POI&EA HAZARD MANAGEMENT PLAN – HURRICANE RESPONSE CONTINGENCY PLAN

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POI&EA HAZARD MANAGEMENT PLAN – HURRICANE RESPONSE CONTINGENCY PLAN

1.0 GENERAL

The Atlantic and Caribbean Hurricane Season commences on the 1st June and ends on the 30th November annually. These storms are rated in categories of 1 (sustained winds of 74 M.P.H. to 95 M.P.H.) to 5 (sustained winds in excess of 155 M.P.H.) and can pose an enormous threat to the lives, property and infrastructure of the peoples of the Caribbean region and beyond. Tropical Storms (TS) have sustained winds of 40 to 73 M.P.H.

Whilst direct hits on the Cayman Islands are rare, statistics over the past 135 years indicate that Grand Cayman is affected by a hurricane passing within 60 miles every 2.21 years on average. The impact of the catastrophic category 5 hurricane 'IVAN' in September 2004 presents us with the strongest reminder that we must have contingency plans that allow us to reduce the threat to our company, properties, employees and families. The reduction of casualties and the rate of recovery will be dependant on the level of our preparedness and training.

2.0 INTENTION

The intention of this plan is to provide outline operational procedures to prepare for and respond during and in the aftermath of a hurricane. These procedures will increase our potential to minimize the effect on the Portfolio of Internal and External Affairs, its business continuity, its property, its assets and its staff and their families, ensuring a rapid return to normal working conditions.

Developed in phases to cater for actions required during the onset of an approaching hurricane, the plan has three distinct sections as follows;

- To allow continuity of business operations.
- To protect property and other assets.
- To safeguard and protect staff and families.

Lessons learned during and after Hurricane Ivan have been incorporated into this plan with the objective of enhancing our ability to achieve the above**.** It should be remembered that this contingency plan is intended to serve as a guide rather than a rigid, fixed course of action.

Of necessity, much must be left to the common sense, initiative and flexibility of our staff to react as the circumstances demand.

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3.0 BUSINESS CONTINUITY PLAN

The business continuity plan is designed to allow the Portfolio of Internal and External Affairs operations to relocate their offices, on island, with little disruption to operations. It is accomplished by preparing in advance the off-site file storage facilities that will keep the majority of data up to date on a real time basis. The other component of the plan is the "mobile kit" that, put simply, is a collection of computer equipment that is either pre-packaged, or can be quickly packaged, and then transported to the Emergency Operations Center (for contents see Appendix E). The Mobile kit is provided to allow key business operations to rapidly relocate and establish temporary operations in priority as stated;

- PoI&EA business operations (FULL)
- PoI&EA voice communication operations
- PoI&EA accounting operations
- PoI&EA e-mail operations
- PoI&EA file operations

Objectives

- Protect all electronic information assets from damage or loss
- Provide the means to rapidly relocate business and restore operations to a functional state
- Provide emergency voice and data communications for staff remaining on-island.

4.0 METHOD

Regardless of the strength of the hurricane, once a storm is identified as being a threat to the Cayman Islands, the same tactical procedures will be performed. This is carried out as even a Category 1-2 hurricane will disrupt business operations which may require post event evacuation. The outline below represents time from notification or advice of the event to the impact. However in a case when we may not have 72 hours of planning time before an event we need to understand the time compression that will be required. To implement the plan individual teams will be required to carry out predetermined tasks.

The locations and roles of individual personnel before, during and in the aftermath of the storm are attached (Appendices A, B and C) but in general terms they will be as follows:

- Hurricane Committee
- Business Continuity Teams
- Evacuation Committee (post event)
- Communication Teams
- Emergency Communications Team

Tactical procedures will be categorized from Level 1 (Preliminary) to Level 5 (Warning to Impact).

4.1 Level 1

At 96 hours before a storm is forecasted to impact the Cayman islands, the Hurricane Committee will meet to discuss the situation based on current reports from the local met' office, information from Weather Bureaus, the Internet and other sources to discern what is relevant to our region and to determine the level of preparation. ADCS (G/D) will ensure that personnel contact information is current and provide a copy to the ADCS (U/D).

The ADCS (U/D) will maintain links with the National Hurricane Committee (NHC). The Hurricane Committee will meet frequently whilst the storm remains in the Caribbean Basin.

Agreed strategies and minutes emanating from these meetings will be noted by the ADCS (U/D) and passed to the DCS for ratification. An incident log will be maintained throughout the emergency.

The ADCS (U/D) will liaise with the CFO to ensure photographic currency of assets is recorded.

Employees will be advised to ensure that their personal disaster preparedness plan (Appendix G) is complete.

4.2 Level 2

At 72 Hours before impact employee status will be defined and the situation monitored. Initial preparation work for the GAB and other assets protection will be initiated.

The ADCS (U/D) will operate an incident room, liaise with HoD's and coordinate the tactics to achieve the strategy set by the Hurricane Committee and DCS.

4.3 Level 3

At 48 hrs before impact a Hurricane Alert is issued by the NHC. HoD's will report to their respective ADCS at their nominated location and work to complete tasks.

4.4 Level 4

At 36 hours before impact a Hurricane Watch is issued by the NHC.

4.5 Level 5

At 24 hours before impact a Hurricane Warning is issued by the NHC. The staff will be formed into one team, directed by the Chairman of the Hurricane Committee, to complete the balance of activities for the protection of Government assets.

Personnel will take shelter once winds reach a sustained 40m.p.h.

4.6 During the Storm

The incident room will be manned continuously by the nominated team commanded by the Chairman of the Hurricane Committee.

4.7 After the Storm

When the Chairman of the Hurricane committee determines it safe to venture outdoors, the Hurricane Teams will reform immediately to assess damage and commence repairs and clean up. The incident room will oversee the following actions:

- Account for / communicate with personnel.
- Assess need for post storm evacuation.
- Insurance agent contacted as soon as possible.
- Video or photograph assets and maintain inventory.
- Minimize hazards to ensure access to buildings.
- Debris removal after contact with claims adjuster.
- Assess property damage and secure undamaged assets.

Employees will update the incident room as to their situation.

5.0 ADMINISTRATION

5.1 Compensation

In order to adequately compensate employees:

(a) who continue to work on the securing of Government buildings and other assets after a Hurricane Watch is declared by the Chairman of the Hurricane Committee,

(b) who return to work in advance of the date set for return to work by all staff,

A policy will be implemented effective with the declaration of Hurricane watch by the Chairman of the Hurricane Committee. Appendix H.

Details of employee work hours will be maintained with the incident log.

5.2 Hurricane Plan Review

Team leaders, in conjunction with ADCS (G/D), will amend Appendix B to reflect changes in personnel as they occur.

Team leaders are responsible for compiling individual plans to ensure the safeguarding of data and equipment for which they are accountable. Copies of the plans will be forwarded to the ADCS (U/D). Team leaders will review their individual plans, and the ADCS (U/D) the overall plan, in March each year and adjust as required.

6.0 COMMUNICATIONS

Communications both local and overseas are imperative so that staff have the ability to communicate within the confines of the island and to communicate off island without reliance on established local communications systems that may not be in service. NB. In the aftermath text messages maybe the only way to communicate by cell phone.

The Emergency Communications Team will ensure the issue of equipment, satellite phones etc., to appropriate.

7.0 EVACUATION PLAN

A decision as to whether evacuation is necessary after a storm will be made following a post event assessment of the situation by the Chairman of the Hurricane Committee.

8.0 EMERGENCY REFUGE

The Fire Station Headquarters has been designated as the Emergency Refuge for employees, their families and previously agreed companions and pets.

Persons wishing to use the refuge will be in possession of emergency supplies for each person, and pets where applicable, for 72 hours.

N.B. This is only meant to be a refuge during the storm and not a long term shelter. Employees may be more comfortable in their own homes or at Government Shelters. Whilst every effort is being made to ensure the integrity

of the Fire Station during a storm, the Government can not accept responsibility for persons making use of the refuge there.

8.1 PETS

Pet owners must arrive with the appropriate pet carrier(s) and/or cage(s) and the pets will stay confined throughout the time at the refuge, except when on a leash in the relief area.

Pets will be sheltered in an area of the building separate from the general human population to avoid exposing people with allergies to animals. Owners will, however, have easy access to their pets and will be responsible for cleaning, feeding and exercising their own pets

Pet supplies to be provided by the owner as applicable to their pet(s) include appropriate size carriers/cages, food and water bowls, leashes, collars, harnesses, various foods (manual can opener for canned food), sheets and blankets, muzzles, flea spray, towels, grooming supplies, toys, first aid kit and any medications required.

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Appendix A - Operational Teams

Executive group

- Donovan Ebanks (Chair)
- Eric Bush
- Linda Evans
- Joe Colaiacovo

Hurricane Committee

- Eric Bush (Chair)
- Linda Evans
- Joe Colaiacovo

Evacuation Committee (post event)

- Linda Evans (Chair)
- Sharon Seales

Business Continuity Organizing Committee

- Joe Colaiacovo (Overall Logistics coordination, DML Data Center Operations)
- Lynette George (Finance)
- Tricia Bell ((Accounting System).

Emergency Communications Team

- Lee Madison (Portable Satellite Phone Coordination, Cellular Phone Charger Coordination)

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Appendix B - Buildings Protection Teams

The Public Works Department is responsible for maintaining the Government Administration Building however each employee is expected to take every precaution necessary to limit the chances of damage to all Government property.

Appendix C - Event Timeline and Team Duties

Hurricane Committee

96 hours:

- Regularly meet and agree strategy, initial preparations.

Buildings and other Assets Protection Team

72 hours:

- Initial preparation work commences including video of assets.
- Security personnel on stand-by (in position 24 hours from impact).

Business Continuity Team

72 – 48 hours:

- Inventory evacuation kit prepared for potential evacuation of key personnel (Cayman in category 3 cone), notify airline etc.

48 – 24 hours:

- Virtual Machines and data copied to portable drives
- Normal backups occur
- Advise Finance that all transactions entered now through impact should be recorded on paper for redundancy

24 hours – Impact

- Operations Cease
- Virtual Machines and data copied to portable drives (Set 2)
- Backup performed
- Systems powered down
- Move remaining equipment away from windows or previously identified secure area.

Emergency Communications Team

+ 72 hours

- Satellite phone equipment placed on charger.

72 - 48 hours

- Satellite phone equipment tested

48 - 24 hours

- Satellite phone equipment tested, key staff trained on operation

24 hours – Impact

- Satellite phone equipment distributed to key staff

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Appendix D – Hurricane Preparations

Buildings, Residences & Sites								
Priority	**Location/ Action**	**Now**	**TS**	**C1**	**C2**	**C3**	**C4**	**C5**
1	**Deputy Chief Secretary's Office PoI&EA**							
	Check Availability of Hurricane Shutters	Y						
	Fuel all vehicles on premises, remove to storage area and secure					Y	Y	Y
	De-energize & isolate electrical equipment & protect in bags		Y	Y	Y	Y	Y	Y
	Remove all Electrical & Electronic equipment from windows				Y	Y	Y	Y
	Remove all identified files & documents to secure location				Y	Y	Y	Y
	Remove selected furniture from windows					Y	Y	Y
2	**General**							
	Fuel up all spare vehicles, remove to storage area & secure				Y	Y	Y	Y

Appendix E - Mobilization Kits

Computer equipment

1. Small form factor Intel PC w/
   - 4 GB memory, 300 GB hard drive, Firewire ports
   - Windows 2000 Operating system
   - VM Server pre-installed
   - Keyboard, Mouse, Flat panel display
2. 2 – 300 GB Firewire hard drive
3. HP Laserjet printer with network port
4. Xerox personal fax machine
5. Flat bed scanner, USB attached
6. Cisco 1700 series router w/ dual Ethernet interfaces
7. 24 port Ethernet switch
8. 20 – 40' Ethernet patch cables
9. 20 – 10' Ethernet patch cables
10. Laptop computers
11. Consumables
    - Printer paper
    - Toner
12. Backup copies of key Software
    - *(Joe, please add necessary software needed)*
13. Foam filled, hard shell shipping containers to support above kit

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Appendix F - Employee/ Family Disaster Preparedness

Disasters can happen anytime, anywhere, and generally without warning

Do you and your family know what to do in an emergency?

Are you prepared to survive on your own for at least 72 hours?

What will you do if you are separated from your family? How will you know if they are safe?

Who will provide first aid to your family if medical assistance is not available?

Do you know what to do if you are at work in the office when a disaster occurs? On the road in a company car? Out of the area on travel?

Do you know where the Hurricane Shelters are located?

No one is exempt from the effects of a disaster. You and your family may be victims.

Families can, and do, cope with disasters by preparing in advance and knowing what to do when an emergency does occur. This information has been developed to provide knowledge and information for employees and their families on how to prepare for, and respond to, a disaster or emergency.

FAMILY DISASTER PREPAREDNESS IN FIVE EASY STEPS:

1. DISCUSS the disasters most likely to happen in Cayman and their impact on your family's safety. Hazards in our area include home fires, storms, earthquake, flooding, and hazardous materials threats.

2. **TRAIN** all family members. Take first aid classes. Learn to use a fire extinguisher and how to shut off utilities. Do not take the chance that the only person who knows first aid or how to turn off the utilities will be at home when needed.

3. **ASSEMBLE** your disaster supplies into a personal 72 hour emergency preparedness kit. This would include food, water, clothing and medications to last you at least 72 hours. You need a kit for EACH family member.

4. **IDENTIFY** on and off Island emergency names and numbers and provide copies to each family member. Post a copy near your phone and put copies in your 72 hour kit. When local phone service is out, family members can use this contact list to relay messages. Using text messaging has proven to be more effective

after a storm as cell sites become overloaded for voice.

5. **MAINTAIN** your readiness. Review your disaster preparedness plan with your family at least once a year. Identify what new training, equipment or supplies you may need. Conduct fire evacuation and earthquake "duck, cover and hold" drills with your family.

Create a family disaster plan

Meet with your family.

- Discuss the types of disasters that could occur.
- Explain how to prepare and respond.
- Discuss what to do if advised to evacuate.
- Discuss what to do with pets.
- Practice what you have discussed.

Plan how your family will stay in contact if separated by a disaster.

- Pick two meeting places:
    1. A location a safe distance from your home in case of fire.
    2. A place outside your neighborhood in case you cannot return home.
- Choose an out of state friend or relative as a "check in contact" for everyone to call.

Complete these steps.

- Post emergency telephone numbers by every phone.
- Show responsible family members how and when to shut off the utilities at main switches.
- Install a smoke detector on every level of your home. Test monthly and change the batteries at least twice a year.
- Learn first aid and CPR.
- Meet with your neighbors and plan how you could work together after a disaster.
- Make plans for child care in case parents cannot get home.
- Consider how you could help neighbors who have special needs, such as elderly or disabled persons.

- Consider whether you will make use of a government shelter.

Individual/Family disaster supplies kit

WATER

A normally active person requires a minimum of 2 quarts of water per day. Our hot environment or intensely stressful activities can double that amount. Nursing mothers, children and ill people will need more.

- Store at least 1 gallon of water per person per day.
- Store in plastic containers such as soft drink bottles.
  DO NOT use plastic milk cartons or glass containers that will break.

FOOD

Store at least a 3 day supply of non-perishable food per person. Foods should require no refrigeration, little preparation, preferably no cooking and little or no water. Food items should be compact and lightweight. Suggestions include:

- Ready to eat canned meat, fruits and vegetables
- Canned juices, milk, soup
- Staples: sugar, salt, pepper
- High energy foods: peanut butter, jelly, crackers, granola bars, trail mix
- Vitamins
- Foods for infants, elderly persons, or those on special diets, if appropriate
- Comfort/stress food: cookies, hard candy, sweetened cereals, lollipops, instant coffee, tea bags
- Prepackaged foods
- Non-electric can opener
- Keep an emergency preparedness kit in your car
- Keep an emergency preparedness kit in your home
- Consider keeping a kit near your desk at work

FIRST AID KIT

You should assemble a standard first aid kit for your home, for each individual disaster preparedness kit, and for each vehicle.
These can be put together at home, or purchased.

TOOLS and SUPPLIES

- Flashlight and batteries
- Battery operated radio and batteries
- Shut off wrench for household utilities
- Pliers
- Sanitation and personal hygiene supplies
- Small sewing kit
- Fire extinguisher
- Small portable camping stove
- Whistle
- Paper, pencil
- Plastic bags for human and household waste

CLOTHING and BEDDING

Include at least one complete change of clothing and footwear per person.

- Sturdy shoes or work boots
- Foul weather clothing
- Blankets or sleeping bag
- Sun hat and work gloves
- Sunglasses

PERSONAL VEHICLE

- Gas tank full

- Tool box (tow cable, jumper cables)
- Extra oil, coolant
- Emergency flares and distress flag/signal
- Flashlight and extra batteries
- Portable radio and extra batteries
- Tow chain or rope
- Traction devices, bag of sand and shovel
- First aid kit
- Necessary prescriptions
- Blanket or sleeping bag
- Bottled water
- Canned fruit/nuts and non-electric can opener

Note: Red Cross and government shelters do NOT take pets. **You will need to make arrangements for the care of your animals.**

SPECIAL ITEMS

Remember family members with special needs such as infants and elderly or disabled persons. Pack their kits accordingly. Include diapers and formula, or prescription medications. Keep important documents in a waterproof container.

- Insurance policies, contracts, deeds, stocks and bonds, will.
- Passport, social security cards, immunization records.
- Bank account and credit card numbers, company contacts.
- Inventory of household goods.
- Family records (birth, marriage and death certificates).
- Important telephone numbers.
- Have travelers' checks, cash and change on hand for when ATM machines are down.

- Copies of prescriptions and extra medication.
- Spare pair of eyeglasses.
- Anything else you think you might need.

This is your personal preparedness kit. Customize it to meet your individual needs. **Don't forget to plan for pets, too!**

Review kit contents every three to six months and update as needed. Rotate water, food and medical supplies. Update important papers and emergency contact numbers.

- Teach all responsible family members how to shut off utilities in case the lines are damaged. Refer to your local telephone book for utility numbers.

ELECTRICITY:

- Electricity should be shut off if wires are broken or sparking.
- To shut off your electricity, turn all circuit breaker switches to the "off" position.

WATER:

- Locate the main water valve for your home.
- Earthquakes and hurricanes can rupture water pipes causing flooding if not turned off quickly.
- To turn off the water, turn the valve handle clockwise until it stops.

Be prepared for the utility companies to cut off supplies as a hurricane approaches. Listen to the radio for details.

If you have a generator follow the manufacturer's instructions carefully, death or serious injury will occur if you ignore them.

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Hurricane Shelters

Georgetown:

John Gray High School, Assembly Hall, 265

George Hicks High School, Multipurpose Hall, 375

George Town Primary School, Assembly Hall, 160

University College of the Cayman Islands, Hall, 500

Red Cross Building, 95

Prospect Primary School, 1,135 (EMC)

Red Cross Building, 95

Prospect Primary School, 1,135 (EMC)

West Bay:

West Bay Primary School (some classrooms), 135

West Bay Primary School, Assemble Hall, 335

West Bay Health Centre, 90 – (EMC ONLY)

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East End:

East End Primary School (partly), 265

East End Civic Centre, 240 (EMC)

Gun Bay Community Hall, 65

North Side:

North Side Civic Centre, 185 (EMC)

Bodden Town:

Bodden Town Primary School, Multipurpose Hall, 80 (EMC)

Savannah:

Savannah Primary School Assembly Hall, 135 (EMC)

Breakers:

Breakers Community Hall, 40

Cayman Brac:

Aston Rutty Centre, 335 (EMC)

West End Primary School, 95

Little Cayman:

Public Works Department Building, 140 (EMC)

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Appendix G - Employee Compensation

All Employees

Until the Chairman of the Hurricane Committee declares a Hurricane Watch, all salaried and hourly employees are expected to work their normal schedules, and will paid at their normal rates, including provisions for overtime where applicable. Any employees electing to be absent from work for any reason will be entitled to use any earned but unpaid vacation time, or will be considered to be taking unpaid leave.

Salaried employees will be paid their normal monthly salary and hourly employees will be paid their hourly wage for a normal work day (excluding overtime).

Timing of Payroll

In the absence of circumstances beyond the control of the Government, salaries and wages will continue to be paid on the regular monthly or bi-weekly schedule.

From the Declaration of a Hurricane Watch by the Chairman of the Hurricane Committee through the next two payroll periods, salaried employees will be paid at their regular salary and hourly employees will be paid for 45 hours based on their regular hourly rate. If at any time payroll is required to be paid in cash, the payroll amount will be rounded up to the nearest $10.

In the third payroll period, adjustments will be made for any additional pay due to the employee to reflect any additional pay rate that has been duly authorized.

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Appendix H - Communications

Hot Lines.

Cayman Islands.

Key Personnel

Phone number to designate for **Situation Room:**

Sat Phone #s:

Cellular #s for employees

Emergency Services

Police/Fire/Ambulance / Divers Decompression	911
Police Operations Chief (DCS John Jones)	9160073
Police hurricanes (CI Adrian Seales)	9260663
Search and rescue (CI Courtney Myles)	9260649
Police Marine (Insp. Brad Ebanks)	9260631
Police satellite phones.	

NHC Operations centre	949 6555
Emergency Information Hotline	946 3333
Red Cross	949 6785

POI&EA HAZARD MANAGEMENT PLAN – HURRICANE RESPONSE CONTINGENCY PLAN

Contact List (Summary)

Internal

Name	Title	Cell #	Direct #	Home #
Donovan Ebanks	Deputy Chief Secretary	(345) 916-5696	(345) 916-5696	(345) 9-
Eric Bush	Asst. DCS (U/D)	(345) 916-1022	(345) 244-3182	(345) 949-6756
Linda Evans	Asst. DCS (G/D)	(345) 9-	(345) 244-3183	(345) 9-
Joe Colaiacovo	Chief Financial Officer	(345) 9-	(345) 244-	(345) 9
Lynette George	Deputy CFO	(345) 9-	(345) 244-	(345) 9
Sharon Seales	Personal Assistant-DCS	(345) 9-	(345) 244-	(345) 9
Tricia Bell	Accountant	(345) 9-	(345) 244-	(345) 9

Heads of Departments

Name	Department	Cell #	Direct #	Home #
Barbara Carby	HMCI	(345) 9-	(345) 244-	(345) 9
Dwight Scott	Northward Prison	(345) 9-	(345) 244-	(345) 9
Franz Manderson	Immigration	(345) 9-	(345) 244-	(345) 9
Janice McLean	Passport Office	(345) 9-	(345) 244-	(345) 9
Juliette Gooding	911 Communications	(345) 9-	(345) 244-	(345) 9
Phillip Hyre	CI Cadet Corps	(345) 9-	(345) 244-	(345) 9
Roger Craig	National Achieves	(345) 9-	(345) 244-	(345) 9
Roy Grant	Fire Service	(345) 9-	(345) 244-	(345) 9
Stuart Kernohan	Police Service	(345) 9-	(345) 244-	(345) 9
Wendy Lauer	Legislative Assembly	(345) 9-	(345) 244-	(345) 9
William Rattrey	Prison and Rehab	(345) 9-	(345) 244-	(345) 9