
Ministry of Tourism & Aviation

Hurricane Preparedness & Response

Executive Summary

In consideration of hurricane preparedness and response, the primary objectives of the Ministry of Tourism & Aviation are three (3) fold:

- (1) Established by the National Emergency Management Agency (NEMA) as the lead agency of the Emergency Support Function (ESF)12, the Ministry of Tourism & Aviation, in collaboration with the Bahamas Hotel Association and supporting agencies, is charged with the responsibility to ensure that the tourism industry throughout the Islands of The Bahamas is equipped to effectively respond to and recover from the impact of a major hurricane.** Supporting agencies include:
- a) The Airport Authority
 - b) Nassau Airport Development Company Ltd.
 - c) Bahamas Broadcasting Corporation
 - d) Bahamas Information Services
 - e) Department of Civil Aviation
 - f) Department of Meteorology
 - g) Port Department

When there is credible evidence that a major threat exists that can result in an associated loss of life and/or injury due to the limitation of physical infrastructure, evacuation must be considered. Whereas evacuation of both residents and visitors should be considered simultaneously, the Visitors' Evacuation Plan (incorporated into this document) was developed for the evacuation of visitors only. This is in consideration of the safety and security of our guests and the resource allocation which would need to be directed to residents and remaining visitors immediately following a major hurricane. Further, it considers the nation's reputation and international perception regarding our ability to accommodate and protect visitors in advance of a major hurricane. It is recommended to NEMA that a similar document dedicated to the evacuation of residents be developed ensuring alignment of processes, procedures and resources in both documents.

- (2) **Protect the image and reputation of The Islands of The Bahamas when a crisis or disaster occurs.** The Ministry of Tourism & Aviation's role is very different than those of the other ESF agencies such as the police, health, BEC, BTC, and Water and Sewerage. However, the success of tourism's response is to a large extent dependent on these agencies. A negative image of the country has tremendous impact on the economy, short-term and long-term. Our strategy is to pre-empt a crisis or minimize its impact by taking the initiative in providing information. The result will be a perception that The Islands of The Bahamas is a responsible tourism destination and is taking all possible steps to resolve the crisis. In turn, this will strengthen our credibility in dealing with the press and its various publics.

The potential damage that an apparently small incident may have on tourism should not be underestimated. The media need news, and this generally means bad news, and they will concentrate on this until a new item of news appears to divert their readers' or viewers' attention. We live in an age of instant news – the age of the internet, satellite, fax and cell phone means that news is international the minute it happens. Today, there is no such thing as local news. Very early on, we need to be able to answer some critical questions such as:

- What does the crisis mean for the residents and visitors to the islands of The Bahamas?
- How many visitors usually come to the particular island and what is that worth?
- How many visitors will stay away/cancel?
- How much business will be lost and how much revenue does that mean?
- What can we do about it?

Detailed procedures for handling the communication process related to hurricanes are contained in the Ministry of Tourism & Aviation Crisis Communication Manual.

It is absolutely critical for the Ministry of Tourism & Aviation to receive full, accurate and timely information from all of the agencies directly involved in the management of solutions to the disaster or crisis. Full disclosure is critical because if The Bahamas does not tell its side of the story with the facts, the media will tell its own version, often inaccurately. There must be maximum transparency in information. It is also important not to limit access to information or to impose a ban on news. It is important to stick to the facts and avoid speculation. By providing information to the press, The Islands of The Bahamas can maintain a degree of control over the way a crisis/disaster is characterized, reported and interpreted by media, consumers and travel agents.

It is important that MOT& A maintains all of the necessary contacts for each responsible agency, and the hotel sector through BHA and its member hotels relative to specific management plan for each type of disaster, so that the Ministry of Tourism & Aviation is equipped to manage the communications process.

Following the event, MOT&A will reconvene for a post-crisis meeting to evaluate the effectiveness of the communications effort. We consider ourselves as having successfully managed a crisis when things return to normal within hours and days as opposed to weeks or months, when the media no longer carry the story, and when visitors arriving to the islands do not know what you are talking about if the subject is raised.

(3) **Ensure that all the necessary steps are taken, within a specified timeframe, to secure the Ministry of Tourism & Aviation properties and /or facilities throughout The Islands of The Bahamas.** In this regard, a **Tourism Emergency Coordinating Committee** was established within the MOT&A. Some members (noted below) also serve on the ESF 12 committee. The Director General serves as the Chairperson. The members include:

- a) Permanent Secretary or designee
- b) Director General or designee (DG serves at the national (NEMA) and industry levels)
- c) Sr. Director- Director General's Office (member ESF12)
- d) Director Communications (member ESF12)
- e) Director Visitor Safety & Security/Visitor Relations (member ESF12)
- f) Director ITC
- g) Director Airlift
- h) Director Family Islands
- i) Exec. Director GBI
- j) Director Human Resources or designee

Members of the Tourism Emergency Coordinating Committee have been assigned specific tasks based on their area of responsibility. The tasks have been extracted principally from the Visitor Evacuation Plan **which has been incorporated into the Ministry of Tourism and Aviation Hurricane Preparedness & Response Manual**, and serves as the primary document, as well as submissions received from members of TECC. Details of these functions are outlined in the **Tourism Emergency Coordinating Committee Procedure Manual**. Both documents, along with the **Ministry of Tourism & Aviation Crisis Communication Manual**, are essential tools in the coordination of activities to ensure that all the relevant agencies responsible for protecting the tourism industry and the MOT&A are equipped to effectively and efficiently carry out their responsibilities.

MOT&A maintains offices on seven (7) family islands, Exuma, Abaco, Long Island, Andros (2), Bimini, Harbour Island, Eleuthera. There is one **(1) office on GBI**, and nine **(9) locations on New Providence**: Bolam House, Regional Court, Nassau Court, Rawson Square, Festival Place, Norfolk House, Bayparl, Pirate's Museum, British American Building.

Visitors Evacuation Plan

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For their involvement in the research, surveys and preparation to the development of the Visitor Evacuation Plan:

- Ministry of Tourism & Aviation
- Bahamas Hotel Association and its membership

For their contributions, the supporting members of the Emergency Support Function 12 are acknowledged below:

- Bahamas Broadcasting Corporation
- Bahamas Information Services
- Department of Civil Aviation
- Department of Meteorology
- Port Department

For participation in discussions, meetings and/or surveys

- Office of National Emergency Management Agency
- Ministry of Works & Transport
- Ministry of Foreign Affairs
- US Embassy
- GIS
- Public Hospital Authority
- Royal Bahamas Police Force
- Ministry of Health
- Airline Association
- Bahamas Taxi Cab Union
- Bahamas Tour Operators Association

Introduction

In consideration of the safety and security of visitors to The Islands of The Bahamas, a disproportionate amount of time was spent on the development of a plan for the evacuation of visitors. The Visitor Evacuation Plan aims to evacuate all visitors before the threat arrives. It is estimated that it may be necessary to evacuate up to 30,000 visitors from New Providence, 8,000 from Grand Bahama and 3,500 from Abaco. Manageable numbers are estimated for the remaining family islands.

Because of the logistics and time needed to move such large numbers, successful off island evacuation may be limited to threats for which advance warning of at least 3-4 days can be achieved. For a lesser warning period, whereas some international and inter-island evacuation may be possible, the best situation may be to evacuate or relocate guests to shelters of last resort.

If visitors' evacuation is to be successful, the following are essential:

- i. The establishment of memorandum of understandings which must be negotiated in advance with all appropriate public and private sector stakeholder groups.
- ii. An early alert system for such major threats must be established.
- iii. Timely procedures for the issuance of a mandatory visitors' evacuation order
- iiii. A communication system among response partners must be developed and periodically tested.
- ivi. Training, drill exercises and maintenance of the plan to keep it current.
- vi. Cooperation and information sharing among response partners.

Depending on the nature of the threat, inter-island evacuation may be sufficient. In other situations, international evacuation is required.

If commercial means for evacuation is expected to be insufficient or becomes exhausted and all visitors are not evacuated, assistance from the country whose citizens are affected should be solicited through pre-determined diplomatic channels.

For various reasons, which include but may not be limited to insufficient advance warning, delay in the issue of the Mandatory Visitors' Evacuation Order and logistical constraints, it is possible that some visitors will not be evacuated. Provisions must therefore be made to allow for the evacuation and/or relocation of visitors who could not be evacuated off the threatened island to shelters of last resort. It is therefore important that each hotel or guest house be required to provide evidence that it has procured such a shelter for the use of its registered guests.

The Ministry of Tourism & Aviation serves as the principal liaison between NEMA and industry partners. The cooperation and support of the members of ESF 12 and that of other ESFs are fundamental for the success of this plan. As such, information sharing and providing assistance in a timely manner is crucial.

The visitor evacuation plan is divided into three (3) major sections:

- i. Preparation
- ii. Event Response
- iii. Debrief

Each section has a short description followed by tasks to be accomplished by all ESF#12 members. This is followed by specific task(s) for each ESF#12 member.

The Preparation section is further divided into Annual Plan Review and Update, March, April, May and June. The Event Response section contains the Alert, Evacuation Off-Island, Evacuation and/or Relocation to Shelter and After the Event.

Like all plans, the Hurricane Preparedness and Response Plan is a live document and therefore needs to be exercised and maintained. It is therefore very important that training be done, drills be performed and lessons learnt from these drills and from the response to events as documented in debriefs, be used to periodically update and modify this plan. This will keep the plan current and most effective.

Preparation

The Annual Plan Review and Update is required to keep the plan current by incorporating lessons learnt during the response to events, drill exercises and feedback from response partners and vendors during the previous twelve (12) months. The Ministry of Tourism & Aviation is responsible for keeping the plan current.

ALL ESF12 Members

- Convene internal meeting(s) to compile and agree on the list of changes to recommend for your agency. **(Appendix 2)** Consider the following in the preparation:
 - Review of the entire plan
 - Lessons learnt from the response to events since the last plan update
 - Lessons learnt from drill exercises
 - Feedback from response partners and vendors
 - Changed circumstances/conditions
- Compile a list of Recommended Plan Amendments; with justification; in the prescribed format and submit to the Ministry of Tourism by mid December. **(Appendix 3)**
- Review the combined list of the ESF 12 Recommended Plan Amendments as provided by the Ministry of Tourism & Aviation.
- Vote for each recommended change by making a choice to accept, reject or require further discussion. Complete voting documents provided by the Ministry of Tourism & Aviation and return by the required date in January. **(Appendix 4)**
- Participate in discussion and decision-making on the recommended changes by attending ESF 12 Annual Plan Review and Update Meeting(s) as scheduled. Have additional internal meetings to assist with this process.
- Get copy of revised plan.
- Execute internal drills and participate in joint drill activities hosted by other emergency response partners and Ministry of Tourism & Aviation.

Ministry of Tourism & Aviation

- Complete tasks under “ALL” in this section.
 - Establish and maintain communication with the Office of NEMA and provide ongoing updates

Send guest evacuation and shelter questionnaire to each hotel that is on the Hotel Licensing Department register.

- Require hotels that have more than fifty (50) rooms to be responsible for ground transportation of their guests to ports of exit and to confirm the general details of that arrangement.
- Require each hotel to complete the guest evacuation and shelter questionnaire and submit by end of January.
- By mid February, provide a list of hotels that plan to operate as shelters of last resort and request inspection for issue of shelter certificates
- Remind hotels to schedule a shelter meeting before the end of March. Recommend inclusion of supplies inventory and other resources for implementation of their plan.
- Review and update as required the location of the primary and alternate Ministry of Tourism & Aviation command center. **Current command centre is the British Colonial Hilton Hotel. Alternate location will be one of the hotels on the Cable Beach strip.**
- Prepare/update/confirm tables in appendix:
 - Satellite phone information for Ministry of Tourism & Aviation. **(Appendix 6)**
 - Comprehensive hotels listing with contact person for each hotel. **(Appendix 7)**
 - Confirm that hotels that are not members of the Bahamas Hotel Association are also included by cross referencing with the Hotel Licensing Department list.
 - Hotels used to shelter guests and other designated guest shelters.
 - Include shelter capacity, minimum staffing and communication requirements.
 - Commercial Airlines Contact Information **(Appendix 8)**
 - Contact information for tour operator(s), taxi union(s) and cruise ship(s). **(Appendix 9)**
 - Emergency Coordinator and alternate for each Primary and Supporting members of ESF 12. **(Appendix 10)**
 - Contact for NEMA membership **(Appendix 11)**
 - Contact information for other industry partners and vendors. **(Appendix 12)**
 - Other local emergency contact information. **(Appendix 13)**
- Obtain change recommendation by December of the previous year
- Compile the List of Recommended Changes on the prescribed form **(Appendix 14)**

- Distribute the List of Recommended Changes; with provisions for voting to Accept, Reject or require further discussion, to ESF12 membership and affected industry partners by second Friday in January.
- Require return of completed List of Recommended Change by end of January. Remind recipients to keep copy to bring to Annual Plan Review meeting(s).
- Compile summary report on each recommendation by accept, reject, discuss for the February Annual Plan Review meeting(s). (**Appendix 3** – Summary Response to List of Recommended Changes)
- Send out notice for the Annual Plan review meeting which will be held in February.
- Convene Annual Plan review meeting(s)
- Prepare list of approved changes as determined in the Annual Plan Review meeting (s)
- Update the plan to reflect the approved changes
- Distribute the plan and update the distribution list as required (**Appendix 15**)
- Present and review the plan with National Emergency Management Agency.

Bahamas Hotel Association

- The Bahamas Hotel Association will function as the liaison between hotels and the Ministry of Tourism and will assist with the execution of tasks as required by the Ministry of Tourism & Aviation.

Airport Authority

- Complete tasks under “ALL” in this section.

Bahamas Broadcasting Corporation

- Complete tasks under “ALL” in this section.

Bahamas Information Services

- Complete tasks under “ALL” in this section.

Department of Civil Aviation

- Complete tasks under “ALL” in this section.

Department of Meteorology

- Complete tasks under “ALL” in this section.

Port Department

- Complete tasks under “ALL” in this section.

Nassau Airport Development Co.

- Complete tasks under “ALL” in this section.

March

All

- Keep Ministry of Tourism & Aviation updated on all tasks.
- Complete outstanding tasks in previous section. Inventory and procure supplies and other resources required to execute the plan.
- Select/confirm an internal Emergency Coordinating Committee. The Emergency Coordinating Committee will be responsible for planning and execution of the tasks that fall under the responsibility of an agency in the plan under the leadership of the Emergency Coordinator.
- Prepare/update and distribute internally, a contact information sheet for all members of the Emergency Coordinating Committee. Since a disaster that requires evacuation can happen at any time, contact information should be sufficient to reach the person anytime needed.
- Select/confirm an Emergency Coordinator. The Emergency Coordinator is responsible for leading the Emergency Coordinating Committee in the planning and execution of tasks. When changing the Emergency Coordinator, consider the timing to provide for smooth transition and continuity.
- Select/confirm an alternate for the Emergency Coordinator. If the Emergency Coordinator is unavailable and/or to avoid fatigue during a disaster response, the alternate will be required to assume the functions of the Emergency Coordinator. As such, the alternate must keep current and should be a member of the Emergency Coordinating Committee.
- Emergency Coordinator and/or alternate will attend all ESF#12 and NEMA meetings.
- Notify the Director of National Emergency Management Agency and the Director General of the Ministry of Tourism & Aviation of the names and contact information for the Emergency Coordinator and alternate.
- Review the plan making a list of the following:
 - Outstanding tasks/works and action plan to complete
 - Funding needed and available budget.
 - Other resources needed and available.

- Prepare action plan and take action to get outstanding works done and to secure supplies inventory and other resources necessary for the implementation of the plan.
- Begin preparation of summary document for the April meeting.
- Execute internal drills and participate in joint drill activities hosted by other emergency response partners and Ministry of Tourism & Aviation.

Ministry of Tourism & Aviation

- Complete tasks under “ALL” in this section with the assistance of the Bahamas Hotels Association.
- Establish and maintain communications with the office of NEMA and provide ongoing updates.
- Determine/review the equipment needs for the Ministry of Tourism & Aviation command center.
- Determine/review the staffing need for the Ministry of Tourism & Aviation command center.
- Convene a meeting of the Emergency Coordinating Committee early in March
- Request/confirm that hotel licenses issued by the Hotel Licensing Department include a requirement for each hotel to be responsible for securing shelter at an approved shelter of last resort for its guests who remain on island for hurricanes and other events that may require such sheltering. Approved shelter may be on the property of that hotel, another hotel or at a national shelter. Documentary proof shelter requirement being satisfied, include the following:
 - Copy of shelter certificate for own hotel. (Note that the shelter certificate should state the specific location(s) at a given hotel, the occupant load of the shelter, minimum number of shelter managers and staff and communication requirements)
 - Memorandum of Understanding and copy of the shelter certificate for the receiving hotel that has agreed to shelter guests of the requesting hotel. (Note that the requesting hotel is relieved of its shelter responsibilities once the receiving hotel checks in the guests of the requesting hotel).
 - Documents from the Department of Social Services showing at least the following:
 - Confirmation of the number of guests that will be sheltered for the requesting hotel.
 - The specific shelter(s) at which the guests will be received.

- Number of requesting hotel staff that must accompany guests to each shelter(s).
 - Supplies that each guest and staff member must take to the shelter.
- Negotiate and prepare/update Memorandum of Understandings as follows:
 - Cruise ships for notification of available seats with pricing considerations
 - Tour operators and Taxi Union to move evacuated guests from hotels to airports and return if guests are at the airport and flights cease. Include:
 - Communication Plan which will allow for sharing the Ministry of Tourism & Aviation directed dispatch service among participating operators.
 - Number and seating/standing capacity of each vehicle.
 - Number of drivers available and whether available around the clock, before and after the disaster event.
 - Ham Radio operator's organization and/or individuals for manning hotels that are sheltering their own guests. This is to be coordinated with the management of each hotel that is being used as a shelter.
 - Each airline operating in the Bahamas. Agree on the estimated number of additional seats that will be available for pre-incident evacuation over a forty eight (48) hours period with twelve (12) hours notice. The information should include the number and size aircraft to allow for optimizing passengers that can be evacuated. (**Appendix 16**)
 - With cruise line(s) for cruise ship evacuation; before and after a major hurricane or incident; if feasible.
- Send out notices for meeting by the third Friday in March. Invite at least the following agencies, with Agenda.
 - Supporting members of ESF#12
 - Bahamas Hotel Association
 - Hotel Licensing Board
 - Main tour operators
 - Bahamas Taxi Cab Union
 - Cruise ship representative(s)
 - Airline Operators Association
 - National Emergency Management Agency

- Prepare/Review form letters that will be sent to hotels and posted in other public places during the “Event Response” phase of this plan. At least one form letter should be prepared for each phase as follows:
 - Alert - **(appendix 17)**
 - Watch
 - Warning
 - Mandatory Evacuation of Island **-(Appendix 18)**
 - On Island evacuation/relocation to shelters of last resort. **(Appendix 19)**
 - Post Event
 - Identify/Review industry training needs in consultation with Bahamas Hotel Association and its membership and other hotels on the Hotel Licensing Department register.
- Develop training in collaboration with NEMA and industry partners to satisfy training needs identified.
- Conduct periodic drills for Ministry of Tourism & Aviation emergency coordinating committee and relevant emergency partners.
- Require hotels to submit the number of additional persons they need to train as shelter managers to meet the shelter certificate requirement.
- Organize shelter management training for shelter managers that will be responsible for hotels shelters. The training must include the following as a minimum:
 - Bahamas Red Cross Shelter management program. Arrange for persons who are current First Aid/CPR certified to be exempted from that portion of the program.
 - Communication equipment. What is required, proper storage and use.
 - ESF #12 communication protocol
 - Incident information capture and reporting
 - Shelter resources requirements
- Prepare/review/update the following documents and send to all hotels:
 - Generic Memorandum of understanding form that can be used by small hotels to secure shelter for their guests at other properties
 - Generic shelter operations plan prepared as provided by ESF#6 – Shelter Services.
 - Generic Hurricane Plan (for use by small hotels)
 - Waiver form for visitors who refuse to evacuate despite a Mandatory Visitors Evacuation Order **(Appendix 14)**

- Confirm with the Ministry of Foreign affairs the details of any memoranda of understanding with foreign governments for evacuation of their citizens before and after a major incident when The Bahamas is under a Mandatory Visitors Evacuation Order.
- Remind hotels to review their plan by end of March.
- Ensure/confirm that compatible communication equipment is or will be available at the following locations for communication with Ministry of Tourism & Aviation Command Center before, during and after a disaster requiring mandatory visitors evacuation.
 - Ministry of Tourism & Aviation Command Center.
 - Airports
 - Airlines
 - Ground tour operators
 - Taxi Union
 - Hotels used as shelters
 - NEMA command center
 - Communications resources should include the following:
 - Telephones
 - Facsimile
 - Cellular phones
 - Two way radio base station
 - Back up battery power to two way radio base station
 - At least two (2) Hand held two-way radio(s)
 - Spare batteries for two-way radios
 - Runners/messengers
 - Pagers
 - Satellite Phone
 - HAM radio
- Determine/confirm the number of current civilian HAM radio operator licenses by island.
- Determine the need for additional civilian HAM radio operator licenses required to satisfy the placement of at least one (1) HAM radio operator at the following locations:
 - Each hotel that is used as a shelter of last resort for visitors
 - Airlines
 - Ground tour operators
 - Taxi Union

- Liaise with Defense Force to obtain HAM radio operator as follows:
 - Ministry of Tourism & Aviation Command Center
 - Bahamas Broadcasting Corporation
 - Bahamas Information Services
 - Airport Authority
 - Department of Civil Aviation
 - Department of Meteorology
 - Port Department
- Obtain/verify the following information for New Providence and each of the family islands.

Use to determine the potential visitors evacuation rate.

 - Capacity for aircraft turns at airports
 - Airport surge capacity
 - Airline processing rate with pre-clearance
 - Airline processing rate without pre-clearance
 - Available airline seats as agreed in the memorandum of understanding.
- Ascertain visitors' evacuation rate per hour from each main hotel populated area for each destination island. For New Providence breakout information by the following hotel populated areas:
 - Cable Beach
 - Paradise Island
 - Downtown Bay Street
- Participate in the discussions for the preparation of the Evacuation Routes Maps.
- Obtain copies of Evacuation Routes documents, for each island for which mandatory evacuation of visitors may be required from Ministry of Tourism and Aviation. Evacuation routes should include at least the following information:
 - Primary and alternate evacuation routes to airports
 - Primary and alternate evacuation routes to sea ports
 - Placement of evacuation routes signs/markers
 - Traffic flow
 - Placement of barricades
 - Police officers stations/patrols
 - Ground transportation staging area(s)
 - Location of hotels used as shelters of last resort.

- Confirm with Ministry of Works & Transport the status of procurement/installation of evacuation route signs/markers for primary and alternate evacuation routes for airport(s) and seaport(s) on all islands
- Confirm with Ministry of Works & Transport the availability in secure storage, at least a full set of extra evacuation route signs/markers for primary and alternate evacuation routes for airport(s) and seaport(s) on all islands. (This is primarily for use after an event)
- Obtain Evacuation Routes Vulnerabilities Assessment & Mitigation Report from Ministry of Works & Transport. This document will include at least the following information:
 - Vulnerability assessment of the evacuation routes from various reasonable threats
 - Mitigation action plan for vulnerabilities identified as far as is practicable
 - Status of mitigation efforts
 - Vulnerabilities that are impractical to mitigate against with possible consequences
- Prepare preliminary evacuation transportation schedule by main hotel areas using the committed seating obtained under the Memorandum.
- Advise and assist with public relations for external media and industry international travel partners.

Bahamas Hotel Association

- The Bahamas Hotel Association will function as the liaison between hotels and the Ministry of Tourism & Aviation and will assist with the execution of tasks as required by the Ministry of Tourism & Aviation.

Airport Authority/Nassau Airport Dev. Co.

- Complete tasks under “ALL” in this section.
- Assist Ministry of Tourism & Aviation as the liaison with the following partners:
 - United States Customs and Border Patrol operating at the airport
 - Airlines
- Perform the following actions and notify Ministry of Tourism & Aviation:
 - Determine/Update the maximum holding capacity for all airports
 - Determine/Update the peak airlines processing capability with pre-clearance for all airports
 - Determine/Update the peak airlines processing capability without pre-clearance at all airports
 - Determine/confirm under what conditions and the procedures for having pre-clearance waived at Lynden Pindling International Airport and other airports. Determine whether special provisions are required under a Mandatory Visitors Evacuation Order.

- Perform/review and update as necessary the security needs analysis under peak holding capacity and peak airline processing without pre-clearance for a mandatory visitors evacuation. Take into consideration that citizens and residents will most likely be participating in at least voluntary evacuation.
- Participate in evacuation route discussions and preparation of the evacuation plans for the airport access roads with Transportation ESF2 for airport access roads especially in regards to the following:
 - Staging for tour operators
 - Staging for taxi drivers.
 - Posting of police and/or defense force personnel
 - Posting of road traffic personnel
 - Posting of barricades
 - Traffic flow (especially if any change from normal is made)
- Prepare processing plans layout for the airport. This plan should include the following information:
 - Each airline processing line (s). Consideration should be given to separate lines for ticketed and un-ticketed passengers and personnel to assist with the orderly flow. This should include checking that only ticketed passengers are in the line so designated.
 - Directional signage
 - Human arrows
 - Security
 - Queuing lines
 - Other relevant information
 - Staffing plan and other resources needed for implementation.

Bahamas Broadcasting Corporation

- Complete tasks under “ALL” in this section.
- Assist the Ministry of Tourism & Aviation to develop the most appropriate educational campaign to achieve the following:
 - Public information dissemination before, during and after an incident
 - Public awareness of this plan
 - Public education of national evacuation routes

Bahamas Information Services

- Complete tasks under “ALL” in this section.
- Work with the Ministry of Tourism & Aviation to develop the content of and most appropriate educational campaign to achieve the following:
 - Public information dissemination before, during and after an incident
 - Public awareness of this plan
 - Public education of national evacuation routes

Department of Civil Aviation

- Complete tasks under “ALL” in this section.
- Determine/update the maximum number of turns available during a 24 hours period
- Confirm the maximum size aircraft with regard to passenger seats that the airport can accommodate.
- Establish consultation and communications procedures regarding airport operating status to the following agencies:
 - National Emergency Management Agency
 - The Ministry of Tourism & Aviation
 - Airlines
 - Airport Authority

Department of Meteorology

- Complete tasks under “ALL” in this section.
- Establish/Update an early alert system that will notify Ministry of Tourism & Aviation at least ninety-six (96) hours before tropical storm force conditions are forecast to impact any part of the Bahamas.

Port Department

- Complete tasks under “ALL” in this section.
- Perform the following actions by island. Prepare information in tabular form and submit to Ministry of Tourism & Aviation:
 - Determine/update the maximum holding capacity for ports by island
 - Determine/update the peak port processing capability by island

- Determine/update as necessary the security needs analysis under peak holding capacity and peak processing of guests and nationals off island during a mandatory visitors evacuation order.
- Establish/review a process for obtaining number of seats available on in port vessels that can be used for evacuation before and after an event and to promptly notify Ministry of Tourism & Aviation once the information is available.
- Determine/confirm procedure for obtaining list of vessels in proximity to named evacuation port with number of available seats. Determine/confirm under what conditions a vessel(s) with available seats may be requested to dock and take on visitors that are under mandatory visitors' evacuation order.
- Determine/update feasibility of procuring one or more cruise ship to be in port at least 72 hours before a pending major hurricane strike and leave within 48 hours of the pending major event to take visitors on mandatory evacuation orders off island.
- After a major event that require mandatory evacuation of visitors, determine which cruise line(s) will be agreeable to providing evacuation service and the associated timing from the event.

April

All

- Keep Ministry of Tourism & Aviation updated on all tasks.
- Complete tasks items under previous sections that are outstanding.
- Prepare status report and action plan for outstanding items and for under previous section. Be prepared to present this document at the April Meeting. Submit presentation to Ministry of Tourism & Aviation at least ten (10) calendar days before the April meeting. Include presentation needs with the submission.
- Execute internal drills and participate in joint drill activities hosted by other emergency response partners and Ministry of Tourism & Aviation
- Participate in April meeting.

Ministry of Tourism & Aviation

- Complete tasks under “ALL” in this section.
- Establish and maintain communications with the office of NEMA and provide ongoing updates
- Send out invitation to hotels for the shelter management certificate training
- Confirm with each hotel that the March Plan review was done.
- Confirm the names of the representative(s) who will attend the April meeting and their presentation needs. (Time, Audio Visual and any special need for each presenter)
- Obtain copies of status report and action plan for completing outstanding tasks at least ten calendar (10) days before April meeting.
- Compile reports into a package and prepare a copy of the package for each partner invited to the April meeting
- Host April meeting and set date for June meeting.
- Review evacuation maps and Evacuation Route Vulnerability & Mitigation Report with at least the members of ESF#12 and the following industry partners.
 - Members of ESF#12
 - Airlines Association
 - Ground tour operators
 - Taxi Union
 - Police

- Defense Force
- Bahamas Hotel Association
- Compile recommendations from the review of the Evacuation Routes Map and the Evacuation Route Vulnerability & Mitigation Report. Submit to Transportation ESF#2

Bahamas Hotel Association

- The Bahamas Hotel Association will function as the liaison between hotels and the Ministry of Tourism and will assist with the execution of tasks as required by the Ministry of Tourism.

Airport Authority/Nassau Airport Dev. Co.

- Complete tasks under “ALL” in this section.

Bahamas Broadcasting Corporation

- Complete tasks under “ALL” in this section.

Bahamas Information Services

- Complete tasks under “ALL” in this section.

Department of Civil Aviation

- Complete tasks under “ALL” in this section.

Department of Meteorology

- Complete tasks under “ALL” in this section.

Port Department

- Complete tasks under “ALL” in this section.

May

ALL

- Keep Ministry of Tourism & Aviation updated on all tasks.
- Complete Outstanding Items & Action Plan list presented in April meeting
- Procure/confirm resources are in place for evacuation and shelter for the upcoming hurricane season.
- Execute internal drills and participate in joint drill activities hosted by other emergency response partners and Ministry of Tourism

Ministry of Tourism & Aviation

- Complete action items under “ALL”
- Establish and maintain communications with the office of NEMA and provide ongoing updates
- Confirm that invitees have received the June meeting notice.
- Remind hotels to convene a meeting in early June
- Complete Shelter Managers training for persons who will be shelter managers at hotels
- Prepare minutes for April meeting and distribute to attendees
- Send meeting notices for June meeting
- Plan, coordinate and execute evacuation training for all response partners.
- Plan, coordinate and execute communication drill(s) with the assistance of the Royal Bahamas Defense Force. Include at least the following response partners:
 - Ministry of Tourism & Aviation
 - Bahamas Hotel Association
 - Tour Operators
 - Taxi Drivers
 - Points of exit – Airports & Seaports

Bahamas Hotel Association

- The Bahamas Hotel Association will function as the liaison between hotels and the Ministry of Tourism and will assist with the execution of tasks as required by the Ministry of Tourism.

Airport Authority/Nassau Airport Dev. Co.

- Complete action items under “ALL”

Bahamas Broadcasting Corporation

- Complete action items under “ALL”
- Start public education campaign after consultation with Ministry of Tourism

Bahamas Information Services

- Complete action items under “ALL”
- Start and monitor public education campaign after consultation with Ministry of Tourism & Aviation.
- Modify campaign as required in consultation with the Ministry of Tourism & Aviation.
-

Department of Meteorology

- Complete action items under “ALL”

Port Department

- Complete action items under “ALL”

June (Start of Hurricane Season)

The official hurricane season runs from June through November. During this period, there is an increased probability that the need for use of the National Visitors Evacuation Plan will arise. Hurricanes present high winds and may be associated with some combination of heavy rainfall, surge, flooding and embedded tornadoes.

All

- Complete outstanding tasks as identified under previous sections.
- Confirm that resources needed to activate and implement the Response Section of The Plan have been procured and is accessible.

Ministry of Tourism & Aviation

- Complete action items under “ALL”
- Establish and maintain communications with the office of NEMA and provide ongoing updates
- Obtain copies of status report on previous section from each ESF#12 members and supporting industry partners.
- Compile reports into a package and prepare a copies for attendees of June meeting
- Host June meeting and prepare and distribute minutes to attendees and Plan Distribution List.
- Ensure that sufficient copies of evacuation route maps are available for distribution to hotels, Taxi Union and Tour Operators; should the need arise.
- Continue public awareness public education campaign
- Compile current memoranda of understanding and file with the office of the National Emergency Management Agency.
- Confirm with Transportation ESF that all primary and secondary evacuation routes signs/markers are in place as detailed on the evacuation route plans and that they are in good repair.
- Confirm that all evacuation related information has been entered into the GIS database and is available for use

Bahamas Hotel Association

- The Bahamas Hotel Association will function as the liaison between hotels and the Ministry of Tourism and will assist with the execution of tasks as required by the Ministry of Tourism & Aviation.

Airport Authority/Nassau Airport Dev. Co.

- Complete action items under “ALL”

Bahamas Broadcasting Corporation

- Complete action items under “ALL”

Bahamas Information Services

- Complete action items under “ALL”

Department of Civil Aviation

- Complete action items under “ALL”

Department of Meteorology

- Complete action items under “ALL”
- Monitor the weather and promptly notify the Director General, Ministry of Tourism & Aviation of any hurricane that is forecast to have category 4 or higher impacts on any island in the Bahamas. Notice is to be provided at least ninety-six (96) hours before tropical storm force winds associated with the hurricane may be expected.

Port Department

- Complete action items under “ALL”

Event Response

This portion of the plan is activated when a Mandatory Visitors Evacuation Order is issued by the Government of The Bahamas. Mandatory evacuation may be of one or some combinations below:

1. Inter-Island evacuation from one or more islands in The Bahamas to one or more islands in the Bahamas
2. From one or more islands in The Bahamas to another country.
3. Due to logistical constraints associated with moving up to thirty thousand (30,000) persons within a very short timeframe of about (24-36) hours, contingency evacuation of visitors to shelters of last resort is also included for visitors who may remain. For visitors, shelters of last resort include hotels that are approved as such.

Costs

- Direct cost of ground transportation of visitors who are guests of a hotel will be at the expense of the hotel. To minimize delays, the hotel should assess an evacuation charge and add to the guest's folio, if the guest chooses to use the transportation provided through the plan. It is therefore recommended that the memorandum of understanding include per unit transportation costs. This cost should be in alignment with the existing fare schedule. It is also imperative that accurate records be maintained.
- Although all attempts will be made to work with airlines to waive itinerary change(s), all charges incurred for such changes shall be the responsibility of the visitor.
- Charges for increased fare due to changed flight or final destination will be the responsibility of the visitor.
- All other costs will be the responsibility of the entity or agency that incurs such cost(s).

Communication

- Ministry of Tourism & Aviation is the only ESF12 member authorized to have official communications with the office of NEMA on ESF12 business
- All members of ESF 12 will communicate to the office of NEMA through The Ministry of Tourism & Aviation
- The Bahamas Hotel Association will jointly share a command center that will be known as the Ministry of Tourism & Aviation Command Center. The role of the Bahamas Hotel Association is to support the efforts of the Ministry of Tourism & Aviation by being a liaison between the various hotels as listed on the Hotel Licensing Department Register and the Ministry of Tourism & Aviation.
- All hotels that are listed on the Bahamas Hotel Licensing Department Register will communicate with the Ministry of Tourism & Aviation through the Bahamas Hotel Association
- Tour Operators, Taxi union and other response partners will perform dispatch duties under the direction of the Ministry of Tourism & Aviation.
- All response partners included in the plan shall have available the following communication capabilities:
 - Before an event:
 - Land and/or Cellular telephone
 - Fax and/or e-mail

- During and after an event:
 - Land and/or Cellular telephone
 - Fax and/or e-mail
 - At least two (2) way radios with back up batteries and charger. All radios must share a common frequency as determined by the Ministry of Tourism & Aviation in consultation with the Royal Bahamas Defense Force. This will be used when phones and/or fax/email fail.
 - Satellite Phone. This will be used when all of the above fails
 - HAM radio. This will be used when all else fails. A licensed HAM radio operator must be on hand to use.
- All equipment must be procured, tested and be always ready.
- Proper radio etiquette must be maintained at all times. Radio operators must participate in initial training and at least annual refresher training. Annual refresher training may be waived for persons who participated in an event response and used the equipment within the last six (6) months.
- Execute advisory and public relations role to external media and industry international travel partners

Alert

The alert phase begins at between 96 hours and the time the alert is issued before an event and ends when the Watch phase begins. For hurricanes, the 96 hours is referenced from the time which tropical storm force winds may be experienced anywhere in The Bahamas for a hurricane that is forecast to bring category 4 hurricane conditions on the Saffir-Simpson scale to any island in The Bahamas. Since some events, inclusive of hurricanes may not provide 96 hours notice, this section of the plan will be activated as soon as notice of the event is obtained along with all other following phases up to the phase in which notification is obtained.

ALL

- Notify volunteer team members who are expected to participate in the response activities of the impending threatening event.
- If practicable, confirm pre-event, event and post event teams. Allow volunteers who will be involved in the response to take care of personal matters.

- Complete outstanding items in previous section, outstanding items action report submitted in the June report and any other outstanding tasks that may have arisen during the June meeting or since.
- Confirm that resources for implementation of the response section of the plan are available.
- Contact response partners advising of the impending threat and the possible issue of the Mandatory Visitors Evacuation requesting them to prepare to activate their plan on short notice.
- Convene internal meeting. Review the Event Response portion of plan at meeting and assign responsibility for each task under this section at the meeting. Remind team members to promptly provide feedback on tasks to the Emergency Coordinator.
- Prepare brief notes on status of outstanding tasks from previous sections and this section for presentation at the ESF12 briefing
- Attend ESF12 meeting and provide status updates.
- Brief team members after attending the ESF12 meeting.
- Set up and test communication equipment.
- Prepare/confirm staff roster for around the clock execution of the “Event Response” of the plan

Ministry of Tourism & Aviation

- Complete action items under “ALL”
- Establish and maintain communications with the office of NEMA and provide ongoing updates
- Notify ESF12 members and Bahamas Hotel Association of impending event advising them to execute actions under the Response Section of The Plan.
- Director General convenes a meeting with ESF12 members, BHA and NEMA. Ensure that the subject matter expert is present and can present the case for the threat and the consequent request for a Mandatory Visitors Evacuation Order.
- Host meeting and confirm the future status meeting schedule and form.
- Make recommendation to NEMA to obtain a Mandatory Visitors Evacuation Order when satisfied that the information presented warrants such action, especially in light of the potential considerable negative business and national impact.
- Follow up with NEMA to determine when the Mandatory Visitors Evacuation Order will be issued.
- Test communications with ESF#12 members and partner agencies.
- Notify the following agencies of the impending threatening event and put them on alert for provision of their services under their specific Memorandum of Understanding four(4) days

before an event (or as soon as the threat is known if less than 96 hours) that will require mandatory visitors evacuation.

- Travel agencies
 - Cruise ships
 - Tour operators
 - Taxi union
 - Ham Radio operators “club”
 - Each airline
- Confirm appropriate communication equipment available at airport, airlines, ground tour operators, security, police/National Security on evacuation routes, hotels and command centre.
 - Activate the Ministry of Tourism & Aviation Command Center. Allow for operation of Bahamas Hotel Association from this same Command Center.
 - Confirm with Ministry of Works & Transport that all evacuation route signs are still in place and in good condition for primary and secondary routes to airports and seaports
 - Confirm with Ministry of Works & Transport that spare stock of evacuation route signs are in secure storage and ready for post incident use.
 - Confirm that tour operator and taxi cab operators and Bahamas Hotels Association have evacuation route maps
 - Notify Ministry of Foreign Affairs of the impending event, and the potential need for mandatory evacuation. Request that foreign consulates be updated with this information. Have Ministry of Foreign Affairs solicit/confirm the nature of evacuation assistance that may be committed/expected before and after the event.
 - Keep abreast of the response of hotels through Bahamas Hotels Association
 - Ensure Bahamas Hotels Association has Visitors Alert letter
 - Confirm that the Bahamas Hotels Association executes the following tasks:

Bahamas Hotels Association

- The Bahamas Hotel Association will share the Ministry of Tourism Command Center.
- Notify all hotels on the Hotel Licensing Department register of impending event and possible mandatory visitors evacuation
- Send the Ministry of Tourism & Aviation Visitors Alert letter to hotels requiring them to be posted and distributed to guests.
- Ensure that hotels have evacuation route map(s)

- Provide a form to each hotel to obtain a count of guests from each hotel. Include breakout numbers for visitors with special needs.
- Request hotels to send out notices to groups and individuals who have future reservations advising them of the Alert status. **(Appendix 20)**
- Request hotels to review their shelter contingency plan
- Check that hotels execute tasks indicated below and update Bahamas Hotel Association
- The Bahamas Hotel Association will keep the Ministry of Tourism & Aviation updated on the status of hotels response efforts.

Hotels

- Post Ministry of Tourism Visitors Alert Letter and distribute to guests
- Submit a current count of guests on the form provided. Also include the number of checkouts and guests due for check in. Include breakout numbers for the following special needs groups: **(Appendix 21)**
 - Persons with special medical needs and persons traveling in their party
 - Persons with other disabilities and persons traveling in their party
 - Families with infants and toddlers
- Review guests off island evacuation and on island shelter contingency plans.
- Confirm all communication equipment are available
- Set up and test all communication equipment.
- Notify Bahamas Hotel Association of any contact information that may have changed.
- If hotel is approved shelter, review in-house shelter plan. Prepare to mobilize resources for shelter which will include at least food, beverage, bedding, communications equipment, security, shelter managers and staff volunteers.
- For hotels that cannot shelter their guests, but have negotiated a memorandum of understanding, alert shelter partner advising of actual number of guests that may need to be sheltered.
- For hotels that will be using a public shelter, contact social services, advising of actual numbers of guests that may need to be sheltered. **(Appendix 22)**
- Encourage guests to leave voluntarily. Assist them with travel plans as needed.

Airport Authority/Nassau Airport Dev. Co.

- Complete action items under “ALL”
- Alert airlines of the impending threat and determine when each airline plan to cease flights.
- Review internal surge capacity plan. Pay particular attention to security, signage, queuing, communications and managing surge of nationals and visitors.

Bahamas Broadcasting Corporation

- Complete action items under “ALL”
- Assist Ministry of Tourism & Aviation with public information activities

Bahamas Information Services

- Complete action items under “ALL”
- Assist Ministry of Tourism & Aviation with public information activities

Department of Meteorology

- Complete action items under “ALL”
- If major threat event is a hurricane, continue to monitor the hurricane and promptly notify the Ministry of Tourism of any change that will reduce the potential impact of the hurricane to below a category 4 on the Saffir-Simpson scale.

Port Department

- Complete action items under “ALL”
- Submit a list of ships with number of available seats that are in port, inbound and outbound ships within 12 hours of port. Submit list to Ministry of Tourism & Aviation.
- Notify all ships in port and those inbound of the impending threat that will require mandatory evacuation of visitors.

Evacuation Off-Island

Evacuation phase begins when the Mandatory Visitors Order is issued. This should be at least 72 hours before the expected event.

ALL

- Convene internal meeting.
- Complete outstanding tasks under the Alert Section.

- Notify Ministry of Tourism & Aviation on completion of tasks and give status update on those still outstanding.
- Review this section of the plan. Assign responsibility for each task under this section. Remind team members to promptly provide feedback.
- Contact response partners advising of the Mandatory Visitors Evacuation Order and instruct them to mobilize for implementation of the off island evacuation plan.
- Prepare brief notes on status of outstanding tasks from previous sections and this section for presentation at the ESF12 briefing
- Attend ESF12 meeting and provide status updates.
- Brief team members after attending the ESF12 meeting.
- Confirm volunteer staff schedule to ensure around the clock coverage for execution of tasks under this section. Schedule staff to minimize fatigue.
- Keep volunteers updated on the progress of the impending threat.
- Establish and maintain communications with the Ministry of Tourism & Aviation.

Ministry of Tourism & Aviation

- Complete action items under “ALL”
- Make an assessment of when the runway(s) will close.
- Establish and maintain communications with the office of NEMA and provide ongoing updates
- Request NEMA to issue instructions to all airlines and airports to cease processing of visitor for arrival at affected island(s) of the Bahamas. (Note that residents should not be stopped)
- Ministry of Tourism & Aviation Director General convenes a meeting with ESF12 members and BHA
- If not already notified, confirm with NEMA that the Mandatory Evacuation Order for visitor has been issued.
- Station a Ministry of Tourism Exit Coordinator with support team at each point of exit. This person will deal with the hotels airport coordinators and will communicate to the command center.
- Start the execution of memoranda of understanding.
- Confirm the number of visitors that can be evacuated by cruise ships and notify Bahamas Hotel Association.
- Confirm with each airline, the number of seats that will be available and their scheduling over a continuous sixty (60) hours window.
- Confirm the number of visitors that can be evacuated during a sixty (60) hours window.

- Determine the number of visitors that cannot be evacuated by commercial means.
- Notify the ministry of Foreign affairs of the number of visitors by nationality that cannot be evacuated by commercial means. Request Ministry of Foreign affairs to solicit evacuation assistance from country of origin.
- Confirm fleet of vehicles available with individual seating capacity. Update the ground transportation schedule as required. This will be for hotels that do not have means for moving their registered guests to the ports of exits.
- Confirm that US pre-clearance has been suspended.
- Distribute ground transportation schedule to tour operators and taxi cab union. Allow for around the clock ground transportation.
- Confirm ground transportation dispatcher schedule. Allow for around the clock dispatch
- Maintain contact with hotels through BHA and with ground transportation.
- Maintain a running count by hotel of visitors that
 - o Have left the hotel
 - o Are at airport or seaport.
 - o Are still at the hotel.
- Confirm that evacuation route has been set up and is being manned.
- Confirm that Airport Authority is ready to manage surge capacity crowds.
- Request that NEMA make final preparations for sheltering the number of visitors that cannot be evacuated by commercial means.
- Coordinate the response of hotels through the Bahamas Hotels Association
- Ensure Bahamas Hotels Association has Visitors Evacuation letter
- Obtain information on when the airport may close and/or flights may cease from the Airport Authority.
- Give evacuation priority to special need cases and their party.
- Confirm that the Bahamas Hotels Association executes the following tasks:

Bahamas Hotels Association

- Notify hotels of the Mandatory Visitors Evacuation Order
- Send the Ministry of Tourism & Aviation Visitors Evacuation letter to hotels requiring them to be posted and distributed to guests.
- Provide a form to each hotel to obtain a count of guests from each hotel. Include breakout numbers for special needs persons, checkout and check-in.

- Provide form for use by the hotel airport coordinator to each hotel that has to evacuate more than one hundred (100) guests. (**Appendix 23**)
- Require hotels to deliver Mandatory Evacuation Order and Inbound Visitors Cease Order to groups and individuals who have reservation.
- Provide ground transportation form to hotels to ports of exit. (**Appendix 24**)
- Obtain number of guests by property that cannot be evacuated by commercial means.
- Check that hotels execute tasks as indicated below and update Ministry of Tourism & Aviation
- Assist Ministry of Tourism & Aviation as required.

Hotels

- Post Ministry of Tourism & Aviation's Letter and the Mandatory Visitors Evacuation Order and distribute to guests
- Require guests who refuse to heed the mandatory visitor evacuation order, to sign the Evacuation Waiver. Submit copies of signed evacuation waivers to the Bahamas Hotel Association.
- Submit a current count of guests on the form provided. (**appendix 21**) Also include the number of checkouts and guests due for check in. Include breakout numbers for the following special needs groups:
 - Persons with special medical needs and persons traveling in their party
 - Persons with other disabilities and persons traveling in their party
 - Families with infants and toddlers
- Establish and maintain communication with the Bahamas Hotels Association.
- Assign a contact person to coordinate ground transportation at the hotel.
- The hotel ground transportation coordinators will notify BHA on the arrival of each bus and the number of visitors that boarded.
- The hotels coordinators will fill out this information on the forms provided to keep current and send completed forms to the Bahamas Hotel Association as soon as possible after completion by e-mail or fax. (**appendix 24**)
- All hotels with more than 100 guests to be evacuated must also provide a hotel exit coordinator at port(s) of exit.

- The hotel port coordinator will maintain a running count of the number of their guests who arrive at the airport on forms provided by BHA.
- Confirm how many registered guests cannot be evacuated by commercial means.
- Make final preparations for sheltering the number of registered guests that cannot be evacuated by commercial means.
- Confirm with Bahamas Hotels Association whether ground transportation assistance is needed before and/or after.
- For hotels that need ground transportation, confirm schedules..

Airport Authority/Nassau Airport Dev. Co.

- Complete action items under “ALL”
- Monitor and manage crowds as required and notify Ministry of tourism & Aviation of the status. Pay particular attention to security, signage, queuing, communications and managing surge of nationals and visitors
- Confirm provisions are in place to manage traffic flow at the airport
- Confirm with each airline when flights will cease and notify Ministry of Tourism & Aviation
- Determine when the airport will close and notify the Ministry of Tourism & Aviation
- Confirm that pre-clearance has ceased.
- Post Mandatory Visitors Evacuation Order.
- Confirm that inbound visitors have ceased.

Bahamas Broadcasting Corporation

- Complete action items under “ALL”
- Assist Ministry of Tourism & Aviation with public information activities

Bahamas Information Services

- Complete action items under “ALL”
- Assist Ministry of Tourism & Aviation with public information activities

Department of Civil Aviation

- Complete action items under “ALL”
- Confirm the number of turns that is practicable under existing conditions
- Determine when the runway(s) will most likely close.

Department of Meteorology

- Complete action items under “ALL”
- Continue to monitor the hurricane and promptly notify the Ministry of Tourism & Aviation of any change that will reduce the potential impact of the hurricane below a category 4.

Port Department

- Complete action items under “ALL”
- Provide current list of ships with number of available seats that are in port, inbound and outbound ships that are within 12 hours of port. Submit list to Ministry of Tourism & Aviation
- Post visitors mandatory evacuation order. Notify all ships in port and those inbound of the mandatory visitors’ evacuation order.
- Request ships to fill available seats as provided for in Memorandum of understanding as requested by the Ministry of Tourism & Aviation
- Monitor and manage crowds as required and notify Ministry of Tourism & Aviation of the status. Pay particular attention to security, signage, queuing, communications and managing surge of nationals and visitors
- Confirm that provisions are in place to manage traffic flow.

Evacuation to Shelter

Shelter Phase will begin when the port closes and or outbound seats are no longer available.

ALL

- Convene internal meeting.
- Complete outstanding tasks. Review this section of the plan. Assign responsibility for each task under this section. Remind team members to promptly provide feedback.
- Participate ESF12 meeting. Provide status briefing.
- Confirm volunteers/staff schedule to ensure around the clock coverage to execute this portion of the plan.
- Check communication equipment.
- Update volunteers of the progress of the impending threat.
- Observe communication rules.
- Maintain contact with Ministry of Tourism & Aviation.
- Maintain safe conditions.

Ministry of Tourism & Aviation

- Complete action items under “ALL”
- Establish and maintain communications with the office of NEMA and provide ongoing updates
- Request NEMA to open/confirm shelters are open.
- Confirm count of visitors at ports of exit by hotel. Break out the following numbers and dispatch as indicated below. Coordinate with hotel exit coordinator.
 - Visitors who were taken from hotels that are approved shelters. Return these guests to the hotel from which they were taken. The hotel exit coordinator must communicate this information with hotel ground transportation coordinator as soon as possible. Hotel ground transportation coordinator must communicate this information to hotel management.
 - Visitors who were taken from a hotel that is not an approved shelter but have negotiated memorandum of understanding with a shelter hotel. Take these visitors to the shelter hotel agreed in the memorandum of understanding.
 - Visitors who were taken from a hotel that is not an approved shelter but have obtained approval for shelter at a public shelter. Take these visitors to the pre-determined public shelter
- Confirm count of visitors at points of exits who were not staying at a hotel. Offer options as follows. Coordinate with the Ministry of Tourism & Aviation airport representative:
 - To stay at an approved hotel shelter under the conditions of that hotel, subject to space availability. If guest agrees, direct ground transportation to take these visitors to the approved hotel shelter.
 - To stay at a public shelter. If guest agrees, direct ground transportation to take these visitor(s) to a public shelter where space permit. As much as possible take these guests to the same shelter(s) that were pre-determined for the hotels whose guests are staying at the public shelter. A “shelter kit” should be provided for this category of visitors by NEMA through the Ministry of Tourism & Aviation.
- Start the execution of the memorandum of understanding with Ham Radio Operators Organization
- Notify the Ministry of Foreign affairs of the number of visitors by nationalities that were not evacuated and request this information to be provided to their respective countries of origin.
- Obtain confirmation when all guests are at the Shelter Hotel or a Public Shelter from the Bahamas Hotel Association

- Coordinate hotels response through Bahamas Hotels Association
- Ensure Bahamas Hotels Association has shelter letter and rules
- Obtain count of visitors in each hotel and public shelter.
- Confirm that the Bahamas Hotels Association executes the following tasks:

Bahamas Hotels Association

- Send the Ministry of Tourism & Aviation Shelter Letter and Rules to hotels requiring them to be posted and distributed to guests.
- Require each hotel to provide the number of guests that are being sheltered:
 - At their own hotel
 - At another hotel. (This is only for cross reference purposes as once these guests are accepted by the receiving hotel, the requesting hotel is relieved of responsibility)
 - At a public shelter. These guests will still be considered to be the registered guests of the hotel.
 - Attach the guest register.
- Assist Ministry of Tourism & Aviation as required
- Check that hotels execute tasks as indicated below and update Ministry of Tourism & Aviation:

Hotels

- Post Ministry of Tourism & Aviation shelter letter and rules and distribute to each sheltered guest
- Submit a current count of guests on the form provided. Include breakout numbers for the following special needs groups:
 - Persons with special medical needs and persons traveling in their party
 - Families with children
 - Attach printout of guest register.
- Establish and maintain communication with the Bahamas Hotels Association.
- Check-in all visitors who return to the hotel.
- Once check -in is complete, print a guest list
- For guests who did not evacuate and are still at the hotel, if the hotels is not an approved shelter and if the hotel has agreed to use the ground transportation

plan covered under this plan, assist with the moving remaining guests to one of the following type shelter.

- Approved hotel shelter as agreed in Memorandum of understanding. (Note that the requesting hotel is required to submit the guest register of persons that were evacuated to the receiving hotel shelter that is signed off by both hotels)
- Pre-determined public shelters. Note that the requesting hotel is required to submit the guest register of persons that were evacuated to the Public Shelter that is signed off by both the requesting hotel and the receiving shelter manager)
- ☐ For hotels that are used as shelters, execute internal shelter plan
- ☐ Establish and maintain contact with the Bahamas Hotel Association and provide update as tasks are complete.

Airport Authority/Nassau Airport Dev. Co.

- ☐ Complete action items under “ALL”
- ☐ Monitor and manage crowds as required and notify the Ministry of Tourism & Aviation of the status
- ☐ Confirm that traffic flow and ground transportation staging areas are still being appropriately managed at airport.
- ☐ Notify Ministry of Tourism & Aviation when all visitors have left the airport.
- ☐ Notify Ministry of Tourism & Aviation when the airport is expected to close, when it closes and when it is expected to reopen.

Bahamas Broadcasting Corporation

- ☐ Complete action items under “ALL”
- ☐ Assist Ministry of Tourism & Aviation with public information activities

Bahamas Information Services

- ☐ Complete action items under “ALL”
- ☐ Assist Ministry of Tourism & Aviation with public information activities

Department of Civil Aviation

- ☐ Complete action items under “ALL”

- Notify the Ministry of Tourism & Aviation when runway(s) are expected to close, when they close and when they are expected to reopen.

Department of Meteorology

- Complete action items under “ALL”
- Continue to monitor the hurricane and promptly notify the Ministry of Tourism & Aviation of any change that will reduce the potential impact of the hurricane below a category 4.

Port Department

- Complete action items under “ALL”
- Monitor and manage crowds as required and notify Ministry of tourism & Aviation of the status.
- Confirm that traffic flow and ground transportation staging is still appropriately managed.
- Notify Ministry of Tourism & Aviation when all visitors have left.
- Notify Ministry of Tourism & Aviation when the port is expected to close, when it closes and when it expects to reopen.

After

This phase of the plan takes effect on issue of the official notice that the threat has passed and the Mandatory Visitors Evacuation Order is lifted.

ALL

- Perform safety inspections immediately after the event
- Establish and maintain communications with the Ministry of Tourism & Aviation and provide ongoing updates
- Notify Ministry of Tourism & Aviation of casualty and immediate evacuation assistance needed
- Perform initial damage assessment inclusive of accessibility issues for the shelters and notify Ministry of Tourism & Aviation
- Identify resources that need replenishment in preparation for next event and procure as soon as is practicable.

Ministry of Tourism & Aviation

- Obtain the following information for each shelter where guests were sent (hotel and public)
 - Casualties report

- Need for urgent assistance at or evacuation from shelter
- Need for urgent off island evacuation
- Status report using prescribed form
- Initial damage assessment report on prescribed form (**Appendix 25**)
- Confirm with Civil Aviation when the runways will be open to commercial traffic
- Confirm with Airport Authority when the airport will reopen
- Confirm with ground transportation providers the fleet and staffing that are available for evacuation (**Appendix 26**)
- Confirm with ESF12 members and other industry partners, communication means available and make adjustments as required.
- Confirm when airlines and ships will resume operation.
- Confirm with Ministry of Works and Transport the status of the primary/alternate evacuation route and signage. If routes are useable, then confirm that spare signage is installed as required.
- For coordinated off island evacuation, use the preceding “Evacuation Off-Island” phase of the plan. Modify as required based on available resources.
- ☑ Coordinate hotels response through Bahamas Hotels Association
- ☑ Liaise with the office of NEMA for emergency evacuation assistance.
- ☑ Establish and maintain communications with the office of NEMA and provide ongoing updates
- ☑ Confirm that the Bahamas Hotels Association executes the following tasks:

Bahamas Hotels Association

- ☑ Obtain information below, under “Hotels” from each hotel and communicate to Ministry of Tourism & Aviation as required
- ☑ If all communication is lost with a given hotel(s) obtain the required information by direct site visit and inspection wherever possible.

Hotels

- ☑ Execute post incident internal plan
- ☑ Prepare the following information and submit to Bahamas Hotel Association
 - ☑ Casualties report
 - ☑ Need for urgent assistance at or evacuation from shelter
 - ☑ Need for urgent off island evacuation
 - ☑ Status report using prescribed form

- Initial damage assessment report on prescribed form

Airport Authority/Nassau Airport Dev. Co.

- Complete action items under “ALL”
- Determine when the airport will reopen and promptly notify Ministry of Tourism & Aviation.
- Confirm when commercial flights will resume for each airline with seats availability. Promptly report information to Ministry of Tourism & Aviation.

Bahamas Broadcasting Corporation

- Complete action items under “ALL”
- Assist Ministry of Tourism & Aviation with public information activities

Bahamas Information Services

- Complete action items under “ALL”
- Assist Ministry of Tourism & Aviation with public information activities

Department of Civil Aviation

- Complete action items under “ALL”
- Determine when the runways will be open to commercial traffic and promptly notify the Ministry of Tourism & Aviation.
- Notify the Ministry of Tourism & Aviation when the runway(s) are actually open to commercial traffic.

Department of Meteorology

- Complete action items under “ALL”
- Continue to monitor the weather.

Port Department

- Complete action items under “ALL”
- Determine when the port will reopen to the public and promptly notify Ministry of Tourism & Aviation.
- Notify Ministry of Tourism & Aviation when the port(s) are actually open.
- Confirm the number of seats available on vessels and the timing and promptly notify Ministry of Tourism & Aviation

Event Debrief

This meeting is intended to understand what worked well, not so well or not at all. Based on the findings, recommendations for amendment to the plan should be discussed as agreed upon. The recommended changes should be compiled and used in the “Annual Plan Review & Update.”

ALL

- Meet internally and prepare a debrief report.
- Present summary report at the event debrief meeting to include what worked, what did not work and actions recommended to improve the response with justification. This information will be included in the Annual Plan Review Recommendations List.
- Submit copy of summary report to Ministry of Tourism & Aviation
- Participate in discussion on the recommended plan modifications.

December

ALL

- Compile a list of recommended changes with justification in the prescribed format. Use the following sources to assist with this document:
 - Review the entire plan
 - Lessons learnt from the response to events since the last plan update
 - Lessons learnt from drill exercises
 - Necessitated due to changes circumstances/conditions since the last plan update
- Submit list of Recommended Changes to the Ministry of Tourism & Aviation

Appendices

Appendix 1 – Plan Distribution List

Date	Qty	Agency and Recipient	Comment
		National Emergency Management Agency	
		Ministry Of Tourism & Aviation	
		Bahamas Hotel Association	
		Airport Authority	
		Bahamas Broadcasting Corporation	
		Bahamas Information Services	
		Department of Meteorology	
		Port Department	
		Lead Agency ESF1	
		Lead Agency ESF2	
		Lead Agency ESF3	
		Lead Agency ESF4	
		Lead Agency ESF5	
		Lead Agency ESF6	
		Lead Agency ESF7	
		Lead Agency ESF8	
		Lead Agency ESF9	
		Lead Agency ESF10	
		Lead Agency ESF11	
		Lead Agency ESF13	

Appendix 3 – Summary Response to List of Recommended Changes

Ref	Agency	Accept	Reject	Discuss	Decision
1	Ministry of Tourism & Aviation Airport Authority Bahamas Information Services Department of Civil Aviation Department of Meteorology Port Department	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Accept <input type="checkbox"/> Reject <input type="checkbox"/> Further Discussion <u>Additional Comments</u>
2	Ministry of Tourism & Aviation Airport Authority Bahamas Information Services Department of Civil Aviation Department of Meteorology Port Department	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Accept <input type="checkbox"/> Reject <input type="checkbox"/> Further Discussion <u>Additional Comments</u>
2	Ministry of Tourism & Aviation Airport Authority Bahamas Information Services Department of Civil Aviation Department of Meteorology Port Department	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Accept <input type="checkbox"/> Reject <input type="checkbox"/> Further Discussion <u>Additional Comments</u>
2	Ministry of Tourism & Aviation Airport Authority Bahamas Information Services Department of Civil Aviation Department of Meteorology Port Department	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Accept <input type="checkbox"/> Reject <input type="checkbox"/> Further Discussion <u>Additional Comments</u>
2	Ministry of Tourism & Aviation Airport Authority Bahamas Information Services Department of Civil Aviation Department of Meteorology Port Department	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Accept <input type="checkbox"/> Reject <input type="checkbox"/> Further Discussion <u>Additional Comments</u>
2	Ministry of Tourism & Aviation Airport Authority Bahamas Information Services Department of Civil Aviation Department of Meteorology Port Department	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Accept <input type="checkbox"/> Reject <input type="checkbox"/> Further Discussion <u>Additional Comments</u>

Appendix 4 –Voting Form for Recommended Plan Change(s)

To be prepared by MOTTA and distributed to ESF12 agencies and Bahamas Hotel Association

Ref	Proposer (Agency, Name & postion)	Page /Line	Statement of Recommended change	Justification	Vote
PD1	Eg Port Dept. Joe Strachan Director	Eg 20/13			<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain
					<input type="checkbox"/> Accept <input type="checkbox"/> Discuss <input type="checkbox"/> Reject <input type="checkbox"/> Abstain

Contact Information

Appendix 6 – Satellite Phone Numbers Ministry of Tourism & Aviation

SIM Card Serial Number	Phone Sent To	Satellite Telephone #
881693431540	Miriam Manigult (Florida)	881641431594
881693431541	Terrance Roberts (GBI)	881641431595
881693431542	Prescott Young (Harbour Is.)	881641431596
881693431543	Gabriellea Fraser (Nas)	881641431597
881693431544	Petherina Hanna (Exuma)	881641431598
881693431545	Antionette Stuart (Bimini)	881641431599
881693431546	Don Cornish (Abaco)	881641431600
881693431547	–Jackie Gibson (Eleuthera)	881641431601
881693431548	Benjamin Pratt (Andros)	881641431602
881693431549	Hon. Neko Grant (Minister of Tourism & Aviation)	881641431603
881693431550	Vernice Walkine (DG)	881641431604

Please note that our Customer Support Department number is 1-800-563-2255. The default PIN for the phones is 1111. If someone needs to contact customer support they can dial 6868 on the Iridium handset and they will be patched into the Customer Support Department directly without any costs.

Please be safe!

Lennidies Montanez (Nini)
Inside Sales Coordinator
T: 954-217-2265
Fax: 954-217-2272

Technical Support available at the following numbers:
T: (709) 748 4266
F: (709) 748 4320
Toll free in North America 1 (800) 563 2255

Also, note the PIN #: 1111 when you first turn on the phone.

You must dial 00 then the 12 digits to get another satellite phone.

Dial 001 plus the area code plus the phone number to reach a land or cell phone.

You can also charge your battery by plugging into your car charger.

Appendix 7– Hotels Contact Information

** Refer to current Hotel Licensing Listing

Appendix 8 – Commercial Airlines Contact Information

AIRLINE	Contact	Phone	E-MAIL
AIR CANADA	Mr. Gregory Tai, Station Manager	242-377-8220/ 242-557-0375 (cell)	gregory.tai@aircanada.ca
AIR Canada	Donna Sherman Customer Service Agent	242 – 377-8220/ 242-324-7152	donna.sherman@aircanda.com
American Eagle	Rickie Deane Regional Director	Currently n/a 424-1350 (cell)	Ricky.deane@aa.com
American Eagle /American Airline	Bridget Reckly Coordinator or Equivalent Home Office Evacuation Emergency Contact – Marsh Harbour, Abaco	242-367-2213/ 242-359-6188	n/a
American Airlines/ American Eagle	Monique Brown Coordinator or Equivalent Home Office Evacuation Emergency Contact, George Town, Exuma	242-345-0124/ 242-554-3674	n/a
Air Jamaica	Anastasia Storr-Taylor Manager	242-377-3301	astorrtaylor@air-jamaica.com
Bahamasair	Capt. Paul. R. Major Director of Emergency Response/Hurricane Preparedness	242-377-8451 ext 2031/ 242-424-1124 (cell)	prmajor@bahamas.com
British Airways	Nathaniel Rappel Station Manager	242-377-2338 ext 28 242-557-4537 (cell)	nathaniel.rappel@ba.com
British Airways	Adrian Barton District Mgr. Bahamas, Turks & Caicos	242-377-2338 ext 27 242-424-5388	adrian.barton@ba.com
British Airways	John Lampl Home office Public Relations Contact	646-321-7809 212-988-4822	n/a
Continental Airlines	Barbara Chong Station Manager	242-377/5486 242-457-1595	barbarachong@coair.com
Continental Airlines	Ned Walker Public Relations Contact	713-324-5080	n/a

Delta Airlines	Sarah Roberts Station Manager/Public Relations	242-377-1047 (dir) 1043/ 242-422-7237	Sarah.roberts
Delta Airlines	Robert Powell Ramp Supervisor	242-377-1041 242-325-7728	n/a
Delta Airlines	Olive Brown Local Emergency Response Coordinator for Delta	242-377-1053/ 242-327-2127	n/a
Delta Airlines	Anthony Kolyvas Home Office Evacuation/Emergency	242-377-1041/ 242-327-4382	<u>n/a</u>
Comair	Same as Delta	n/a	
Freedom Airlines	Same as Delta	n/a	
Gulfstream Int'l	Edison Rodgers General Manager	242-377-2131/ 242-394/1425	erodge@gulstreamair.com
Gulfstream Int'l Airlines	Ian Hutchinson Station Manager	242-377-2131 242-393-8716	<u>n/a</u>
Jet Blue	Alan Sweeting Station Manager	242-364-2471 424-2852	alan.sweeting@jetblue.com
Jet Blue	Allison Miguel Supervisor	242-424-2853	
Jet Blue	Corporate Communications	Home Office Public Relations Contact	<u>718-709-3056</u>
Spirit	Milo Butler III General Manager	242-377-0150/ (dir)0152	<u>Milo.b@spiritair.com</u>
United Airlines	Home Office Media Relations	312-997-8640	
United Airlines	Jeff Kovick Home Office Media Relations	312-997-8621	
United Airlines	Sonya Jackson Home Office Public Relations Contact	312-997-8048	

US Airways	Caroline Hollingsworth Home Office Evacuation Emergency	242-377-2105 242-727-0039	Caroline_hollingsworth@usairways.com
US Airways	RoseMarie Nabbie Supervisor	242-377-8888/ 242-377-8887	
Nassau Flight Services	Diedre Pinder General Manager	377-2383/ 424-1595	dpinder@coralwave.com
Nassau Flight Services Charters	Tonia Smith Emergency Coordinator	242-377-3744/ 242-424-4160	
Nassau Flight Services	Plato Thompson Assistant Emergency Coordinator	242-377-7035 ext 239 242-424-1592	
Freeport Flight Services – Air Trans	Darrin Archer General Manager	242-352-8881 242-359-5681	Darren.archer@afig.com
Freeport Flight Services	Kevin Odelus Health Safety Environmental Manager	242-352-8881 242-533-5742	
Million Air	Int'l Rescue	242-362-0025	
Executive Flight Support NAD	Franz Bowe General Manager	242-377-3355 242-457-4460	franz@esfnassau.net
General Aviation	James McPhee Emergency Planning & Environmental Coordinator	242-702-1025	James.McPhee@nas.bs

Appendix 9 – Tour Operators, Taxi Union and Cruise Ship Contact

Bahamas Experience Tours	Michael Symonette Proprietor	356-2985 Tel. 356-7118 Fax
Dan Knowles Tours	Daniel Knowles Proprietor	393-2220 Tel. 393-7359 Fax.
Happy Tours	Leon Griffin Proprietor	323-5818 Tel. 323-6919 Fax.
Howard Johnson Tours	Scott Saunders General Manager	322-2606 Tel. 325-5785 Fax.
Island Sun Tours	BJ. Saunders General Manager	322-2606 Tel. 325-5785 Fax.
Majestic Tours	William Saunders Proprietor	322-2606 Tel. 325-5785 Fax.
Leisure Tours	Juan Moss General Manager	325-6848 Tel 325-3222 Fax.
Island Escape Tours	Sonia Bowe Proprietor President Bahamas Tour Operators Assoc.	394-6059 Tel. 393-3669 Fax

Appendix 10 – ESF 12 Agencies Coordinator & Alternate Contact Information

Agency	Name and Position	Telephone Contact		e-mail
Ministry of Tourism (Lead Agency)	Mrs. Geneva Cooper	242-302-2008 422-6259 327-7757	Home Satellite Pager	gcooper@bahamas.com
	John Nixon	242-302-2080 242-422-6857 242-328-8555		jnixon@bahamas.com
Bahamas Hotels Association	Mr. Frank Comito	242-322-8381 242-424-4358 242-327-3176	Home Satellite Pager	fcomito@bahamashotels.org
	Bridget Murray	242-322-8381 242-424-5557 242-364-7632		bmurray@bahamashotels.org
Airport Authority (Support Agency)	(Coordinator)	Office Cell Other	Home Satellite Pager	
	(Alternate Coordinator)	Office Cell Other	Home Satellite Pager	
Bahamas Broadcasting Corporation (Support Agency)	Yvette Stuart	242-502-3949 242-422-5076	Home Satellite Pager	ystuart@znsbahamas.com
	Carlton Smith	242-502-3949 242-422-5077 Other	Home Satellite Pager	csmith@znsbahamas.com
Bahamas Information Services (Support Agency)	Matt Maura	242-326-5803 242-3278561	Home Satellite Pager	mattmaura@bahamas.gov.bs
	Mark Symonette	242-326-5803 Cell Other	Home Satellite Pager	marksymonette@bahamas.gov.bs
Department of Meteorology (Support Agency)	Arthur Rolle	242-356-3726 242-424-0553 356-3734/6/8	Home Satellite Pager	rollearthur@gmail.com
	Basil Dean			basil dean@gmail.com
Port Department (Support Agency)	Capt. Anthony Allens	242-326-7354	Home Satellite Pager	ajallens@batelnet.bs
	Lt. Commander Herbert Bain	242-322-1596 242-422-5956	Home Satellite Pager	herbertbain@bahamas.gov.bs
Nassau Airport Dev.	Janice Antonson	242-702-1015 242-424-8261		Janice.antonson@nas.bs

	Lori Chambers	242-328-4341 242-377-0209		lori.chambers@nas.bs
US. Embassy	Catherine McSherry	242-702-1015		mcsberrycc@state.gov

Appendix 11 – Contact information for NEMA and ESF Lead Agencies

Agency	Name and Position	Telephone Contact		e-mail
NEMA Office	Carl Smith	242-322-6081 242-422-6040 Other	Home Satellite Pager	carlsmith@bahamas.gov.bs
	Gayle Moncur	242-322-6081 Other	Home Satellite Pager	gaylemoncur@bahamas.gov.bs

Appendix 16 - Commercial Airlines Available Seats (to be updated)

AIRLINE	FROM	TO	FLIGHTS	TYPE CRAFT	SEATS
AIR CANADA	Toronto	Nassau	1 flight daily	A320	140
(*Effective Dec. 05-April 06)	Montreal*	Nassau	1 flight weekly	A320	120
AIR JAMAICA	Kingston/Montego Bay	Nassau	3 flights weekly	A320	150
AIRTRAN AIRWAYS	Atlanta	Freeport	1 flight daily	Boeing 717	117
	Baltimore	Freeport	1 flight daily	Boeing 717	117
AMERICAN AIRLINES	Dallas	Nassau	2 flights weekly	CR7	70
(*Effective Nov. 15)	NY-La Guardia	Nassau	2 flights weekly	CR7	70
AMERICAN EAGLE	Miami	Nassau	10 flights daily	ATR72	64
(*Effective Nov. 15)	Ft. Lauderdale	Nassau	3 flights daily	ATR72	64
	Orlando	Nassau	1 flight daily	ATR72	64
	Tampa	Nassau	1 flight daily	ATR72	64
	Chicago	Nassau	1 flight daily	CR7	70
	Miami	Freeport, Grand Bahama	2 flights daily	ATR72	64
	Miami	Georgetown, Exuma	2 flights daily	ATR72	64
	Miami	Marsh Harbour, Abaco	1 flight daily	ATR72	64

BAHAMASAIR	Miami	Nassau	5 flights daily	Boeing 737- 200/Dash 8	120/50
(*Effective Nov. 17)	Ft. Lauderdale	Nassau	3 flights daily	Boeing 737- 200/Dash 8	120/50
	Orlando	Nassau	5 flights weekly	Dash 8	50
	West Palm Beach	Nassau	2 flights weekly	Dash 8	50
	Ft. Lauderdale	Freeport	1 flight daily	Dash 8	50
AIRLINE	FROM	TO	FLIGHTS	TYPE CRAFT	SEATS
	Ft. lauderdale*	Marsh Harbour, Abaco	1flight daily	Dash 8	50
	West Palm Beach	Marsh Harbour, Abaco	1 flight daily	Dash 8	50

	Providenciales, Turks & Caicos	Nassau	3 flights weekly	Dash 8	50
	Santo Domingo, Dominican Republic	Nassau	2 flights weekly	Dash 8	50
	Nassau	Freeport	6 flights daily	Dash 8	50
	Nassau	Marsh Harbour, Abaco	2 flights daily	Dash 8	50
	Nassau	Treasure Cay, Abaco	4 flights weekly	Dash 8	50
	Nassau	North Eleuthera	2 flights daily	Dash 8	50
	Nassau	Governor's Harbour, Eleuthera	2 flights daily	Dash 8	50
	Nassau	Rock Sound, Eleuthera	2 flights daily	Dash 8	50
	Nassau	Georgetown, Exuma	2 flights daily	Dash 8	50
BAHAMASAIR CONT'D	Nassau	New Bight, Cat Island	2 flights weekly	Dash 8	50
	Nassau	Arthur's Town, Cat Island	2 flights weekly	Dash 8	50
	Nassau	Deadman's Cay, Long Island	1 flight daily	Dash 8	50
	Nassau	Stella Maris, Long Island	1 flight daily	Dash 8	50

	Nassau	Colonel Hill, Crooked Island	2 flights weekly	Dash 8	50
	Nassau	Salina Point, Acklins	2 flights weekly	Dash 8	50
	Nassau	Cockburn Town, San Salvador	1 flight daily	Dash 8	50
	Nassau	Mathew Town, Inagua	3 flights weekly	Dash 8	50
	Nassau	Abraham's Bay, Mayaguana	3 flights weekly	Dash 8	50
BRITISH AIRWAYS	London-Heathrow	Nassau	5 flights weekly	767	189
AIRLINE	FROM	TO	FLIGHTS	TYPE CRAFT	SEATS
CONTINENTAL AIRLINES	Houston	Nassau	2 flights weekly	Embraer RJ145	50
	Newark	Nassau	6 flights weekly	737-200	155/124
	Newark	Freeport	2 flights weekly	Embraer RJ145	50
CUBANA AIRLINES	Havana	Nassau	1 flight daily	YAK42	120
	Holguin	Nassau	1 flight weekly	ATR72	70
DELTA AIR LINES	Atlanta	Nassau	2 flights daily	757	183
	NY-La Guardia	Nassau	1 flight daily	757	183
SONG (DELTA CONNECTION)	NY-J. F. Kennedy	Nassau	1 flight daily	757	199
DELTA CONNECTION	Ft. Lauderdale	Nassau	2 flights daily	ERJ	50

	Orlando	Nassau	4 flights daily	ERJ & CRJ	50/37
	Tampa	Nassau	2 flights daily	ER3	37
	Cincinnati	Nassau	1 flight daily	CRJ	50
	Atlanta	Freeport	1 flight daily	CRJ	70
GULFSTREAM INTERNATIONAL AIRLINE	Miami	Nassau	6 flights daily	Beechcraft/E mbraer	19 or 30
(CONTINENTAL CONNECTION)	Miami	Freeport, Grand Bahama	2 flights daily	same as above	same as above
	Miami	Marsh Harbour, Abaco	1 flight daily	same as above	same as above
	Miami	North Eleuthera	1 flight daily	same as above	same as above
	Ft. Lauderdale	Nassau	7 flights daily	same as above	same as above
	Ft. Lauderdale	Freeport, Grand Bahama	8 flights daily	same as above	same as above
AIRLINE	FROM	TO	FLIGHTS	TYPE CRAFT	SEATS
	Ft. Lauderdale	Marsh Harbour, Abaco	1 flight daily	same as above	same as above
	Ft. Lauderdale	Treasure Cay, Abaco	1 flight daily	same as above	same as above
	Ft. Lauderdale	Governor's Harbour, Eleuthera	1 flight daily	same as above	same as above
	Ft. Lauderdale	North Eleuthera	1 flight daily	same as above	same as above

	Ft. Lauderdale	The Bight, Cat Island	3 flights weekly	same as above	same as above
	Ft. Lauderdale	Georgetown, Exuma	1 flight daily	same as above	same as above
	Ft. Lauderdale	Fresh Creek, Andros	4 flights weekly	same as above	same as above
	West Palm Beach	Nassau	4 flights daily	same as above	same as above
	West Palm Beach	Freeport, Grand Bahama	2 flights daily	same as above	same as above
	West Palm Beach	Marsh Harbour, Abaco	1 flight daily	same as above	same as above
JETBLUE	Boston*	Nassau	1 flight daily	Embraer 190	100
(*Effective Jan. 2006)	NY-J. F. Kennedy	Nassau	2 flights daily	A320	156
SPIRIT AIRLINES	Ft. Lauderdale	Nassau	1 flight daily*	MD80/A319	150/138
(*Effective Nov. 10)	NY-La Guardia	Nassau	1 flight daily*	MD80	150
	Orlando	Nassau	1 flight daily*	MD80	150
UNITED AIRLINES	Washington Dulles	Nassau	1 flight daily	A320	170
US AIRWAYS	Boston	Nassau	1 flight weekly	734	132
	Washington	Nassau	1 flight daily	734	132
	NY-La Guardia	Nassau	1 flight daily	A319	108
	Philadelphia	Nassau	1 flight daily	737-400	132
AIRLINE	FROM	TO	FLIGHTS	TYPE CRAFT	SEATS
	Charlotte, NC	Nassau	1 flight daily	737-300	126

	Charlotte, NC	Freeport	1 flight daily	A320	165
	NY-La Guardia	Freeport	Sat	A320	165
	Philadelphia	Freeport	Sat	A320	165
VIRGIN ATLANTIC AIRWAYS	London-Gatwick	Nassau	Monday	747-400	450
CHARTERS					

**Appendix 17 - Sample Visitor's Hurricane Alert Letter
Visitor's Hurricane Alert**

Dear Visitor,

We value your visit to our beautiful Bahamian archipelago. Every year during June to November we monitor the weather and stay alert for hurricanes as they travel through the Atlantic Ocean. While the chance of receiving a direct hit from a major hurricane is not high, it is prudent to track a storm's progress.

Hurricanes are systems of high winds and may be associated with some combination of heavy rainfall, flooding, surge and embedded tornadoes. We have received a Hurricane Alert from our Meteorological office of a possible impending threat from a Hurricane in our region. Presently, this is Category ____ storm with winds of _____miles per hour. During an alert stage it means that a hurricane has entered the region and may affect our area of The Bahamas in 96 hours.

We will provide you with an additional update within the next twenty four hours. Meanwhile, we advise you to consider your options for departure. Depending up developments over the next twenty-four hours, it is possible that a voluntary or mandatory evacuation of all visitors would be required. Please cooperate with the hotel as we try to ensure your safety.

We thank you for your cooperation, as we seek to ensure that all visitors are apprised of these developments.

Yours sincerely,

General Manager

Appendix 18 - Mandatory Visitors Evacuation Order Letter

Hotel's Letter Head

Dear _____

Please be advised that the Government of the Bahamas has issued a mandatory evacuation order for all visitors as a result of the pending storm. We would like to assist you in taking every precaution in getting you safely back to your homes or return destination.

Please contact your airline to confirm your reservation to return home or your return destination. Also, contact our front desk to arrange to settle your bill and transportation to the airport.

Evacuation is now in effect, which means that you should seek to make your departure arrangements immediately. You should pack all luggage and personal belongings.

Should you fail to secure a departure flight, please inform the front desk. The hotel will make additional inquiry to our visitor readiness team regarding airlift availability.

Please note that the evacuation of visitors is mandatory. Should you remain on the island at no fault of the hotel, you will be required to sign a Waiver form. You will be required to furnish information about a possible contact person for yourself so that information about you can be passed on to them after the hurricane, if necessary. We will direct you to a designated hurricane shelter.

We sincerely regret this interruption to your travel plans and hope to be able to invite you back shortly to enjoy all which The Bahamas has to offer.

Appendix 20 - Sample Letter for Guests with Pending Reservations

(Hotel Letterhead)

(DATE)

Dear _____

We thank you for choosing the _____ hotel. The area of The Bahamas where you intend to travel has been put on a hurricane alert. While we were looking forward to your visit, for your safety we are unable to welcome you to the beautiful Islands of The Bahamas at this time.

Our hurricane cancellation policy is now in effect. This policy gives you the choice of using your deposits or payments toward a future stay at our property in The Bahamas, or in the event that you cannot travel to The Bahamas at all, it provides you with a full refund.

Please contact _____ to make your necessary arrangements.

We trust that you will be able to visit our island in the near future and look forward to the opportunity to welcome you as our guest.

Yours sincerely,

Appendix 25 - Damage Assessment Form

HURRICANE _____ IMPACT

It is essential that we quickly gauge the initial impact of Hurricane Jeanne on the hospitality industry. This will best position us to respond to media and travel partner inquiries as well as to assess the industry's readiness to return to business. Please take a moment to complete this form and respond via fax, email or phone to:

Fax: 242-502-4220 and 212-445-8196

Email: fcomito@bahamashotels.org and vedmonds@webershandwick.com

Tel: Vernice Walkine

1242-424-3837/242-457-3717

Satellite # 881641431604 or

Valerie Edmonds, Weber Shandwick 212-445-8140

HOTEL NAME & ISLAND: _____

of Rooms: _____ # Rooms Occupied w/Guests during Storm: _____

Damage Assessment (rate on a scale of 1,2,3 – 1 being minimal; 3; extensive). Briefly describe any major damage to structure and surrounding property:

Personal Injuries (please indicate if any, and severity):

Anticipated Date to Open: _____

Anticipated Date to Full Normal Operations (full room capacity):

Is there any other storm-related matter impacting or potentially impacting the industry which we should be aware of:

Name: _____ Tel: _____ Fax: _____

Alternative Tel: _____ Email: _____

THANK YOU

Survey Questionnaires

Survey of Hotel Questionnaire

**Assessment of Hotel Facilities for Potential Designation as an Emergency Shelter
for Visitors in the Event of a Major Hurricane or Disaster**

The Ministry of Tourism and the Bahamas Hotel Association are working in collaboration with the National Emergency Management Agency (NEMA) to develop emergency evacuation procedures in the event of a category four or five hurricane. This presents multiple logistical challenges within a defined timeframe. The plans being developed include: a pre-storm plan and plans during and following the storm.

In the event of a pending major storm, the evacuation of as many visitors as possible would be a first-line objective. In the event that all visitors cannot be evacuated, contingencies are being developed for sheltering them in hotel facilities which meet predetermined standards and are designated as shelters specifically for tourists by NEMA. Please note that such shelters would be for hotel guests only and would be operated by the hotel property.

Peak period in July or August when an evacuation may be necessary could require the evacuation of up to 30,000 tourists from Nassau, (LPIA), 8,000 from Grand Bahama, and 3,500 from Abaco and much more manageable numbers from other Family Islands.

In order to assist NEMA and the Ministry of Public Works & Transport in determining the potential of your facility as a designated shelter for visitors, we ask that you ***please complete this survey and return it to the Bahamas Hotel Association via facsimile (502-4220) or email (fcomito@bahamashotels.org) by Monday, October 31th.***

1. Do you have an area or areas designated within your property for guests to be housed in the event of a storm or disaster? (if you answer 'no', please proceed to #4)

____ Yes ____ No

2. Please provide us with information about your shelter(s):

a) Floor level of facility is approximately _____ feet above sea level

b) Shelter area is (check those which apply):

(1) ____ Fully enclosed without windows

(2) ____ With windows (describe and indicate how area is secured)

(3) ____ At roof level with the roof being directly above the shelter

(4) ____ Away from direct roof (describe)

c) Shelter Dimensions (in feet): Length - ____ Width - ____ Square Feet - ____

d) Distance from the high water mark (in feet): _____

e) Year Shelter was constructed: _____

f) Have there been any significant changes to the shelter since November, 2003? ____

Yes ____ No

g) Do you expect to make any significant changes? Yes No

If yes, explain:

h) Has the building survived a previous hurricane? Yes No

i) Are external walls at least 8 inches thick? Yes No

j) Are the columns spread at least 20 feet apart? Yes No

k) Room (s) would accommodate approximately _____ people in a sleeping arrangement

l) Alternate generator power is provided: yes; no

m) Generating capacity powers the following:
 lights; plumbing; refrigeration; air conditioning

n) Fully fueled and with onsite backup fuel, generator will function for: _____ days

o) Describe facility evacuation and emergency exits: _____

p) Indicate the number of days you would be able to provide basic food provisions for visitors as well as staff staying on property and in the shelter:

Days: _____

q) Bathroom facilities for shelter guests and staff:

_____ # of toilets _____ # of sinks _____ # of showers

r) Indicate the number of staff members and their functions which would be on hand to assist with the shelter:

Number	Function
(1) _____	Support Persons and Attendants Inside Shelter
(2) _____	Food Preparation
(3) _____	Security Personnel
(4) _____	Management and Supervisory

s) First Aid Provisions:

(1) Indicate which materials and equipment would be on hand:

First Aid Kit
 Blood Pressure Testing
 AED

(2) How many staff personnel would be available to the shelter who are certified in CPR and the use of AED equipment?

_____ (specify number)

t) Alternative Communication Equipment (specify contact information in #5)

Cell Phones Fax Satellite Phone
 Pager System VHF Radio UHF Radio
 Ham Radio

u) If you have a VHF or UHF radio, do you stock backup antennae? Yes
 No

3. Would your shelter be able to accommodate tourists from nearby hotels which do not have adequate facilities? (if no, proceed to question #4. If yes, answer questions 3.a, b and c then proceed to question #5)

Yes No

a) Please estimate the lowest and highest number of additional tourists which you could accommodate in your shelter:

Estimated Lowest #: _____ Estimated Highest #: _____

- b) What ratio of additional staff would the property sending guests to your facilities be required to provide?
 - ___ One staff person for every 10 guests
 - ___ One staff person for every 20 guests
 - ___ Once staff person for every 30 guests
- c) Properties sending guests to your shelter would be expected to provide each guest with basic provisions. Please check all provisions which you would expect for them to provide:
 - i. ___ Pillow
 - ii. ___ Blanket
 - iii. ___ Towel
 - iv. ___ Water for three days
 - v. ___ Non-perishable food for three days
 - vi. ___ Other (specify) _____

4. In the event of a major pending disaster, properties without approved shelters would be expected to make every effort to evacuate their guests in advance. This may not be possible, which would necessitate having arrangements in advance through a Memorandum of Understanding with a nearby property with an approved shelter which addresses matters such as providing provisions, staff support, and any cost sharing associated with your guests staying at the shelter. Please answer the following:

- a) Please estimate the lowest and highest number of guests from your property which may need to be accommodated in a nearby shelter:
 - Estimated Lowest #: _____
 - Estimated Highest #: _____
- b) What ratio of additional staff would your property consider sending to the shelter?
 - ___ One staff person for every 10 guests
 - ___ One staff person for every 20 guests
 - ___ Once staff person for every 30 guests
- c) Please check all provisions which you would be expected to provide your guests going to the shelter:
 - i. ___ Pillow
 - ii. ___ Blanket
 - iii. ___ Towel
 - iv. ___ Water for three days
 - v. ___ Non-perishable food for three days
 - vi. ___ Other (specify) _____

5. Please indicate the date on your current hotel license: _____

6. Please provide the following contact information:

<u>Position</u>	<u>Name</u>	<u>Phone</u>	<u>Fax</u>	<u>Cell</u>	<u>Email</u>	<u>Pager#</u>
General Manager						

Second in Command

Chief Security Person

Second Emergency Contact

Satellite Telephone Number: _____

UHF Radio (indicate Frequency used): _____

VHF Radio: (indicate Frequency used) _____

Ham Radio: (indicate name of operator and contact number)

Survey completed by: _____

Date: _____

THANK YOU

Airlines Survey

Determining Capacity, Protocols and Procedures In the Event of Emergency Evacuation Requirement

The Bahamas Ministry of Tourism and the Bahamas Hotel Association are working in collaboration with the Bahamas National Emergency Management Agency (NEMA) to develop emergency evacuation procedures in the event of a category four or five hurricane. This presents multiple logistical challenges within a defined timeframe. The plans being developed include a pre-storm plan and plans during and following the storm.

The plan being developed focuses on visitor evacuation and NEMA will also be looking at resident evacuation post storm.

Peak period in July or August when an evacuation may be necessary could require evacuating up to 30,000 tourists from LPIA, 8,000 from Grand Bahama, and 3,500 from Abaco. Travel by residents in the event of a pending storm also increases travel demand dramatically. All this raises questions about policies which may exist for providing booking preferences.

The Airport Authority estimates the holding capacity at LPIA to be 1,000 passengers in the US Terminal and 3-500 in the International Terminal. This would dictate well orchestrated staged planning by hotels, ground tour operators, the Airport Authority, Civil Aviation, Police, the Ministry of Tourism, the US Government, and airlines.

Given the large number of tourists and residents who would seek to evacuate in a short timeframe (estimated 72 hours), the capacity of scheduled flights is insufficient. We seek your assistance in providing an indication of additional capacity which could be secured on short order, if at all possible.

Your cooperation is requested in completing this survey and returning it to: Bahamas Hotel Association, 242-502-4220 or fcomito@bahamashotels.org, by Friday, November 11th.

1. Please indicate your airline's policy for determining when to discontinue flights in the event of a pending storm:

2. In the likelihood of a major storm, would your airline be able to expeditiously consider:

Providing additional flights ___ Yes ___ No

Using larger aircraft ___ Yes ___ No

If yes, to either of the above, please estimate the number of additional seats which might be provided during a 24 hour period:

_____ additional seats

3. What protocol procedures are in place for booking passengers on available seats in the event of an impending hurricane?

_____ No procedures

___ Yes, we have procedures which are described below: (if preferences are given to some classifications of people, what are they? i.e. Order of preference might be - existing customers with different return time, senior citizens, children, disabled, ticketed individuals from other airlines, etc):

4. Please provide contacts for your airline for each of the following positions;

<u>Position</u>	<u>Name</u>	<u>Phone #</u>	<u>Direct Phone #</u>	<u>Alternate Cell #</u>
Station Manager	_____			
Second-in- Charge	_____			
Bahamas Emergency Coordinator or Equivalent	_____			
Home Office Evacuation/ Emergency Contact	_____			
Home Office Public Relations Contact	_____			

THANK YOU....PLEASE RETURN BY MONDAY, OCTOBER 31st

**Appendix 26 - Ground Tour Operators Survey Questions
In the Event of Emergency Evacuation Requirement**

The Ministry of Tourism and the Bahamas Hotel Association are working in collaboration with the National Emergency Management Agency to develop emergency evacuation procedures in the event of a category four or five hurricane. This presents multiple logistical challenges within a defined timeframe. The plans being developed include: a pre-storm plan and plans during and following the storm.

The plan being developed focuses on visitor evacuation and NEMA will also be looking at resident evacuation post storm.

Peak period in July or August when an evacuation may be necessary could require the evacuation of up to 30,000 tourists from LPIA, 8,000 from Grand Bahama, and 3,500 from Abaco.

The Airport Authority estimates the holding capacity at LPIA to be 1,000 passengers in the US Terminal and 3-500 in the International Terminal. We suspect similar capacity exists in Grand Bahama. This would dictate well orchestrated staged planning by hotels, ground tour operators, the Airport Authority, Civil Aviation, Police, the Ministry of Tourism, the US Government, and airlines.

Given the large number of tourists and residents who would seek to evacuation in a short timeframe (estimated 72 hours), the capacity of ground tour operators needs to be determined. We seek your assistance in determining that capacity.

Also, please note that NEMA, in cooperation with the Ministry of Public Works, is developing proposed evacuation routes which we will recommend be vetted with the ground tour operators.

Following are some key questions for which we seek your input:

3. Please estimate the total number of passengers by all of your vehicles which could be transported per hour to the airport:

4. Please indicate what conditions would dictate the discontinuation of the use of your vehicles.

5. Please indicate the types of communication systems used by your company with the hotels and airlines and any emergency back up communication systems which you have in place (i.e. cell, satellite, ham radio, VHF, etc.)

6. Please provide contacts information for the following positions: Owner, Office Dispatcher, Airport Dispatcher.

Name	Title	Direct Phone	Alternate Phone
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