to ensure that erosion and landslides will not result from the site work.
- Cut the earth below the "slippage" angle or angle of repose for the soil type under consideration.
- Avoid hill tops, as they are less protected from high winds.
- The topography of the site should allow for easy access by helicopter.
- Access to the site should not be restricted to allow for the temporary extension of facilities.
- Where there is a history of flooding in the region, hotel owners should acquaint themselves with the history of the area before deciding to construct; this would help to minimize loss of property and life when flooding occurs.
- Orientation of buildings is actually not a critical issue, as hurricane-force winds can come from any direction and vary continuously.
- Avoid "pockets" in building plans.

**Figure 1: Gable Roof Construction**



**Orientation of purlins:**

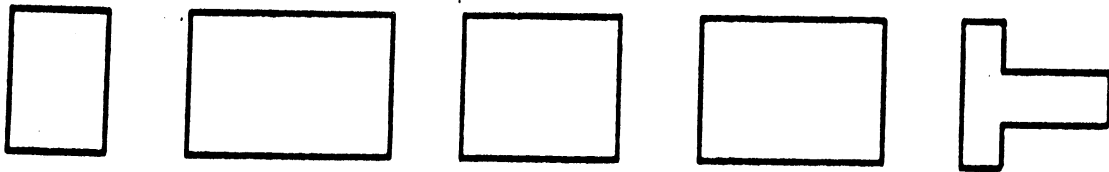


### Shape of Facilities

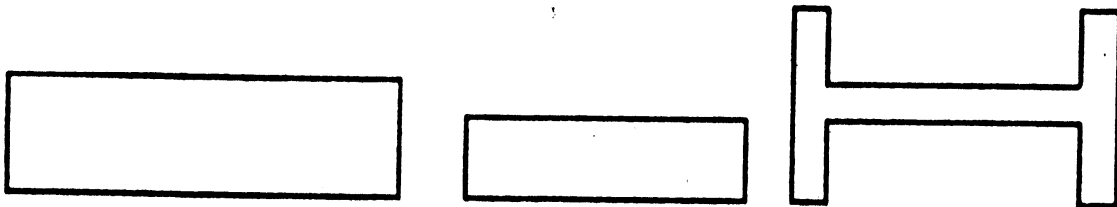
- The shape of the facility is an important factor to consider when thinking of resistance to high winds.
- Avoid T- or L-shaped structures. They are vulnerable to high winds because they channel the wind into the junction of the two wings, leading to failure (see Figure 2 below). When building rectangular-shaped houses, the best length-to-width ratio is 3:1 or less.

**Figure 2: Plan Shapes of Buildings**

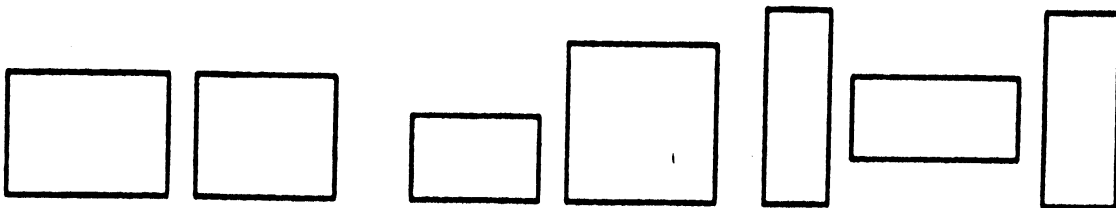
#### Desirable plans:



#### Long, undesirable plans:



#### Use of separation to improve resistance:





## Foundations

- Foundation weights should be great enough to avoid overturning or "uprooting" of the structure.
- Foundations should be reinforced with the use of mild steel bars, and bars should project beyond the foundation by at least 12-to-14 inches, to facilitate the securing of the structure to the foundation.
- The footing of the foundation should be specific to hotels.
- If wood posts are used instead of concrete blocks or column foundation, the post should be treated with preservative and then buried in concrete at least 4-to-8 inches into the ground.
- The post should have a minimum dimension of 6x6 inches.
- The minimum diameter for round posts should be 8 inches, and the hole in which the pole is placed should be larger than the post to accommodate the backfill.
- Foundations of buildings located in flood plains should be designed to withstand dynamic water force and battering action from floating debris, as well as the effects of erosion due to scouring.
- All plates should be secured to foundations by means of bolts, straps, wood bracing or special connectors to resist wind or water pressures.

## Framing and cladding

- Cladding material should provide sufficient strength and adequate bracing to withstand high winds.
- Studs should be located at 2'-0" centers with midway noggin.
- Studs should be doubled around openings (doors, windows), as openings in a wooden structure tend to weaken it.
- Metal straps (T's and L's), plus corner braces should be used to secure studs to top and bottom plates and at the corners of the structure.
- The space between the roof and wall should be closed up; ventilation space can be left in gable ends.
- Concrete block and clay block infill panels should be reinforced and tied to the main structure to avoid shearing, "popping" or collapse.
- Design of fixings is important as this provides strength and flexibility.
- Joints and junction of panels should be carefully designed against leakage.
- Glass curtain wall systems should be avoided, or protected against flying debris.

## Roofs

- Roofs should be designed to provide resistance to high winds and should be steep (30 degrees).
- Ensure that metal straps or connectors have been used to make a positive connection from the foundation to the structural members of the roof.

## **Porches**

- Avoid half porches, as wind trapped underneath an open or half porch will increase high uplift forces on the roof.
- If half porches are to be constructed, strengthened ceilings should be provided.
- Roofs of full porches should be separated from the rest of the house, so that during hurricane failure of the porch, the main structure will not be damaged.

## **Shutters and windows**

**Shutters** are a disappearing feature in an area of the world where they are most needed, as they seem to be considered an unattractive feature and are usually avoided in modern construction. However, their use should not be overlooked, as glass doors and windows offer very little resistance to high winds. For maximum protection, shutters should be provided for all windows. If they are removable, they should be able to be installed quickly and easily. Construction of shutters also avoids the need to locate and hang protective materials, such as plywood, over windows immediately before a hurricane. Other issues to consider when designing windows include:

- Areas of glass should be limited and protected.
- Glass should be reinforced or otherwise prevented from shattering.
- Timber or metal louvers have been proven to have the highest resistance from shattering, while glass is prone to shattering from flying debris.
- All windows should be carefully designed, with a properly fixed frame to avoid entire banks of windows being blown in or sucked out.
- Large window areas should be carefully constructed.
- Awning type windows are generally not recommended as those that are available are structurally inferior.

## APPENDIX 3: Structural Vulnerability Audits

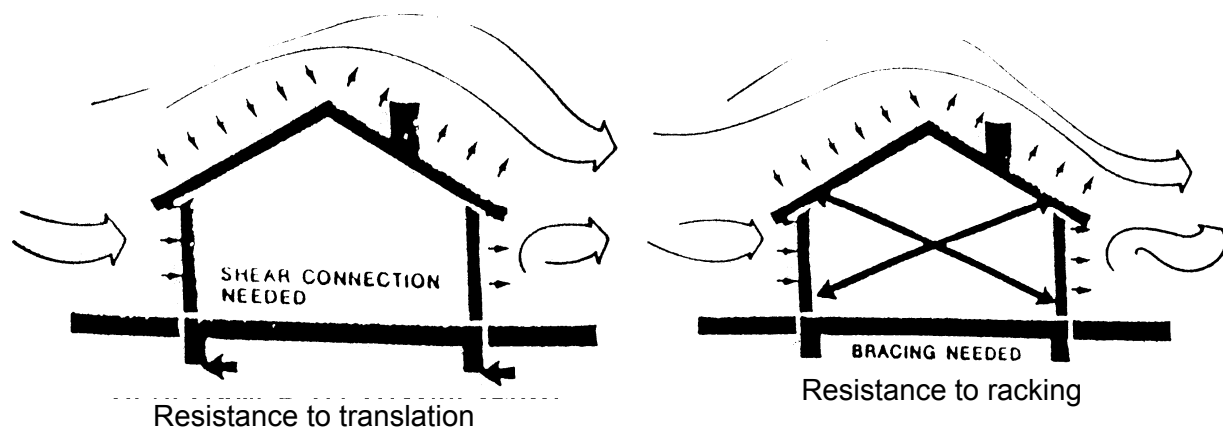
The following are guidelines and checklists of standards for evaluating different parts of a building, as well as grounds and external areas, to determine the level of structural vulnerability to hurricane forces.

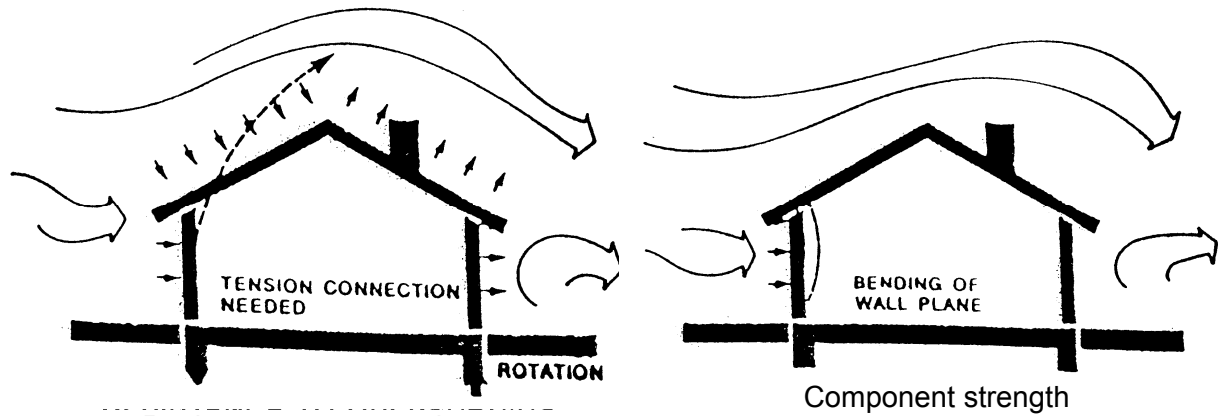
### Foundations

A structural vulnerability assessment should pay special attention to how the building's foundation was constructed, to ensure that the structure is fixed firmly in place. Existing structures that do not meet construction standards for foundations should be improved by building proper pillars and securing the structure to them. Wooden pillars – which should be a minimum size of 6" x 6" if square or 8" in diameter if round – should be made of treated lumber and sunk more than 4 feet into the ground. Wooden pillars may be strengthened by excavating around the pillars, casting into the ground with concrete 1:2:3 and bracing the pillars to provide lateral support to resist wind action. (see Figure 3 below).

Solid cement or concrete pillars should be firmly embedded 18 into the ground, with a ½" rebar extending 12 inches above the foundation. Where there are existing buildings with reinforced concrete block pillars but no projecting steel bars left to help secure the structure to the foundation, the installation of a metal strap fastened to the pillars and nailed to the bottom plate can offer some measure of resistance.

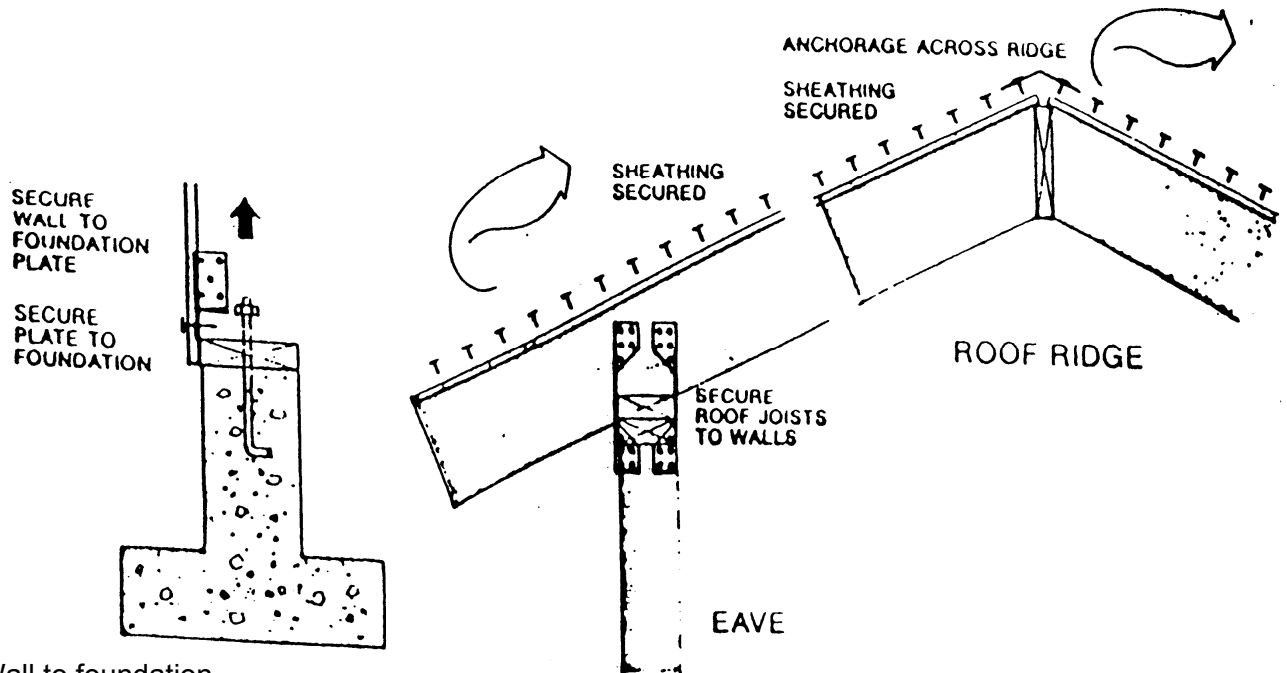
**Figure 3: Considerations in building to resist wind-induced forces**





(From "Wind Resistant Design Concepts for Residences," Defense Civil Preparedness Agency,

### Connections and Anchorage:



Wall to foundation

### Roofs

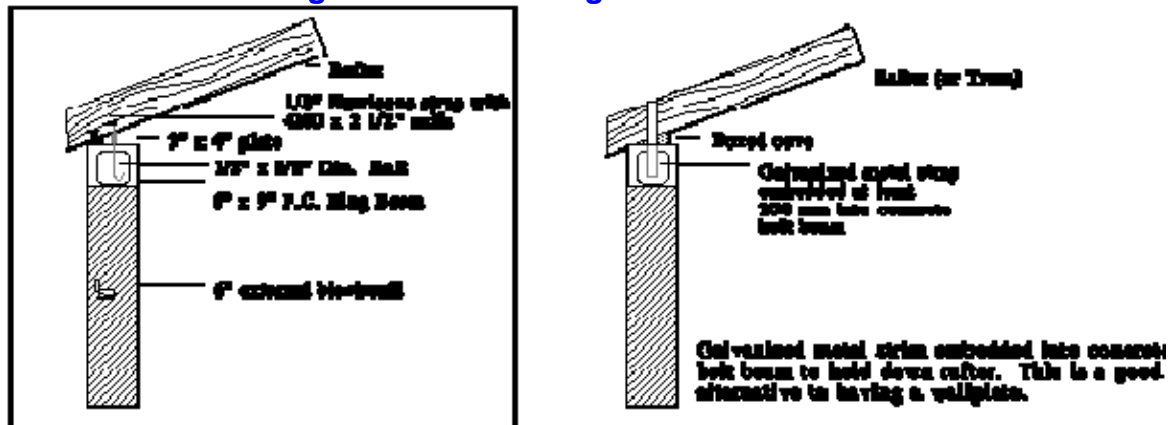
Roof failure during a storm can expose the interior of a building to devastation and will often contribute to the weakening and further collapse of the remaining structure. When assessing the vulnerability of roofs on your property, check for the following:

- Hip- or gable-shaped roofs with a minimum slope of 30 degrees.
- An overhang of approximately 8" horizontal, unless enclosed.
- Ventilation installed in gable ends facing away from hurricane winds.
- Rafters attached to the wall plate with twisted metal straps.
- Rafters located at 2'0".

- Every second set of rafters connected by collars or ties beneath the ridge board.
- Cross laths (purlins) located at 1'0".
- Ridge is capped and nailed, or washered bolts have been used for roofing.
- Dome head galvanized nails or washered bolts have been used for roofing.
- Porch/veranda roof is separate from building roof, and can break away.
- The pitch of the roof is between 30 and 40 with closed gables.
- Timber flat roof membranes or built-up roofing are not recommended.
- Laths are placed on edge, rather than flat and are no more than 2'0" apart.
- Rows of roofing nails at the ridge and eave of the roof are one nail for each corrugation; for rows in between, there should be one nail every other corrugation.
- Ridge laps are 6-8" to prevent leaks caused by driving rain and capillary action.
- Nail collar ties are nailed to the side of the rafters and not the face, so as to avoid the nails pulling out.
- All loose, broken and corroded sheets and tiles have been replaced.
- Any rotten purlins and rafters have been replaced, making sure that the drive screws are driven into solid material and cannot be pulled out easily.
- Any rotten wall plates have been replaced and secured to the wall by bolts.
- Along the eaves and ridge, the number of drive screws in the roof sheets should have been increased by at least 50 percent as the pressures are greatest in these areas.
- Hurricane clips are installed to connect the studs to the plate and to connect the roof rafters to the studs – this is an important exercise and is not costly.
- Clips are installed on each rafter and metal plates made of cut galvanized sheet have been used to connect the members of the roof rafters together. Nails holding the timbers together are easily pulled out especially where the timber is not sound; in such cases, metal or wooden straps are necessary (see Figure 4 below).
- Overhanging eaves are sealed to reduce vulnerability. Phase work as ceiling may be expensive.
- If the roof is a gable, it may be possible to install louvers in the gables just under the ridge to act as ventilators to reduce pressure and the possibility of the roof lifting off.
- If the verandah roof (or balcony roofs) is not separate from the main roof, it may need to be strengthened at the junction of the balcony roof with the main roof, by increasing the hurricane clips on the rafters and by increasing the number of drive screws at the eave of the balcony roof and also at the eave of the main roof.
- The connections of the supports of the balcony roof should also be strengthened. Ensure columns supporting the balcony roof are firmly connected to the ground or floor beam and to the roof plate. If metal connections are rusted, they should be replaced immediately.

- If possible, board in the verandah to prevent upward pressures on the roof, because the vulnerability of such open roofs is high. Balcony roofs should be separated from the main roof.
- Equipment mounted on the roof is firmly fixed to the roof underlying structure – if not, arrange to have mountings installed.
- If corrugated metal or light sheet metal is used:
  - the gauge of metal should be regulated: 24 grams for galvanized steel and 20 grams for aluminum;
  - galvanized sheets should overlap to at least one complete corrugation, but preferably two complete corrugations;
  - galvanized sheets should overlap at least 10" when they are joined lengthwise;
  - galvanized sheet should be nailed at the top of every corrugation, at eave and at ridge;
  - board every second corrugation and lath/purlins;
  - frequency of spacing and type of fixing should be carefully selected and all nailing should be clinched;
  - waterproof washers should be used to avoid loosening by vibration;
  - fixing of purlin to rafters should be carefully controlled;
  - plates should be tied to ring beams or other structures at regular intervals, and through main walls to foundations at selected points;
  - extended eaves should be avoided;
  - pockets under eaves should be minimized by boarding or sheeting to the underside; detail at ends of eaves should protect open edges of sheet covering to avoid uplift;
  - fascia boards should be installed;
  - ventilation should be provided to boxed eaves to remove humidity and most importantly to equalize the interior and exterior pressures; they should be placed in overhangs;
  - eaves should be as short as possible as shorter eaves reduce the upward thrust by the action of hurricane winds;
  - gutters should be securely fixed; and
  - sheet and ridge cap should be made to overlap the barge board and be secured with 1" nails.

**Figure 4: Rafter/Ring Beam Connection**



## Framing

When inspecting framing, ensure that:

- additional studding and noggins have been installed.
- T's have been used to connect the studs to the bottom and top plates of the skeletal frame of the building.
- L's have been used to connect the corners of the bottom and top plates.

## Walls

When inspecting the walls of the building, ensure that:

- wall plates and sills are attached to cement foundations or pillars by bolted rebar;
- wall plates and sills are attached to wooden pillars by straps and nails;
- floor joists are toe-nailed to the wall plate;
- wall uprights (studs) are fixed to sills and top wall plates with hurricane straps;
- wall uprights (studs) are located at 1'0" centers; and
- double studs are used around doors and windows, with cross braces at corners.

## Windows and doors

- Install permanent hurricane shutters built of timber or aluminum hoods that close to become hurricane shutters.
- Alternatively, store pre-made shutters in an accessible spot, so they can be nailed in place before a storm strikes.
- Ensure that all hurricane shutters are in good working order.
- If there are large glass sliding doors or glass windows without hurricane shutters, keep sheets of plywood on hand for protecting the glass when a hurricane warning is announced.
- Alternatively, protect the glass (and the contents of the hotel) by installing polyvinyl butryal laminated glass; this is a preferred option if the cost can be absorbed.
- Ensure that all louver windows are in good working order.
- Ensure that all windows and doors close tightly.
- All broken glass in windows should be replaced.

- Instruct staff to keep all entrances closed throughout a storm period and/or open entrances on opposite sides of buildings to allow air pressure to neutralize.

#### **Lands and grounds**

- Establish a program for periodic inspection and pruning of trees in built-up areas.
- Inspect terraced areas and slopes periodically, and maintain them to avoid erosion.
- Inspect ground surface ingredients and drainage systems periodically and keep them free of dirt and debris.
- Institute a program of planting special trees and shrubs on steep slopes to combat land slippage.

#### **External areas**

- Because flooding often follows a hurricane, check the high water mark from previous heavy rain storms and ensure that drains are cleared to carry the rain water away from the building and that no storm water can get into the building.
- Dig trenches around the building to lead water away from the structure, especially if the floor is below flood level.



## APPENDIX 4: Checklists and Frequencies for Maintenance Operations

The following tables present suggested frequencies and responsible parties for building maintenance.

### Building Interior

| Spaces  | Frequency (maximum)  | Party responsible for seeing that it is carried out  |
|---|--|--|
| <b>Washrooms and toilets</b><br>Inspect and report deficiencies<br>Order replacements<br>Replace broken elements<br>Repair<br>Paint | Daily<br>Immediately<br>Quarterly<br>Immediately<br>Annually | Maintenance Staff/Chief Engineer<br>Maintenance Staff/Chief Engineer<br>Hotel Manager/Chief Engineer<br>Maintenance Staff/Chief Engineer<br>Maintenance Staff<br>Maintenance Staff |
| <b>Corridors and guest rooms</b><br>Inspect and report deficiencies<br>Clean walls<br>Repaint walls                                 | Daily<br>Weekly<br>Every 2 years                             | Maintenance Staff<br>Maintenance Staff<br>Maintenance Staff/Chief Engineer/<br>Hotel Manager   |
| <b>Ceilings, interior roofs, canopies</b><br>Inspect and report deficiencies<br>Repaint   | Annually<br>Every 2 years                                    | Maintenance Staff/Chief Engineer<br>Maintenance Staff/Chief Engineer   |
| <b>Kitchen and technical areas</b><br>Inspect all counters, floors and walls<br>Report and repair                                   | Daily<br>Immediately   | Maintenance Staff<br>Maintenance Staff/Assistant Manager/Chief Engineer  |
| <b>Plumbing</b><br>Inspect and report deficiencies<br>Repair or replace defective pieces  | Daily<br>Immediately   | Maintenance Staff/Chief Engineer<br>Maintenance Staff/Chief Engineer   |

| <b>Spaces</b>   | <b>Frequency<br/>(maximum)</b> | <b>Party responsible for<br/>seeing that it is carried<br/>out</b> |
|---|--------------------------------|--|
| <b>Internal communication<br/>system</b><br>Inspect all internal communications to<br>ensure that the system is<br>functioning<br>properly and report defects | Quarterly                      | Assistant Manager/Chief<br>Engineer                                |
| <b>Electricity</b><br>Inspect electricity wiring on a room-<br>by-room basis and report<br>deficiencies.  | Quarterly                      | Maintenance Staff/Chief<br>Engineer                                |
| <b>Furniture</b><br>Repair or replace broken elements   | Quarterly                      | Maintenance Staff/Assistant<br>Manager                             |

## APPENDIX 5: Brief Visitor's Guide to Dealing with Natural and Man-Made Hazards

### Introduction

As a visitor to the Caribbean, it is best to be well-informed about the risks and appropriate actions to take if a natural or man-made hazard strikes. Informed visitors are less likely to hinder preparation or response actions by the authorities and emergency services personnel, and can contribute to facilitate these actions through their own awareness and appropriate action. This brief visitors' guide describes those hazards more likely to occur or with highest threat potential in the Caribbean, alongside with the actions that they can expect will be taken by the hotel operators and other individuals and organizations at the local level with responsibility for the visitor's safety, as well as those actions the visitors themselves should be prepared to undertake to ensure their own safety, minimize their potential for injury, and facilitate the action of the authorities/hotel operators.

### Hurricane Threat

Hurricanes are a fact of life in the Caribbean. Within the past decades, several hurricanes have unleashed their fury on the islands of the Caribbean. Hurricanes David in 1979, Allen in 1980, Gilbert in 1988, Hugo in 1989, Luis and Marilyn in 1995, Georges and Mitch in 1998, Keith in 2000, Charley, Frances, Ivan and Jeanne in 2004 and Katrina and Wilma in 2005 all caused significant damage to infrastructure in the region. In 2004 alone, hurricanes caused about \$30 billion worth of

#### Characteristics of a Hurricane

**Season:** Commences June 1 and ends November 30, but storms may occur at other times of the year

**Speed of advance:** Approximately 20-25km/hr (12-15 knots)

**Course:** Normally east/southeast toward west/northwest and northwest during initial stages, but storms curve toward the north as they progresses (in the Northern Hemisphere)

**Wind speed:** Generally in excess of 135 km/hr (75 knots), but may gust up to 315 km/hr (175 Knots), as in Hurricane Gilbert in September 1988

**Width of destruction:** 170-250 km (106-155 miles)

**Eye:** Center of the hurricane where there are no winds and where barometric pressure is very low

**Lull:** A deceptive period lasting approximately 30 minutes when the eye passes. Wind speed quickly resumes intensity, immediately after the eye passes.

damage in the Caribbean.<sup>10</sup> The tourism industry, an important economic sector for many Caribbean countries, suffered severe impacts, from damage to hotels to loss of business. This section discusses the characteristics and impacts of hurricanes, and what tourism businesses can do to both prepare for and respond to hurricanes, to limit long-term impacts on the tourism sector.

---

## What is a hurricane?

A hurricane is a **tropical cyclone** in which the maximum average wind speed near the center, or eye, exceeds 74 mph (119 km/h). The winds rotate in a counter-clockwise spiral around a region of low pressure. Such a system is known as a hurricane only in the Atlantic Ocean and eastern Pacific Ocean. In the western Pacific, including the Philippines, it is called a *typhoon*; near Australia, a *willy willy*; and in the Indian Ocean, a *cyclone*.

The World Meteorological Organization uses tropical cyclone as a generic term to define any weather system developing over tropical or subtropical waters with a definite organized surface circulation and winds exceeding 34 knots, or 63 km/h.

Four conditions are necessary for the development of a tropical cyclone:

- A warm sea temperature in excess of 26 degrees Celsius (79 degrees Fahrenheit);
- High relative humidity (the degree to which air is saturated by water vapor);
- Atmospheric instability; and
- A location of at least 4 - 5 latitude degrees from the equator.

A cyclone goes through four phases of development on its way to becoming a hurricane:

5. **Tropical Disturbance:** A weather system that gives rise to a specific area of cloudiness with embedded showers and thunderstorms.
6. **Tropical Depression:** A tropical cyclone system with definite counter-clockwise wind circulation and maximum sustained winds of less than 38 mph (61 km/h). At this stage, the system is given a number for easier identification and tracking.
7. **Tropical Storm:** A tropical cyclone system with maximum sustained surface winds greater than 38 mph (61 km/h) but less than 74 mph (119 km/h). At this stage, the system is given a person's name.
8. **Hurricane:** A tropical cyclone with wind speed greater than 74 mph (119 km/h). The weather system is now better organized and the eye is well-defined.

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<sup>10</sup> Economic Commission for Latin America and the Caribbean.

The Saffir/Simpson Scale, shown below, is used to classify hurricanes into one of five categories, according to intensity:

| Saffir/Simpson Hurricane Scale |                                   |                                |              |              |              |
|--------------------------------|-----------------------------------|--------------------------------|--------------|--------------|--------------|
| Category                       | Mean central pressure (millibars) | Winds mph (km/h)               | Surge (feet) | Damage       | Example      |
| 1                              | 980 or more                       | 74-95 mph (119-151 km/h)       | 4-5          | Minimal      | Agnes 1972   |
| 2                              | 965 - 979                         | 96 – 110 mph (152 – 176 km/h)  | 6-8          | Moderate     | Kate 1965    |
| 3                              | 945 - 964                         | 111-130 mph (177 – 209 km/h)   | 9-12         | Extensive    | Elena 1985   |
| 4                              | 920 - 944                         | 131 – 155 mph (210 – 248 km/h) | 13-18        | Extreme      | Hugo 1989    |
| 5                              | less than 920                     | more than 155mph (248 km/h)    | more than 18 | Catastrophic | Gilbert 1988 |

### Associated hazards of hurricanes

Tropical cyclones have the potential to cause severe levels of impact to anything in their paths. Among their associated hazards are:

- **Destructive winds:** The strong winds generated by tropical cyclones circulate clockwise in the Southern Hemisphere and counter-clockwise in the Northern Hemisphere. Winds spiral inward and move toward the cyclone center, with wind speeds progressively increasing toward the core. As the eye arrives over an area, winds fall off to become almost calm, but rise again just as quickly as the eye passes and are replaced by hurricane-force winds blowing from a direction nearly the reverse of those from before the lull. The strongest winds of a hurricane in the Northern Hemisphere are those in its right side (right quadrant) to the direction of movement, since the speed of advance adds its magnitude to the speed of the winds on that side.
- **Storm surges:** A surge is the rise in sea level above the normal tide (See Saffir-Simpson Scale above). As the cyclone approaches the coast, the friction of strong onshore winds on the sea surface, plus the "suction effect" of reduced atmospheric pressure, can pile up sea water well above predicted tide levels along the coastline near the cyclone's landfall.

- **Excessive rainfall and floods:** The high humidity within a cyclone condenses into rain and giant cumulus clouds result in high precipitation rates when the storm reaches land. Heavy rains can rapidly saturate the ground, with run-off resulting in severe flooding.

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## Likely impacts of hurricanes

- **Physical damage:**

Physical structures can be damaged or destroyed by wind force, storm surges, landslides and flooding. Public utilities, such as overhead power lines, water and gas distribution lines, bridges, culverts and drainage systems are also vulnerable to severe damage. Fallen trees, wind-driven rain and flying debris can also cause significant impacts.

### The Hurricane Warning System

The following warnings will be issued before a hurricane. Staff members should pay careful attention to these warnings as there are certain procedures to follow after each phase. Some radio and television stations in the Caribbean have a special signal that precedes warning messages, and staff should become familiar with these signals.

**Phase A - HURRICANE ALERT:** Hurricane entering the region that will likely impact the country.  
**Phase B - HURRICANE WATCH:** 36 hours to landfall.  
**Phase C - HURRICANE WARNING:** 24 hours to landfall.  
**Phase D - EMERGENCY PHASE:** Impact.  
**Phase E - RECOVERY PHASE:** After the "all clear" is given.

- **Crops and food supplies:** The combination of high winds and heavy rains and flooding can ruin crops and trees. Food stocks may be lost or contaminated, and it is possible that food shortages will occur.
- **Casualties and public health:** There are relatively few deaths associated with the impact of high winds. Storm surges, on the other hand, can cause many deaths. The most significant threat to public health may emerge in the aftermath of the storm, when conditions such as water contamination or shortages, flooding and damage to sanitation facilities may facilitate the spread of diseases.
- **Lack of communication and transport:** Communication may be severely disrupted as telephone lines, radio and television antennas and satellite disks are blown down. Roads and railway lines may be blocked by fallen trees or debris, and aircraft movements are generally curtailed for hours after a cyclone.

### **In the event you are caught in a hurricane:**

Hotel guests should expect to be provided with as much information as possible on the events surrounding the hurricane. Guests should expect to be informed both in writing and personally at every phase before the impact (alert, watch and warning) and again after the impact of the hurricane. Guests should also expect to be provided with information on whether it is safe to remain in the hotel, or if it is necessary to move to shelters or return to their countries of origin. In some cases, guests can also expect to be involved in preparations to face the impact of the hurricane and also in any emergency and recovery activities after the impact of the hurricane.

## Terrorism and Fire Threats

In recent years, terrorism has become a greater concern within the tourism industry, in keeping with the increased global consciousness revolving around terrorist attacks. Terrorist targets have included civilian locations such as hotels, resorts, restaurants and night-life attractions. Events such as the 1998 bombing in Bali, and the 2002 and 2005 bombings in Jordan, are just a few of the numerous examples in which terrorists have selected non-military, non-government-based targets.

Protecting and preparing the tourism industry for terrorism is a complex issue. Tourism establishments strive to provide warm, welcoming and accommodating environments to visitors from across the world while also maintaining a safe and secure environment for their staff and customers. Upholding good customer service practices, however, should not allow tourism establishments to ignore their risk of and vulnerability to acts of terrorism.

The Caribbean has been fortunate in that its nations have not yet experienced terrorism on their home soil, yet the region, including its tourism industry *has* experienced the effects of past terrorist events in other parts of the world, such as drastic drops in travel and tourism rates. Although the U.S. Southern Command (U.S. SOUTHCOM) has designated the risk for terrorism in the Caribbean region as “low,” the possibility of terrorism impacting the region in the future remains a reality, and it is crucial for members of the Caribbean tourism industry to include terrorism preparedness as part of its multi-hazard approach to disaster contingency planning.

To understand how to prepare, respond and recover from terrorist events, it is important to understand how and why terrorism can impact the tourism sector. This section discusses the characteristics of terrorist events, what tourists should be aware of and the actions they can undertake in order to increase their safety vis-a-vis potential terrorist threats and fire threats.

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### What is terrorism?

- The basic mission of a terrorist group is to cause **disruption of normal daily life** and routine. Motivations to commit a terrorist threat or act can be political, ideological or religious.
- Terrorist **targets** often include places where crowds of people gather, such

#### Types of Terrorist Threats and Events

- Bomb threat
- Vehicle bomb/suicide bomber
- Biological attack
- Chemical attack
- Nuclear attack
- Cyber-attack



as hotels and resorts, major public events, high-profile landmarks, international airports and seaports.

### **Tourists should be aware of and note anyone who:**

- Is taking photographs of airport security checkpoints, aircraft or runways, etc.
- Is walking around in unauthorized areas, especially without identification.
- Asks questions about when security officers patrol the area.
- Appears over-dressed for the current weather conditions.
- Others are pointing out as acting in a suspicious manner prior to the event.

### **IMMEDIATELY report any unattended items to security**

#### **Emergency Go-Kits**

It also recommended that guests/tourists be prepared for the possibility of a terrorist attack with a simple kit. Guests can inquire about the existence of 'Emergency Go-Kits'.

These kits should contain:

- ☐ Bottled water and non-perishable food such as energy bars
- ☐ Expanded first-aid kit
- ☐ Temporary, water resistant name tags
- ☐ Plastic ponchos and mylar blankets
- ☐ Contact information for business emergency/security personnel
- ☐ Personal/family hygiene items: soap, diapers, feminine products, toothbrush, toothpaste, moist towelettes, etc.

## **Fire**

Consider any instance of a fire or smoke conditions to be serious and notify fire services immediately. Fire and smoke can overwhelm people in a very short period, and decisive response is required. Asphyxiation is the leading cause of death from fire or smoke, followed by burns and thermal related injury.

- ✓ **If you are on fire: STOP, DROP and ROLL to extinguish the flames.**
- ✓ **Before opening a door, check it by placing the back of your hand against the door to test for heat.**
- ✓ **In the event that you are trapped in their rooms, stay away from the main door and use wet towels to prohibit smoke from entering underneath door.**
- ✓ Notify personnel of fire and advise on location of the fire.
- ✓ Notify local emergency responders (fire, police).
- ✓ Locate fire extinguisher and deploy as needed, but do not compromise your safety or the safety of others to extinguish the fire.

- ✓ Evacuate the building using stairwells beyond primary assembly areas and away from threat of fire.
- ✓ Leave personal possessions.
- ✓ Do not use elevators; elevators should be programmed to return to ground floor.
- ✓ Remain low to the floor if possible.
- ✓ Seek medical attention for injuries.
- ✓ ***Do not re-enter the area until deemed safe by emergency responders.***

### Use of a Fire Extinguisher

During instances of small fires, a fire extinguisher can be used to assist in extinguishing the flames. Employees should be trained in how to use a fire extinguisher and take the time to locate the extinguisher closest to their work area before a fire emergency occurs.

Each fire extinguisher is rated based on its ability to be effective against certain types of fire. These ratings are:

- Type A: Wood or paper fires only.
- Type B: Flammable liquids or grease fires
- Type C: Electrical fires
- Type ABC: Rated for all types of fires

A simple acronym can help you remember how to use a fire extinguisher:

#### PASS

P- Pull the safety pin

A- Aim at the base of the fire (approach no closer than 8 feet)

S- Squeeze the activation handle while holding extinguisher upright

S- Sweep back and forth, covering the area of the fire

If you are unable to extinguish a fire in 15 seconds using a portable fire extinguisher, leave the area. If possible, close off the area.



## **APPENDIX 6: Table-Top Exercise for Tourism Sector Crisis Response**

### **INTRODUCTION**

“The following is a discussion-based tabletop exercise intended to discuss the tourism sector’s level of preparedness to manage the events surrounding a major terrorist attack in a simulated, heavily-populated section of Jamaica. This exercise will provide a unique opportunity for participants to work together and learn from each other as they think about how tourism establishments in the Caribbean region would respond to a similar emergency.

As a participant, your input, discussion and enthusiasm will lay the foundation for the success of this exercise. Each of you brings a unique perspective that, with the support of our Exercise Director, will enhance the Caribbean region cumulative emergency preparedness.

This Situation Manual (SITMAN) is a snapshot of today’s exercise to be used as a guideline for your participation. It contains information about your role during the exercise, a chronologically sequenced scenario representing a specific disaster situation, and supplemental information that we hope will make your experience enjoyable and educational.

### **EXERCISE PURPOSE**

To discuss the critical tasks that should be conducted by tourism establishments in the Caribbean region in response to a terrorist/crisis incident that affects their resources.

To identify shortcomings and areas for improvement on how Caribbean tourism establishments respond to this type of scenario.

### **EXERCISE OBJECTIVES**

To discuss implementation of the following critical tasks:

Alert and warning

Protective actions (evacuation vs. shelter-in-place)

Incident command and crisis management teams

Employee accountability

Special needs populations

Decision making and communication

Business continuity

Facility considerations

Security issues

Emergency supplies and equipment  
Coordination with local resources

### **RULES OF PLAY**

This exercise will be conducted in a no-fault learning environment.  
Participate in the discussions and engage your organization  
Share ideas  
Be constructive  
Seek opportunities for synergy  
Discuss current plans and capabilities  
Remain focused

## Module 1: Initial Response (Hours 1 -2)

The time is approximately 6:45 pm on a warm evening in July.

The temperature is 85 degrees, there is no precipitation, and winds are at 5 mph SE

Suddenly, a large explosion is heard by most in the surrounding area

The remains of a large truck can be seen parked in front of several buildings, which have all been moderately or severely damaged by the explosion's blast. The truck remains are on fire and smoking.

Several bystanders near the explosion are displaying the following visible signs: difficulty breathing, excessive salivation, coughing. They are all complaining of feeling tightness in their chests.

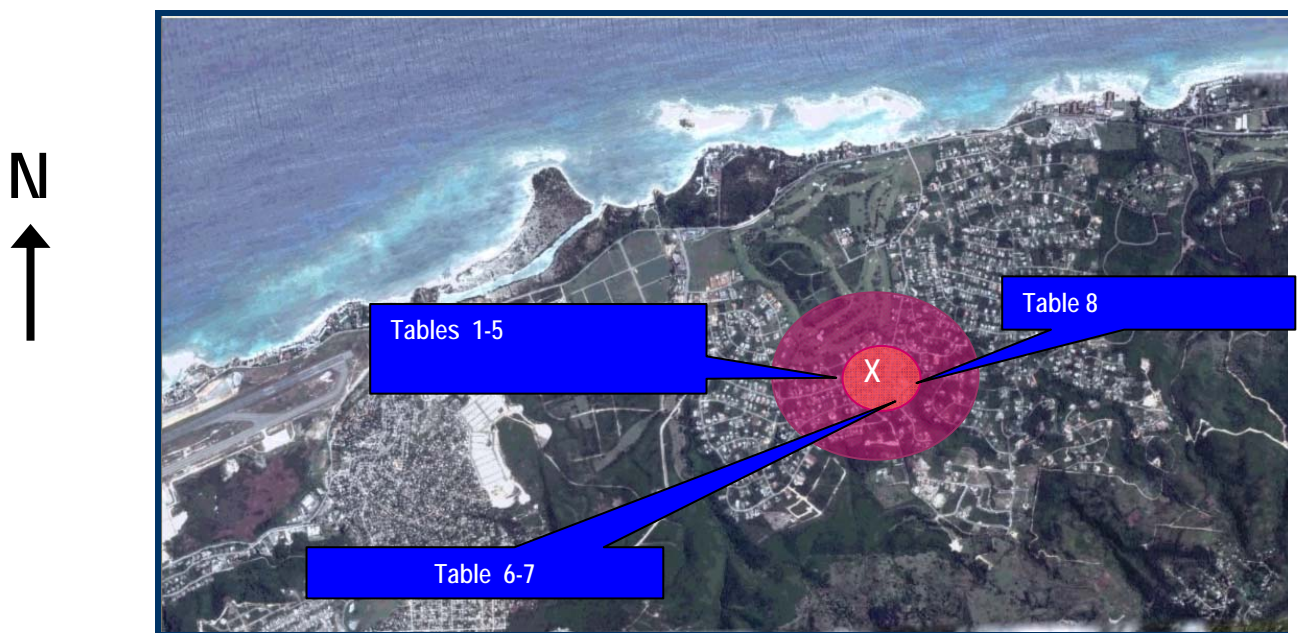
You can smell a strong odor of bleach beginning to permeate the area near the explosion

People at your building are beginning to congregate near the exit to find out what has happened and are rushing out onto the street.

The smell of bleach is beginning to spread.

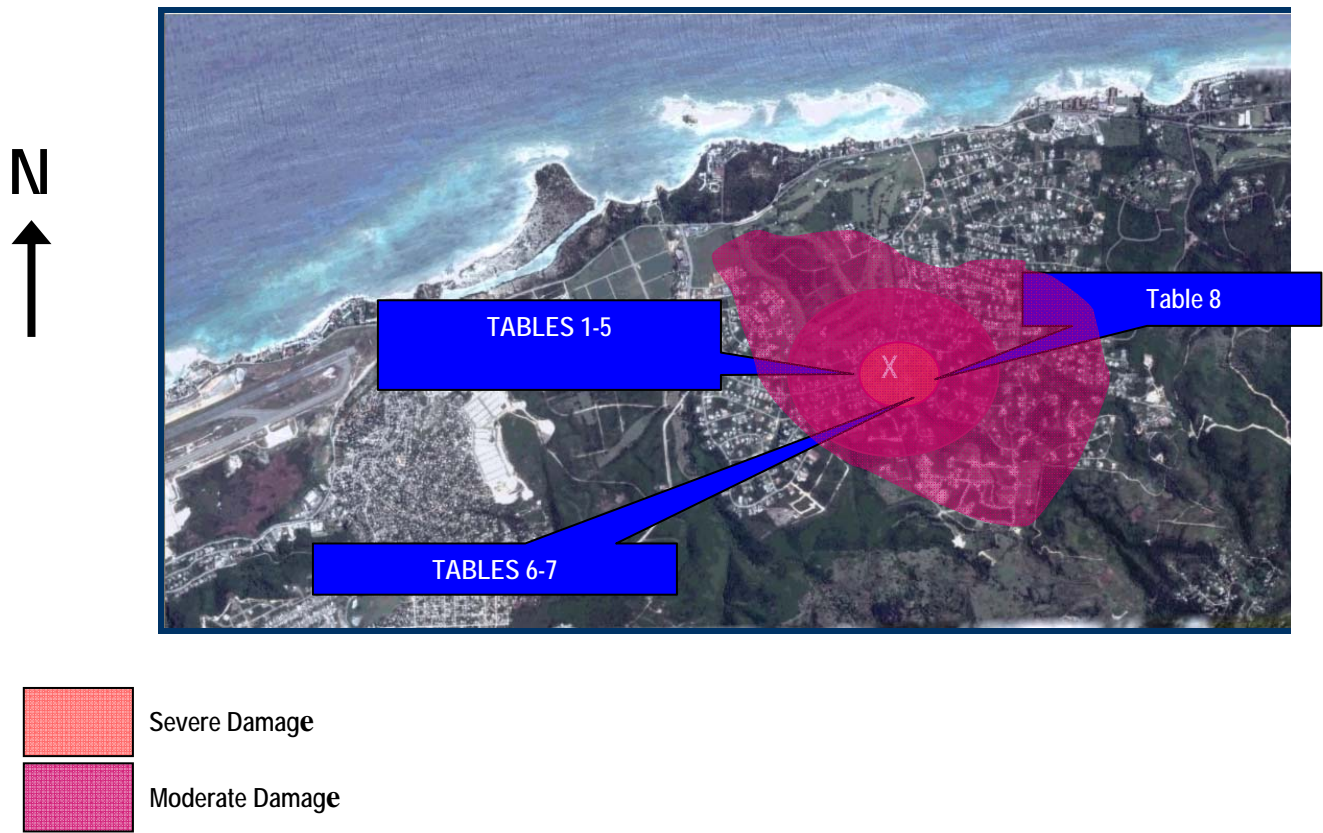
Panic is starting to ensue.

**The following two maps will enhance your situational awareness of the incident.**



BLAST DAMAGE

PLUME MODEL



## MODULE 1: QUESTIONS

## Tables 1-8

- ✓ **Designate a spokesperson who will deliver the report-out for your table.**
- ✓ **Address the following as a group at your table (use the blank space provided below):**
  1. Develop your tourism establishment's response plan to this incident
  2. Discuss each position's roles and responsibilities when responding to the incident described in the scenario
  3. Discuss your tourist establishment's top three priorities during the first four (4) hours of the response
  4. Based on your established priorities, discuss the actions that would be included in your initial and ongoing response plan
  5. What type of notifications will your tourism establishment need to make?
  6. Discuss how your tourism establishment would work with other tourism establishments in the immediate vicinity in response to this incident. What kind of resources can you offer? What resources do you need?
  7. What forms are you using from the Multi-Hazard Contingency Planning Manual? How will these assist you in responding to and documenting the incident?
  8. Develop a media message. How will you handle questions from the media?
  9. Document any issues, challenges, or concerns that were raised during your discussion

**Use this space to address the issues above:**

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## MODULE 1: QUESTIONS (CONTINUED)

### Tables 9 &10:

- ✓ **Designate a spokesperson who will deliver the report-out for your table.**
- ✓ **Address the following as a group at your table (use the blank space provided below):**
  1. Develop your organization's response plan to this incident
  2. Discuss each position's roles and responsibilities when responding to the incident described in the scenario
  3. Discuss your organization's top three priorities during the first four (4) hours of the response
  4. Based on your established priorities, discuss the actions that would be included in your initial and ongoing response plan
  5. What type of notifications will your organization's need to make?
  6. Discuss how your organization would work with local tourism establishments in response to this incident. What kind of resources can you offer? What resources do you need?
  7. How will you obtain the information contained in the forms from the Multi-Hazard Contingency Planning Manual? How will these assist you in responding to and documenting the incident?
  8. Develop a media message. How will you handle questions from the media?
  9. Document any issues, challenges, or concerns that were raised during your discussion

**Use this space to address the issues above:**

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## MODULE 2: SUSTAINED RESPONSE AND INVESTIGATION (24 HOURS AFTER THE EXPLOSION)

Additional government and military response assets have arrived to support the incident response

The NEOC and TEOC remain activated.

Most tourism establishments have suffered at least several casualties as a result of the explosion and chemical release. Most of the injured or killed are guests or visitors, but there are some injuries among the employees.

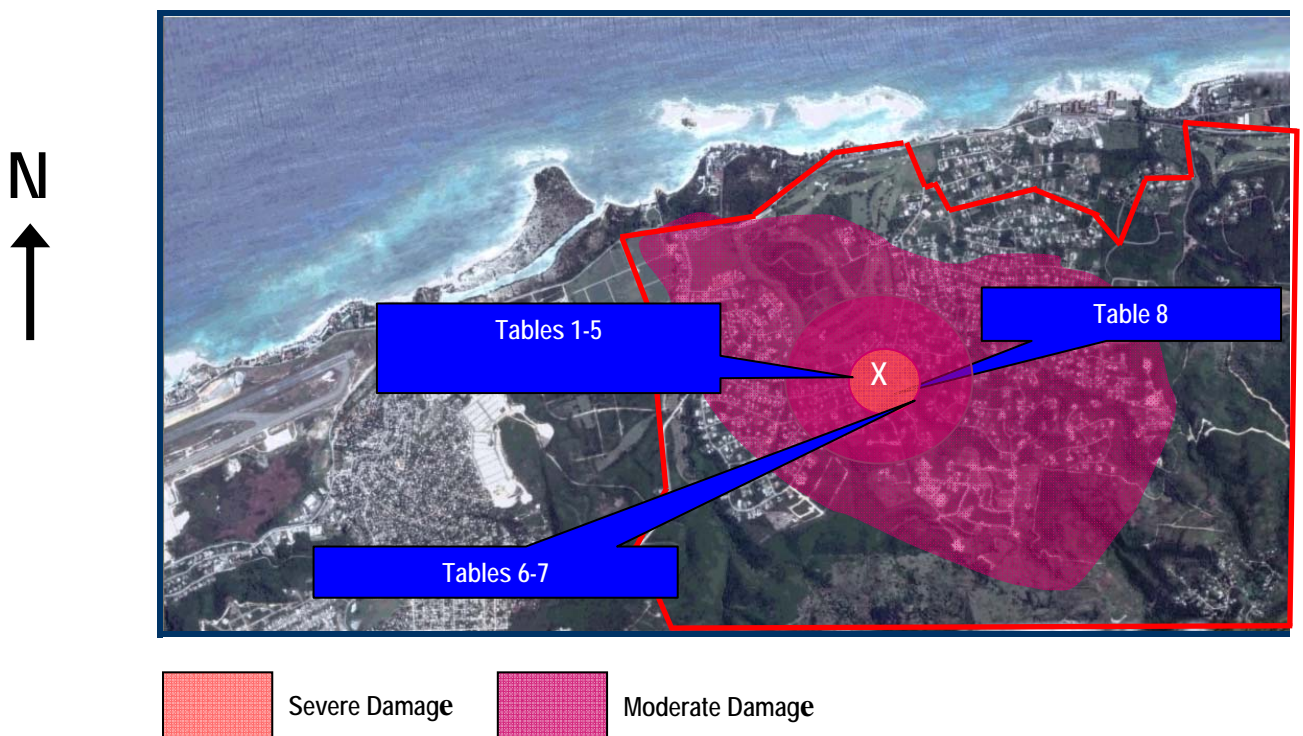
Affected hotels in the area, including the Sand Lion have numerous guests that are missing. Hotel guests are asking to checking out and asking for information and assistance to get home. Some guests are asking about whether other hotels can accommodate them.

The Sand Lion, the Caribbean Café and the Harbour Craft Market have all suffered moderate property damage, including broken glass and other debris. These three tourism establishments, as well as most other tourism establishments in the area remain closed off to public access.

The immediate area around the explosion has been declared a crime scene. The bomb squads have completed an assessment of the fuel oil truck and determined that it was converted by terrorists to carry chlorine and traditional explosives

Police forces have established a security perimeter (see picture below) to restrict people and vehicles from leaving and entering the area.

### PLUME MODEL



## MODULE 2: QUESTIONS

### Tables 1-8

- ✓ **Designate a spokesperson who will deliver the report-out for your table.**
- ✓ **Address the following as a group at your table (use the blank space provided below):**
  1. Discuss how your position's roles and responsibilities would change in response to the new information presented
  2. Discuss your tourism establishment's top three priorities during hours 24 through full recovery
  3. Based on your priorities, discuss actions that would be included in your response plan for hours 24 through full recovery
  4. Discuss how your tourism establishment would continue to work with other tourism establishments in response to this incident. How are you organized?
  5. What forms are you using from the Multi-Hazard Contingency Planning Manual? How will these assist you in responding to and documenting the incident?
  6. What kind of resources can your tourism establishment offer at this point? What resources will you need?
  7. What kind of additional information will you provide to the Tourism Emergency Operations Center? How will you provide it?
  8. What are the steps you will need to take at this point to recover from this incident?
  9. Document any issues, problems or concerns that were raised during your discussion



## MODULE 2: QUESTIONS (CONTINUED)

### Tables 9 &10:

- ✓ **Designate a spokesperson who will deliver the report-out for your table.**
- ✓ **Address the following as a group at your table (use the blank space provided below):**
  1. Discuss how your position's roles and responsibilities would change in response to the new information presented.
  2. Discuss your tourism establishment's top three priorities during at 24 hours after the explosion.
  3. Based on your priorities, discuss actions that would be included in your response plan at this time?
  4. Discuss how your organization will to work with the tourism establishments in response to this incident. How are you organized?
  5. What forms are you using from the Multi-Hazard Contingency Planning Manual? How will these assist you in responding to and documenting the incident?
  6. What kind of resources can your organization offer at this point? What resources will you need?
  7. What kind of information should be shared with the tourism establishments? What information needs to be shared between the TEOC and the NEOC?
  8. What information would you include in your next media message?
  9. What are the steps you will need to take at this point to assist the tourism establishments to recover from this incident?
  10. Document any issues, problems or concerns that were raised during your discussion

**Use this space to address the issues above:**

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# PREPAREDNESS REPORT

The confidential “report card” provided below allows you to score your own tourism establishment on the issues and concepts discussed today. To obtain an accurate assessment that will benefit your tourism establishment’s preparedness, you should be candid and honest in your assessment. This will help you identify which critical tasks need the most attention.

| CRITICAL TASK   | COMMON COMPONENTS  | GRADE   |   |   |   |   |
|---|--|---|---|---|---|---|
|   |  | Circle one of the following letters for each subject* |   |   |   |   |
| Alert and warning   | <i>Automatic notification systems, alarms, pre-scripted messages, regular maintenance and testing, etc.</i>  | A   | B | C | D | F |
| Protective actions  | <i>Decision-making procedures, sensors, clear evacuation routes, effective and safe shelter-in-place locations, etc.</i>   | A   | B | C | D | F |
| Incident command and crisis management teams  | <i>Virtual emergency operation centers (EOC), crisis software, clear chain-of-command, crisis management teams, etc.</i>   | A   | B | C | D | F |
| Employee accountability   | <i>Automatic tracking and remote check-in systems, primary and alternate assembly areas, coordinators and floor wardens, etc.</i>  | A   | B | C | D | F |
| Special needs populations   | <i>Need to address delayed reaction time, language barriers, extra medical care, specialized transport, enhanced emotional reaction, etc.</i>                                    | A   | B | C | D | F |
| Business continuity   | <i>Risk assessment and business impact analysis, remote sites/alternate worksite(s), back-up data and records, offsite storage, insurance, suppliers/service providers, etc.</i> | A   | B | C | D | F |
| Facility considerations   | <i>HVAC management, auxiliary power, decontamination, airflow, building code revisions, etc.</i>   | A   | B | C | D | F |
| Emergency supplies and equipment  | <i>Personal emergency kits, supply caches, personal protective equipment, medical equipment, generators/surge protectors</i>   | A   | B | C | D | F |
| Coordination with local resources   | <i>Corporate Crisis Management Team and/or Incident Management Team, Corporate Liaison, etc.</i>   | A   | B | C | D | F |
| <b>Total</b><br><i>To determine the total, count the number of letters in each column and put the total in this row. This will help you determine your overall score.</i> |  |   |   |   |   |   |

\*Use the following criteria to determine what “grade” you should score your company for each subject.

A – Outstanding (needs no improvements)

B – Good (needs minor improvements)



- C – Satisfactory (meets basic requirements)
- D – Poor (needs significant improvements)
- F – Failing (needs complete restructuring)

## TOURISM BUSINESS PROFILES

**PLEASE READ:** Each exercise participant should be seated at a numbered table. Please read the profile provided below that corresponds to your table number. This profile describes the fictional company that you will be employed by for the purposes of this exercise. Each group should designate personnel to fill in appropriate positions as defined below in the “Positions” section.

### TABLE 1: THE SAND LION BEACH RESORT & SPA

The Sand Lion Beach Resort & Spa is a top-rated, all-inclusive beachfront resort and considered the premier spot for the ultimate Caribbean vacation. Sand Lion also maintains international locations in St. Lucia, Jamaica, Antigua and The Bahamas. The Sand Lion Beach Resort & Spa prides itself on its quality of service and customer care. You are skilled at having the utmost discretion, as the Sand Lion Beach Resort & Spa is familiar with frequently serving high-profile customers including politicians, businessmen and diplomats. Sand Lion includes 300 lavish rooms and suites, and offers a choice of six gourmet restaurants, a full-service European-style spa and a huge range of land and water sports. Nearby are the Sand Lion Golf Resort and Beach Club, which is made available to all guests staying at the Sand Lion Beach Resort & Spa, with full-shuttle bus service provided. Today, approximately 270 rooms are occupied (estimated 590 clients). There are typically 110 staff on-site during the day and 80 staff on-site during the night. During the crisis, the guests and visitors assume it is a drill and do not listen to or obey the instructions provided. In trying to rectify this situation, you are also encountering several language barriers.



**SAND LION BEACH  
RESORT & SPA**

### TABLE 2: CAFÉ CARIBBEAN

Café Caribbean is family-owned restaurant that specializes in a wide variety of regional Caribbean, French and international cuisines, and caters mainly to customers staying at the nearby hotels and resorts. It has one other location across in a different district. Café Caribbean faces the street and has two floors. Approximately 75 customers eat at the restaurant on a typical evening and 12 cooks, servers and kitchen staff members are usually on the premises between 5:30 p.m. and 12 a.m. Renovations were recently completed approximately six months ago to renew the interior appearance of the restaurant.

**Café Caribbean**

### TABLE 3: HARBOR CRAFT MARKET

The Harbor Craft Market is one of area's premier shopping spots for vacationers and locals alike with over 250 craft tables selling souvenirs, boutique items and food stands. Over 1500 customers visit the craft market daily, and the area



is usually crowded from early morning until late in the afternoon. The Craft Association has responsibility for the management of the Craft Market.

**TABLE 4: THE BOUQUET HOTEL**

*The Bouquet Hotel*

The Bouquet Hotel is a five-star hotel with international locations in cities including Kingston, London, Paris, Tokyo, New York, Washington, D.C. and Los Angeles. The Bouquet Hotel prides itself on its quality of service and customer care. You are skilled at having the utmost discretion, as the Bouquet is familiar with serving high-profile customers including politicians and diplomats. The Bouquet Hotel is eight stories high with a glass top roof. The main floor/lobby of your building includes a four-star restaurant, bar and several meeting areas. The top floor has a spa and an indoor pool, and a second four-star restaurant. On weekdays, there are approximately 55 rooms that are occupied (70 clients). On weekends, there are approximately 90 rooms that are occupied (120 clients). There are typically 45 staff members on-site during the day and 20 staff members on-site during the night. During the crisis, the guests and visitors assume it is a drill and do not listen to or obey the instructions provided. In trying to rectify this situation, you are also encountering several language barriers.

**TABLE 5: THE RITZ HOTEL AND CONVENTION CENTER**

**THE RITZ HOTEL**

The Ritz Hotel and Convention Center is a four-star hotel and convention center with international locations in cities including Kingston, Cairo, London, New York and Washington, D.C. The Ritz Hotel has a reputation for providing premier service for the business community. Numerous conventions and business events are held at your location every week, with several conferences and meetings taking place simultaneously each day. The Ritz Hotel and Convention Center is five stories high with a glass top roof, atriums and passageways between meeting rooms and ballrooms. The main floor/lobby of your building includes a four-star restaurant, bar and several other meeting areas, as well as an extensive business center. The top floor has two restaurants. On weekdays, there are approximately 80 rooms that are occupied (85-95 clients). On weekends, there are approximately 120 rooms that are occupied (150 clients). There are typically 75 staff members on-site during the day and 50 staff members on-site during the night. During the crisis, the guests and visitors assume it is a drill and do not listen to or obey the instructions provided.

Numerous customers are demanding to carry on business meetings and conferences already in session.

#### **TABLE 6: JAVA JOY**

Java Joy is a popular espresso shop that serves specialty coffee beverages and light food. Java Joy is part of an international franchise, with thousands of locations worldwide. This location has approximately 20 staff members. Java Joy is located on the third floor of a 4-story building. There are approximately twelve employees per eight-hour shift serving customers near the front entrance, with an additional two or three employees working in the back. There is a manager's office in the back of the shop. During business hours on a weekday, there are approximately 45-60 customers in the store at any time, many of them tourists and customers at the nearby hotels. During the crisis, you have approximately 30 customers in the shop, half of whom are visiting from foreign countries. None of your employees speak their languages.



#### **TABLE7: THE PALM CLUB**

The Palm Club is considered to be the most popular nightclub in Kingston. Most customers are visiting tourists staying at nearby hotels. The Palm Club is a two-story building with three main dance floors; it's famous for having huge mirrors on the walls and ceiling of the main dance floor. A VIP room is located on the second floor in the back. The building's capacity is 450 people. During the day, the Palm Club is mainly empty, but on a typical weekend night, hundreds of visitors flow in and out of the club from 9pm to 3am. Your evening security shift includes approximately 15 personnel, with four guards at the main entrance. A new electrical lighting system was recently installed.

**The Palm Club**

#### **TABLE 8: JOE'S TOUR & TAXI CORP.**

Joe's Tour & Taxi Corp conducts Island tours, taxi services, and has two glass bottom boats which operates seven days a week. The company has 15 tour buses, two of which were in the immediate affected area when the crisis occurs. In addition the two charter glass bottom boats were out of port during the crisis

with guests from the surrounding hotels indicated above. Joe has 20 taxis, and a robust dispatch office with complete radio service.

#### **TABLE 9: JAMAICA TOURISM EMERGENCY OPERATIONS CENTER**

The Tourism Emergency Operations Center (TEOC) is established by the Tourism Emergency Management Committee to serve as the emergency organization in charge of coordinating the tourism sector's response during emergencies and disasters. The TEOC should have its command center established in a location that has minimal vulnerability to the most common hazards in the area, quick access routes, reliable communication facilities (including telephones, fax, radio transmitter and receiver, television, and radios with commercial and civil bands and ham radio frequencies), and a back-up power system. The location should also have adequate equipment and furnishings, appropriate transportation, computer equipment, one week's worth of food and medical supplies, and detailed plans of all systems and copies of the emergency plan and other pertinent documentation. There should be 24-hour security provided by defense or police forces. The Jamaica TEOC should employ members from the Jamaica's Ministry of Tourism, Jamaica's hotel and tourism association, and Jamaica's tourism authority, police and tour operators.

#### **TABLE 10: JAMAICA NATIONAL EMERGENCY OPERATIONS CENTER – OPERATIONS GROUP**

Jamaica's National Emergency Operations Center (NEOC) provides standard national coordination and control of emergency and disaster response and relief operations, on a 24-hour-per-day basis if necessary. The NEOC has four functional areas: executive policy, operations, communications and emergency public information. The Operations Group of NEOC is responsible for directing emergency response and relief operations. It is headed by the Director of Operations and should include chairpersons from different national disaster sub-committees, including telecommunications, shelter management, damage and needs assessment, health and welfare, transport and road clearance, and supply management. There should also be representatives from the Red Cross. The NEOC is responsible for coordination with the Prime Minister's Office, other Ministries, agencies and organizations coordinated from the NEOC. The release of public information is coordinated by the Chief Information Officer from the NEOC. Information about the status of the tourism sector before, during and after a disaster or emergency should be prepared in the TEOC and sent to the NEOC for dissemination through the media and abroad, as agreed within the NEOC. The NEOC is also responsible for carrying out damage and needs assessment for the country after a disaster or emergency situation.

## POSITIONS, TABLES 1-8

**PLEASE READ:** *Once you have assembled at the appropriate table, your group needs to designate one person to each of the following positions identified below. Each table should ensure that all the main positions (e.g. Position #1) are filled before filling the deputy-level positions (e.g. Positions #1A). If your real-world title/role parallels one of the positions, please do not hesitate to volunteer to be your table's representative for that position. You will be asked to conduct your actions during the tabletop exercise based on your assigned positions.*

**Position #1: Security Manager/Facility Manager.** As the Security Manager or Facility Manager, you are responsible for recognizing and reporting an emergency and implementing the appropriate response actions. Your priority is the safety and security of personnel, customers/clients, visitors, and assets. You must be able to report to the CEO/Senior Executive with current and accurate information in order for them to make good decisions.

**Position #2: Business Continuity Manager.** As the Business Continuity Manager, you are responsible for ensuring that the organization resumes normal operations as soon as possible. You will maintain contact with clients, suppliers, and your off-site IT networks, and work with other facilities based upon mutual assistance agreements made prior to the incident.

**Position #3: Human Resources or Legal Manager.** As the Human Resources or Legal Manager, you are responsible for communications needed to warn personnel of the danger, and to keep families and off-duty employees informed about the status of the incident. You are responsible for having complete knowledge of laws and bylaws governing emergency response and continuity of management. You must be able to report to the CEO/Senior Executive with current and accurate information in order for them to make good decisions.

## POSITIONS (CONTINUED)

**Position #4: CEO/Senior Executive.** As the CEO/Senior Executive, you make the decisions. Using the information provided by your team, you will make the decisions that best fit the situation and your organization's capabilities.

**Position #5: Public Relations Representative.** As the Public Relations Representative, you are the most important link to the public and it is critical that you develop and maintain positive relations with media outlets. You are responsible for coordinating with the CEO/Senior Executive in order to present information to the media and consumers.

## **POSITIONS FOR TABLES 9 AND 10: JAMAICA TEOC AND NEOC**

***PLEASE READ:** Once you have assembled at the appropriate table, your group needs to designate each person as one of the following positions identified below. Each table should ensure that all the main positions (e.g. Position #1) are filled before filling the deputy-level positions (e.g. Positions #1A). If your real-world title/role parallels one of the positions, please do not hesitate to volunteer to be your table's representative for that position. You will be asked to conduct your actions during the tabletop exercise based on your assigned positions.*

### **TEOC**

**Position #1: TEOC Chairperson.** As the TEOC Chairperson, you have been appointed by the Ministry of Tourism. You are responsible for the operations of the TEOC including the Telecommunications Sub-committee, the Damage and Needs Assessment Sub-committee and the Re-location, Evacuation and Shelter Sub-committee. You are also responsible for ensuring the TEOC maintains communication with the Ministry of Tourism Representative at the National Emergency Operations Center (NEOC) and the accommodation providers (including Hotel Command Centers, see [page 28](#) of the of the Multi-Hazard Contingency Planning Manual), tour operators, airlines and other tourism sector members.

**Position #2: Telecommunications Sub-committee Leader.** As head of the Telecommunications Sub-committee, it is your duty to ensure that all lines of communication remain open in the event of an emergency situation. Keeping IT systems intact and operational is of particular importance. You are in charge of keeping all groups updated with the latest information agencies while working especially closely with the Public information Sub-committee.

**Position #3: Damage and Needs Assessment Sub-committee Leader.** The Leader of the Damage and Needs Assessment Sub-committee is responsible for an immediate evaluation of the crisis and associated damages. A thorough evaluation will include making a cost assessment, contacting insurance companies, and assessing loss in terms of death and injuries.

## POSITIONS (CONTINUED)

**Position #4: Relocation, Evacuation and Shelter Sub-committee Leader.** This Leader works directly with citizens, tourists, and government officials during an emergency situation. He or she is in charge of initiating a previously created evacuation plan and offering shelter to evacuees. The Leader may also be in charge of finding temporary housing for natives who lost their homes during the disaster.

**Position #5: Public Information Sub-committee Leader.** The Leader of this sub-committee serves as the link between the government and the public / media. You and your Deputy Leader work closely with the Telecommunications Sub-committee to ensure that all information is factual and up-to-date.

## NEOC

**Position #1: Director of Operations.** As the Director of Operations, you are responsible for heading up the NEOC Operations Group and overseeing the operations of the chairpersons of the different national disaster subcommittees. You are in charge of recognizing, reporting and implementing the appropriate response actions. You are also responsible for ensuring that the NEOC works with the TEOC as described in the Multi-Hazard Contingency Planning Manual.

**Position #2: Ministry of Tourism Representative.** As the Ministry of Tourism representative, appointed by the Jamaica Tourism Emergency Management Committee, you are responsible for allowing an accurate exchange of information and a tourism sector response that is in line with national response guidelines. You will also work with the Chief Information Officer, who facilitates the distribution of information between the Ministry of Tourism and media outlets.

**Position #3: Chief Information Officer.** As the Chief Information Officer within the Emergency Public Information function of the NEOC,



you are responsible for coordinating the release of public information. The TEOC should provide you with information about the status of the tourism sector before, during and after a disaster or emergency for dissemination through the media and abroad. Specifically, you will work closely with the Ministry of Tourism Representative.

**Position #4: Damage and Needs Assessment Chairperson.** As the Damage and Needs Assessment Chairperson, you are responsible for ensuring the NEOC carries out damage and needs assessment for the county after a disaster or emergency. This assessment should be carried out in three phases, in keeping with the expectations and practice in the international donor community, as referenced on [page 26](#) of the Multi-Hazard Contingency Planning Manual. At each stage, the NEOC's reports would include input prepared and submitted by the tourism sector, through the TEOC.

**Position #5: Defense and Police Forces Representative.** As Representative of the region's Defense and Police Forces, you are in charge of speaking to media outlets on behalf of law officials working closely with the disaster. You must also ensure that protocol is being followed by defense and police forces.

## APPENDIX 7: Glossary and Acronyms

[Derived from the United Nations International Strategy for Disaster Reduction website: <http://www.unisdr.org/eng/library/lib-terminology-eng%20home.htm>]

**Disaster:** A serious disruption of the functioning of a community or a society, causing widespread human, material, economic or environmental losses that exceed the ability of the affected community or society to cope using its own resources. *A disaster is a function of the risk process. It results from the combination of hazards, conditions of vulnerability and insufficient capacity or measures to reduce the potential negative consequences of risk.*

**Disaster risk management:** The systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and non-structural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards.

**Disaster risk reduction (disaster reduction):** The conceptual framework of elements considered with the possibilities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development.

*The disaster risk reduction framework is composed of the following fields of action, as described in ISDR's 2002 publication "Living with Risk: a global review of disaster reduction initiatives," page 23:*

- Risk awareness and assessment, including hazard analysis and vulnerability/capacity analysis;
- Knowledge development, including education, training, research and information;
- Public commitment and institutional frameworks, including organizational, policy, legislation and community action;
- Application of measures, including environmental management, land-use and urban planning, protection of critical facilities, application of science and technology, partnership and networking, and financial instruments;
- Early warning systems, including forecasting, dissemination of warnings, preparedness measures and reaction capacities.

**Early warning:** The provision of timely and effective information, through identified institutions, that allows individuals exposed to a hazard to take action to avoid or reduce their risk and prepare for effective response. *Early warning systems include a chain of concerns, namely: understanding and mapping the hazard; monitoring and forecasting impending events; processing and*

*disseminating understandable warnings to political authorities and the population, and undertaking appropriate and timely actions in response to the warnings.*

**Hazard:** A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. *Hazards can include latent conditions that may represent future threats and can have different origins: natural (geological, hydro-meteorological and biological) or induced by human processes (environmental degradation and technological hazards). Hazards can be single, sequential or combined in their origin and effects. Each hazard is characterized by its location, intensity, frequency and probability.*

**Mitigation:** Structural and non-structural measures undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards.

**Preparedness:** Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations.

**Response/Relief:** The provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected. It can be of an immediate, short-term or protracted duration.