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.

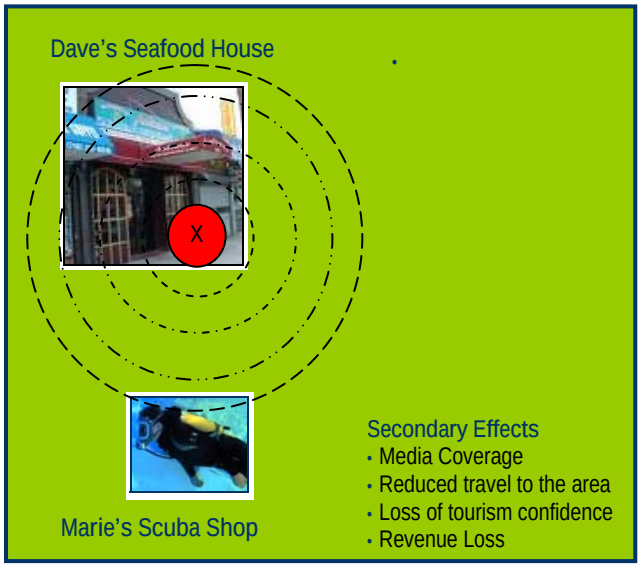
Types of Terrorist Threats and Events

- 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.



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.

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.

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 disguise 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.

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.

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 0

- 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.

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.

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, if 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?

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.

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.
- Giver 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.

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.

- ✓ 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?

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.).

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 heath 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

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

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 Ste 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.

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.

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.

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.

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:

> 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

- ✓ 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.

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.

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.[8]

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.

[8] 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

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.

> **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.

- ✓ 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.

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.

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.

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.**

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?

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.

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 inquires 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 inquires 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 inquires. Emphasize the type of damage that can be caused by their speaking directly the media.

- ✓ Refer all media inquires 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 inquires 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

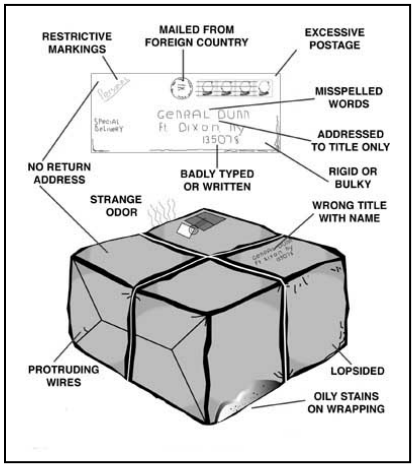
The following guidelines recommend additional emergency response actions for specific types of terrorist events:

- ✓ **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.

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.

Notifications

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

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.**

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.

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.

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.