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.[9]

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.

[9] 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.

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.

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.

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.

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*

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.

Documents Reviewed

1. United States Coast Guard (USCG)-Marine Safety Manual
   Chapter 1-Ports and Waterways Safety
   Chapter 4-Vessel Traffic Management
   Chapter 6-Contingency Planning for Emergency Response

2. USCG-Maritime Safety And Security Teams, Cdr Aaron C. Davenport, USCG Deputy Chief, Officer of Counterterrorism and Special Missions, Spring 2006, www.uscg.mil/proceedings

3. WHO-WPR Emergency Response Manual, "Guidelines for WHO Representatives and County Offices in the Western Pacific Region." Provisional Version October 2003

4. Hurricane Manual For Marine Interests, Florida Inland Navigation District

5. International Federation Of Red Cross And Red Crescent Societies
   Disaster Preparedness Training Manual
   www.ifrc.org/cgi/pdf_dp.pl?introdp.pdf

6. Krishna, K.S. "Science Plan for Coastal Hazard Preparedness." Current Science Magazine, Vol 89, No.8: 25 October 2005:1339-1347

7. Global Forum For Disaster Reduction. "Standard Operating Procedures (SOPs) for Corporate Executives on Preparedness and Response." Draft Proposal: 22 February 2006

8. Miami-Dade County, Florida emergency Operations Center (EOC). "Disaster Assistance Employees (DAE) EOC Essential Standard Operating Procedures." 3 May 2007

9. FEMA. "Developing Effective Standard Operating Procedures For Fire and EMS Departments." FA/197/December 1999

10. Kong, Laura and Yanagi, Brian. "Tsunami Standard Operating Procedures (SOP) for Emergency Management." International Tsunami Information Centre

11. Siegelbaum, Heidi. "A Practical Guide For Puget Sound People For Puget Sound." Marine Tourism Best Management Practices: September 2005 www.pugetsound.org/tourism

12. Disaster Management Plan Tourism Sector-Republic of the Maldives, Aug 2005, Prepared by Eleanor B. Jones, UNDP Consultant to the Ministry of Tourism http://www.mv.undp.org/Images/Maldives_final_Plan_AUGUST_2029.pdf

13. Caribbean Disaster Emergency Response Agency (CDERA). *The Barbados Tourism Sector Hurricane Plan*. CDERA. Barbados. July 2006. Designed by Arturo López-Portillo.

14. 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.

15. 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.

16. Interamerican Development Bank, International Monetary Fund, Organization of American States, World Bank. *The Economics of Disaster Mitigation in the Caribbean: Quantifying the Benefits and Costs of Mitigating Natural Hazard Losses.* Working Paper. August 2005.