ANNEX B: APPENDICES

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APPENDIX 1: Developing a Communications Plan

Being prepared for an emergency also means being prepared to communicate. When a critical event occurs, you will want the different people to whom you relate to see you as confident and in control under emergency conditions. This perception will enhance your credibility and establish trust and confidence in your operation.

Another key thing to keep in mind while developing a communications plan is that guests returning to their home countries after an disaster or emergency will be approached by the media in their hometowns for comments and interviews. As such, it is a good idea for hotels to work with their tourist board's sales representative and overseas public relations personnel to arrange follow-up contact with returnees, including, perhaps, a letter from the hotel manager, or national Tourism Director or Minister. Returning tour groups might be greeted at planeside.

The following activities are important steps in preparing an emergency communications plan, long before a hurricane is anywhere near the property or any other emergency situation exists. Some properties may already have their own public relations guidelines, and it is naturally expected that the procedures outlined here will be adapted where necessary to suit individual cases.

✓ **Conduct a communications risk analysis**

- Identify areas or features of your property that may attract bad press if placed under the media microscope.
- Encourage management to correct the areas in which the property may be vulnerable to bad press.
- Ensure the availability of an up-to-date press kit on your property. The kit should include items such as fact sheets, photographs of key personnel, guest and operating policy statements, data such as occupancy levels, and other features of the property.

✓ **Develop a crisis communications policy including statements such as:**

- Our top priority at all times is to protect human life. We always attend to the well-being of our guests, our employees and the general public first and foremost.
- We will provide information to the media only if it is strictly necessary. All information and reports about the situation before, during and after the hurricane should be sent to the national TDMC and/or the TEOC, who will compile information from the entire tourism sector. There should be only one voice from the sector, either through the TEOC or the NEOC.
- The Emergency Coordinator will approve all information and reports before submittal to TDMC/TEOC or, if necessary, to the media.

- We will cooperate with the press during a crisis and we will make special arrangements to ensure that media representatives are treated and served properly.
- Information and details of the crisis and of its effects will be disseminated as soon as possible.
- The management will be forthright at all times, and will not seek to withhold significant facts from the media or it's the public.
- The appointed spokesperson or deputy will be the only ones authorized to make statements to the media.

✓ **Designate a location for a Crisis Communications Center**

- This center should be located in a room or area within your property – it could be part of the Hotel Command Center – and activated during an emergency.
- This center should have a hurricane tracking map, computer with web site linkage if available, television and radio.

✓ **Appoint a spokesperson**

- The spokesperson should have full knowledge – or access to full knowledge – of the situation, and full authority to decide what and how much to say.
- He or she should be a senior executive, familiar with the business and marketing needs of the property, and conversant with its policies. All inquiries should be referred to the spokesperson.
- Avoid having more than one spokesperson, to ensure that what you say remains consistent. However, it may be necessary and practical to assign a deputy, in case the designated spokesperson is unavailable.
- When dealing with the media, the spokesperson should never lie, and should provide full and accurate information. If all the information is not available, or if you need to delay or verify, make specific arrangement for any follow-up contact necessary, and keep your word.

✓ **Brief your staff**

- As soon as a spokesperson has been appointed, he or she should meet with the staff to inform them that all enquiries from the media, government agencies, tour operators, CTO/CHA or members of the public regarding a crisis event should be referred to the spokesperson.
- Impress on staff the importance of not giving out information other than through this channel.
- Describe the dangers of rumor and unsubstantiated reports, and the damage this can do to the property.

✓ **Train key staff**

- Hold a special training session for staff in certain key positions, particularly telephone operators and front desk personnel, as these are your front-line to the public and will have to field a lot of enquiries.

- One recommended response to enquiries might be: "Let me refer you to Mr. or Ms. ____, who will be able to give you up-to-date information on this."

✓ **Get the staff on your side**

- Advise staff on how work shifts will be managed, and what arrangements there will be for them to secure their homes and families before a hurricane strikes or to check on them after a terrorist event. Even with the "only one spokesperson" rule, staff will talk, and you will want them to say that you are a caring establishment.

✓ **Coordinate communication procedures with your overseas representative(s)**

In particular, overseas representatives should be advised of the following:

- Whom they should contact? Give them the name of the in-house spokesperson and contacts at CHO Barbados, New York or London.
- Who will verify information? (the in-house spokesperson)
- Who will approve/authorize releases to the media in the market? (the in-house spokesperson)
- When and how often will situation reports be sent to them?
- If telephones are down, how will they communicate with the hotel? By Telex? By radio?

✓ **Prepare a press list**

- Prepare a list of key local media personnel, including weather reporters.
- Prepare a list of key overseas reporters, as available from CTO.
- Post a list of relevant web sites on an appropriate notice board.

✓ **Develop/update your emergency contact list**

- This list should include contact telephone numbers and procedures for members of the Emergency Committee, the national TDMC or TEOC, and other key personnel and relevant organizations within the government and elsewhere.

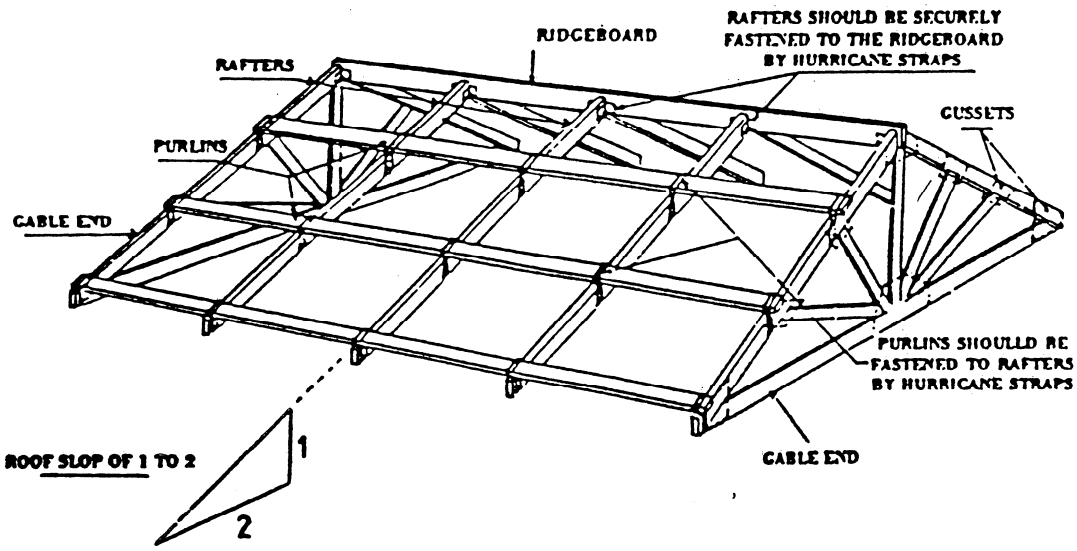
APPENDIX 2: Criteria for New Construction

The following specific issues and areas should be given careful attention during the construction of a new hotel, in order to ensure that the structures are most able to withstand the winds and rain of a hurricane:

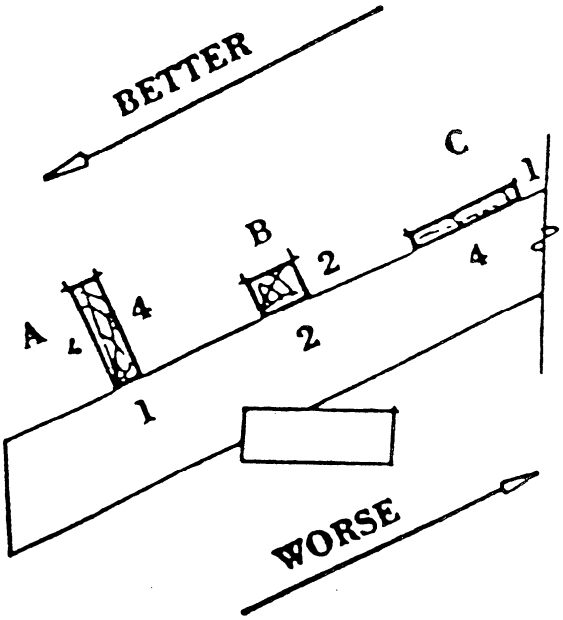
Site and Orientation

- Sites should be sheltered and be accessible at all times from centers of population.
- Avoid building on steep slopes where there is little shelter from high winds.
- If steep slopes cannot be avoided, they should be cut in as shown in Figure 1 below. The task of supporting structures on steep slopes can be difficult and usually exposes the underside of the structure, making it more likely to topple over in high winds.
- When cutting into slopes for construction, pay attention to the cut to ensure that erosion and landslides will not result from the site work.
- Cut the earth below the ”slippage” angle or angle of repose for the soil type under consideration.
- Avoid hill tops, as they are less protected from high winds.
- The topography of the site should allow for easy access by helicopter.
- Access to the site should not be restricted to allow for the temporary extension of facilities.
- Where there is a history of flooding in the region, hotel owners should acquaint themselves with the history of the area before deciding to construct; this would help to minimize loss of property and life when flooding occurs.
- Orientation of buildings is actually not a critical issue, as hurricane-force winds can come from any direction and vary continuously.
- Avoid “pockets” in building plans.

Figure 1: Gable Roof Construction



Orientation of purlins:

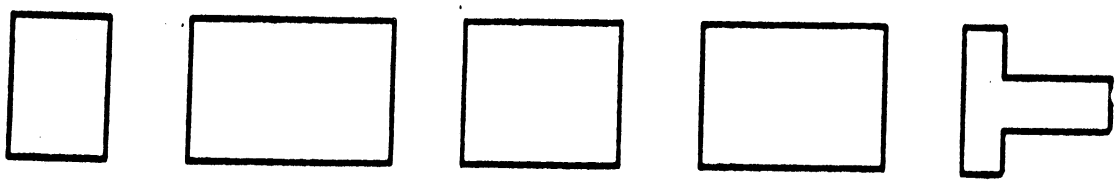


Shape of Facilities

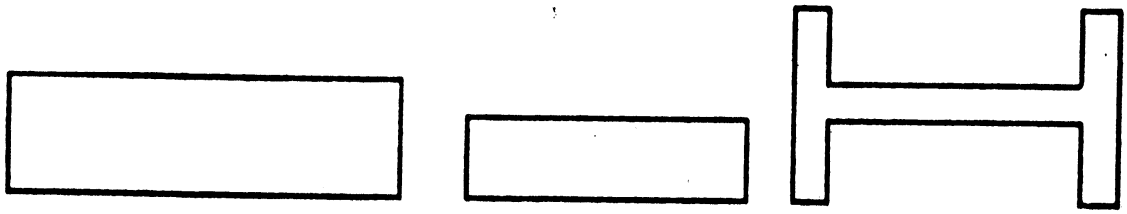
- The shape of the facility is an important factor to consider when thinking of resistance to high winds.
- Avoid T- or L-shaped structures. They are vulnerable to high winds because they channel the wind into the junction of the two wings, leading to failure (see Figure 2 below). When building rectangular-shaped houses, the best length-to-width ratio is 3:1 or less.

Figure 2: Plan Shapes of Buildings

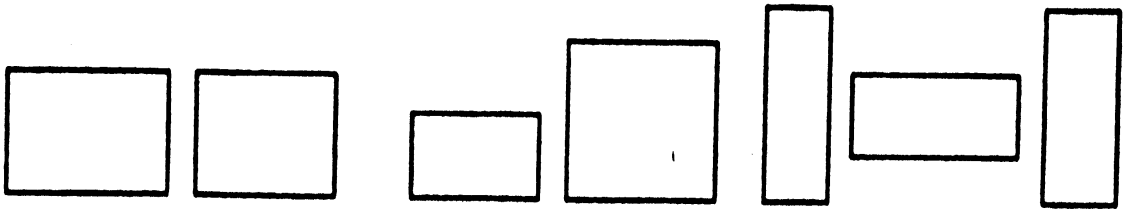
Desirable plans:



Long, undesirable plans:



Use of separation to improve resistance:



Foundations

- Foundation weights should be great enough to avoid overturning or ”uprooting” of the structure.
- Foundations should be reinforced with the use of mild steel bars, and bars should project beyond the foundation by at least 12-to-14 inches, to facilitate the securing of the structure to the foundation.
- The footing of the foundation should be specific to hotels.
- If wood posts are used instead of concrete blocks or column foundation, the post should be treated with preservative and then buried in concrete at least 4-to-8 inches into the ground.
- The post should have a minimum dimension of 6x6 inches.
- The minimum diameter for round posts should be 8 inches, and the hole in which the pole is placed should be larger than the post to accommodate the backfill.
- Foundations of buildings located in flood plains should be designed to withstand dynamic water force and battering action from floating debris, as well as the effects of erosion due to scouring.
- All plates should be secured to foundations by means of bolts, straps, wood bracing or special connectors to resist wind or water pressures.

Framing and cladding

- Cladding material should provide sufficient strength and adequate bracing to withstand high winds.
- Studs should be located at 2'-0" centers with midway noggins.
- Studs should be doubled around openings (doors, windows), as openings in a wooden structure tend to weaken it.
- Metal straps (T’s and L’s), plus corner braces should be used to secure studs to top and bottom plates and at the corners of the structure.
- The space between the roof and wall should be closed up; ventilation space can be left in gable ends.
- Concrete block and clay block infill panels should be reinforced and tied to the main structure to avoid shearing, ”popping” or collapse.
- Design of fixings is important as this provides strength and flexibility.
- Joints and junction of panels should be carefully designed against leakage.
- Glass curtain wall systems should be avoided, or protected against flying debris.

Roofs

- Roofs should be designed to provide resistance to high winds and should be steep (30 degrees).
- Ensure that metal straps or connectors have been used to make a positive connection from the foundation to the structural members of the roof.

Porches

- Avoid half porches, as wind trapped underneath an open or half porch will increase high uplift forces on the roof.
- If half porches are to be constructed, strengthened ceilings should be provided.
- Roofs of full porches should be separated from the rest of the house, so that during hurricane failure of the porch, the main structure will not be damaged.

Shutters and windows

Shutters are a disappearing feature in an area of the world where they are most needed, as they seem to be considered an unattractive feature and are usually avoided in modern construction. However, their use should not be overlooked, as glass doors and windows offer very little resistance to high winds. For maximum protection, shutters should be provided for all windows. If they are removable, they should be able to be installed quickly and easily. Construction of shutters also avoids the need to locate and hang protective materials, such as plywood, over windows immediately before a hurricane. Other issues to consider when designing windows include:

- Areas of glass should be limited and protected.
- Glass should be reinforced or otherwise prevented from shattering.
- Timber or metal louvers have been proven to have the highest resistance from shattering, while glass is prone to shattering from flying debris.
- All windows should be carefully designed, with a properly fixed frame to avoid entire banks of windows being blown in or sucked out.
- Large window areas should be carefully constructed.
- Awning type windows are generally not recommended as those that are available are structurally inferior.

APPENDIX 3: Structural Vulnerability Audits

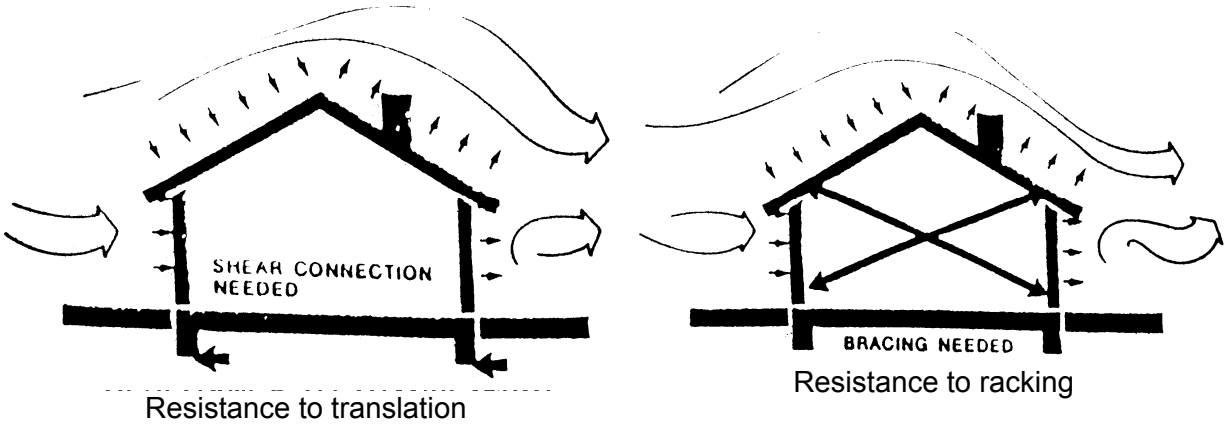
The following are guidelines and checklists of standards for evaluating different parts of a building, as well as grounds and external areas, to determine the level of structural vulnerability to hurricane forces.

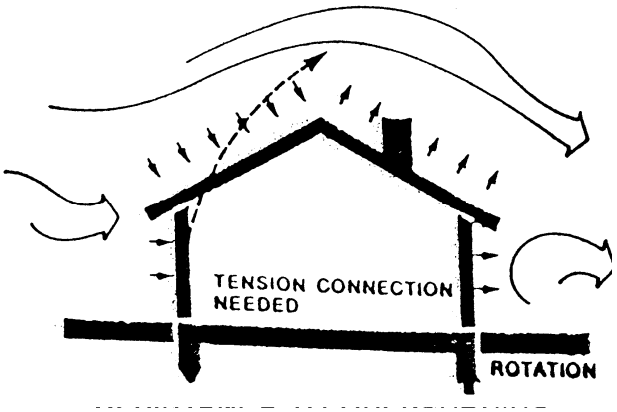
Foundations

A structural vulnerability assessment should pay special attention to how the building's foundation was constructed, to ensure that the structure is fixed firmly in place. Existing structures that do not meet construction standards for foundations should be improved by building proper pillars and securing the structure to them. Wooden pillars – which should be a minimum size of 6" x 6" if square or 8" in diameter if round – should be made of treated lumber and sunk more than 4 feet into the ground. Wooden pillars may be strengthened by excavating around the pillars, casting into the ground with concrete 1:2:3 and bracing the pillars to provide lateral support to resist wind action. (see Figure 3 below).

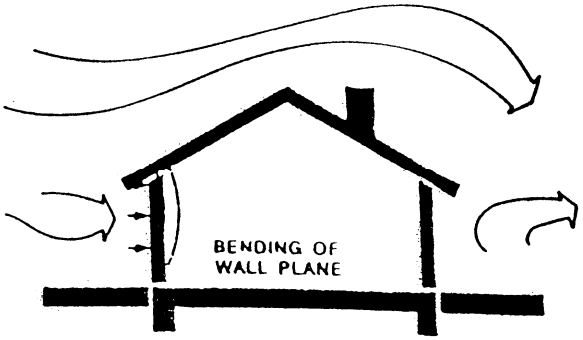
Solid cement or concrete pillars should be firmly embedded 18 into the ground, wth a ½" rebar extending 12 inches above the foundation. Where there are existing buildings with reinforced concrete block pillars but no projecting steel bars left to help secure the structure to the foundation, the installation of a metal strap fastened to the pillars and nailed to the bottom plate can offer some measure of resistance.

Figure 3: Considerations in building to resist wind-induced forces





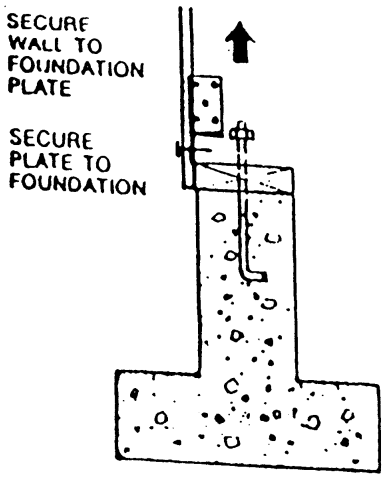
Resistance to overturning



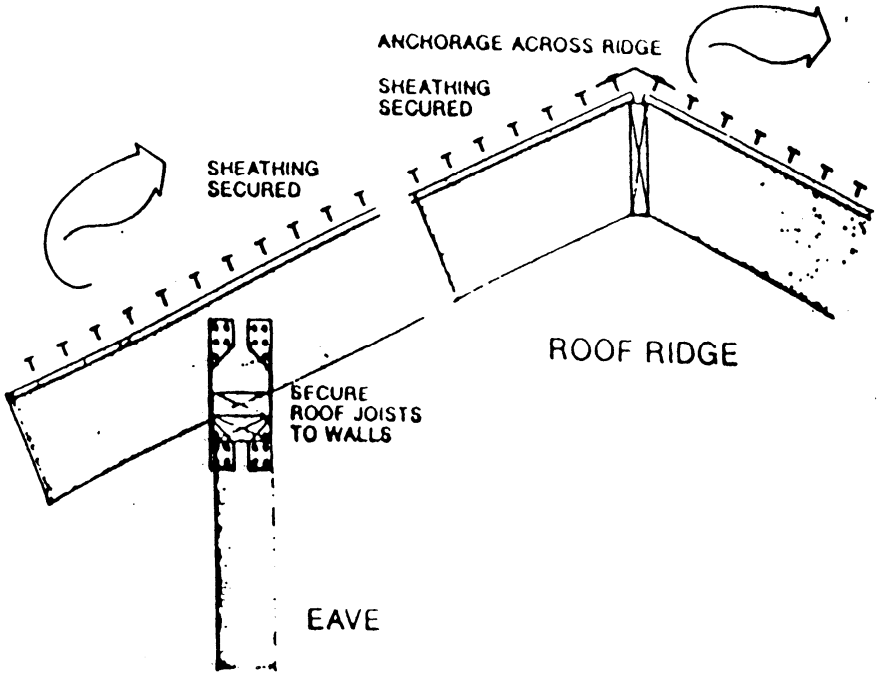
Component strength

(From "Wind Resistant Design Concepts for Residences," Defense Civil Preparedness Agency,

Connections and Anchorage:



Wall to foundation



Roofs

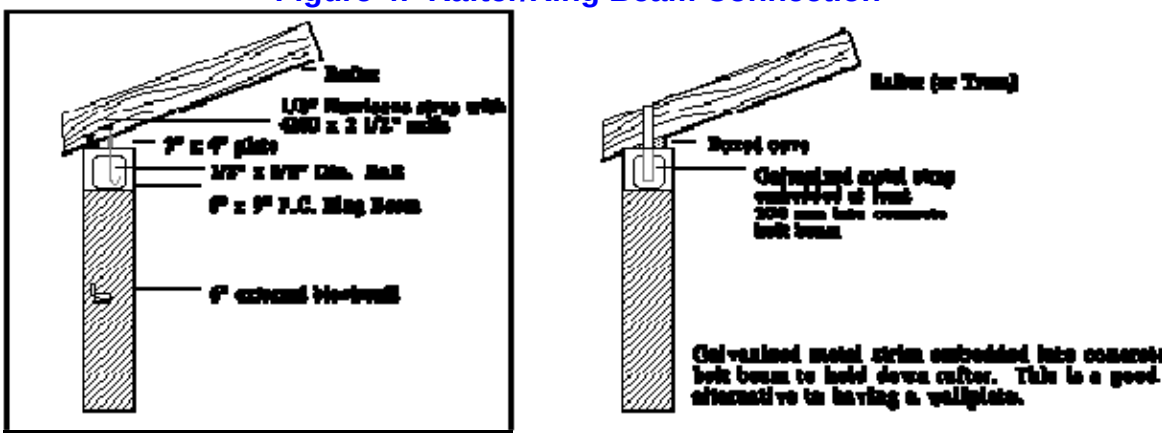
Roof failure during a storm can expose the interior of a building to devastation and will often contribute to the weakening and further collapse of the remaining structure. When assessing the vulnerability of roofs on your property, check for the following:

- Hip- or gable-shaped roofs with a minimum slope of 30 degrees.
- An overhang of approximately 8" horizontal, unless enclosed.
- Ventilation installed in gable ends facing away from hurricane winds.
- Rafters attached to the wall plate with twisted metal straps.
- Rafters located at 2'0".

- Every second set of rafters connected by collars or ties beneath the ridge board.
- Cross laths (purlins) located at 1'0".
- Ridge is capped and nailed, or washered bolts have been used for roofing.
- Dome head galvanized nails or washered bolts have been used for roofing.
- Porch/veranda roof is separate from building roof, and can break away.
- The pitch of the roof is between 30 and 40 with closed gables.
- Timber flat roof membranes or built-up roofing are not recommended.
- Laths are placed on edge, rather than flat and are no more than 2'0'' apart.
- Rows of roofing nails at the ridge and eave of the roof are one nail for each corrugation; for rows in between, there should be one nail every other corrugation.
- Ridge laps are 6-8" to prevent leaks caused by driving rain and capillary action.
- Nail collar ties are nailed to the side of the rafters and not the face, so as to avoid the nails pulling out.
- All loose, broken and corroded sheets and tiles have been replaced.
- Any rotten purlins and rafters have been replaced, making sure that the drive screws are driven into solid material and cannot be pulled out easily.
- Any rotten wall plates have been replaced and secured to the wall by bolts.
- Along the eaves and ridge, the number of drive screws in the roof sheets should have been increased by at least 50 percent as the pressures are greatest in these areas.
- Hurricane clips are installed to connect the studs to the plate and to connect the roof rafters to the studs – this is an important exercise and is not costly.
- Clips are installed on each rafter and metal plates made of cut galvanized sheet have been used to connect the members of the roof rafters together. Nails holding the timbers together are easily pulled out especially where the timber is not sound; in such cases, metal or wooden straps are necessary (see Figure 4 below).
- Overhanging eaves are sealed to reduce vulnerability. Phase work as ceiling may be expensive.
- If the roof is a gable, it may be possible to install louvers in the gables just under the ridge to act as ventilators to reduce pressure and the possibility of the roof lifting off.
- If the verandah roof (or balcony roofs) is not separate from the main roof, it may need to be strengthened at the junction of the balcony roof with the main roof, by increasing the hurricane clips on the rafters and by increasing the number of drive screws at the eave of the balcony roof and also at the eave of the main roof.
- The connections of the supports of the balcony roof should also be strengthened. Ensure columns supporting the balcony roof are firmly connected to the ground or floor beam and to the roof plate. If metal connections are rusted, they should be replaced immediately.

- If possible, board in the verandah to prevent upward pressures on the roof, because the vulnerability of such open roofs is high. Balcony roofs should be separated from the main roof.
- Equipment mounted on the roof is firmly fixed to the roof underlying structure – if not, arrange to have mountings installed.
- If corrugated metal or light sheet metal is used**:**
  - the gauge of metal should be regulated: 24 grams for galvanized steel and 20 grams for aluminum;
  - galvanized sheets should overlap to at least one complete corrugation, but preferably two complete corrugations;
  - galvanized sheets should overlap at least 10" when they are joined lengthwise;
  - galvanized sheet should be nailed at the top of every corrugation, at eave and at ridge;
  - board every second corrugation and lath/purlins;
  - frequency of spacing and type of fixing should be carefully selected and all nailing should be clinched;
  - waterproof washers should be used to avoid loosening by vibration;
  - fixing of purlin to rafters should be carefully controlled;
  - plates should be tied to ring beams or other structures at regular intervals, and through main walls to foundations at selected points;
  - extended eaves should be avoided;
  - pockets under eaves should be minimized by boarding or sheeting to the underside; detail at ends of eaves should protect open edges of sheet covering to avoid uplift;
  - fascia boards should be installed;
  - ventilation should be provided to boxed eaves to remove humidity and most importantly to equalize the interior and exterior pressures; they should be placed in overhangs;
  - eaves should be as short as possible as shorter eaves reduce the upward thrust by the action of hurricane winds;
  - gutters should be securely fixed; and
  - sheet and ridge cap should be made to overlap the barge board and be secured with 1" nails.

Figure 4: Rafter/Ring Beam Connection



Framing

When inspecting framing, ensure that:

- additional studding and noggins have been installed.
- T's have been used to connect the studs to the bottom and top plates of the skeletal frame of the building.
- L's have been used to connect the corners of the bottom and top plates.

Walls

When inspecting the walls of the building, ensure that:

- wall plates and sills are attached to cement foundations or pillars by bolted rebar;
- wall plates and sills are attached to wooden pillars by straps and nails;
- floor joists are toe-nailed to the wall plate;
- wall uprights (studs) are fixed to sills and top wall plates with hurricane straps;
- wall uprights (studs) are located at 1'0" centers; and
- double studs are used around doors and windows, with cross braces at corners.

Windows and doors

- Install permanent hurricane shutters built of timber or aluminum hoods that close to become hurricane shutters.
- Alternatively, store pre-made shutters in an accessible spot, so they can be nailed in place before a storm strikes.
- Ensure that all hurricane shutters are in good working order.
- If there are large glass sliding doors or glass windows without hurricane shutters, keep sheets of plywood on hand for protecting the glass when a hurricane warning is announced.
- Alternatively, protect the glass (and the contents of the hotel) by installing polyvinyl butryal laminated glass; this is a preferred option if the cost can be absorbed**.**
- Ensure that all louver windows are in good working order.
- Ensure that all windows and doors close tightly.
- All broken glass in windows should be replaced.

- Instruct staff to keep all entrances closed throughout a storm period and/or open entrances on opposite sides of buildings to allow air pressure to neutralize.

Lands and grounds

- Establish a program for periodic inspection and pruning of trees in built-up areas.
- Inspect terraced areas and slopes periodically, and maintain them to avoid erosion.
- Inspect ground surface ingredients and drainage systems periodically and keep them free of dirt and debris.
- Institute a program of planting special trees and shrubs on steep slopes to combat land slippage.

External areas

- Because flooding often follows a hurricane, check the high water mark from previous heavy rain storms and ensure that drains are cleared to carry the rain water away from the building and that no storm water can get into the building.
- Dig trenches around the building to lead water away from the structure, especially if the floor is below flood level.

APPENDIX 4: Checklists and Frequencies for Maintenance Operations

The following tables present suggested frequencies and responsible parties for building maintenance.

Building Interior

Spaces	Frequency (maximum)	Party responsible for seeing that it is carried out
Washrooms and toilets Inspect and report deficiencies Order replacements Replace broken elements Repair Paint	Daily Immediately Quarterly Immediately Annually	Maintenance Staff/Chief Engineer Maintenance Staff/Chief Engineer Hotel Manager/Chief Engineer Maintenance Staff/Chief Engineer Maintenance Staff Maintenance Staff
Corridors and guest rooms Inspect and report deficiencies Clean walls Repaint walls	Daily Weekly Every 2 years	Maintenance Staff Maintenance Staff Maintenance Staff/Chief Engineer/ Hotel Manager
Ceilings, interior roofs, canopies Inspect and report deficiencies Repaint	Annually Every 2 years	Maintenance Staff/Chief Engineer Maintenance Staff/Chief Engineer
Kitchen and technical areas Inspect all counters, floors and walls Report and repair	Daily Immediately	Maintenance Staff Maintenance Staff/Assistant Manager/Chief Engineer
Plumbing Inspect and report deficiencies Repair or replace defective pieces	Daily Immediately	Maintenance Staff/Chief Engineer Maintenance Staff/Chief Engineer

Spaces	Frequency (maximum)	Party responsible for seeing that it is carried out
Internal communication system Inspect all internal communications to ensure that the system is functioning properly and report defects	Quarterly	Assistant Manager/Chief Engineer
Electricity Inspect electricity wiring on a room-by-room basis and report deficiencies.	Quarterly	Maintenance Staff/Chief Engineer
Furniture Repair or replace broken elements	Quarterly	Maintenance Staff/Assistant Manager

APPENDIX 5: Brief Visitor's Guide to Dealing with Natural and Man-Made Hazards

Introduction

As a visitor to the Caribbean, it is best to be well-informed about the risks and appropriate actions to take if a natural or man-made hazard strikes. Informed visitors are less likely to hinder preparation or response actions by the authorities and emergency services personnel, and can contribute to facilitate these actions through their own awareness and appropriate action. This brief visitors' guide describes those hazards more likely to occur or with highest threat potential in the Caribbean, alongside with the actions that they can expect will be taken by the hotel operators and other individuals and organizations at the local level with responsibility for the visitor's safety, as well as those actions the visitors themselves should be prepared to undertake to ensure their own safety, minimize their potential for injury, and facilitate the action of the authorities/hotel operators.

Hurricane Threat

Hurricanes are a fact of life in the Caribbean. Within the past decades, several hurricanes have unleashed their fury on the islands of the Caribbean. Hurricanes David in 1979, Allen in 1980, Gilbert in 1988, Hugo in 1989, Luis and Marilyn in 1995, Georges and Mitch in 1998, Keith in 2000, Charley, Frances, Ivan and Jeanne in 2004 and Katrina and Wilma in 2005 all caused significant damage to infrastructure in the region. In 2004 alone, hurricanes caused about $30 billion worth of

Characteristics of a Hurricane

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

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

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

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

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

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

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

damage in the Caribbean.[10] The tourism industry, an important economic sector for many Caribbean countries, suffered severe impacts, from damage to hotels to loss of business. This section discusses the characteristics and impacts of hurricanes, and what tourism businesses can do to both prepare for and respond to hurricanes, to limit long-term impacts on the tourism sector.

What is a hurricane?

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

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

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

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

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

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

[10] Economic Commission for Latin America and the Caribbean.

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

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

Associated hazards of hurricanes

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

- **Destructive winds:** The strong winds generated by tropical cyclones circulate clockwise in the Southern Hemisphere and counter-clockwise in the Northern Hemisphere. Winds spiral inward and move toward the cyclone center, with wind speeds progressively increasing toward the core. As the eye arrives over an area, winds fall off to become almost calm, but rise again just as quickly as the eye passes and are replaced by hurricane-force winds blowing from a direction nearly the reverse of those from before the lull. The strongest winds of a hurricane in the Northern Hemisphere are those in its right side (right quadrant) to the direction of movement, since the speed of advance adds its magnitude to the speed of the winds on that side.

- **Storm surges:** A surge is the rise in sea level above the normal tide (See Saffir-Simpson Scale above). As the cyclone approaches the coast, the friction of strong onshore winds on the sea surface, plus the ”suction effect” of reduced atmospheric pressure, can pile up sea water well above predicted tide levels along the coastline near the cyclone's landfall.

- **Excessive rainfall and floods:** The high humidity within a cyclone condenses into rain and giant cumulus clouds result in high precipitation rates when the storm reaches land. Heavy rains can rapidly saturate the ground, with run-off resulting in severe flooding.

Likely impacts of hurricanes

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

The Hurricane Warning System

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

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

- **Crops and food supplies:** The combination of high winds and heavy rains and flooding can ruin crops and trees. Food stocks may be lost or contaminated, and it is possible that food shortages will occur.

- **Casualties and public health:** There are relatively few deaths associated with the impact of high winds. Storm surges, on the other hand, can cause many deaths. The most significant threat to public health may emerge in the aftermath of the storm, when conditions such as water contamination or shortages, flooding and damage to sanitation facilities may facilitate the spread of diseases.

- **Lack of communication and transport:** Communication may be severely disrupted as telephone lines, radio and television antennas and satellite disks are blown down. Roads and railway lines may be blocked by fallen trees or debris, and aircraft movements are generally curtailed for hours after a cyclone.

In the event you are caught in a hurricane:

Hotel guests should expect to be provided with as much information as possible on the events surrounding the hurricane. Guests should expect to be informed both in writing and personally at every phase before the impact (alert, watch and warning) and again after the impact of the hurricane. Guests should also expect to be provided with information on whether it is safe to remain in the hotel, or if it is necessary to move to shelters or return to their countries of origin. In some cases, guests can also expect to be involved in preparations to face the impact of the hurricane and also in any emergency and recovery activities after the impact of the hurricane.

Terrorism and Fire Threats

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

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

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

To understand how to prepare, respond and recover from terrorist events, it is important to understand how and why terrorism can impact the tourism sector. This section discusses the characteristics of terrorist events, what tourists should be aware of and the actions they can undertake in order to increase their safety vis-a-vis potential terrorist threats and fire threats.

What is terrorism?

- The basic mission of a terrorist group is to cause **disruption of normal daily life** and routine. Motivations to commit a terrorist threat or act can be political, ideological or religious.

- Terrorist **targets** often include places where crowds of people gather, such

Types of Terrorist Threats and Events

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

as hotels and resorts, major public events, high-profile landmarks, international airports and seaports.

Tourists should be aware of and note anyone who:

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

IMMEDIATELY report any unattended items to security

Emergency Go-Kits

It also recommended that guests/tourists be prepared for the possibility of a terrorist attack with a simple kit. Guests can inquire about the existence of 'Emergency Go-Kits'.

These kits should contain:

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

Fire

Consider any instance of a fire or smoke conditions to be serious and notify fire services immediately. Fire and smoke can overwhelm people in a very short period, and decisive response is required. Asphyxiation is the leading cause of death from fire or smoke, followed by burns and thermal related injury.

- ✓ **If you are on fire: STOP, DROP and ROLL to extinguish the flames.**
- ✓ **Before opening a door, check it by placing the back of your hand against the door to test for heat.**
- ✓ **In the event that you are trapped in their rooms, stay away from the main door and use wet towels to prohibit smoke from entering underneath door.**
- ✓ Notify personnel of fire and advise on location of the fire.
- ✓ Notify local emergency responders (fire, police).
- ✓ Locate fire extinguisher and deploy as needed, <u>but do not compromise your safety or the safety of others to extinguish the fire.</u>

- ✓ Evacuate the building using stairwells beyond primary assembly areas and away from threat of fire.
- ✓ Leave personal possessions.
- ✓ Do not use elevators; elevators should be programmed to return to ground floor.
- ✓ Remain low to the floor if possible.
- ✓ Seek medical attention for injuries.
- ✓ ***Do not re-enter the area until deemed safe by emergency responders.***

Use of a Fire Extinguisher

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

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

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

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

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

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

APPENDIX 6: Table-Top Exercise for Tourism Sector Crisis Response

INTRODUCTION

"The following is a discussion-based tabletop exercise intended to discuss the tourism sector's level of preparedness to manage the events surrounding a major terrorist attack in a simulated, heavily-populated section of Jamaica. This exercise will provide a unique opportunity for participants to work together and learn from each other as they think about how tourism establishments in the Caribbean region would respond to a similar emergency.

As a participant, your input, discussion and enthusiasm will lay the foundation for the success of this exercise. Each of you brings a unique perspective that, with the support of our Exercise Director, will enhance the Caribbean region cumulative emergency preparedness.

This Situation Manual (SITMAN) is a snapshot of today's exercise to be used as a guideline for your participation. It contains information about your role during the exercise, a chronologically sequenced scenario representing a specific disaster situation, and supplemental information that we hope will make your experience enjoyable and educational.

EXERCISE PURPOSE

To discuss the critical tasks that should be conducted by tourism establishments in the Caribbean region in response to a terrorist/crisis incident that affects their resources.

To identify shortcomings and areas for improvement on how Caribbean tourism establishments respond to this type of scenario.

EXERCISE OBJECTIVES

To discuss implementation of the following critical tasks:

Alert and warning

Protective actions (evacuation vs. shelter-in-place)

Incident command and crisis management teams

Employee accountability

Special needs populations

Decision making and communication

Business continuity

Facility considerations

Security issues

Emergency supplies and equipment
Coordination with local resources

RULES OF PLAY

This exercise will be conducted in a no-fault learning environment.
Participate in the discussions and engage your organization
Share ideas
Be constructive
Seek opportunities for synergy
Discuss current plans and capabilities
Remain focused

Module 1: Initial Response (Hours 1 -2)

The time is approximately 6:45 pm on a warm evening in July.

The temperature is 85 degrees, there is no precipitation, and winds are at 5 mph SE

Suddenly, a large explosion is heard by most in the surrounding area

The remains of a large truck can be seen parked in front of several buildings, which have all been moderately or severely damaged by the explosion's blast. The truck remains are on fire and smoking.

Several bystanders near the explosion are displaying the following visible signs: difficulty breathing, excessive salivation, coughing. They are all complaining of feeling tightness in their chests.

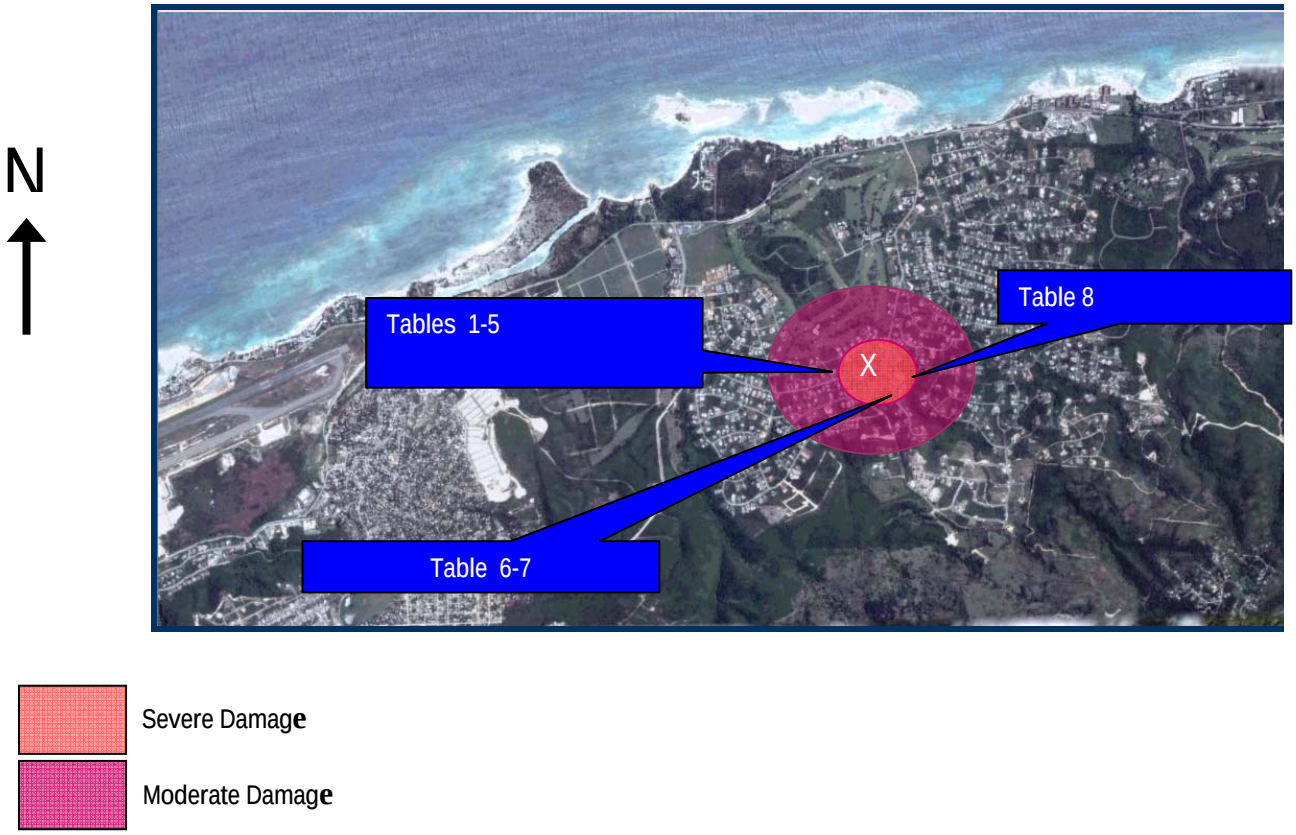
You can smell a strong odor of bleach beginning to permeate the area near the explosion

People at your building are beginning to congregate near the exit to find out what has happened and are rushing out onto the street.

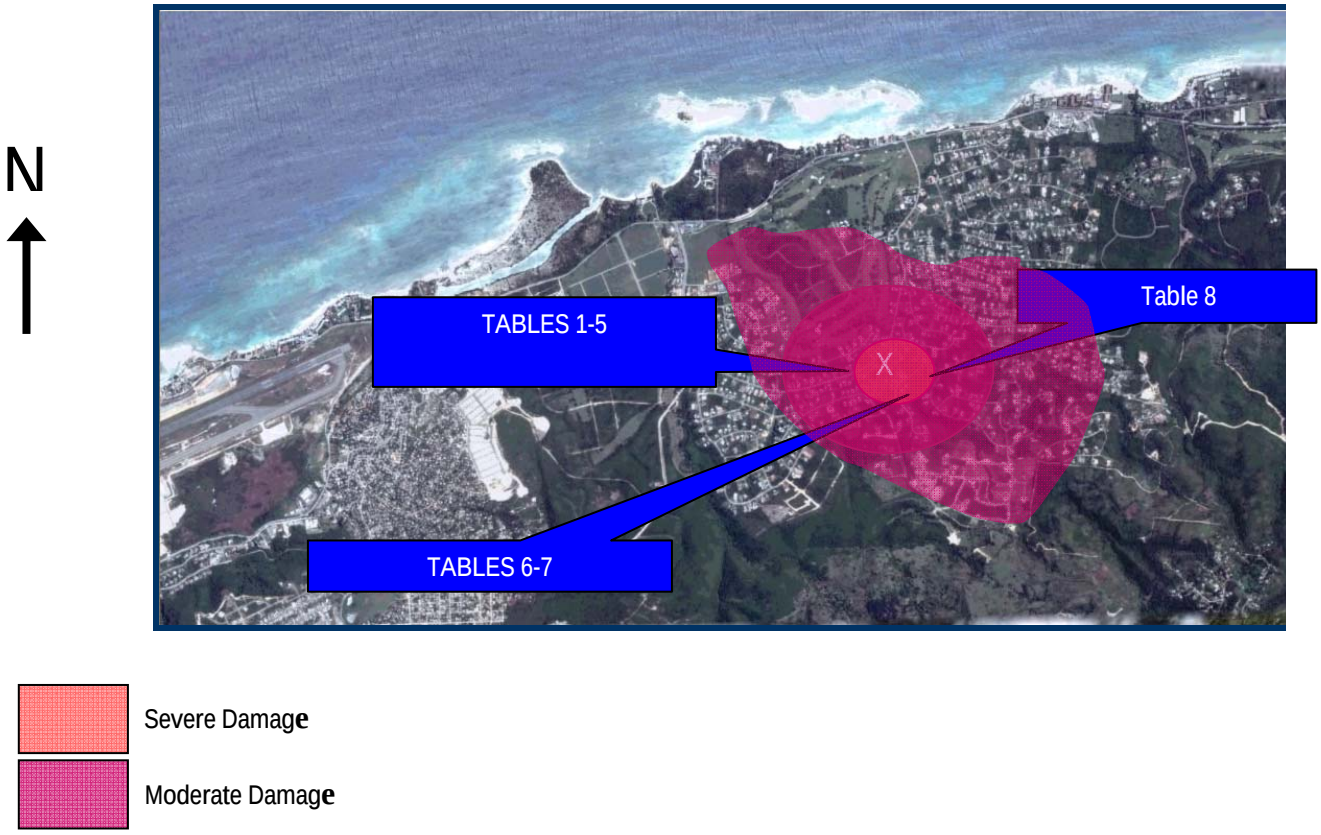
The smell of bleach is beginning to spread.

Panic is starting to ensue.

The following two maps will enhance your situational awareness of the incident.



PLUME MODEL


N
TABLES 1-5
Table 8
X
TABLES 6-7
Severe Damage
Moderate Damage

MODULE 1: QUESTIONS

Tables 1-8

- ✓ **Designate a spokesperson who will deliver the report-out for your table.**

- ✓ **Address the following as a group at your table (use the blank space provided below):**
  1. Develop your tourism establishment's response plan to this incident
  2. Discuss each position's roles and responsibilities when responding to the incident described in the scenario
  3. Discuss your tourist establishment's top three priorities during the first four (4) hours of the response
  4. Based on your established priorities, discuss the actions that would be included in your initial and ongoing response plan
  5. What type of notifications will your tourism establishment need to make?
  6. Discuss how your tourism establishment would work with other tourism establishments in the immediate vicinity in response to this incident. What kind of resources can you offer? What resources do you need?
  7. What forms are you using from the Multi-Hazard Contingency Planning Manual? How will these assist you in responding to and documenting the incident?
  8. Develop a media message. How will you handle questions from the media?
  9. Document any issues, challenges, or concerns that were raised during your discussion

Use this space to address the issues above:

MODULE 1: QUESTIONS (CONTINUED)

Tables 9 &10:

- ✓ **Designate a spokesperson who will deliver the report-out for your table.**

- ✓ **Address the following as a group at your table (use the blank space provided below):**
  1. Develop your organization's response plan to this incident
  2. Discuss each position's roles and responsibilities when responding to the incident described in the scenario
  3. Discuss your organization's top three priorities during the first four (4) hours of the response
  4. Based on your established priorities, discuss the actions that would be included in your initial and ongoing response plan
  5. What type of notifications will your organization's need to make?
  6. Discuss how your organization would work with local tourism establishments in response to this incident. What kind of resources can you offer? What resources do you need?
  7. How will you obtain the information contained in the forms from the Multi-Hazard Contingency Planning Manual? How will these assist you in responding to and documenting the incident?
  8. Develop a media message. How will you handle questions from the media?
  9. Document any issues, challenges, or concerns that were raised during your discussion

Use this space to address the issues above:

MODULE 2: SUSTAINED RESPONSE AND INVESTIGATION (24 HOURS AFTER THE EXPLOSION)

Additional government and military response assets have arrived to support the incident response

The NEOC and TEOC remain activated.

Most tourism establishments have suffered at least several casualties as a result of the explosion and chemical release. Most of the injured or killed are guests or visitors, but there are some injuries among the employees.

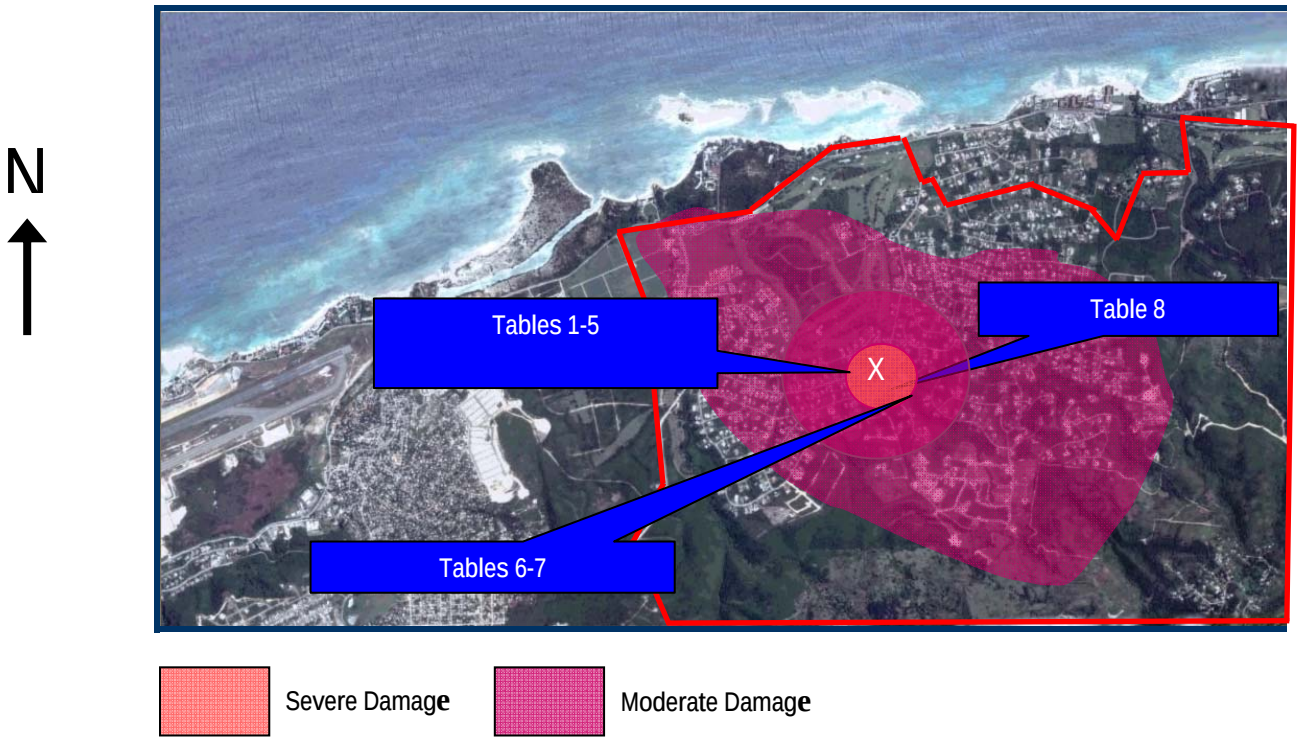
Affected hotels in the area, including the Sand Lion have numerous guests that are missing. Hotel guests are asking to checking out and asking for information and assistance to get home. Some guests are asking about whether other hotels can accommodate them.

The Sand Lion, the Caribbean Café and the Harbour Craft Market have all suffered moderate property damage, including broken glass and other debris. These three tourism establishments, as well as most other tourism establishments in the area remain closed off to public access.

The immediate area around the explosion has been declared a crime scene. The bomb squads have completed an assessment of the fuel oil truck and determined that it was converted by terrorists to carry chlorine and traditional explosives

Police forces have established a security perimeter (see picture below) to restrict people and vehicles from leaving and entering the area.

PLUME MODEL



MODULE 2: QUESTIONS

Tables 1-8

- ✓ **Designate a spokesperson who will deliver the report-out for your table.**

- ✓ **Address the following as a group at your table (use the blank space provided below):**
  1. Discuss how your position's roles and responsibilities would change in response to the new information presented
  2. Discuss your tourism establishment's top three priorities during hours 24 through full recovery
  3. Based on your priorities, discuss actions that would be included in your response plan for hours 24 through full recovery
  4. Discuss how your tourism establishment would continue to work with other tourism establishments in response to this incident. How are you organized?
  5. What forms are you using from the Multi-Hazard Contingency Planning Manual? How will these assist you in responding to and documenting the incident?
  6. What kind of resources can your tourism establishment offer at this point? What resources will you need?
  7. What kind of additional information will you provide to the Tourism Emergency Operations Center? How will you provide it?
  8. What are the steps you will need to take at this point to recover from this incident?
  9. Document any issues, problems or concerns that were raised during your discussion

Use this space to address the issues above:

MODULE 2: QUESTIONS (CONTINUED)

Tables 9 &10:

- ✓ **Designate a spokesperson who will deliver the report-out for your table.**

- ✓ **Address the following as a group at your table (use the blank space provided below):**
  1. Discuss how your position's roles and responsibilities would change in response to the new information presented.
  2. Discuss your tourism establishment's top three priorities during at 24 hours after the explosion.
  3. Based on your priorities, discuss actions that would be included in your response plan at this time?
  4. Discuss how your organization will to work with the tourism establishments in response to this incident. How are you organized?
  5. What forms are you using from the Multi-Hazard Contingency Planning Manual? How will these assist you in responding to and documenting the incident?
  6. What kind of resources can your organization offer at this point? What resources will you need?
  7. What kind of information should be shared with the tourism establishments? What information needs to be shared between the TEOC and the NEOC?
  8. What information would you include in your next media message?
  9. What are the steps you will need to take at this point to assist the tourism establishments to recover from this incident?
  10. Document any issues, problems or concerns that were raised during your discussion

Use this space to address the issues above:

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PREPAREDNESS REPORT

The confidential "report card" provided below allows you to score your own tourism establishment on the issues and concepts discussed today. To obtain an accurate assessment that will benefit your tourism establishment's preparedness, you should be candid and honest in your assessment. This will help you identify which critical tasks need the most attention.

CRITICAL TASK	COMMON COMPONENTS	GRADE *Circle one of the following letters for each subject**				
Alert and warning	*Automatic notification systems, alarms, pre-scripted messages, regular maintenance and testing, etc.*	A	B	C	D	F
Protective actions	*Decision-making procedures, sensors, clear evacuation routes, effective and safe shelter-in-place locations, etc.*	A	B	C	D	F
Incident command and crisis management teams	*Virtual emergency operation centers (EOC), crisis software, clear chain-of-command, crisis management teams, etc.*	A	B	C	D	F
Employee accountability	*Automatic tracking and remote check-in systems, primary and alternate assembly areas, coordinators and floor wardens, etc.*	A	B	C	D	F
Special needs populations	*Need to address delayed reaction time, language barriers, extra medical care, specialized transport, enhanced emotional reaction, etc.*	A	B	C	D	F
Business continuity	*Risk assessment and business impact analysis, remote sites/alternate worksite(s), back-up data and records, offsite storage, insurance, suppliers/service providers, etc.*	A	B	C	D	F
Facility considerations	*HVAC management, auxiliary power, decontamination, airflow, building code revisions, etc.*	A	B	C	D	F
Emergency supplies and equipment	*Personal emergency kits, supply caches, personal protective equipment, medical equipment, generators/surge protectors*	A	B	C	D	F
Coordination with local resources	*Corporate Crisis Management Team and/or Incident Management Team, Corporate Liaison, etc.*	A	B	C	D	F
Total *To determine the total, count the number of letters in each column and put the total in this row. This will help you determine your overall score.*						

*Use the following criteria to determine what "grade" you should score your company for each subject.
A – Outstanding (needs no improvements)
B – Good (needs minor improvements)

C – Satisfactory (meets basic requirements)
D – Poor (needs significant improvements)
F – Failing (needs complete restructuring)

TOURISM BUSINESS PROFILES

PLEASE READ: *Each exercise participant should be seated at a numbered table. Please read the profile provided below that corresponds to your table number. This profile describes the fictional company that you will be employed by for the purposes of this exercise. Each group should designate personnel to fill in appropriate positions as defined below in the "Positions" section.*

TABLE 1: THE SAND LION BEACH RESORT & SPA

SAND LION BEACH RESORT & SPA

The Sand Lion Beach Resort & Spa is a top-rated, all-inclusive beachfront resort and considered the premier spot for the ultimate Caribbean vacation. Sand Lion also mains international locations in St. Lucia, Jamaica, Antigua and The Bahamas. The Sand Lion Beach Resort & Spa prides itself on its quality of service and customer care. You are skilled at having the utmost discretion, as the Sand Lion Beach Resort & Spa is familiar with frequently serving high-profile customers including politicians, businessmen and diplomats. Sand Lion includes 300 lavish rooms and suites, and offers a choice of six gourmet restaurants, a full-service European-style spa and a huge range of land and water sports. Nearby are the Sand Lion Golf Resort and Beach Club, which is made available to all guests staying at the Sand Lion Beach Resort & Spa, with full-shuttle bus service provided. Today, approximately 270 rooms are occupied (estimated 590 clients). There are typically 110 staff on-site during the day and 80 staff on-site during the night. During the crisis, the guests and visitors assume it is a drill and do not listen to or obey the instructions provided. In trying to rectify this situation, you are also encountering several language barriers.

TABLE 2: CAFÉ CARIBBEAN

Café Caribbean

Café Caribbean is family-owned restaurant that specializes in a wide variety of regional Caribbean, French and international cuisines, and caters mainly to customers staying at the nearby hotels and resorts. It has one other location across in a different district. Café Caribbean faces the street and has two floors. Approximately 75 customers eat at the restaurant on a typical evening and 12 cooks, servers and kitchen staff members are usually on the premises between 5:30 p.m. and 12 a.m. Renovations were recently completed approximately six months ago to renew the interior appearance of the restaurant.

TABLE 3: HARBOR CRAFT MARKET

Harbor Craft Market

The Harbor Craft Market is one of area's premier shopping spots for vacationers and locals alike with over 250 craft tables selling souvenirs, boutique items and food stands. Over 1500 customers visit the craft market daily, and the area

is usually crowded from early morning until late in the afternoon. The Craft Association has responsibility for the management of the Craft Market.

TABLE 4: THE BOUQUET HOTEL

The Bouquet Hotel

The Bouquet Hotel is a five-star hotel with international locations in cities including Kingston, London, Paris, Tokyo, New York, Washington, D.C. and Los Angeles. The Bouquet Hotel prides itself on its quality of service and customer care. You are skilled at having the utmost discretion, as the Bouquet is familiar with serving high-profile customers including politicians and diplomats. The Bouquet Hotel is eight stories high with a glass top roof. The main floor/lobby of your building includes a four-star restaurant, bar and several meeting areas. The top floor has a spa and an indoor pool, and a second four-star restaurant. On weekdays, there are approximately 55 rooms that are occupied (70 clients). On weekends, there are approximately 90 rooms that are occupied (120 clients). There are typically 45 staff members on-site during the day and 20 staff members on-site during the night. During the crisis, the guests and visitors assume it is a drill and do not listen to or obey the instructions provided. In trying to rectify this situation, you are also encountering several language barriers.

TABLE 5: THE RITZ HOTEL AND CONVENTION CENTER

THE RITZ HOTEL

The Ritz Hotel and Convention Center is a four-star hotel and convention center with international locations in cities including Kingston, Cairo, London, New York and Washington, D.C. The Ritz Hotel has a reputation for providing premier service for the business community. Numerous conventions and business events are held at your location every week, with several conferences and meetings taking place simultaneously each day. The Ritz Hotel and Convention Center is five stories high with a glass top roof, atriums and passageways between meeting rooms and ballrooms. The main floor/lobby of your building includes a four-star restaurant, bar and several other meeting areas, as well as an extensive business center. The top floor has two restaurants. On weekdays, there are approximately 80 rooms that are occupied (85-95 clients). On weekends, there are approximately 120 rooms that are occupied (150 clients). There are typically 75 staff members on-site during the day and 50 staff members on-site during the night. During the crisis, the guests and visitors assume it is a drill and do not listen to or obey the instructions provided.

Numerous customers are demanding to carry on business meetings and conferences already in session.

TABLE 6: JAVA JOY

Java Joy is a popular espresso shop that serves specialty coffee beverages and light food. Java Joy is part of an international franchise, with thousands of locations worldwide. This location has approximately 20 staff members. Java Joy is located on the third floor of a 4-story building. There are approximately twelve employees per eight-hour shift serving customers near the front entrance, with an additional two or three employees working in the back. There is a manager's office in the back of the shop. During business hours on a weekday, there are approximately 45-60 customers in the store at any time, many of them tourists and customers at the nearby hotels. During the crisis, you have approximately 30 customers in the shop, half of whom are visiting from foreign countries. None of your employees speak their languages.

TABLE7: THE PALM CLUB

The Palm Club is considered to be the most popular nightclub in Kingston. Most customers are visiting tourists staying at nearby hotels. The Palm Club is a two-story building with three main dance floors; it's famous for having huge mirrors on the walls and ceiling of the main dance floor. A VIP room is located on the second floor in the back. The building's capacity is 450 people. During the day, the Palm Club is mainly empty, but on a typical weekend night, hundreds of visitors flow in and out of the club from 9pm to 3am. Your evening security shift includes approximately 15 personnel, with four guards at the main entrance. A new electrical lighting system was recently installed.

TABLE 8: JOE'S TOUR & TAXI CORP.

Joe's Tour & Taxi Corp conducts Island tours, taxi services, and has two glass bottom boats which operates seven days a week. The company has 15 tour buses, two of which were in the immediate affected area when the crisis occurs. In addition the two charter glass bottom boats were out of port during the crisis

with guests from the surrounding hotels indicated above. Joe has 20 taxis, and a robust dispatch office with complete radio service.

TABLE 9: JAMAICA TOURISM EMERGENCY OPERATIONS CENTER

The Tourism Emergency Operations Center (TEOC) is established by the Tourism Emergency Management Committee to serve as the emergency organization in charge of coordinating the tourism sector's response during emergencies and disasters. The TEOC should have its command center established in a location that has minimal vulnerability to the most common hazards in the area, quick access routes, reliable communication facilities (including telephones, fax, radio transmitter and receiver, television, and radios with commercial and civil bands and ham radio frequencies), and a back-up power system. The location should also have adequate equipment and furnishings, appropriate transportation, computer equipment, one week's worth of food and medical supplies, and detailed plans of all systems and copies of the emergency plan and other pertinent documentation. There should be 24-hour security provided by defense or police forces. The Jamaica TEOC should employ members from the Jamaica's Ministry of Tourism, Jamaica's hotel and tourism association, and Jamaica's tourism authority, police and tour operators.

TABLE 10: JAMAICA NATIONAL EMERGENCY OPERATIONS CENTER – OPERATIONS GROUP

Jamaica's National Emergency Operations Center (NEOC) provides standard national coordination and control of emergency and disaster response and relief operations, on a 24-hour-per-day basis if necessary. The NEOC has four functional areas: executive policy, operations, communications and emergency public information. The Operations Group of NEOC is responsible for directing emergency response and relief operations. It is headed by the Director of Operations and should include chairpersons from different national disaster sub-committees, including telecommunications, shelter management, damage and needs assessment, health and welfare, transport and road clearance, and supply management. There should also be representatives from the Red Cross. The NEOC is responsible for coordination with the Prime Minster's Office, other Ministries, agencies and organizations coordinated from the NEOC. The release of public information is coordinated by the Chief Information Officer from the NEOC. Information about the status of the tourism sector before, during and after a disaster or emergency should be prepared in the TEOC and sent to the NEOC for dissemination through the media and abroad, as agreed within the NEOC. The NEOC is also responsible for carrying out damage and needs assessment for the country after a disaster or emergency situation.

POSITIONS, TABLES 1-8

PLEASE READ: *Once you have assembled at the appropriate table, your group needs to designate one person to each of the following positions identified below. Each table should ensure that all the main positions (e.g. Position #1) are filled before filling the deputy-level positions (e.g. Positions #1A). If your real-world title/role parallels one of the positions, please do not hesitate to volunteer to be your table's representative for that position. You will be asked to conduct your actions during the tabletop exercise based on your assigned positions.*

Position #1: Security Manager/Facility Manager. As the Security Manager or Facility Manager, you are responsible for recognizing and reporting an emergency and implementing the appropriate response actions. Your priority is the safety and security of personnel, customers/clients, visitors, and assets. You must be able to report to the CEO/Senior Executive with current and accurate information in order for them to make good decisions.

Position #2: Business Continuity Manager. As the Business Continuity Manager, you are responsible for ensuring that the organization resumes normal operations as soon as possible. You will maintain contact with clients, suppliers, and your off-site IT networks, and work with other facilities based upon mutual assistance agreements made prior to the incident.

Position #3: Human Resources or Legal Manager. As the Human Resources or Legal Manager, you are responsible for communications needed to warn personnel of the danger, and to keep families and off-duty employees informed about the status of the incident. You are responsible for having complete knowledge of laws and bylaws governing emergency response and continuity of management. You must be able to report to the CEO/Senior Executive with current and accurate information in order for them to make good decisions.

POSITIONS (CONTINUED)

Position #4: CEO/Senior Executive. As the CEO/Senior Executive, you make the decisions. Using the information provided by your team, you will make the decisions that best fit the situation and your organization's capabilities.

Position #5: Public Relations Representative. As the Public Relations Representative, you are the most important link to the public and it is critical that you develop and maintain positive relations with media outlets. You are responsible for coordinating with the CEO/Senior Executive in order to present information to the media and consumers.

POSITIONS FOR TABLES 9 AND 10: JAMAICA TEOC AND NEOC

PLEASE READ: *Once you have assembled at the appropriate table, your group needs to designate each person as one of the following positions identified below. Each table should ensure that all the main positions (e.g. Position #1) are filled before filling the deputy-level positions (e.g. Positions #1A). If your real-world title/role parallels one of the positions, please do not hesitate to volunteer to be your table's representative for that position. You will be asked to conduct your actions during the tabletop exercise based on your assigned positions.*

TEOC

Position #1: TEOC Chairperson. As the TEOC Chairperson, you have been appointed by the Ministry of Tourism. You are responsible for the operations of the TEOC including the Telecommunications Sub-committee, the Damage and Needs Assessment Sub-committee and the Re-location, Evacuation and Shelter Sub-committee. You are also responsible for ensuring the TEOC maintains communication with the Ministry of Tourism Representative at the National Emergency Operations Center (NEOC) and the accommodation providers (including Hotel Command Centers, see **page 28** of the of the Multi-Hazard Contingency Planning Manual), tour operators, airlines and other tourism sector members.

Position #2: Telecommunications Sub-committee Leader. As head of the Telecommunications Sub-committee, it is your duty to ensure that all lines of communication remain open in the event of an emergency situation. Keeping IT systems intact and operational is of particular importance. You are in charge of keeping all groups updated with the latest information agencies while working especially closely with the Public information Sub-committee.

Position #3: Damage and Needs Assessment Sub-committee Leader. The Leader of the Damage and Needs Asessment Sub-committee is responsible for an immediate evaluation of the crisis and associated damages. A thorough evaluation will include making a cost assessment, contacting insurance companies, and assessing loss in terms of death and injuries.

POSITIONS (CONTINUED)

Position #4: Relocation, Evacuation and Shelter Sub-committee Leader. This Leader works directly with citizens, tourists, and government officials during an emergency situation. He or she is in charge of initiating a previously created evacuation plan and offering shelter to evacuees. The Leader may also be in charge of finding temporary housing for natives who lost their homes during the disaster.

Position #5: Public Information Sub-committee Leader. The Leader of this sub-committee serves as the link between the government and the public / media. You and your Deputy Leader work closely with the Telecommuncations Sub-committee to ensure that all information is factual and up-to-date.

NEOC

Position #1: Director of Operations. As the Director of Operations, you are responsible for heading up the NEOC Operations Group and overseeing the operations of the chairpersons of the different national disaster subcommittees. You are in charge of recognizing, reporting and implementing the appropriate response actions. You are also responsible for ensuring that the NEOC works with the TEOC as described in the Multi-Hazard Contingency Planning Manual.

Position #2: Ministry of Tourism Representative. As the Ministry of Tourism representative, appointed by the Jamaica Tourism Emergency Management Committee, you are responsible for allowing an accurate exchange of information and a tourism sector response that is in line with national response guidelines. You will also work with the Chief Information Officer, who facilitates the distribution of information between the Ministry of Tourism and media outlets.

Position #3: Chief Information Officer. As the Chief Information Officer within the Emergency Public Information function of the NEOC,

you are responsible for coordinating the release of public information. The TEOC should provide you with information about the status of the tourism sector before, during and after a disaster or emergency for dissemination through the media and abroad. Specifically, you will work closely with the Ministry of Tourism Representative.

Position #4: Damage and Needs Assessment Chairperson. As the Damage and Needs Assessment Chairperson, you are responsible for ensuring the NEOC carries out damage and needs assessment for the county after a disaster or emergency. This assessment should be carried out in three phases, in keeping with the expectations and practice in the international donor community, as referenced on **page 26** of the Multi-Hazard Contingency Planning Manual. At each stage, the NEOC's reports would include input prepared and submitted by the tourism sector, through the TEOC.

Position #5: Defense and Police Forces Representative. As Representative of the region's Defense and Police Forces, you are in charge of speaking to media outlets on behalf of law officials working closely with the disaster. You must also ensure that protocol is being followed by defense and police forces.

APPENDIX 7: Glossary and Acronyms

[*Derived from the United Nations International Strategy for Disaster Reduction website: http://www.unisdr.org/eng/library/lib-terminology-eng%20home.htm*]

Disaster: A serious disruption of the functioning of a community or a society, causing widespread human, material, economic or environmental losses that exceed the ability of the affected community or society to cope using its own resources. *A disaster is a function of the risk process. It results from the combination of hazards, conditions of vulnerability and insufficient capacity or measures to reduce the potential negative consequences of risk.*

Disaster risk management: The systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters. This comprises all forms of activities, including structural and non-structural measures to avoid (prevention) or to limit (mitigation and preparedness) adverse effects of hazards.

Disaster risk reduction (disaster reduction): The conceptual framework of elements considered with the possibilities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development.
The disaster risk reduction framework is composed of the following fields of action, as described in ISDR's 2002 publication "Living with Risk: a global review of disaster reduction initiatives," page 23:

- Risk awareness and assessment, including hazard analysis and vulnerability/capacity analysis;
- Knowledge development, including education, training, research and information;
- Public commitment and institutional frameworks, including organizational, policy, legislation and community action;
- Application of measures, including environmental management, land-use and urban planning, protection of critical facilities, application of science and technology, partnership and networking, and financial instruments;
- Early warning systems, including forecasting, dissemination of warnings, preparedness measures and reaction capacities.

Early warning: The provision of timely and effective information, through identified institutions, that allows individuals exposed to a hazard to take action to avoid or reduce their risk and prepare for effective response. *Early warning systems include a chain of concerns, namely: understanding and mapping the hazard; monitoring and forecasting impending events; processing and*

disseminating understandable warnings to political authorities and the population, and undertaking appropriate and timely actions in response to the warnings.

Hazard: A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. *Hazards can include latent conditions that may represent future threats and can have different origins: natural (geological, hydro-meteorological and biological) or induced by human processes (environmental degradation and technological hazards). Hazards can be single, sequential or combined in their origin and effects. Each hazard is characterized by its location, intensity, frequency and probability.*

Mitigation: Structural and non-structural measures undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards.

Preparedness: Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations.

Response/Relief: The provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected. It can be of an immediate, short-term or protracted duration.