

**Tourism Emergency Coordinating
Committee
Procedure Manual.**

Draft

Introduction

The **Tourism Emergency Coordinating Committee** was established with three (3) primary objectives:

- (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

- (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.

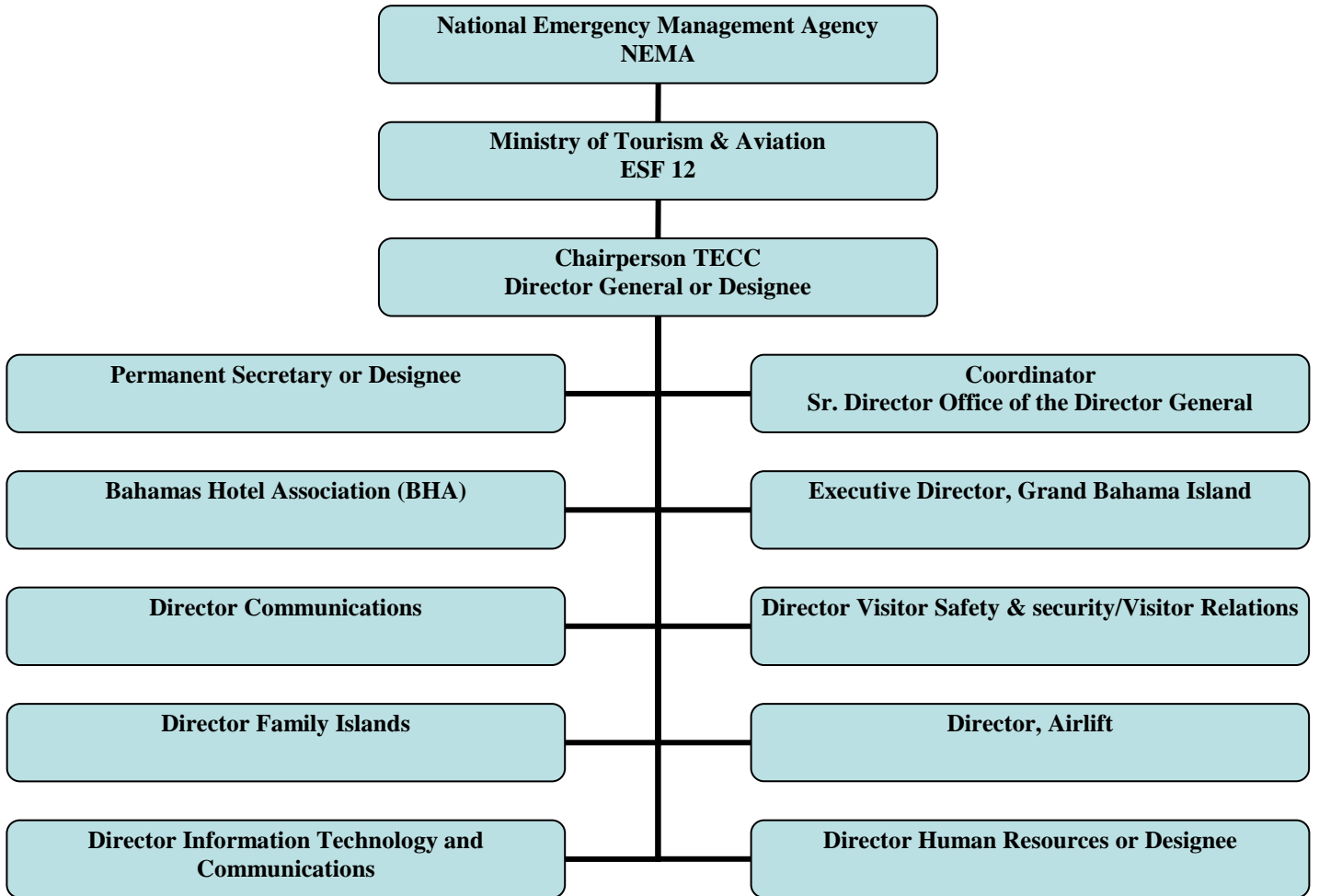
Detailed procedures for handling the communication process related to hurricanes are contained in the Ministry of Tourism & Aviation Crisis Communication Manual.

- (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.** Members of the Tourism Emergency Coordinating Committee include:
- a) Permanent Secretary or designee
 - b) Director General or designee (Chairperson/ serves at the national (NEMA) and industry levels)
 - c) Sr. Director- Director General's Office (Coordinator/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

MOT&A maintains offices on seven **(7) family islands**, Exuma, Abaco, Long Island, Andros (2), Bimini, Harbour Island, Eleuthera, one **(1) 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.

Members of the Tourism Emergency Coordinating Committee have been assigned specific tasks based on their area of responsibility. The tasks outlined in this document 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, contributions submitted by members of TECC have also been incorporated in this document. 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.

Tourism Emergency Coordinating Committee Organizational Chart



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

Preparation

January

Coordinator

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.

- Convene internal meeting(s) to compile and agree on the list of changes to recommend. 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;
- Review the combined list of the ESF 12 Recommended Plan Amendments.
- Discuss/confirm each recommended change by making a choice to accept, reject or require further discussion.
- 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.
- Establish and maintain communication with the Office of NEMA and provide ongoing updates.
- Compile summary report on each recommendation by accept, reject, discuss for the February annual plan review meeting(s).
- 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)
- Revise/Update the plan to reflect the approved changes
- Distribute the plan and update the distribution list as required

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- Confirm location of the primary and alternate Ministry of Tourism & Aviation command center. Current command centre is the British Colonial Hilton Hotel. Alternate location - hotel on Cable Beach.
 - Present and review the plan with National Emergency Management Agency (NEMA).

Executive Director Grand Bahama Island

- Ensure the establishment of local Tourism Emergency Coordinating Committee on GBI
- Ensure MOTA representation at the local hurricane preparedness committee, which includes the island administrator, etc.. Committee should maintain close contact and dialogue with the relevant agencies and industry partners there to ensure that the necessary plans are in place to ensure effective management. It is vital that the staff be given proper and regular training in all areas of hurricane preparedness by the relevant Government and Non-Governmental agencies (i.e. NEMA, Social Services and The Bahamas Red Cross).
- Establish similar guidelines as outlined in this document (**Tourism Emergency Coordinating Committee**), **Ministry of Tourism & Aviation Hurricane Preparedness and the Ministry of Tourism & Aviation Crisis Communications Manual**

Director Family Islands

- Ensure the establishment of local Tourism Emergency Coordinating Committee on each island where MOTA is represented.
- Ensure MOTA representation at the local hurricane preparedness committee, which includes the island administrator, etc. Committee should maintain close contact and dialogue with the relevant agencies and industry partners there to ensure that the necessary plans are in place to ensure effective management. It is vital that the staff be given proper and regular training in all areas of hurricane preparedness by the relevant Government and Non-Governmental agencies (i.e. NEMA, Social Services and The Bahamas Red Cross).
- Establish similar guidelines as outlined in this document (**Tourism Emergency Coordinating Committee**), **Ministry of Tourism & Aviation Hurricane Preparedness and the Ministry of Tourism & Aviation Crisis Communications Manual**

Director Visitor Safety & Security

- Coordinate/execute internal drills for ESF 12 and TECC, and participate in joint drill activities hosted by other emergency response partners.

Director Airlift

- Provide updated contact information for commercial airlines

Director Information Technology & Communications

- Develop/update plan to ensure that the Ministry of Tourism & Aviation IT equipment are secured. The department has a detailed plan to effectively manage all MOTA equipment as follows:
 - Telephone Systems Contingency Plan which establishes procedures to recover the telephone systems following a disruption.
 - Domain Controller Contingency Plan which establishes procedures to recover the domain controller following a disruption.

Director Human Resources

- Develop/ update plan for the safety and security of MOTA staff, building (structural) facilities and equipment in collaboration with Director ITC, staff volunteers and other stakeholders. Details of the plan are outlined on pages 34-56 of this document.
- Ensure provision to secure supplies as outlined on page 57 of this document.

Bahamas Hotel Association (BHA)

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.

- 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.

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- 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.
 - Confirm that hotels that are not members of the Bahamas Hotel Association are also included by cross referencing with the Hotel Licensing Department list.
 - Confirm hotels used to shelter guests and other designated guest shelters. Include shelter capacity, minimum staffing and communication requirements.

March

Coordinator

- Complete outstanding tasks in previous section. Inventory and procure supplies and other resources required to execute the plan, including funding and available budget.
- Attend all ESF#12 and NEMA meetings.
- Begin preparation of summary document for the April meeting.
- Determine/review the staffing need for the Ministry of Tourism & Aviation command centre.
- Convene a meeting of the Emergency Coordinating Committee early in March
- Send out notices for ESF 12 meeting (April) by the third Friday in March. Invite at least the following agencies, with agenda.
 - ❑ Supporting members of ESF#12
 - ❑ Bahamas Hotel Association
 - ❑ Main tour operators
 - ❑ Bahamas Taxi Cab Union
 - ❑ Cruise ship representative(s)
 - ❑ Airline Operators Association
 - ❑ National Emergency Management Agency
- 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.

Bahamas Hotel Association (BHA)

- 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:
 - Communication plan which will allow for sharing the Ministry of Tourism & Aviation directed dispatch service among participating operators.
 - 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:
 - Number seating/standing capacity of each vehicle.
 - Number of drivers available and whether available around the clock, before and after the disaster event.
- 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
 - Watch
 - Warning

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- Mandatory Evacuation of Island
 - On Island evacuation/relocation to shelters of last resort.
 - Post Event
 - Identify/Review industry training needs in consultation with Bahamas Hotel Association membership and other hotels on the Hotel Licensing Department register.
 - Develop training in collaboration with NEMA, TECC and industry partners to satisfy training needs identified.
 - 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
 - Remind hotels to review their plan by end of March.

Director Communications

- Coordinate/confirm 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.
- 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.

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- ❑ 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/Nassau Airport Authority
 - ❑ Department of Civil Aviation

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- ❑ Department of Meteorology
 - ❑ Port Department
 - Advise/coordinate public relations for external media and industry international travel partners.

Director Airlift

- Confirm/update 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.
- 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.

Director Visitor Safety & Security

- Execute internal drills and participate in joint drill activities hosted by other emergency response partners.
- Determine/review the equipment needs for the Ministry of Tourism & Aviation command center in collaboration with Director ITC.
- Participate in the discussions for the preparation of the Evacuation Routes Maps.
- Develop in collaboration with Ministry of Works & Transport, evacuation routes documents, for each island for which mandatory evacuation of visitors may be required. 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

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- ❑ Ground transportation staging area(s)
 - ❑ Location of hotels used as shelters of last resort.
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- 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 secured 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.

April

Coordinator

- Establish and maintain communications with the office of NEMA and provide ongoing updates
- 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.

Director Visitor Safety & Security

- Review evacuation maps and Evacuation Route Vulnerability & Mitigation Report with at least the members of ESF#12 and the following industry partners.

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- ❑ 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

- Send out invitation to hotels for the shelter management certificate training
- Confirm with each hotel that the March Plan review was done.

May

Coordinator

- 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.
- Establish and maintain communications with the office of NEMA and provide ongoing updates
- Confirm that invitees have received the June meeting notice.
- Prepare minutes for April meeting and distribute to attendees
- Send meeting notices for June meeting

Bahamas Hotel Association

- Remind hotels to convene a meeting in early June
- Complete Shelter Managers training for persons who will be shelter managers at hotels
- 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

Director Visitor Safety & Security

- Coordinate/execute internal drills and participate in joint drill activities hosted by other emergency response partners and Ministry of Tourism
- Plan, coordinate and execute evacuation training for all response partners.

Director Communications

- 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

June (Start of Hurricane Season)

The official hurricane season runs from June through November. Hurricanes present high winds and may be associated with some combination of heavy rainfall, surge, flooding and embedded tornadoes.

Coordinator

- 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.
- 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 other relevant agencies.
- Compile current memoranda of understanding and file with the office of the National Emergency Management Agency.

Director Visitor Safety & Security

- Ensure that sufficient copies of evacuation route maps are available for distribution to hotels, Taxi Union and Tour Operators; should the need arise.
- 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.

Director Communications

- Coordinate with NEMA public awareness public education campaign on hurricane preparedness.

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.

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- 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.

Coordinator

- Notify volunteer team members who are expected to participate in the response activities of the impending threatening event.
- 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.
- Prepare/confirm staff roster for around the clock execution of the “Event Response” of the plan
- 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.

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- 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.
 - Convene meeting of TECC
 - Host meetings 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.
 - Activate the Ministry of Tourism & Aviation Command Center. Allow for operation of Bahamas Hotel Association from this same Command Center. The current command centre is the British Colonial Hilton Hotel. Alternative site will be a hotel on Cable Beach
 - 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.

Director Communication

- 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.
 - Ham Radio operators “club”
- Coordinate/confirm appropriate communication equipment available at airport, airlines, ground tour operators, security, police/National Security on evacuation routes, hotels and command centre

Director Airlift

- 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.
 - All airlines servicing The Islands of The Bahamas

Director Visitor Safety & Security

- 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.

Director Family Islands

- Coordinate/assist with tasks listed under the following headings for affected family islands:

Director Communications

Director Airlift

Bahamas Hotel Association

- The following documents and equipment should be stored in one specific area in the BTO:
 - a) Operational satellite telephones with an updated listing of telephone numbers for the Ministry of Tourism in New Providence, Grand Bahama and the other Family Islands;
 - b) The official/current **Ministry of Tourism Crisis Manual, Tourism Emergency Coordinating Committee Procedure manual, Ministry of Tourism & Aviation Hurricane Preparedness Manual**
 - a) Updated listings of :
 - i) locations of hurricane shelters on the island;
 - ii) guest accommodations and contact information;
 - iii) contact information for airlines that service the area;
 - iv) contact information for Administrator, other local emergency agencies and other Local Government officials;
 - v) Contact information for any HAM radio operators on the island.
 - vi) Contact information for MOTA's Command centre and key tourism officials
 - b) The following forms:
 - i) List of Hotels Approved for Use as Shelters of Last Resort
 - ii) A Shelter Head Count Form
 - iii) Damage Assessment Form
 - iv) Sample Visitor's Hurricane Alert Letter;
 - v) Mandatory Visitors Evacuation Order Letter;
 - vi) Hotel Guest Inventory List for 3 Days Prior to a Hurricane;
 - vii) Assessment of Hotel Facilities for Potential Designation as an Emergency Shelter.
 - c) Specific plans for the securing of Ministry facilities by the respective landlords or other persons.
 - i) Building to be secured by the landlord

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- ii) Computers and data (in collaboration with IT department)
 - iii) Files and important documents.
 - iv) Secure signage where possible

Director Information Technology and Communications

- Ensure ongoing, adequate communication setup of command centre:
 - Computers
 - Fax
 - Copiers

Bahamas Hotels Association

The Bahamas Hotel Association will share the Ministry of Tourism & Aviation Command Center.

- Notify all hotels on the Hotel Licensing Department register of impending event and possible mandatory visitors evacuation
- 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
- Confirm that tour operator and taxi cab operators and Bahamas Hotels Association have evacuation route maps
- 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:
 - 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.

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- 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:
 - 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.
- Encourage guests to leave voluntarily. Assist them with travel plans as needed.

Evacuation Off-Island

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

Coordinator

-
- Convene internal meeting TECC.
 - Complete outstanding tasks under the Alert Section.
 - 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 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)
 - 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.
 - 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.
 - Request that NEMA make final preparations for sheltering the number of visitors that cannot be evacuated by commercial means.

Director Family Islands

- Establish and maintain communications with affected Ministry of Tourism & Aviation offices in family islands.
- Contact response partners on affected island (s) advising of the Mandatory Visitors Evacuation Order and instruct them to mobilize for implementation of the off island evacuation plan.
- 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.
- Assist with tasks listed under Bahamas hotel Association relative to affected family islands.

Executive Director Grand Bahama Island

- **During** the passing of the hurricane, the offices are to maintain regular contact with the Administrator, local industry partners and the Ministry of Tourism Command Centre in New Providence.

Director Airlift

- Make an assessment of when the runway(s) will close.
- 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 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.
- Confirm that US pre-clearance has been suspended.
- Confirm that Airport Authority and Nassau Airport Development (NAD) are ready to manage surge capacity crowds.
- Obtain information on when the airport may close and/or flights may cease from the Airport Authority

Director Visitor safety & Security

- Confirm the number of visitors that can be evacuated by cruise ships, if feasible, and notify Bahamas Hotel Association

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.

- 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.
- 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
- 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.
- 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
 - Have left the hotel
 - Are at airport or seaport.
 - Are still at the hotel.
- Coordinate the response of hotels through the Bahamas Hotels Association
- Ensure Bahamas Hotels Association has Visitors Evacuation letter
- Give evacuation priority to special need cases and their party.

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. 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.
 - 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

Evacuation to Shelter

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

Coordinator

- 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.
- Update volunteers of the progress of the impending threat.
- Maintain safe conditions.

-
- Establish and maintain communications with the office of NEMA and provide ongoing updates
 - Request NEMA to open/confirm shelters are open.
 - 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.

Director Communications

- Check communication equipment.
- Observe communication rules.
- Start the execution of the memorandum of understanding with Ham Radio Operators Organization

Director Airlift

- 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 permits. 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

Director Family Islands

Ensure that Family Island teams on affected islands coordinate tasks as outlined below (same as Director

Airlift):

- 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 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
- Assist with tasks listed under Bahamas hotel Association relative to affected family islands.
- **During** the passing of the hurricane, the offices are to maintain regular contact with the Administrator, local industry partners and the Ministry of Tourism Command Centre in New Providence.

Bahamas Hotels Association

- 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 the following tasks:
 - ❑ 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.

➤ 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.

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.

Coordinator

- Perform safety inspections immediately after the event
- Verify /confirm casualty and immediate evacuation assistance needed
- Confirm initial damage assessment inclusive of accessibility issues for the shelters
- 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
- Confirm with ESF12 members and other industry partners, communication means available and make adjustments as required.
- Liaise with the office of NEMA for emergency evacuation assistance.
- Establish and maintain communications with the office of NEMA and provide ongoing updates

Director Airlift

- Confirm with Civil Aviation when the runways will be open to commercial traffic
- Confirm with Airport Authority when the airport will reopen
- Confirm when airlines and ships will resume operation.

Director Visitor Safety & Security

- 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.

Bahamas Hotels Association

- Confirm with ground transportation providers the fleet and staffing that are available for evacuation
- Coordinate hotels response through 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

Director Family Islands

- Coordinate/ assist Bahamas Hotels Association with tasks relative to hotels on affected islands
- After the passing of the hurricane, when the “all clear” is given by NEMA, immediate steps are to be taken to visit, along with NEMA officials and the Administrator, the services that are critical to restoring normalcy to the island as soon as possible (i.e. airport, roads, electricity, water, MOTA’s office etc.) At the same time, assessments should be carried out for the hotels and guest houses to view the conditions and to have the owners complete the Damage Assessment Form as soon as possible. The information provided thereon will contribute greatly to the swift action by the Government to assist in effecting any required repairs and renovations. In this way, the properties could return to normal operations within a reasonable time.

If in doubt of the structural soundness of the Ministry’s office building, advice should be sought through the Ministry of Works & Transport. Damages (internally and externally) should be photographed where possible.

It should be noted that the Island Administrators would be the official Government spokesperson for that particular island.

Official announcements for the Ministry of Tourism will be given by the Director General from the Command Centre in New Providence. Therefore, it is imperative that the offices stay in frequent contact with the Command Centre so that the latest, accurate information is released to the general public and industry partners.

Executive Director Grand Bahama Island

- After the passing of the hurricane, when the “all clear” is given by NEMA, immediate steps are to be taken to visit, along with NEMA officials and the Administrator, the services that are critical to restoring normalcy to the island as soon as possible (i.e. airport, roads, electricity, water, MOTAs office etc.) At the same time, assessments should be carried out for the hotels and guest houses to view the conditions and to have the owners complete the Damage Assessment Form as soon as possible. The information provided thereon will contribute greatly to the swift action by the Government to assist in effecting any required repairs and renovations. In this way, the properties could return to normal operations within a reasonable time.

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Official announcements for the Ministry of Tourism will be given by the Director General from the Command Centre in New Providence. Therefore, it is imperative that the office stays in frequent contact with the Command Centre so that the latest, accurate information is released to the general public and industry partners.

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.”

Coordinator

- Convene internal meeting 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.

December

Coordinator

- 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

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Hurricane Preparedness - General

This section of the plan details specific guidelines for the protection of physical structures of MOTA offices, including Festival Place (submitted by HR and Festival Place). Note, for efficiency and effectiveness, sub-committees have been established.

Full preparation is the key to minimizing loss of life and property, and to ensuring speedy resumption of business. Tasks and responsibilities are as follows:

Before the Hurricane

TASK

Meeting of emergency Crisis Planning Committee

RESPONSIBILITY

Crisis Planning Team Leader

Vulnerability Assessment, including maintenance and requirements	Physical Plant Manager
Interagency Meetings with MOW, M & E Ltd. (Generator) Basden Elevator Co. Hill York Ltd. (Air Condition), Alarms Ltd & Security Systems Intl Ltd.(Security Monitoring) Island Plumbing Service	Physical Plant Manager
Employee Information	H.R. Manager
Committee liaison policy	H.R. Manager
Vital records protection	H.R. Manager/I.T. Manager
Employee advisory and security protection	H.R. Manager/Director, Safety & Security
Obtaining up-to-date weather information	H.R. Manager
Training of Staff	Trainer/T&E/H.R. Manager/ Director, Safety & Security
Insurance Coverage	H.R. Manager/Physical Plant Manager
Secure building with hurricane shutters etc.	Physical Plant Manager
Secure exterior Signage, Vehicles, etc.	Physical Plant Manager & Couriers
Secure Computers & other Electronic Equipment.	I. T. Managers
Inventory and Emergency Supplies	Physical Plant Manager/Stock & Inventory Coordinator
Medical Supplies	Stock & Inventory Coordinator
Cleaning Supplies	Fresh Carpet Cleaning Co. (Form 4)

During the Hurricane

The building is to be evacuated. Keeping tuned to weather information and national emergency procedures.

After the Hurricane

The Permanent Secretary or his designate will advise when staff should return to work. Safety of employees, communication with outsourced service providers, and prompt resumption of business are the major considerations in the period following the hurricane. Therefore the following elements require attention immediately after the

hurricane.

<u>Task</u>	<u>Responsibility</u>
Activate the Communications Plan	Communications Officer
Brief assessment of damage	Physical Plant Manager
Document/Equipment (photograph) damage	Physical Plant/H.R./& I.T. Managers
Security of property, and safety of Employees	Physical Plant Manager / Director, Safety & Security
Seek mutual aid as needed with Ministry Of Works, and other Service Providers	Physical Plant Manager
Facilitate contact with key Dept. Heads	H.R. Manager
Advise staff when to return to work	H.R. Manager

Structural Vulnerability & Loss Reduction

Review of damage to buildings from recent events indicates failure or aspects of the structure to resist hurricanes. The Crisis Planning Committee should be aware of how hurricanes affect buildings so as to be able to affect quality control in roofs, windows, doors, foundations and other elements of structures. Design criteria to withstand both hurricanes and earthquakes are presented and procedures for assessing vulnerability and retrofitting are outlined. Maintenance plans are important to structural soundness.

Staff Contact

<u>Name</u>	<u>Position</u>	<u>Number</u>
Archie Nairn	Permanent Secretary	364-0157 H 457-3112 C
Vernice Walkine	Director-General	327-7819 H 457-3717 C
Geneva Cooper	Sr. Director, office of DG	327-7757 H

Hurricane Emergency Procedures (Hurricane Watch - 48 hours to Landfall)

1) Storm Shutters Installation

- (1.1) Install storm shutter by: Ministry of Works, Physical Plant and Logistics Managers.
- (1.2) Storm shutters are stored: Basement (Bolam House).
- (1.3) Install storm shutter: 48hrs before hurricane hits.

2) Power Equipment

- (2.1) Turn off A/C unit from A/C disconnect switch.
- (2.2) Turn off water pump system from disconnect switch.
- (2.3) Turn off all electronic equipment & appliance in the facility.
- (2.4) Turn off file server and secure computer equipment.

Emergency Contacts:

Ministry of Works: - Mr. Matthew Lecky
Phone Contact: - 302-9506 Ext. 4036 (wk)
- 422-0519 (cell)

Ministry of Works: - Mr. B. Edwards
Phone Contact: - 302-9506 (wk)
- 422-6654 (cell)

Robert Forbes: - Physical Plant Manager
Phone Contact: - 302-2015 (wk)
- 544-8100 (cell)

Stephen Wray -
Phone Contact: - Logistics Manager
- 364-3879 (wk)
- 422-6916 (cell)

Emergency Contacts continued:

Air Condition

Hill York Limited - Mr. Carlton Wilkinson
Phone Contacts: - 328-8321 (wk)
- 357-7561 (cell)

Elevator

Basden Elevator Co. Ltd. - Mr. Hershel Johnson
Phone Contacts: - 325-6315 (wk)
- 322-3996 (wk)

Generator

Machinery & Energy Ltd. - Mr. Perry Brooks
Phone Contact: - 502-3969 (wk)

Plumbing

Island Plumbing Service - Mr. Leo Duncombe
Phone Contacts: - 393-0545 (wk)
- 424-1442 (cell)

Security Monitoring

Alarms Limited - Mr. Vernal Major
Phone Contacts: - 323-6441 (wk)
- 557-9451 (cell)
- 325-7141 (Control Room)

Security Monitoring

Security Systems Int'L Ltd. - Mr. Charles Lobosky
Phone Contacts - 394-3153 (wk)
- 393-7687 (Control Room)

Electrician

I.J's Electric Co Ltd. - Mr. Ian Johnson
Phone Contacts: - 558-4252 (cell)

3) **Safeguarding Vital Records:**

- (3.1) Lock all filing cabinets
- (3.2) Secure all loose papers and store in cabinet/boxes
- (3.3) Cover excess mail and other documents with protective covering

Fresh Carpet Cleaning Co. Hurricane Emergency Procedures (Hurricane Watch 48 hours to Landfall)

- 1) Ensure that three (3) wet / dry vacuums, two (2) blowers, and other machine equipment is in excellent working condition for any possible flooding.
- 2) Ensure that extra cleaning supplies (chemicals) in storage at home.
- 3) Ensure that extra supplies (hand soap, urinal blocks, air freshener, bags etc.) in storage at home.
- 4) Ensure that extra hand towels and toilet paper are in storage at home.
- 5) Ensure that transportation (work van) is in excellent condition.
- 6) Ensure that staff has been briefed on the need to be ready and prepared when needed.
- 7) Ensure that extra mops, brooms and mop buckets are also in storage.

Emergency Contacts:

Myles La Roda - 456-5368 (cell)
- 364-2305 (home)

Natasha Adderley - 436-4024 (cell)

Procedures for removal of Signage/Motor Vehicles/Scaffolding (Hurricane Watch 48 hours to Landfall)

- All MOT Signage outside of the MOT buildings to be secured in Basement of Bolam House
- Any scaffolding relating to building improvements to be taken down by MOW or Contractor and stored at MOW
- All MOT motor vehicles are to be parked against the wall in the Bolam House Parking lot by Couriers.

Emergency Contacts:

Ministry of Works:	-	Mr. Matthew Lecky
Phone Contact:	-	302-9506 Ext. 4036 (wk)
	-	422-0519 (cell)
Ministry of Works:	-	Mr. B. Edwards
Phone Contact:	-	302-9506 (wk)
	-	422-6654 (cell)
Robert Forbes:	-	Physical Plant Manager
Phone Contact:	-	302-2015 (wk)
	-	544-8100 (cell)
	-	
Stephen Wray	-	Logistics Manager
Phone Contact:	-	364-3879 (wk)
	-	422-6916 (cell)
	-	
Dereck Johnson	-	Courier
Phone Contact:	-	302-4138 (wk)
	-	436-9382 (cell)
	-	
Damien Brown	-	Courier
Phone Contact:	-	302-4138 (wk)
	-	
Patrick Seymoure	-	Courier
Phone Contact:	-	302-4138 (wk)

Site Manager (Hurricane Watch – 36 hours to Landfall)

Form 1A

When a problem-condition exists, describe on Form 1B.

CHECK IF PROBLEM:

FIRE EXTINGUISHER

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

FIRE EXITS AND CORRIDORS

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

SMOKE AND WATER DETECTORS

- _____ 13. Inoperative.
- _____ 14. Weak battery.
- _____ 15. Fire hoses inaccessible or blocked.
- _____ 16. (other) _____

ELECTRICAL EQUIPMENT

- _____ 17. Worn or exposed wiring
- _____ 18. Electrical equipment not grounded.
- _____ 19. Open light sockets.
- _____ 20. Burned out lights
- _____ 21. Defective equipment not tagged, "Do Not Use."
- _____ 22. Circuit boxes "Hot" to the touch.
- _____ 23. Overloaded sockets.
- _____ 24. Heavy grease buildup.
- _____ 25. (other) _____
- _____ 26. (other) _____

HAZARDOUS MATERIALS

- _____ 27. Missing identifications labels.
- _____ 28. Improper storage.
- _____ 29. Storage location.

NON STRUCTURAL IMPACT DANGER

- _____ 30. Unstable furniture.
- _____ 31. Books or boxes dangerously piled.
- _____ 32. Bookshelves and other shelving units on wall are unanchored at floor or ceiling.
- _____ 33. Other unsecured appliances.
- _____ 34. Heavy hanging objects over doors, above windows, etc.
- _____ 35. Windows with weak latches.
- _____ 36. Breakables, or other heavy objects on high or open shelves.

TRIPPING AND OTHER IMPACT DANGER

- _____ 37. Electrical cords in dangerous position.
- _____ 38. Floor tiles need replacement.
- _____ 39. Steps, carpeting, worn or frayed.

OTHER

- _____ 40. Insufficient emergency lighting.
- _____ 41. Water pipes leaking.
- _____ 42. Chipped or broken glass.
- _____ 43. No First-Aid Kit.
- _____ 44. First-Aid Kit supplies insufficient.
- _____ 45. In-house emergency supplies.
- _____ 46. Trees require trimming.
- _____ 47. Generator room secured.
- _____ 48. Telephone room secured.

SECURITY

- _____ 49. Security or perimeter fence broken.
- _____ 50. Unattended critical areas unlocked or improperly secured.

BUILDING ASSESSMENT VULNERBILITY RECORD

FORM 1B

NUMBER <i>(from Form 1A)</i>	PROPERTY LOCATION	DETAIL
1	Bolam House, King & George Streets	
2	Reginald Court No. 5, George Street	
3	Rawson Square/ Bay Street	
4	Bayparl Building, Parliament Street	
5	Immigration Department Building Hawkins Hill	
6	Department of Environmental Health, Nassau Court	
7	Pirates Museum Building, George & Marlborough Streets	
8	British American Insurance House George & Marlborough Streets	
9	Norfolk House, Frederick Street	
10	College of The Bahamas, Oakes Field	
11	Lynden Pindling International Airport, Nassau	
12	Cable Bahamas, Robinson Road	

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Festival Place

Before the Hurricane Strikes

The Emergency Management Team

In order to ensure that this emergency manual is an integral part of the culture and practice in our establishment, emergency coordinating (EC) committee will be established. This committee will serve as the overall coordinating and executing body for all emergencies and will be responsible for managing and implementing emergency preparedness mechanisms at all stages of a hurricane.

EC Committee Structure

The members of the emergency coordinating committee are the General Manager, Operations Manager, Operations Coordinator, Site Manager, Senior Executive, Office Accountant and Administrative Assistant. The head of the committee is the Emergency Coordinator - Operations Manager. The alternative Emergency Coordinator is the General Manager in the event that the Emergency Coordinator is absent.

Hurricane Preparedness - General

Full preparation is the key to minimizing loss of life and property, and to ensuring speedy resumption of business. Tasks and responsibilities are as follows:

Before the Hurricane

<u>TASK</u>	<u>RESPONSIBILITY</u>
Meeting of emergency Coordinating Committee	General Manager / Operations Manager Site Manager / Operations Coordinator
Vulnerability Assessment, including maintenance and requirements	Operations Manager/Site Manager Form 1A
Mutual aid agreements, coordination with Ministry of Works, Port Authority, Bahamas Defense Force	General Manager
Tenants Information	Operations Coordinator
Committee liaison policy	Operations Manager
Vital records protection	Office Accountant
Tenants advisory and security protection	Operations Coordinator
Obtaining up-to-date weather information	Operations Manager / Office Accountant
Training of Staff	General Manager / Operations Manager
Insurance Coverage	Office Accountant
Secure building with hurricane shutters etc.	Site Manager (pg.6)
Secure exterior Signage such as banners etc.	Senior Executive / Handy Man (pg.8)
Inventory and Emergency Supplies	Site Manager / Administrative Assistant Senior Executive / Office Accountant (Form 2)
Medical Supplies	Administrative Assistant (Form 3)
Cleaning Supplies	Fresh Carpet (Form 4)

During the Hurricane

The building is to be evacuated. Keeping tuned to weather information and national emergency procedures. The EC members will advise staff when to return to work.

After the Hurricane

Safety of tenants, communication with outsourced service provides, and prompt resumption of business is the major considerations in the period following the hurricane. Therefore the following elements require attention immediately after the hurricane.

<u>Task</u>	<u>Responsibility</u>
Activate the Communications Plan	General Manager/Operation Manager / Operations Coordinator
Brief assessment of damage	General Manager / Operations Manager / Operations Coordinator
Document (photograph) damage	General Manager / Operations Manager Operations Coordinator
Security of property, and safety of Tenants	Operations Manager / Operations Coordinator
Seek mutual aid as needed with Ministry Of Works, Port Authority and Bahamas Defense Force	General Manager
Facilitate contact with Tenants	Operations Coordinator

Structural Vulnerability & Loss Reduction

Review of damage to buildings from recent events indicates failure of aspects of the structure to resist hurricanes. The Coordination Committee should be aware of how hurricanes affect buildings so as to be able to affect quality control in roofs, windows, doors, foundations and other elements of structures. Design criteria to withstand both hurricanes and earthquakes are presented and procedures for assessing vulnerability and retrofitting are outline. Maintenance plans are important to structural soundness.

Staff Contact

<u>Name</u>	<u>Position</u>	<u>Number</u>
Marcian Cooper	General Manager	364-3879 H 422-3321 C
Lionel Lunn	Operations Manager	324-2955 H 477-1871 C
Site Manager	Site Manager	Vacant H Vacant C
Leopold Wright	Floor Manager	393-2987 H 426-9782 C
Antoinette Chisholm	Senior Executive	324-1454 H 467-4004 C
DeMarco Smith	Office Accountant	328-1097 H 425-3091 C
Karen Kikivarkis	Administrative Assistant	326-1238 H 477-2319 C
Fresh Carpet	Cleaning Company	364-2305 H 422-1264 C

Cruise Development Staff Contact

Carla Stuart	Director of Cruise Development	393-3467 H
Donnie Munroe	Manager	324-8965 H

Site Manager Hurricane Emergency Procedures (Hurricane Watch - 48 hours to Landfall)

1) **Storm Shutters Installation**

- (1.1) Install storm shutter by: Ministry of Works and Site Manager.
- (1.2) Storm shutters are stored: Port Storage Room.
- (1.3) Install storm shutter: 48hrs before hurricane hits.

2) **Power Equipment**

- (2.1) Turn off A/C unit from A/C disconnect switch.
- (2.2) Turn off water pump system from disconnect switch.
- (2.3) Turn off all electronic equipment & appliance in the facility.
- (2.4) Turn off file server and secure computer equipment.

Emergency Contacts:

Ministry of Works: - Mr. Matthew Lecky
Phone Contact: - 302-9506 Ext. 4036 (wk)
- 422-0519 (cell)

Ministry of Works: - Mr. B. Edwards
Phone Contact: - 302-9506 (wk)
- 422-6654 (cell)

Festival Place: - Site Manager
Phone Contact: - Vacant (wk)
- Vacant (cell)

Emergency Contacts continued:

Port Department: - Mr. Delvin Moss
Phone Contact: - 326-0044 (wk)
- 423-7530 (cell)

Port Department - Lieutenant Commander Herbert
Bain
Phone Contact: - 302-0207 (wk)
- 422-5956 (cell)

Port Department - Captain Anthony J. Allens
Phone Contact: - 328-7126 (wk)
- 422-5941 (cell)

Fresh Carpet Hurricane Emergency Procedures (Hurricane Watch 48 hours to Landfall)

- 1) Ensure that three (3) wet / dry vacuums, two (2) blowers, and other machine equipment is in excellent working condition for any possible flooding.
- 2) Ensure that extra cleaning supplies (chemicals) in storage at home.
- 3) Ensure that extra supplies (hand soap, urinal blocks, air freshener, bags etc.) in storage at home.
- 4) Ensure that extra hand towels and toilet paper are on order.
- 5) Ensure that transportation (work van) is in excellent condition.
- 6) Ensure that staff has been briefed on the need to be ready and prepared when needed.
- 7) Ensure that extra mops, brooms and mop buckets are also in storage.
- 8) Ensure that all bathrooms in the facility are locked.
- 9) Ensure that all interior signage in the building are secured.

Emergency Contacts:

Myles La Roda - 456-5368 (cell)
- 364-2305 (home)

Natasha Adderley- 436-4024 (cell)

Procedures for removal of Banners (Hurricane Watch 48 hours to Landfall)

Banners located in the following areas are to be removed:

- Northern Pier
- In/Around the Taxi Call-up System
- Along Prince George Wharf

After removal by the Port Team they will be stored in the Port Warehouse.

Emergency Contacts:

Festival Place: - Antoinette Chisholm
Phone Contact: - 502-9163/64 (wk)

Festival Place: - Jeremy Rolle
Phone Contact: - 502-9150 (wk)

Port Department: - Delvin Moss
Phone Contact: - 326-0044 (wk)
- 423-7530 (cell)

Port Department - Lieutenant Commander Herbert
Bain
Phone Contact: - 302-0207 (wk)
- 422-5956 (cell)

Port Department - Captain Anthony J. Allens
Phone Contact: - 328-7126 (wk)
- 422-5941 (cell)

Site Manager (Hurricane Watch – 36 hours to Landfall)

Form 1A

When a problem-condition exists, describe on Form 1B.

CHECK IF PROBLEM:

FIRE EXTINGUISHER

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

FIRE EXITS AND CORRIDORS

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

SMOKE AND WATER DETECTORS

- _____ 13. Inoperative.
- _____ 14. Weak battery.
- _____ 15. Fire hoses inaccessible or blocked.
- _____ 16. (other) _____

ELECTRICAL EQUIPMENT

- _____ 17. Worn or exposed wiring
- _____ 18. Electrical equipment not grounded.
- _____ 19. Open light sockets.
- _____ 20. Burned out lights
- _____ 21. Defective equipment not tagged, "Do Not Use."
- _____ 22. Circuit boxes "Hot" to the touch.
- _____ 23. Overloaded sockets.
- _____ 24. Heavy grease buildup.
- _____ 25. (other) _____
- _____ 26. (other) _____

HAZARDOUS MATERIALS

- _____ 27. Missing identifications labels.
- _____ 28. Improper storage.
- _____ 29. Storage location.

NON STRUCTURAL IMPACT DANGER

- _____ 30. Unstable furniture.
- _____ 31. Books or boxes dangerously piled.
- _____ 32. Bookshelves and other shelving units on wall are unanchored at floor or ceiling.
- _____ 33. Other unsecured appliances.
- _____ 34. Heavy hanging objects over doors, above windows, etc.
- _____ 35. Windows with weak latches.
- _____ 36. Breakables, or other heavy objects on high or open shelves.

TRIPPING AND OTHER IMPACT DANGER

- _____ 37. Electrical cords in dangerous position.
- _____ 38. Floor tiles need replacement.
- _____ 39. Steps, carpeting, worn or frayed.

OTHER

- _____ 40. Insufficient emergency lighting.
- _____ 41. Water pipes leaking.
- _____ 42. Chipped or broken glass.
- _____ 43. No First-Aid Kit.
- _____ 44. First-Aid Kit supplies insufficient.
- _____ 45. In-house emergency supplies.
- _____ 46. Trees require trimming.
- _____ 47. Generator room secured.
- _____ 48. Telephone room secured.

SECURITY

- _____ 49. Security or perimeter fence broken.
- _____ 50. Unattended critical areas unlocked or improperly secured.

Supplies

Batteries
Battery Operated Radio
Bottled Water - 7 Days
Digital Camera
Duct Tapes
Extension cords (heavy duty with 3 prongs)
Flashlights
Garbage Bags
Guy Wire - Tape
Ladders
Light bulbs
Load of Sand/Sandbags
Nails, screws & bolts
Office Supplies (Plastic Cups, Sundry Items)
Plastic polyethylene sheeting
Plastic trash bags
Rain Cloaks
Rubber Gloves
Water Boots
Portable Radios
Lanterns