

THE CAYMAN ISLANDS NATIONAL HAZARD MANAGEMENT PLAN



VOLUME 3A
NATIONAL TROPICAL STORM & HURRICANE PLAN

RECORD OF REVIEWS AND AMENDMENTS

Nature of Change	Date of Change	Page(s) Affected	Changes Made by Name & Signature
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Abbreviations

• ADRA	Adventist Development Relief Agency
• AN(OT)O	Air Navigation (Overseas Territories) Order
• BCU	Building Control Unit
• CAACI	Civil Aviation Authority Cayman Islands
• CASE	Cayman Islands Association of Architects, Surveyors, & Engineers
• CDEMA	Caribbean Disaster Emergency Management Agency
• CEO	Chief Executive Officer
• CERT	Community Emergency Response Team
• CFO	Chief Financial Officer
• CIAA	Cayman Islands Airport Authority
• CICG	Cayman Islands Coast Guard
• CIFS	Cayman Islands Fire Service
• CIG	Cayman Islands Government
• CIMA	Cayman Islands Monetary Authority
• CINWS	Cayman Islands National Weather Service
• CIR	Cayman Islands Regiment
• CIRC	Cayman Islands Red Cross
• CITA	Cayman Islands Tourist Association
• CKIA	Charles Kirkconnell International Airport
• CMD	Crisis Management Department
• CoOP	Continuity of Operations
• COs	Chief Officers
• CSD	Computer Services Department
• CUC	Caribbean Utilities Company
• DaL	Damage & Loss
• DoA	Department of Agriculture
• DCFS	Department of Children & Family Services
• DCI	Department of Commerce and Investments
• DEH	Department of Environmental Health
• DoC	Department of Communications
• DOE	Department of Environment
• DOT	Department of Tourism
• DPSC	Department of Public Safety & Communication
• DVDL	Department of Vehicle & Drivers Licensing
• DVES	Department of Vehicle & Equipment Services
• ECLAC	Economic Commission for Latin America and the Caribbean
• EMC	Emergency Medical Centres
• ESO	Economics & Statistics Office
• EST	Emergency Support Team
• FCDO	Foreign & Commonwealth Development Office
• HSA	Health Services Authority
• HEAVO	Heavy Equipment Operators

• HMCI	Hazard Management Cayman Islands
• HMPS	Her Majesty's Prison Service
• HOD	Head of Department
• HQ	Headquarters
• HSA	Health Services Authority
• HSO	Health and Safety Officer
• IC	Incident Command
• JCS	Joint Communication Services
• L&S	Lands & Survey
• LSS	Logistics Support System
• MFM	Mass Fatality Management
• MHA	Ministry of Home Affairs
• MoD	Ministry of Defence
• MPs	Members of Parliament
• MRCU	Mosquito Research & Control Unit
• NCoOP	National Continuity of Operations Plan
• NEOC	National Emergency Operations Centre
• NGO	Non-Governmental Organisation
• NHMC	National Hazard Management Council
• NHME	National Hazard Management Executive
• NRA	National Roads Authority
• ORIA	Owen Roberts International Airport
• OT	Overseas Territory
• PoCS	Portfolio of the Civil Service
• PSA	Public Service Announcement
• PWD	Public Works Department
• RAM	Relief Aid Management
• RCIPS	Royal Cayman Islands Police Service
• SAGC	Statutory Authorities and Government Companies
• SAR	Search and Rescue
• SIEC	Sister Islands Emergency Committee
• TDSR	Temporary Debris Storage & Reduction Sites
• USARTF	Urban Search and Rescue Task Force
• VARs	Voluntary Agencies Responders
• WAC	Water Authority Cayman
• WebEOC	Web Emergency Operation Centre

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National Tropical Storm & Hurricane Plan

Part 1

Structure of the plan

This Plan is written in three (3) parts as follows:

- **Part 1** referred to as the Main Plan, provides introductory information; establishes the authority to implement the procedures for emergency response. The Main Plan provides the general framework for the National Tropical Storm & Hurricane Plan ("Plan") implementing procedures.
- **Part 2** contains the operational Emergency Support Teams' plans, specifying the detailed actions required leading up to, during and after the impact of a severe weather system or hurricane, and providing the protocols to ensure these tasks are carried out in a timely manner during stressful and complex conditions.
- **Part 3** contains the Sister Islands Emergency Committee Plans.

Use of the Plan

The Plan is to be used for:

- *Education and training*, including exercises by Hazard Management Cayman Islands (HMCI) for the phases of an emergency; preparedness, response, and recovery from tropical cyclones. In the event that the National Emergency Operation Centre (NEOC) is activated for a forecast weather event, the HMCI Director may choose to apply that in lieu of an exercise but will not do so more than two consecutive seasons.
- *Coordinating response actions* through routine updating of multi-agency procedures for operational response to Tropical Cyclones in the Cayman Islands.
- Guidance to the United Kingdom, the international community, government agencies, the private sector, voluntary organisations, and the general public on actions before, during and after a hurricane.

Plan maintenance

This Plan is reviewed annually and updated as required in accordance with the procedures outlined in the Main Plan.

Hurricane threat to the Cayman Islands

The Atlantic Basin hurricane season runs officially from June 1 through November 30, though hurricanes have been known to occur outside this period. They generally follow an east-to-west path in the Caribbean, but may approach from north or south, or even from the west on occasions.

The Saffir-Simpson Hurricane Wind Scale is a 1 to 5 rating based on a hurricane's sustained wind speed. This scale estimates potential property damage. Hurricanes reaching Category 3 and higher are considered major hurricanes because of their potential to cause significant loss of life and damage. Category 1 and 2 storms are still dangerous, however, and require preventative measures.¹

Category 1:

Sustained winds 74-95 mph (64-82 kt or 119-153 km/hr)

Very dangerous winds will produce some damage: Well-constructed frame homes could have damage to roof, shingles, vinyl-siding, and gutters. Large branches of trees will snap, and shallowly rooted trees may be toppled. Extensive damage to power lines and poles likely will result in power outages that could last a few to several days.²

Damage from coastal inundation possible along coastal areas, impacts associated with the hurricane will vary depending on local conditions.

Category 2:

Sustained winds 96-110 mph (83-95 kt or 154-177 km/hr)

Extremely dangerous winds will cause extensive damage: Well-constructed frame homes could sustain major roof and siding damage. Many shallowly rooted trees will be snapped or uprooted and block numerous roads. Near-total power loss is expected with outages that could last from several days to weeks.

Considerable damage from coastal inundation possible along coastal areas, impacts associated with the hurricane will vary depending on local conditions.

Category 3 (Major):

Sustained winds 111-129 mph (96-112 kt or 178-208 km/hr)

Devastating damage will occur: Well-built framed homes may incur major damage or removal of roof decking and gable ends. Many trees will be snapped or uprooted, blocking numerous roads. Electricity and water will be unavailable for several days to weeks after the storm passes.³

Devastating damage from coastal inundation possible along coastal areas, impacts associated with the hurricane will vary depending on local conditions.

¹ National Hurricane Center

² National Hurricane Center

³ National Hurricane Center

Category 4 (Major):

Sustained winds 130-156 mph (113-136 kt or 209-251 km/hr)

Catastrophic damage will occur: Well-built framed homes can sustain severe damage with loss of most of the roof structure and/or some exterior walls. Most trees will be snapped or uprooted, and power poles downed. Fallen trees and power poles will isolate residential areas. Power outages will last weeks to possibly months. Most of the area will be uninhabitable for weeks or months.⁴

Catastrophic damage from coastal inundation possible along coastal areas, impacts associated with the hurricane will vary depending on local conditions.

Category 5 (Major):

Sustained winds greater than 157 mph (137 kt or 252 km/hr)

Catastrophic damage will occur: A high percentage of framed homes will be destroyed, with total roof failure and wall collapse. Fallen trees and power poles will isolate residential areas. Power outages will last for weeks to possibly months. Most of the area will be uninhabitable for weeks or months.⁵

Catastrophic damage from coastal inundation possible along coastal areas, impacts associated with the hurricane will vary depending on local conditions.

Hurricane Disaster Recovery Management

Procedures for Recovery Management are set out in the National Recovery Plan. To provide a “seamless” transition from response to recovery it is critical for the Recovery Coordinator to join the NEOC to understand the chronology of actions taken for which the recovery operation will have later responsibility.

RESPONSIBILITY

Basic Premise

When a Tropical Storm or Hurricane threatens the Cayman Islands, all Government officers have a primary or support role in the preparation for and immediate response to the event/incident. The *Cayman Islands National Hazard Management Plan* sets out the respective roles.

Authority

The Disaster Preparedness and Hazard Management Act (2019 Revision) establishes the department of Hazard Management Cayman Islands whose functions are to facilitate and co-ordinate the development and implementation of a Comprehensive Disaster Management Programme.

Legal References

A. Disaster Preparedness and Hazard Management Act (2019 Rev.)

⁴ National Hurricane Center

⁵ National Hurricane Center

- B. Emergency Powers Act (2006 Revision).
- C. Police Act (2021 Revision).
- D. Police (Emergency Powers) Regulations 2004.
- E. Police regulations (1996 Revision)
- F. The Penal Code (2022 Revision).
- G. Public Health Act (2021 Revision)
- H. Public Health (Communicable Diseases) Regulations (1997 Revision)
- I. Public Health (Garbage and Refuse Disposal) Regulations (2011 Revision)
- J. Public Health (Infectious Waste) Regulations (2002 Revision)
- K. Coroner's Act (2021 Revision)
- L. Coroner's Rules (2021 Revision)

Support facilities

National Emergency Operations Centre (NEOC)

The National Emergency Operations Centre (NEOC), located in the Government Administration Building, serves as the national coordinating and control 'HUB' in the event of a tropical storm/hurricane, and for the coordination of all resources in times of emergency or disaster. All NEOC members will be present at the NEOC to assist with the co-ordination and implementation of decisions and will remain until their presence is no longer required.

The NEOC will be managed by the Deputy Director Operations, Response and Recovery, and has adequate facilities including appropriate security, standby power, radio communication systems, etc.

The Sister Island Emergency Committee (SIEC) Emergency Operations Centre will be set up in the Aston Rutty Centre on Cayman Brac.

Access Restrictions

Admission to HMCI Headquarters and the NEOC will be restricted to members of the NEOC, public officers on urgent government business, NEOC officials, representatives of public utilities and other essential services, and international representatives that have been authorised to enter. The NEOC Tactical Coordinating Group Chair will provide appropriate security passes for entry.

Public Shelters

The Director, HMCI in partnership with the Public Works Department shall establish and maintain a list of suitable premises available for use as emergency shelters in the event of a threat of a disaster (Class A Shelter) or the aftermath (Class B Shelter) of a disaster.

The SIEC Emergency Support Team (EST) responsible for shelter and essential relief services will do the same.

All such shelters will be inspected annually, and any recommendations for repairs and deletions from or additions to the list of shelters must be submitted to HMCI before 1st of May each year.

The assignment and training of Public Shelter Managers will be the responsibility of the Shelter Operations EST on both Grand Cayman and Cayman Brac.

Public Shelters designated as Emergency Medical Centres (EMCs) will be staffed and medical supplies will be provided by the Health Services Authority through the Medical Relief Services EST on both Grand Cayman and Cayman Brac. This will be done in consultation with their respective Shelter Operations EST.

Operational Elements

Notification of Weather Alerts

The responsibility for the declaring of an Alert, Watch, Warning and All Clear rests with the Director General of the Cayman Islands National Weather Services in consultation with the Director, HMCI and the Chair of the National Hazard Management Council.

It is the duty of the Director General of the National Weather Services to keep the Director, HMCI, Chair of the NHMC and the Deputy Director Operations, Response and Recovery, up to date on the approach of tropical depressions, tropical storms and hurricanes affecting the Cayman Islands. Information on storm position, intensity and movement and any upgrades of alerts must be relayed to the Director, HMCI and Chair of the NHMC before being broadcast. In the absence of the Director, HMCI, contact should be made with the Deputy Director Operations, Response and Recovery.

Figure 1 Cayman Island National Weather Service Tropical Cyclone Observation Area



On the declaration of an Alert, Watch or Warning, HMCI will activate the National Tropical Storm and Hurricane Plan. All government entities, SAGCs will activate their respective plans.

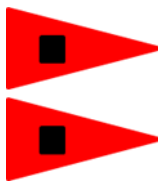
Tropical Storm/ Hurricane Bulletins

Alert bulletins will be prepared by the Department of Communications (DoC)/Joint Communication Services (JCS) EST in consultation with the Director General of the National Weather Services and Director, HMCI. These bulletins will provide the following information for broadcast by Radio Cayman, the weather station, and other media houses:

- The declaration of an Alert, Watch, Warning (and subsequent All Clear)
- The names and locations of public shelters
- Tropical storm/hurricane precautionary advice
- The latest bulletins on the progress of the tropical storm/hurricane

Tropical Storm/ Hurricane Notification

When a tropical storm/hurricane is likely to affect the Cayman Islands, notifications will be issued including the flying of flags at selected sites through the Islands as follows:

Tropical Storm Notification		
Warning Type	Flag	
Alert When notification is received that a tropical storm is likely to strike the Cayman Islands within the next 72 hours or more.		Tropical Storm Alert: On the declaration of an Alert, HMCI will activate The National Hurricane Emergency Plans.
Watch Watches are issued 48 hours in advance of the anticipated onset of tropical-storm-force winds.		Tropical Storm Watch: An announcement that tropical-storm conditions are <i>possible</i> within the specified area.
Warning Warnings are issued 36 hours in advance of the anticipated onset of tropical-storm-force winds.		Tropical Storm Warning: An announcement that tropical-storm conditions are <i>expected</i> within the specified area.
All Clear When notification is received that a tropical storm has passed and no longer poses a threat.		An announcement that tropical-storm conditions are no longer a <i>threat</i> for the Cayman Islands.

Hurricane Notification

Warning Type	Flag	
Alert When notification is received that a hurricane is likely to strike the Cayman Islands within the next 72 hours or more.		Tropical Storm Alert: On the declaration of an Alert, HMCI will activate The National Hurricane Emergency Plans.
Watch Watches are issued 48 hours in advance of the anticipated onset of hurricane-force winds.		Hurricane Watch: An announcement that hurricane conditions are <i>possible</i> within the specified area.
Warning Warnings are issued 36 hours in advance of the anticipated onset of hurricane force winds.	 	Hurricane Warning: An announcement that hurricane conditions are <i>expected</i> within the specified area.
All Clear When notification is received that a hurricane has passed and no longer poses a threat.		An announcement that a hurricane has passed and tropical-storm conditions are no longer a threat for the Cayman Islands

Warning Flags Sites:

Location	Building
Grand Cayman	George Town:
	The National Museum
	Government Administration Building
	CUC roundabout (Kings Sports Centre)
	RCIPS HQ
	Airport Post Office, George Town
	Fire Station
	West Bay:
	West Bay Library
	Police Station
	Fire Station
	Yacht Dr Round -about
	Bodden Town area:
	Savannah Post Office
	Police Station
	North Side area:
	Fire Station
	Police Station
	Post office
	Ronald Forbes Football Field
	East End
	Police Station
	Post Office
	South Sound:

Location	Building
	South Sound Community Centre
	District Administration Building
Cayman Brac	Creek Post Office
	Charles Kirkconnell International Airport
	West End Post Office
	Aston Rutty Centre
	Multi-purpose Building/Sports Centre
	Spot Bay Post Office
	District Office
Little Cayman	Edward Bodden Airport
	Police Station

Annual Requirements

The Chair of all EST's will ensure that all members are conversant with their duties and responsibilities and those EST plans are reviewed and where necessary revised. All such plans must be lodged with HMCI.

HMCI will ensure by 15 May each year that:

1. The Tropical Storm & Hurricane Plan and its appendices are amended as necessary, submitted for consideration and approval, and issued to all concerned
2. The list of EST Chairs is updated; that EST, departmental and district plans have been amended as necessary. Copies of plans are to be made available via electronic or hard copy.
3. Repairs to public shelters, as recommended by the Shelter Inspection Team, have been carried out, and a list of shelters is prepared for issue
4. Shelter Managers and Shelter Operations EST members have been assigned and any training completed

Actions to be Taken During Various Stages

Alert Notification

1. The Director, HMCI will verbally notify the Chair of NHMC (Deputy Governor) and the Chief Officer responsible for HMCI. The Chair of NHMC will notify the Cabinet Secretary and Governor/Governor's Office.
2. The Head of the Governor's Office will inform the FCDO.

3. The Director, HMCI will assist the Chair of NHMC with verbal notifications if necessary.
4. The Deputy Director Operations, Response and Recovery will notify via email/WhatsApp the NHME, MPs, NHMC, and all NEOC staff of the Alert.
5. EST Chairs will notify EST members.
6. Chief Officers will notify all organisations under their responsibility.

Alert

Notifications will proceed as stated above

Chair of NHMC will convene a meeting as necessary, depending on the time (e.g., approaching week-end) and characteristics of the storm

The Director of the Department of Communications and/or JCS EST Chair, will liaise with the Director General of the National Weather Services, the Director, HMCI and Chair of NHMC, to prepare advisory bulletins, and ensure that copies are sent to the Governor, Premier, Ministers, MPs, members of the NEOC, heads of government departments, Radio Cayman and other local media, cellular service providers, and utility companies.

Information must be posted to HMCI website www.caymanprepared.gov.ky, Twitter, Facebook, Instagram (any other social media platforms used) gov.ky and weather.gov.ky

All advisories should also be posted on the HUB.gov.ky and WebEOC

All ESTs should meet

The JCS EST Chair, will draft statements for the Governor, the Premier, and Chair of NHMC, to be available when required for issuance

The Commissioner of Police will arrange to have one red flag hoisted at the designated buildings

The Evacuation EST Chair will convene a meeting of the members and activate the necessary evacuation plans. A draft Evacuation Order is shown in Appendix 4

The Shelter Operations and Relief Aid Management EST Chairs will convene a meeting of their EST and arrange for Shelter Managers to be notified and essential supplies readied

HMCI Director/Chair of NHMC will decide when the order to secure government buildings and public shelters shall be given

The Resource Support EST Chair will activate their EST, ensuring that all vehicles are in readiness to mobilise, and drivers are available

All standby generators in public shelters will be started and serviced by the Public Works Department

All NEOC emergency communications equipment will be tested and if necessary, be repaired or replaced under direction Deputy Director of Operations, Response and Recovery

CERT EST Chair convene a meeting of all CERT Team leaders to ensure that all members are activated and liaise with VARS EST Chair to ensure that CERT members have been alerted

Timing for start of Evacuation of Little Cayman, if necessary, is to be determined by SIEC and Evacuation EST Chair. Chair of NHMC and Director, HMCI/Deputy Director Operations, Response and Recovery should be advised

Medical Relief EST Chair is to ensure that Medical Relief Centres can be established

Watch

The NEOC will be partially activated

Notifications will proceed as stated above

The NHME & NHMC will meet

All ESTs shall implement the Watch element of their plans

Chief Officers will activate Ministry and Portfolio Business Continuity plans

All Government interests will implement their Business Continuity plans, and government officers will arrange for files and equipment to be moved to places likely to be safe from flooding and other damage

The Commissioner of Police will arrange for one red flag with black centre to be hoisted at each designated building

JCS will provide the following information for broadcast by Radio Cayman, the weather station, and other media houses:

- The declaration of a Watch
- The names and locations of public shelters
- Tropical storm/hurricane precautionary advice
- The latest bulletins on the progress of the tropical storm/hurricane

Watch information and advisories will be posted on the following: HMCI website www.caymanprepared.gov.ky, and social media accounts, gov.ky, weather.gov.ky

The Deputy Director of Operations, Response and Recovery will ensure updating of WebEOC

Call takers will be activated and requested to report to NEOC

Public Shelters will be staffed by the designated Shelter Management Team

Evacuation of designated zones in Grand Cayman and Cayman Brac, based on the forecasted direction of approach of the storm, will commence. Evacuation of Little Cayman, if required, is to continue as long as practical

Evacuation of visitors who wish to leave the Islands will commence

Emergency clearing equipment will be deployed at strategic positions

The Port Director will advise all vessels to seek safe harbour

All hospital patients fit enough will be discharged

A decision will be taken on closing of schools by Chair of NHMC, Department of Education and Director, HMCI

All Grand Cayman EST Chairs will report the successful completion of the Watch element of their EST plans to the Deputy Director Operations, Response and Recovery. The SIEC will report to the NEOC Tactical Coordinating Chair. The Deputy Director of Operations, Response and Recovery will inform the Director, HMCI or if absent, Chair of NHMC of state of readiness of the response mechanism

The Chair of NHMC will update the Governor's Office and NHME. In the Absence of the Chair of NHMC, the Director, HMCI will assume this responsibility

Warning

The NEOC will be fully activated

Public Shelters are to be opened

All communications checks are to be finalised

Notifications will be made as per procedures listed above. Such messages must be acknowledged

Chief Officers will notify their organisations

The Commissioner of Police will arrange for two red flags with black centres to be hoisted at each designated building

All CIG interests will implement the Warning element of their plans

Radio Cayman and the weather station will broadcast, and repeat at not less than half-hourly intervals:

- The declaration of a Warning
- The names and locations of public shelters, and the times when they will be opened
- Tropical storm/hurricane precautionary advice as approved by the HMCI Director
- The latest bulletins on the progress of the tropical storm/hurricane

Radio Cayman will remain on the air as long as possible and ensure that the emergency transmitter is tested and ready for use

Deputy Director Operations, Response and Recovery will ensure update of WebEOC

The Director General of the National Weather Services will continue to give the latest information to the Chair of NHMC, HMCI Director and the NEOC

Warning information and advisories will be posted on the following: HMCI website www.caymanprepared.gov.ky, and social media accounts, gov.ky, weather.gov.ky

Impact

Deputy Director Operations, Response and Recovery will ensure that emergency management personnel and first responders are kept updated on weather conditions. All outside activity will cease once wind speeds reach 39mph.

All Clear

The NEOC Staff will:

- Carry out activities according to EST plans

Deputy Director of Operations, Response and Recovery will:

- Order search & rescue, clearance, and other plans to be implemented
- Order immediate initial damage assessment to be made in accordance with International Standard reporting format
- Provide the Strategic Co-ordinating Group with preliminary damage assessment, conducted by the Damage & Economic Impact Assessment EST, as soon as possible

- Carry out notification of All Clear

The Director, HMCI will arrange for a message containing a preliminary estimate of the tropical storm/hurricane's effect on the Islands, with initial estimate of relief assistance likely to be needed and the official National Needs List to be sent to international, regional, and local interests.

The Commissioner of Police will arrange for one green flag to be flown at designated buildings

Radio Cayman will broadcast as soon as possible, and repeat at intervals:

- The declaration of All Clear
- Other relevant information on search, rescue and clearing operations
- Information on post-hurricane shelter, relief services and emergency medical attention

A report on the impact from the tropical storm/hurricane will be prepared by the Deputy Director Operations, Response and Recovery for Director, HMCI and Strategic Co-ordinating Group Chair for submission to Cabinet

This report is to provide details on actions taken, casualties and damage, current state of affairs, and recommendations for future actions

The NHME and Strategic Co-ordinating Group will maintain contact

Emergency Declaration

The Disaster Preparedness and Hazard Management Act (2019 Revision), Section 13, makes provisions for the Governor after consultation with the Premier to issue an Order to declare a disaster area or hazardous area, which may extend to the Islands as a whole or to such part thereof or to such particular places as may be specified therein.

The Governor may also declare a "State of Emergency" under The Emergency Powers Act (2006 Revision). In the event that a proclamation of emergency has been made, the Governor is empowered under section 4 of The Emergency Powers Act (2006 Revision) to make regulations for securing the essentials of life to the community.

See Main Plan for additional information.

National Tropical Storm & Hurricane Plan

PART 2

Joint Communications Services (JCS)

Introduction

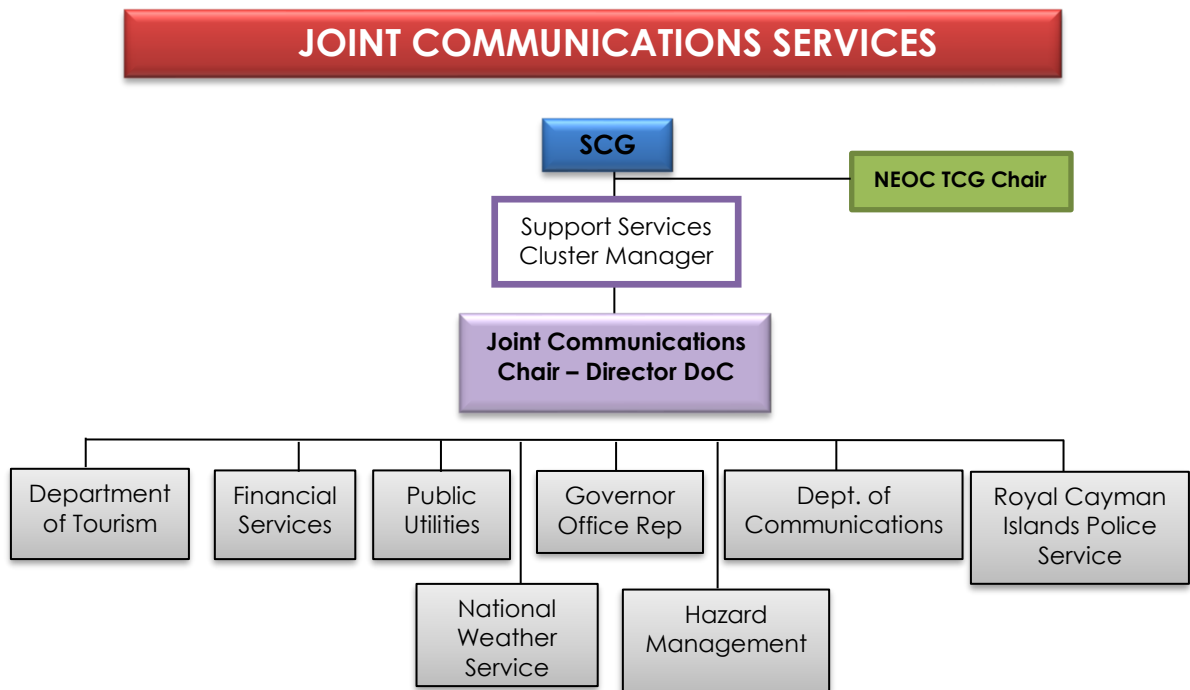
The success of the preparedness and response efforts depend on the provision of accurate, consistent timely and available information to the general public about all issues, events, and preparedness and response efforts. To achieve this, a Joint Communication Services Emergency Support Team (JCS EST) is established and will work in conjunction with the NEOC.

Purpose/Policy

The purpose is to provide a framework for ensuring accurate and timely communication services in support of the Cayman Islands Government's preparation for, and response to a hurricane through a broad media spectrum, including audience-specific communication and other non-press forms of communication both locally and internationally.

Specific objectives are to:

- Educate residents on personal, family and business preparedness
- Stress the primary responsibility of individual households and citizens to plan for their own safety and welfare
- Inform and reassure the public about the CIG's preparedness roles, in particular to communicate the steps being taken to reduce any threats to law and order and to the health of the public at large
- Maintain open communication
- Keep elected officials, chief officers and heads of departments informed during a storm
- Provide authoritative information to deal with rumours/false information
- Provide accurate, consistent timely and available information for the local and international media, particularly with respect to financial services and tourism
- Provide advice to the Governor, Premier, Deputy Director Operations, Response and Recovery (NEOC TCG), and other EST Chairs on communication matters as required
- It is the policy of the Cayman Islands Government that the JCS EST will be responsible for coordinating public information activities in relation to preparing for, responding to, or recovering from a tropical storm/hurricane.



Tasks

Generally, tasks before, during and after an event include the following;

- Advise the TCG/SCG on media issues and other public statements,
- Information coordination
- Help identify, roster, and prepare spokespersons
- Media relations, including assisting visiting media with Immigration and Customs
- Community relations
- VIP liaison
- Preparation of PSA's and updates for local and international media
- Initiating media contact upon announcement of all advisories by the NEOC
- Transitioning JCS activities and support from Emergency operations into Recovery operations

The JCS EST will develop strategic communication plans and policies and will assist HMCI with developing educational materials for annual hurricane preparedness campaigns. The JCS EST will interact with local and international media representatives to support the NEOC TCG Chair. Key messages and overall communications strategy will be agreed upon by the SCG Co-Chairs.

The JCS EST will advise and assist individual NEOC ESTs in formulation of releases on specific policies or procedures and will consult with the Deputy Director Operations,

Response and Recovery. These releases will be issued on approval of the TCG or SCG when activated.

To ensure message consistency, all JCS member agencies will issue information, including that to international media, under the auspices of the JCS EST. These will have prior approval from the SCG Co-Chairs.

The JCS EST will be comprised of representatives of CIG departments. The Core Team will be comprised of the JCS EST Chair, senior personnel from Department of Communications (DoC), Tourism, Finance, and a rep from the Governor's office. These individuals will work closely with all ESTs, utility companies, NGOs, and private sector organizations, which will participate in, and share the resources of, the JCS EST. Requests for interviews with response agencies and officials will be coordinated through the JCS EST.

Responsibility

JCS Emergency Support Team

The coordination of the JCS planning activities will be the responsibility of the JCS Chair. However, ultimate decision-making authority on issues of policy, coordination of operations and the direction and control rest with the Deputy Director Operations, Response and Recovery in consultation with the Governor, the Premier and the SCG.

The JCS EST Chair provides advice to the TCG and other EST Chairs.

The JCS Operations Manager is appointed by the JCS EST Chair and functions as a member of the JCS EST with the responsibility for the management and setup of the operating infrastructure, including arrangements for the Information Centre. This position will be occupied by a senior member of DoC staff specifically trained for this purpose. Other DoC personnel and personnel with communications expertise within CIG will be co-opted into the JCS EST and assigned duties as required.

JCS EST Members

Additional members of the JCS EST may be co-opted by the JCS EST Chair or the NHMC/NHME Chair(s) to augment and represent the various interests that need to provide information to the public and to international contacts.

The JCS Core team, with input from Cluster managers, shall develop the message points to be presented to the NEOC TCG Chair for approval by the SCG Co-Chairs prior to the dissemination at each phase of the operation and at other critical points.

Media

Local and international media obtain response, operations information, and other assistance through the JCS.

Plan Maintenance

The JCS EST, through the chair, will be responsible for the maintenance and revision of this section of the plan annually, and will provide an updated plan to HMCI for review and approval no later than 1 May each year.

The JCS will review, update and or exercise this plan with the media on a annual basis or as scheduled hazard-specific exercises allow.

ACTION CARD DURING VARIOUS PHASES

Pre-incident	Assign
Convene annually by 15 March to plan the preparedness campaign for Hurricane Season	JCS EST
Initiate the campaign 1 June and provide hurricane preparedness information for schools, the community, and businesses	JCS Partners
Identify Media Centre to be used in case of a disaster	DoC/JCS

Alert – 72 hours	Assign
Call the team together, review preparedness plans and initiate the activation process	JCS Chair
Discuss with the Governor and Premier their media role and at each stage thereafter	JCS Chair

Watch – 48 hours	Assign
Ensure all JCS procedures in the plan are implemented as required by the circumstances	JCS
Return home or go to a designated shelter area to rest in preparation for work	JCS Shift Personnel
Represent the NHMC in carrying out its public information mission	JCS
Provide public information services in support of the hurricane response activities and perform various JCS mission assignments	JCS

Warning – 36 hours	Assign
Ensure all JCS procedures in the Plan are implemented as required by the circumstances	JCS
Represent the NHMC in carrying out its public information mission	JCS
Provide public information services in support of the hurricane response activities and perform various JCS mission assignments	JCS

All Clear - Response	Assign
Determine at what point after the All Clear the JCS operations will revert to the Department of Communications and other agencies	JCS Chair, NEOC TCG Chair
Compile a final report summarizing all information developed and disseminated	JCS Chair

Continuity of Operations (CoOP)

Introduction

Continuity of Operations refers to the continued functioning of constitutional government under all circumstances. Arrangements for the continued operation of the Cayman Islands Government in the event of a storm are specified herein and aspects of emergency response are contained in acts and policies. Please note, that for the purpose of the National Plan, Government includes all SAGCs.

Purpose/Policy

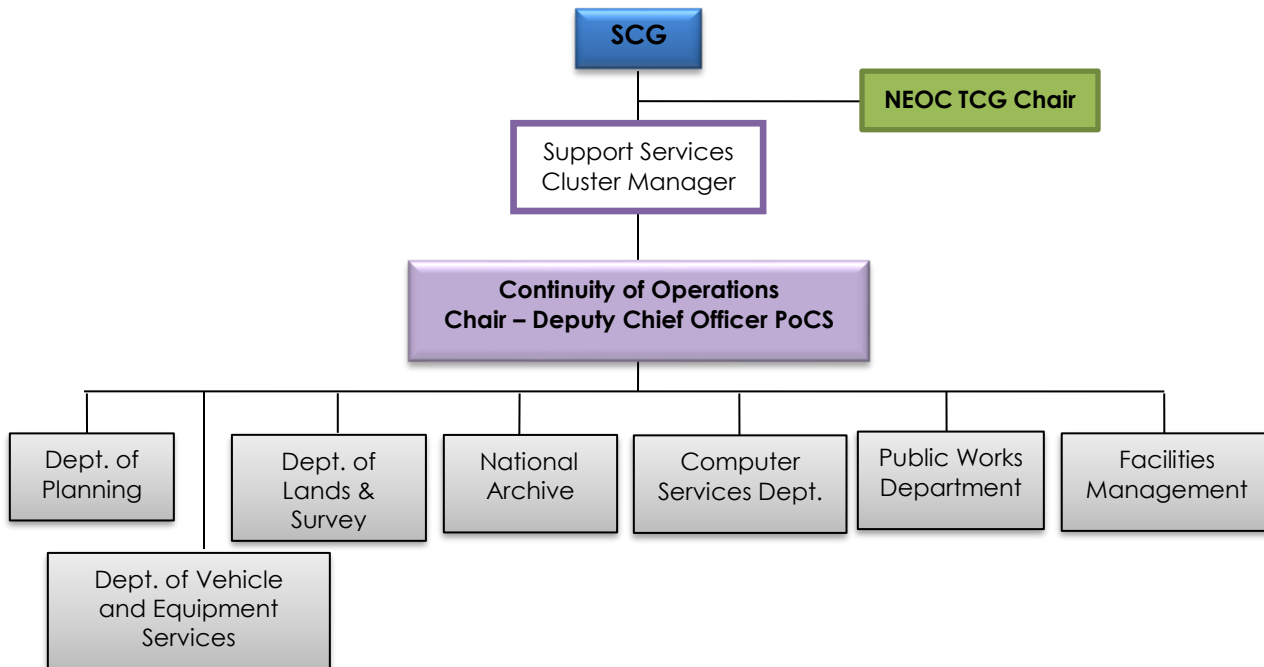
The purpose of this plan is to minimize disruptions to government business operations and services where possible and minimize the potential impact on the country of any unavoidable disruption.

It is the policy of the Cayman Islands Government to return government to an operational capability as soon after a storm as is possible. The Deputy Governor is responsible for establishing a process that prioritizes facilities to be opened, designates personnel responsible for all buildings which government owns, occupies or which house a critical service, directs agencies to ensure the protection of documents critical to government business and services, and authorizes designated personnel the authority to carry out essential actions to achieve operational status.

It is Government's directive that when a storm is imminent, all government agencies and organizations shall implement measures to protect business and vital records in order to resume government business and services as rapidly as possible following an event.

It is Government's directive that when a hurricane is imminent or an emergency has occurred, all personnel deemed essential will report to assigned locations, and all annual leave will be immediately rescinded. Any exceptions shall be considered and decided on a case-by-case basis by the Deputy Governor.

CONTINUITY OF OPERATIONS



Tasks

Tasks of the Continuity of Operations EST include:

- Provision of planning guidance, including provision of appropriate templates
- Communication of guidance
- Quality Control
- Enforcement of timeline
- Identify and register vehicles available for use in the event of a tropical storm or hurricane by April of each year; and
- Produce a strategic Vehicle/Equipment Protection and Deployment plan

Within their area of responsibility all Chief Officers shall:

- Develop and maintain a list of personnel identified as essential to emergency response and initial restoration of services
- Develop a list of "Available"⁶ personnel identifying those who could assist other agencies during the period that emergency operations are taking place

⁶ "Available Personnel" are those individuals who do not have a specific emergency response role but are in a position in which they could assist with other tasks such as initial debris clearance, administrative support, search and rescue, etc.

- Develop measures to protect government facilities to the greatest extent possible and return them to their intended purpose as soon as possible.
- Develop a process to protect vital and business records from potential tropical storm/hurricane damage.

Responsibility

At the advent of the National Weather Service advising of an imminent storm threat or after the occurrence of the storm, all personnel deemed by the Chief Officers of Ministries/Portfolios to be "Essential" or "Available" shall report to assigned locations to carry out assigned tasks. Those "Essential Personnel" who remain unassigned must be available for assignment on short notice.

Upon an ALERT all Chief Officers shall assemble their Department Heads to report on their State of Readiness. The Chief Officer of the Portfolio of the Civil Service shall report situation status to the NHMC as requested. Upon notification of the ALL CLEAR the Chief Officers implement their Continuity of Operations Plans and report to the Continuity of Operations EST Chair

- Each of the plans for individual Ministries and Portfolios constitutes one element, and collectively they constitute the Cayman Islands Government Continuity of Operations Plan (CICoOP). The Chief Officer of the Portfolio of the Civil Service is responsible for the Portfolio of the Civil Service Continuity of Operations Plan, as well as for oversight of the Cayman Islands Government Continuity of Operations plans, on behalf of the Deputy Governor.
- The Landlords of the buildings and Chief Officers are responsible for facilitating Government's return to routine business practices as soon as possible and are authorized to enter into the Government Building to:
 - Assess damages, as conditions permit
 - Execute or cause to be executed any pre-disaster or essential agreements for services, equipment or supplies deemed necessary to restore all or any portion of the building to a functional condition, and if not serviceable, make the determination to seal the building, or any portion of it from entry
 - Make or authorize emergency purchases of available materials, equipment or supplies required to make critical repairs
 - Activate government facility plans providing for the safety and protection of employees and the public from any hazard or event threatening life and safety

Plan Maintenance

The Chief Officer of the Portfolio of the Civil Service (PoCS) shall coordinate the development and maintenance of all Cayman Islands Government Ministries and Portfolios Continuity of Operations Plans on behalf of the Deputy Governor and Head of the Civil Service. Notices will be sent to Ministries and Portfolios by 1 March annually.

The Deputy Governor shall direct Chief Officers to review and update Ministries and Portfolios Continuity of Operations Plan by 1 April every year.

Copies of all Continuity of Operations plans shall be submitted to the Chief Officer of the Portfolio of the Civil Service for review by 1 April every year.

The Chief Officer of the PoCS shall review the contents of each plan and provide feedback as appropriate prior to submittal of the final document to the Deputy Governor by 1 May every year.

The updated CCoOP, which will include all Ministries and Portfolios Continuity of Operations Plans, shall be sent by the Chief Officer of the PoCS (on behalf of the Deputy Governor), to the Director, HMCI by 15 May every year.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Apply basic safety standards for re-entry into damaged facilities	PWD/ Planning Building Control Unit
Ensure personnel/positions authorized to enter and evaluate conditions and certify safety for the public	PWD / BCU
Prioritise areas within the most reliable facilities that could be refurbished quickly in order to recommence essential government services	Lands & Survey (LS) / PWD / Facilities Management
In consultation with National Archive and CSD, all ministries and public agencies are to identify critical records and information assets, and complete 'Appendix E – List of Off-Site Storage Locations of Records' in their respective Continuity of Operations Plan	Chief Officers and HOD's
Issue advice to all ministries, and public agencies on the protection and storage of critical records	National Archive
Issue advice on critical data and process for backup. Assist data backup solutions	CSD
Advise and determine the transfer, storage and protection of ministries and public agencies critical records. Each agency is responsible for arranging safe storage either on-site or off-site for their vital records, in consultation with the National Archive	National Archive/ CSD
Determine recovery methods of information and files after a disaster including the alternative forms in which records may be safeguarded, e.g., Microfiche, digitisation, or portable storage medium	National Archive/
Contact vendors to secure refrigerated containers that will be used in the recovery phase. Source alternate site for remediation operations/refrigerated containers	National Archive
Ensure the readiness of materials and equipment required during a hurricane, or its aftermath	PWD

Pre-Incident	Assign
With advice from Lands and Survey, order the relocation of government vehicles and equipment to higher ground	Dept. Heads, DVES
Ensure guidance on agreed Hurricane preparedness for the CIG is shared	JCS

Alert – 72 hours	Assign
Assemble Department Heads to report on their State of Readiness. Any issues or shortfalls shall be reported to the NHMC Chair	All COs
Secure all communication equipment	All CO's, HOD's
Establish lines of communication with government and statutory agencies to advise them on storage of backup tapes	National Archives / CSD
Issue notice that at the advent of an imminent threat all essential personnel shall report to assigned locations and carry out assigned tasks. Those who remain unassigned must be available for assignment on short notice	All CO's and HOD's
Notify all essential personnel that annual leave is rescinded effective immediately upon notification of a threat or event.	PoCS
Inform the Director of the National Archive when vital records are ready for transfer	All CO's and HOD's
Ensure that records not being transferred to the National Archive are moved to a secure area	CSD
Secure electronic equipment, as appropriate; back up any vital data held locally on PC hard disks to a server (if the PC is networked) or to a removable electronic medium	CSD
Confirm with Resource Support EST availability of vehicles and refrigerated container to be used in preparedness and response for storm event	EST Chair
Run a final full back-up of Department records. Transfer the original set of tapes to the National Archive, and a duplicate set (if possible) to Citrus Grove	CSD
Activate the first stage of the Vehicle/Equipment Deployment plan including the movement of vehicles & equipment to safe areas	EST Chair, DVES

Watch – 48 hours	Assign
Run a final full back-up of the central government network	CSD
Transfer the original set of tapes to the National Archive, and a duplicate set will (if possible) be transferred to the NEOC	CSD
Run final back up and transfer of original and duplicate tapes in the same way. Authorities are urged to follow the same practice	Government Departments with separate systems

Watch – 48 hours	Assign
National Archive building and any buildings containing critical and vital records is to be secured	PWD
Ensure that government owned buildings are secured and shuttered by contacting PWD	Dept. Heads
Ensure that buildings leased by government are secured and shuttered	L&S
Activate stage two of the Vehicle/Equipment Deployment plan including the movement of vehicles & equipment to strategic areas	EST/DVES
Begin actual deployment of all units to the strategic areas as documented on deployment plan checklist	DVES
Advise the NEOC when deployment of units has begun	EST Chair/DVES

Warning – 36 hours	Assign
Maintain contact with the NHMC and the NEOC when activated for hazard threat update	EST Chair
Continue the Vehicle/Equipment Deployment plan until all vehicles are in place or there is insufficient time to complete	DVES

All Clear - Response	Assign
Assemble the facility response teams for their reports on conditions, and their recommendations on critical actions and operations. This is to be conducted in the initial damage assessment phase	PWD/ Planning/BCU
Report on condition of leased buildings and property	L&S
Site refrigerated containers adjacent at the National Archive facility or alternate site as required for stabilisation and remediation of water damaged records, as per pre-disaster arrangements	National Archive
Assess damages, as conditions permit; report on building access, building security, systems security, records preservation, equipment relocation, and cleaning	PWD / BCU / LS
Activate government facility plans providing for the safety and protection of employees and the public from any hazard or event threatening life and safety	EST Chair
Ensure that agreements for services (contractors and suppliers) are completed to facilitate requisite agencies to restore all or any portion of a critical building to a functional condition, and if not serviceable, make the determination to seal the building, or any portion of it from entry	PWD/Resource Support Chair
Request assistance through the Resource Support Emergency Support Team, to help with the assessment, if necessary	EST Chair
Make or authorize emergency purchases of available materials, equipment or supplies required to make critical repairs, when pre-disaster agreements are in place	PWD/ Resource Support Chair

All Clear - Response	Assign
Report on staff status / availability to work	EST Chair, CO's, HOD's
If requested by the Resource Support EST, supply essential personnel to assist in any area where assistance is required to support emergency operations	EST Chair

Resource support

Introduction

Critical to response is the ability to act on requests for assistance which are received at the NEOC from field forces, Departments, or other government leaders. This requires a major pre-disaster effort of identifying the source required to address the request; arranging for the procurement of materials, supplies, equipment and/or personnel required to meet immediate needs, activating pre-disaster agreements/contracts to obtain such provisions from other sources in a timely manner.

The Resource Support function serves the purpose of location, inventory, acquisition and deployment of equipment, supplies, personnel, and other resources to support requests from emergency responders during response operations.

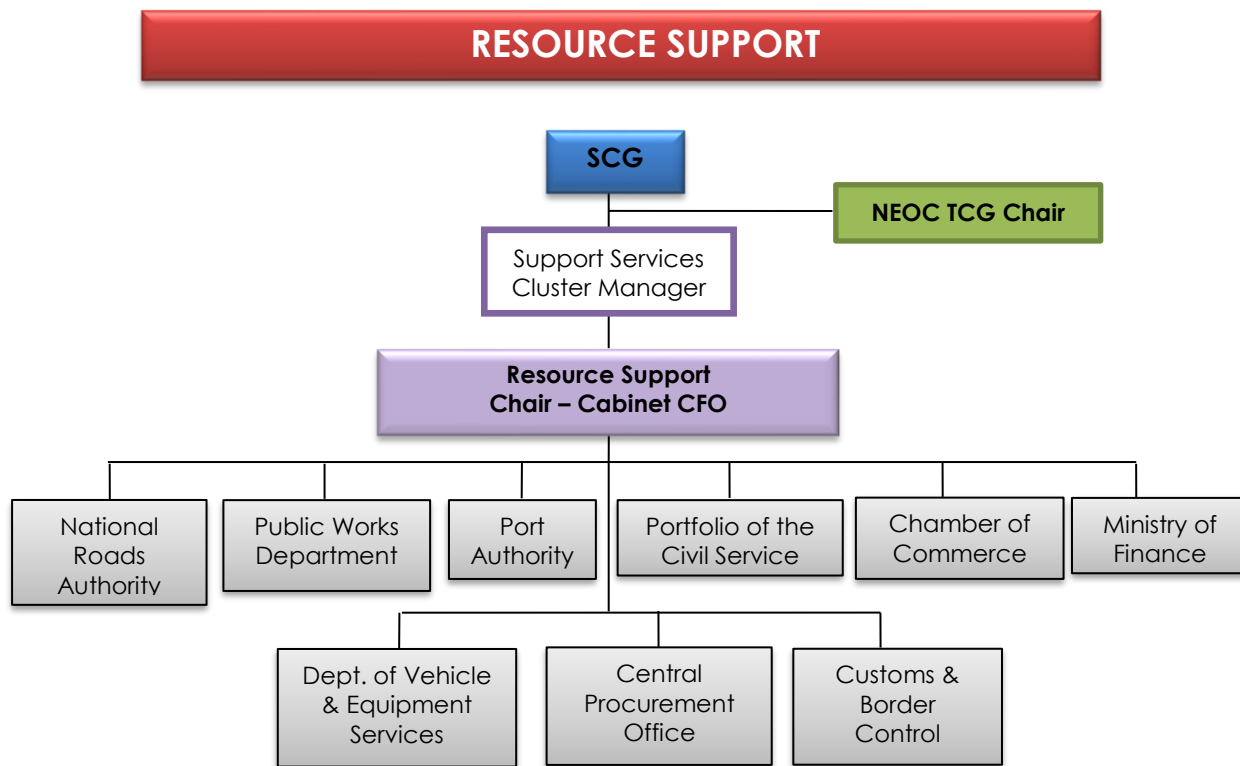
Purpose/Policy

The purpose of the Resource Support function is to provide a cadre of personnel with the knowledge and skills whose primary responsibility is to locate and access resources needed by other ESTs in order to allow them to concentrate their efforts on providing services. It centralises the acquisition process, establishes a basic means for tracking incoming and outgoing resources, provides verification of the application of resources towards the need; and is a tool to identify gaps for which international resources may be required.

In addition, the Resource Support EST is to manage the acquisition of essential relief resources (water, food, clothing, and local relief supplies) on behalf of:

- the Community Emergency Response Teams (CERTs) EST; and
- The Shelter Operations EST

The CERTs will distribute to the community through the respective CERTs, and the Shelter Operations EST will distribute to those persons from the community accommodated in shelters.



Tasks

- Develop a system for locating, purchasing, shipping, and receiving resources requested by the NEOC through local and overseas vendors
- Develop forms and formats needed for emergency acquisition
- Liaise with the CERTs and the Shelter Operations ESTs to obtain their assessments of the resources that they will expect to require
- Assist all ESTs to locate and acquire resources which are not readily available or for which they do not have the time to research
- Provide assistance in distribution of resources
- Ensure that all resources are tracked from receipt through deployment
- Liaise with hardware suppliers - gain agreement that they will assist the NEOC with the coordination of procurement and distribute essential hardware, following a storm
- Establish pre-disaster contracts and processes

Responsibility

- Convene a meeting of the EST before the end of April each year and meet throughout the year to review procedures of participating entities and ensure changes are reflected in the plan and brought to the attention of HMCI
- Ensure that all EST Members are oriented to their individual responsibilities

- Establish a process for organizing and processing requests
- Ensure that the EST understands the need for expedient processing of requests

Overseas relief supplies will be initially received and processed through the Relief Aid Management EST recorded. Distribution of the goods and supplies following initial processing will be the responsibility of the Resource Support EST in coordination with the Relief Aid Management EST.

Plan Maintenance

The Resource Support EST Chair will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Develop and review emergency resource acquisition processes with the Director, HMCI	EST Chair
Prepare forms and formats for all transactions, maintaining simplicity and user friendliness	EST members
Develop and implement the tracking procedures and guidelines for requestors	EST members
Ensure that a list of all designated shelters is obtained	EST Chair
Review the Resource Support Plan in its entirety and update annually by the end of April. All EST contact information shall also be updated at that time	EST Chair
All members are to be briefed as to their roles and responsibilities	EST Chair
Develop a compendium of relief resources including an updated list of suppliers	EST Chair, HMCI
Coordinate with the Chair Search & Rescue and Initial Clearance regarding the availability of equipment and operators for post-disaster assistance	EST Chair

Alert – 72 hours	Assign
Contact all EST Members	EST Chair
Activate delivery of supplies by wholesale suppliers to the agreed locations	HMCI

Watch – 48 hours	Assign
Assist with sourcing as needed when activated through the NEOC	EST Chair

Warning – 36 hours	Assign
Advise the Deputy Director of Operations, Response and Recovery at this phase, of the status of resources/equipment deployed	EST Chair

All Clear - Response	Assign
Receive, research, locate and acquire requested resources which are not readily available	EST Chair/ NEOC
Maintain records of all transactions	EST Chair
Report issues or problems with procurement of supplies to the Deputy Director Operations, Response and Recovery	EST Chair
Assist with sourcing equipment and operators as needed for response activities when activated through the NEOC	EST Chair
Ensure the speedy receipt, storage, and allocation of all overseas relief services (both resource and personnel) once processed by the Procurement Office, in consultation with NEOC Staff, Chair of Economic Impact Assessment EST, Allocation Committee, the Director of C.I. Red Cross and the Director of Customs and Border Control.	EST Chair
Assist with the transport of rehabilitation supplies, from dock and airport to storage depots (large trucks and tractor trailers)	EST Chair
Provide assistance with the transport of supplies from storage depots to food kitchens and distribution centres	EST Chair
Assist with provision of fuel to service points such as generators at shelters and other government facilities	EST Chair/ DVES

ECONOMIC CONTINUITY

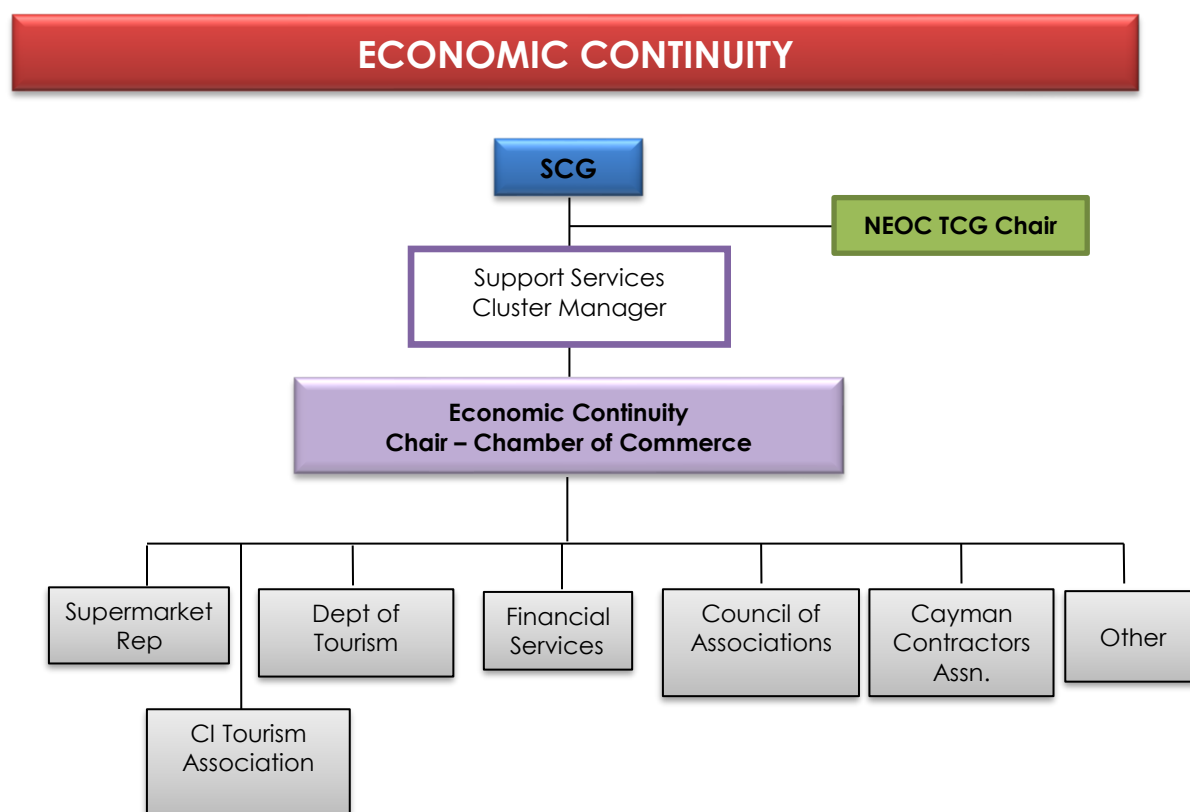
INTRODUCTION

The Economic Continuity EST is to liaise with the business community, provide synergy between private and public sector efforts during response and recovery operations.

PURPOSE/POLICY

The purpose of this EST is to create the necessary forum / liaison / interaction for the private sector to actively, effectively, efficiently participate in the planning, response, and recovery process of the country for any hazard it may be vulnerable to or impacted by. It will seek to garner all private sector interest, financial, commercial, industrial, and other key sectors of the economy in order to articulate in one voice how it can support and facilitate the CIG efforts in disaster risk management to include recovery. It will also advise the CIG, NHMC, HMCI and the NEOC on how to facilitate the speedy recovery of the economic sector.

Business Continuity for the private sector will be a main focus of the EST.



TASKS

- Communicate with the NEOC about the recovery needs of the Private Sector
- Liaise with the private sector on their tropical storm/hurricane preparedness
- Communicate directly with the private sector advising them of what decisions have been taken by the Government
- Coordinate the Private Sectors contribution to the recovery process

RESPONSIBILITY

- Represent the business community and private sector by coordinating the development and presentation of economic and statistical documentation from that sector, and supporting to the restoration of the business community infrastructure
- Provide the NEOC with daily status reports of the impacts on the business community through its Chair
- The Economic Continuity EST isn't anticipated to be present at the NEOC - this group will provide the NEOC with regular updates of activities being conducted in the response and recovery process

PLAN MAINTENANCE

The Economic Continuity EST will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-incident	Assign
Liaise with HMCI on the state of preparedness of the private sector	EST Chair
Initiate any MOU or agreements that will enable the private sector participation and contribution in the national response process	EST Chair
Initiate any MOU or agreements that will enable the private sector to participate in the recovery process	EST Chair
Ensure that the private sector has access to necessary information for their preparedness	EST Chair
Act as the liaison between the Private sector and HMCI for guidance in preparedness	EST Chair

Alert – 72 hours	Assign
Alert Private Sector to initiate preparedness activities	EST Chair

Watch – 48 hours	Assign
Maintain communication with the NEOC for updates and status of pending impact	EST Chair

Warning – 36 hours	Assign
Secure property and other resources in the national interest	EST Chair
Maintain communication with the NEOC for updates and status of pending impact	EST Chair

All Clear - Response	Assign
Liaison with the Recovery Coordinator for and to give guidance on the needs of the Private Sector for recovery	EST Chair
Coordinate the Private Sector contribution and resources to aid in the recovery process	EST Chair

RELIEF AID MANAGEMENT

INTRODUCTION

The Relief Aid Management EST will be responsible for coordinating all efforts related to the management of relief aid.

An important element of relief aid is the resources which may be donated by "international sources". Although the intent is to alleviate conditions and to provide essential resources to people in need, the quantity and type of such donations can quickly overwhelm a system which may already be stressed beyond its limits.

The EST is comprised of members from the Central Procurement Office, Office of the Auditor General, Customs and Border Control, Port Authority of the Cayman Islands, Cayman Islands Airport Authority, Voluntary Agency Responders, and Hazard Management Cayman Islands.

PURPOSE/POLICY

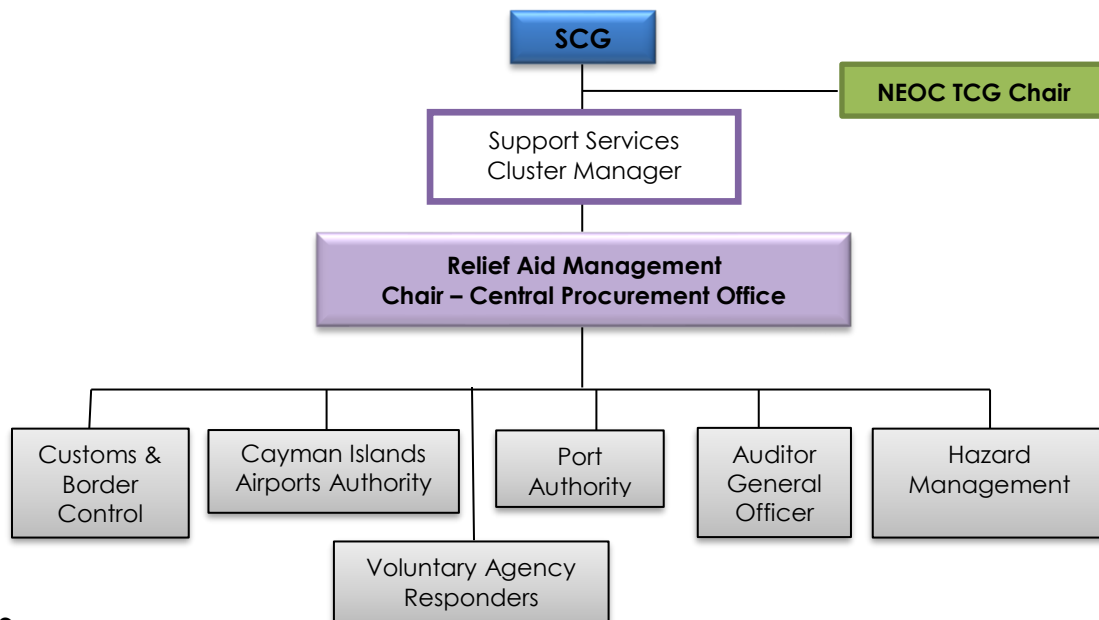
All goods and items received by the Cayman Islands Government for disaster relief during a period of Emergency declared by the Governor will be subject to this policy.

The purpose of this policy is to ensure an accounting and initial distribution procedure which will:

- Account for *all* goods, excluding financial, as they are received
- Ensure that goods are shipped to those with the greatest need as soon as possible
- Ensure that the initial distribution system is fair and impartial
- For purposes of this procedure "Immediate Distribution Supplies" are defined as food and water
- All other items are defined as "Accountable Items"
- Ensure that all goods are properly accounted for, all goods identified for hurricane disaster response or recovery shall be assigned to the CIG/HMCI through this control mechanism

Distribution to the community will be in accordance with the National Disaster Relief Management Plan.

RELIEF AID MANAGEMENT



TASKS

- Obtain manifests for relief supplies if available
- Sort goods into “Immediate Distribution” and “Accountable Items” immediately upon receiving them
- Count immediate Distribution Items and disburse to the Distribution Centres in accordance with the approved guidelines
- Send Accountable Items to the Main Dispatch Centre to be counted and distributed in accordance with this policy
- Liaise with the CERTs and the Shelter Operations EST to obtain their assessments of the resources that they will expect to require
- Develop a compendium of relief resources including resources that may come through overseas organizations
- Coordinate the sourcing of specified resources, and the identification of local and overseas vendors
- Coordinate with the Resource Support for the pre-disaster procurement, storage, and transfer of relief resources

RESPONSIBILITY

Overseas relief supplies will be initially received and processed through the Relief Aid Management (RAM) EST and meticulously recorded.

The RAM EST Chair shall appoint a Captain for the ORIA and one for PACI's George Town dock. Additional Captains may be appointed for other areas as conditions require.

These posts shall be responsible for the "Initial Control of Goods". Additional Captains will be responsible for any other delivery point including the Sister Islands as required.

Captains will be responsible for liaising with the Security & Law Enforcement EST prior to the start of the hurricane season to ensure that provisions exist to ensure the security of goods under the control of the RAM EST.

If, or when, the Customs and Border Control department is able to exercise import control functions, Captains will be responsible for liaising with that department to ensure that only goods for the National Emergency Operations Centre will be subject to their control. All other items will continue to be under the control of the Customs and Border Control Department.

PLAN MAINTENANCE

The RAM EST will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Test and review the Relief Aid Management section in its entirety and make changes as required by the end of April each year	NEOC Staff
Provide a briefing for members of the EST as to their various roles and responsibilities. Any changes are to be forwarded to HMCI	EST Chair
Ensure a MOU exists with Customs Airport and GT dock for personnel access and storage of donated goods at these two locations. Confirm existing MOU by end of May each year	EST Chair
Ensure MOU exists with RCIPS to provide security for Captains when and if needed after a disaster. Confirm existing MOU by end of May each year	EST Chair
Ensure LSS loaded onto computers to be used during disaster recovery stage	EST Chair
Chair to appoint captains for airport and George Town dock. Confirm Captains by end of May each year	EST Chair

Alert 72 hours	Assign
Coordinate with the Resource Support for the pre-disaster procurement, storage, and transfer of relief resources	EST Chair
Captains to liaise with security and law enforcement officials to ensure the security of goods under the control of the RAM EST	EST Chair/ Captains

Watch 48 hours	Assign
Computers with the agreed recording mechanism are to be placed in a secure location	EST Chair

Warning 36 hours	Assign
Continue to monitor the progress of the storm and inform the EST members	EST Chair

All Clear – Response	Assign
Overseas relief supplies donated to CI Government to be received, processed, and entered into a central database	Captains
Determine the percentage of food and water to be sent to each distribution centre according to prioritised need	Allocation Committee
Send goods to each of the Immediate Distribution Centres indicated and, in the proportion, indicated	EST Chair
Prioritise the percentage of goods sent to each Centre as reasonably equivalent to the percentage of the population that will be served by that Centre. For example, if a Centre is responsible for 10% of the Island's population, then it should receive 10% of the Immediate Distribution Items as they are received	Allocation Committee

EVACUATION

INTRODUCTION

Visitors to the islands accommodated in Tourist facilities that are located on the coast are more vulnerable to the damaging effects of storm surge and wave action associated with tropical cyclones. The combination of the location of the facilities and the low availability of emergency shelter accommodations present challenges that can best be alleviated by evacuation off island for the safety and preservation of the lives of our visitors.

PURPOSE/POLICY

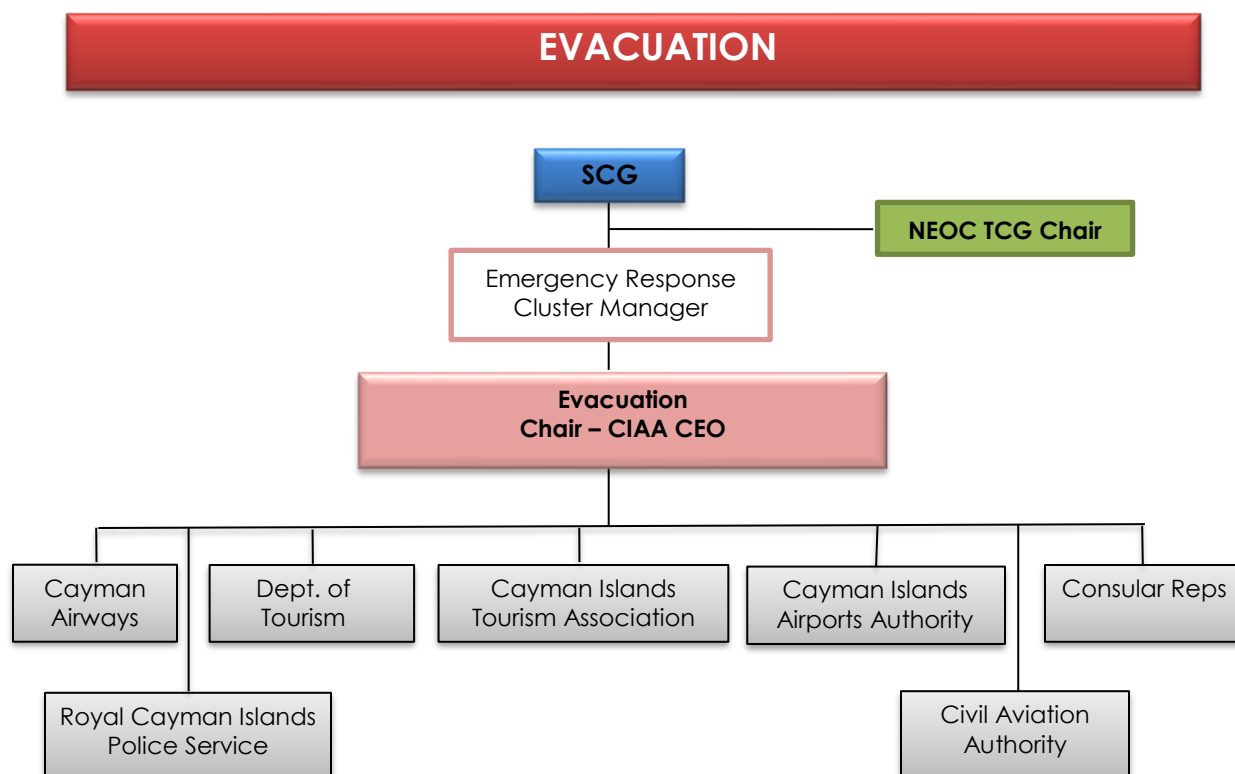
This section provides general guidance to all persons assisting with the evacuation in preparation for, and response to, a storm threat.

It should be read in conjunction with the Cayman Islands National Disaster Management Plan and all other publications associated with that document.

Recommendation to the Governor to evacuate a particular area or areas may be made by the Director, HMCI after consultations with other members of the NEOC and weather officials. The Governor after consultation with the Premier may by Order declare an area unsafe and may direct that it be evacuated by a specified time and in accordance with such procedures as the Governor may specify.

All persons required to evacuate such areas shall do so for the safety and preservation of lives. Evacuation operations will continue until all persons have been evacuated subject to the availability of equipment and safe operating conditions.

It is not intended that public transport be provided to transport evacuees to places of safety, airports or any other area designated as refuge unless circumstances clearly indicate that this would be in the best interest of the public. The Department of Tourism will assist in coordinating and arranging visitor transportation to the ORAI through commercial transport companies.



TASKS

- Manage the safe evacuation of persons leaving the Islands
- Alert tourist and non-resident accommodations of the need to evacuate
- Coordinate arrangements for transport of evacuees to the ORIA
- Provide traffic control on all emergency routes to the ORIA
- Provide security during transport and evacuation
- Assist with arrangements to accommodate evacuees while waiting for transport
- Provide information for the JCS EST to inform residents and evacuees of the process for evacuation
- Provide information for the JCS EST to inform the International Media of the status of evacuation
- Develop and maintain a manifest of passengers and flight
- Provide information to receiving airports of the number, names, country of origin, and other significant information on the evacuees

RESPONSIBILITY

During emergencies, this EST will be headquartered at the Cayman Islands Airports Authority (CIAA) conference room at the Owen Roberts International Airport terminal.

Chair

The Chief Executive Officer of the CIAA as Chair is responsible to:

- Co-ordinate actions of the Evacuation Emergency Support Team
- Arrange for the ORIA and Charles Kirkconnell International Airport to remain operational to accommodate continuous evacuation operations throughout any specified window of opportunity
- Liaise with the airlines with regard to the scheduling of additional flights to evacuate persons from island to island or from these islands to another country, most likely the U.S.A., where tourists are involved
- Prepare a list, along with the Cayman Airways Member, of all persons who have been evacuated from the islands and transmit such list to the Cayman Airways Miami Airport Office, or other designated office, by the most appropriate and expeditious means (If possible, on the last evacuation relief flight). A copy must also be provided to JCS who is responsible for ensuring that the information is made available in Miami through the appropriate channels. The mechanics of this will be dealt with by JCS
- Liaise through the NEOC of requests for assistance from the SIEC in Cayman Brac. The Chair of the committee responsible for Cayman Brac and Little Cayman Evacuation will relay information regarding tourists and others who wish to leave those Islands or to be evacuated to another country
- Ensure that all members are kept informed as to their individual responsibilities and to the status of the EST during the Hurricane Season
- Report any problems encountered to the Strategic Co-ordinating Group Chair for resolution
- Ensure that all alert phases are recorded as they are declared. Deputy Director Operations, Response and Recovery will also ensure that all instructions given by him/her are recorded

EMERGENCY SUPPORT TEAM MEMBERS

Civil Aviation Authority Cayman Islands (CAACI)

- Provide the requisite authorisation (operating permits) for all commercial air transport into the country which includes charters as well as all licensing for all foreign registered scheduled carriers (AA, Delta, United etc.) or unscheduled air transport operators as per the AN(OT)O
- Provide permissions for any evacuation flights to be conducted with the primary permission being obtained from the CAACI before flights would be authorised to operate depending upon the scenario that pertains

- Liaise with the larger business sector/financial services sector on their annual hurricane evacuation plans to understand in advance, and license as we can in advance, their selected operators globally should they need to use them for an emergency

Director of Tourism

- Assist the CEO of the CIAA with all those duties and responsibilities indicated under Chair above
- Responsible for the co-ordination of evacuation efforts with regard to all visitors in the Cayman Islands who may wish to or be advised to leave the island
- Assist with the alerting of all hotels, condominiums, etc. operators in the Cayman Islands where visitors may be staying
- Assist the Hotel Association with arrangements for the provision of commercial transport operators, (buses, taxis, etc.) to transport their guests to the airport at the appropriate time
- Arrange hospitality station at the airport for the welfare of passengers
- Assist in recording the names and essential information of every person being evacuated

CIAA, Chief Airport Operations Officer

- Assist the CEO of CIAA with all those duties and responsibilities indicated under Chair above
- Liaise with the CEO of CIAA regarding the operational status of the ORIA and Charles Kirkconnell International Airports, including any encumbrances to proposed evacuation operations
- Make contingency plans to accommodate the processing of passengers and aircraft, which in these circumstances could overwhelm resources required for normal operations
- Liaise with the CEO of CIAA regarding evacuation operations at the General Aviation terminal

CIAA, Chief Safety Management Officer

- Liaise with the Medical Officer of Health and the Red Cross to arrange for medical services to be available at the airport during evacuation operations
- Liaise with the CEO to determine when an evacuation order should be issued for aircrafts, when all airport operations should cease and the compound evacuated. Evacuation of the compound will be carried out with the assistance of the Airport Security Officers

RCIPS

- Provide assistance in matters relating to crowd control at the airports and directing vehicular traffic in the vicinity of the airports
- Liaise specifically with the Royal Cayman Islands Police Service and any other appropriate department, organisation or EST and arrange for the evacuation order to be broadcast by radio, TV and loud hailer or other appropriate means to those areas that will be affected, as determined by the NEOC. Major districts for Police loud hailer broadcasts in Grand Cayman are indicated on the maps, Appendix Five. Evacuation broadcasts on Cayman Brac and Little Cayman will be handled through the SIEC EST responsible for evacuation on those Islands

Cayman Islands Tourism Association (CITA) Representative

- Communicate directly with hotel, condominium and apartment operators and advising them of what decisions have been taken and what action guests should take to secure their safety
- Advise visitors not able to leave the island and those who choose to stay, of designated shelters and the need to take with them small quantities of food and other necessary stores such as medication, blankets etc. Each year a current list of the designated shelters will be obtained from the CEO
- Provide the Director of Tourism with the information regarding the number of visitors wishing to leave the island before the storm in order that arrangements can be made to shuttle such visitors to a safe haven

CEO, Cayman Airways/Cayman Airways Express

- Assist the CEO in matters concerning evacuation of any of the three Islands by aircraft
- Liaise with the Director of Tourism and Representatives of the Cayman Islands Tourism Association and Sister Island Tourism Association to confirm such matters as to location of visitors, number of visitors on the Islands and times of operation for "evacuation flights"
- Arrange flights, where possible, to Little Cayman and Cayman Brac for evacuation purposes

Consular Representatives

- Inform the EST on the state of evacuation plan for their nationals and liaising with their respective States to coordinate any evacuation assistance
- Liaise with the Director of Tourism to confirm such matters as the number of visitors and residents of respective nationalities on island
- When reporting to the assigned post the EST shall manage personnel resources to cover two 12 hour shifts until the NEOC is stood down

PLAN MAINTENANCE

The Evacuation EST Chair shall arrange a meeting by the last week of April annually and regularly during the hurricane season for the maintenance and revision of this section of the plan and will provide an updated plan to HMCI for review and approval no later than 1 May.

Other meetings will be held as specified in this Plan or on an as needed basis as determined by the NEOC, the Chair or on request by any two members of the Emergency Support Team.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Ensure that all departments involved in Evacuation develop, test and update tropical storm & hurricane plans and report on departmental drills to this EST by the end of March each year. Plans are to conform to the format used in these plans	EST Chair
Test and review this plan in its entirety and make changes as required by the end of April each year	EST Chair
Thoroughly brief members as to their various roles and responsibilities. Any changes are to be forwarded to Director, HMCI for the National Hazard Management Council	EST Chair

Alert – 72 hours	Assign
Meet at C.I. Airports Authority administration offices, activate the plan and determine what specific actions are to be taken with regards to the threat	EST Chair
Draft the evacuation order and ensure that notification to all concerned will begin and visitors will be advised to leave at their earliest possible opportunity, to avoid last minute panic for transport off the Islands, by personally notifying rental properties and by bulletin on Radio and TV	JCS/Rep CITA/ Director of Tourism
Ensure that evacuation of Little Cayman is organized in a timely manner	SIEC/CERT
Ensure that DOT obtains a copy of the database of visitors in the islands and shares this information with the Mass Fatalities Management EST for use in post hurricane victim location	DoT

Watch – 48 hours	Assign
Evacuation of visitors will continue until all have been evacuated or there is simply no time or equipment, at which time anyone left will be sent to shelters with the assistance of DOT	EST Chair
Aid with transporting tourists to designated shelters, if required	NEOC/CITA/ EST Chair

Watch – 48 hours	Assign
Order evacuation of designated zones. In Grand Cayman and Cayman Brac evacuation will be ordered along with continued evacuation of Little Cayman. These zones will be based on various factors of the approaching storm. The EST will report status of all actions to the NEOC	NEOC TCG Chair
Warning – 36 hours	Assign
Confirm with all members of the EST that all possible has been done with regard to the duties and responsibilities assigned to each member	EST Chair
Ensure that the CEO CIAA, in consultation with the Director General, Civil Aviation Authority will commence evacuation of aircraft and personnel at the airports	EST Chair
All Clear - Response	Assign
Each member of the EST will be responsible for ensuring that their organisation is advised and persons will take such steps as are necessary to restore normal operations	EST Chair
Consultations with the appropriate Portfolios/ Departments/ Organisations will take place immediately after the storm to determine the extent of damage to the infrastructure associated with the Tourism Industry with a view of timely resumption of flights and operations of visitor accommodations	NEOC TCG Chair
Determine appropriate time to resume flight operations	NHME & CEO CIAA

COMMUNITY EMERGENCY RESPONSE TEAMS

INTRODUCTION

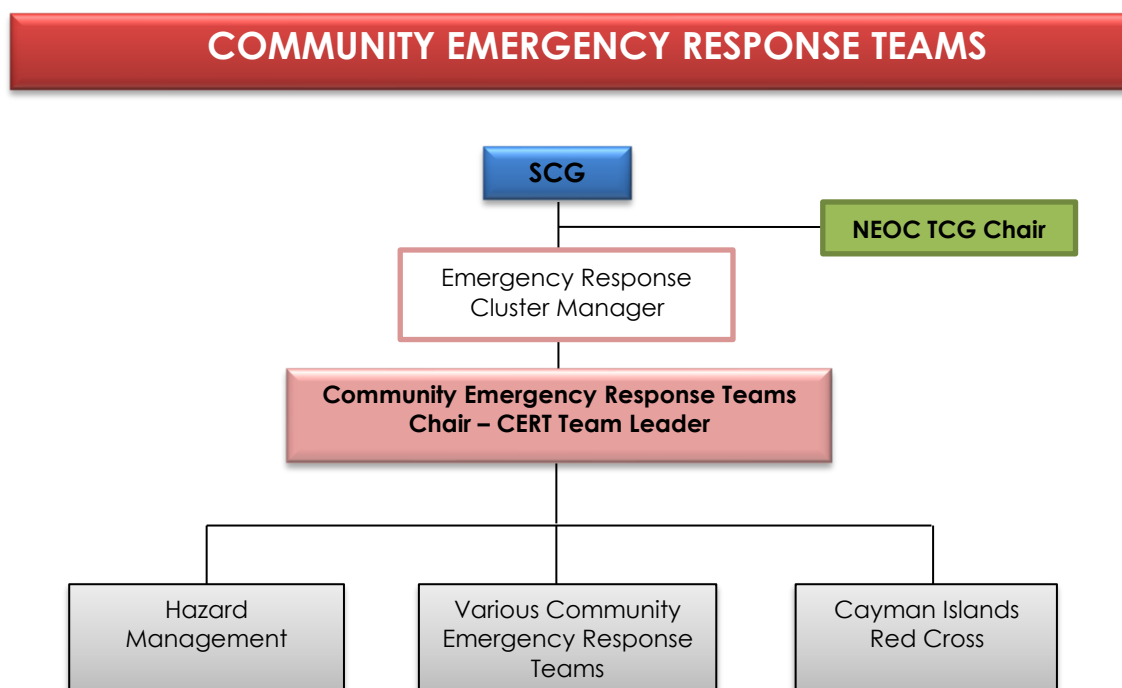
During the initial hours following the disaster, emergency personnel may be unable to reach areas or may be short of personnel to respond. Others often have had to pitch in to help in their immediate neighbourhood.

Community Emergency Response Teams (CERTs) would assist in the preparation for and response to a disaster.

PURPOSE

The purpose of the CERTs is to respond before or after a storm in their community.

Members should be residents of their respective Communities as they are familiar with their environment and should be able to better conduct needs assessments and assist with response activities. The CERTs will assist communities to prepare for and respond effectively in the aftermath of a storm when first responders are overwhelmed or unable to respond.



TASKS

When an event occurs, the EST will serve as the lead coordinating group of the CERTs to facilitate the preparedness, response and aftermath activities and will maintain open communications with the NEOC to the greatest extent possible to communicate the situation in their areas.

- Evaluate the level of preparedness in the community

- Participate in training exercises
- Render pre-storm assistance to residents where needed
- Serve as a primary point of contact with government agencies following the ALL CLEAR
- Assist with evacuations
- Promote community awareness of potential hurricane hazards and preparedness measures
- Report obvious damage to buildings and infrastructure to the NEOC
- Receive and distribute requested resources and liaise with the Shelter Managers
- Assist with initial debris clearance of emergency routes
- Conduct neighbourhood wellbeing checks on residents following the ALL CLEAR
- Communicate on a regular basis with the NEOC providing critical information about conditions and needs
- Communicate on a regular basis with other CERTs within respective districts before during and after impact

RESPONSIBILITY

The NEOC has the overall responsibility to coordinate with the districts to ensure the needs are prioritised according to the conditions among all affected areas. Resources shall be equitably distributed consistent with identified needs.

The responsibilities of the CERTs include assisting the residents by providing information on preparedness, direction to shelters prior to an event, and assistance following the ALL CLEAR. They will determine needs, request, receive, record and distribute resources, and communicate this information to the NEOC.

The CERTs will coordinate specifically with the Relief Aid Management, Resource Support, Shelter Operations, Initial Clearance and Debris Management, and Damage Economic Impact Assessment ESs. Coordination with other ESTs shall occur as needed.

PLAN MAINTENANCE

The maintenance of the CERT plans will be coordinated annually through reviews conducted by HMCI in consultation with the CERTs no later than 1 May each year.

Consideration shall be given to incorporating 'lessons learned' from any event that requires a change in policy or procedure.

ACTION CARD DURING VARIOUS PHASES

PRE-INCIDENT	Assign
Liaise with existing CERTS and ascertain their level of preparedness	CERT Team Rep

PRE-INCIDENT	Assign
Convene meeting of the EST to determine preparedness needs of the district	CERT Team Rep
Advocate training for any aspect of preparedness for the district and existing CERT's	CERT Team Rep

ALERT 72 hours	Assign
Convene meeting of the EST to discuss threat level and develop any necessary plan of action	CERT Chair / CERT Rep
Mobilize any necessary district resource to assist in the preparedness of the district	CERT
Mobilize all existing CERTs to assist in the preparedness process of the district	CERT Chair/ CERT Rep

WATCH 48 hours	Assign
Continue Preparedness activities in communities	CERT Rep

WARNING 36 hours	Assign
Deploy any district resources to areas of need	CERT Rep
Liaise with HMCI / NEOC to indicate actions taken for pending impact of storm	CERT
Liaise with CERTs to ensure that all preparedness activities have been completed and persons and resources are being locked down	CERT Chair / CERT Rep
Ensure that all district resources are locked down and are safe for the impact of storm	CERTs

ALL CLEAR – RESPONSE	Assign
Conduct checks via most feasible means (walk, radio, etc.) of the district to determine level of impact	CERTs
Report to NEOC any situation or impact within the district	CERTs
Ensure members assess the community need for food and clothing and other supplies and advise the Chair as expeditiously as possible	CERTs
Render assistance as best as possible to the district	CERTs

SEARCH and RESCUE

INTRODUCTION

It is likely in the event of a catastrophic tropical storm/hurricane that search and rescue efforts will be required to locate individuals that have been reported as missing or unaccounted for, in need of medical assistance, or unable to extricate themselves from a life-threatening situation.

The responsibility for Search and Rescue (SAR) will be shared by the Cayman Islands Coast Guard (CICG) and the Cayman Islands Fire Service (CIFS). Land based searches will be led by the CIFS, and sea-based searches will be lead by the CICG will be the lead agency. Depending on the search requirements international search and rescue resources may be needed and will be coordinated through the CICG and CIFS.

Other local agencies which may be involved in supporting Search and Rescue efforts include: Port Authority, Health Services Authority (HSA), Cayman Islands Airports Authority (CIAA), Cayman Islands Regiment and other departments as required.

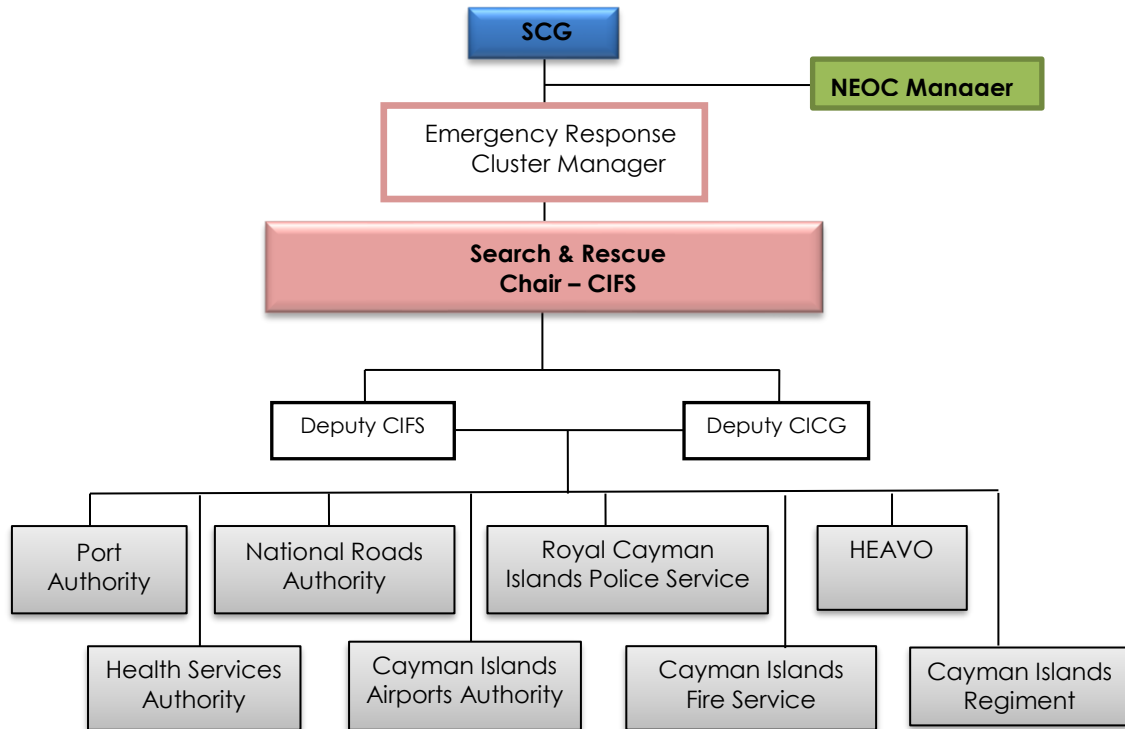
PURPOSE/POLICY

It is the purpose of this section to set forth general protocols required to provide an effective well-coordinated island-wide search and rescue effort as a response to a catastrophic tropical storm/hurricane, and to specify the agency with the overall management and responsibility for those particular conditions.

The decision regarding which agency will assume command of SAR operations will be reached after consultation of the initial Emergency responders

The need for external off-island assistance for SAR will be requested via TCG to SCG with permission given from the NHME, when reports of missing persons received at the NEOC are projected to exceed available resources of CICG, CIFS and CERTs.

SEARCH and RESCUE



TASKS

- Locate and rescue missing persons
- Ensure that once rescued, the victims, if injured and requiring treatment, are transported to the hospital or, if not injured, are placed in the care of a responsible person or department
- Communicate with Debris Management in the NEOC to ensure roads are passable so that emergency vehicles can reach devastated areas and relatives can reach family and friends
- Designate an incident commander who will have the responsibility of coordinating the response island-wide
- Determine the need for human resources, equipment and response resources and coordinate with the ESTs and NEOC TCG Chair, if the need exceeds the current available resources
- Deploy Heads of Departments to the NEOC where strategic decisions involving policy and guidance will be determined
- Structure the response effort, coordinating decisions and resources at the NEOC, and search area

- Formal requests for international assistance must be made through the Governor's Office staff, specifying exactly what resources are needed to assist in search, rescue, and recovery operations

RESPONSIBILITY

The NEOC Staff shall have the overall responsibility to coordinate and monitor response efforts and routinely report status to the NHME and MPs. Tactical logistics necessary to perform the tasks as directed by the Incident Commander, will be coordinated with other response agencies and ESTs at the NEOC as required to respond to the scope and magnitude of the event.

Chair

Lead for the coordination planning/preparedness activities of the SAR EST.

Deputy Chair

CIFS – addresses planning and response issues related to SAR operations when CIFS is the lead.

Deputy Chair

RCIPS - addresses planning and response issues related to SAR operations when RCIPS is the lead; has full command and control for a mass fatality situation with the support from CIFS to the extent that equipment and human resources are available.

RCIPS

- Primary or lead responder in those incidents where police service training and experience are clearly required to command the response effort, depending on the event
- Provide security, traffic, and crowd control. Will provide support to the CIFS with staff, and equipment as required

CIFS

- Primary or lead responder in those incidents where fire service training and experience are clearly required to command the response effort, depending on the event
- Team with the RCIPS in incidents where Fire Service and RCIPS training and experience are both clearly required to ensure a coordinated response effort
- Provide support to the RCIPS with staff, and equipment as required by the incident commander

Coast Guard & Port Authority

- Coast Guard will have the primary or lead responsibility in a sea-based response effort
- Coordinate response activities with the CIFS & Port Authority
- Support the incident commander in land-based incidents with equipment and staff as required by the Incident Commander

National Roads Authority

- Assist with providing equipment necessary for the initial clearance of emergency routes

Health Services Authority

- Provide ambulance and medical support
- As required, establish a triage at a location to be determined

Cayman Islands Airports Authority

- Command operations in the event of a hurricane related Aircraft accident
- Make provision for transport flights bringing resources to assist in a large-scale operation

Other Departments

Supporting the Search & Rescue Mission:

- HEAVO, DVES and other departments with specialized equipment and operators
- Customs and Border Control Department
- Department of Environment

As may be activated and directed by the NEOC TCG Chair to support the Incident Commander and operations at the NEOC.

PLAN MAINTENANCE

The CICG, RCIPS and CIFS will jointly be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May every year.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Ensure that all necessary communications equipment is readily available	HMCI/EST Chair
Ensure training, testing and review of the Search and Rescue Plan in its entirety is completed by the 1 May annually with any necessary changes to the plan as well as the ESTs members being updated	EST Chair
Brief all EST members as to their roles and responsibilities	EST Chair
Establish Duty/Shift Assignments	Deputy Chairs CICG/CIFS
Checklist of Response Needs and Inventory	Deputy Chairs CICG/CIFS/RCIPS
Confirm Equipment and Operator availability	Member HEAVO/NRA

Identify off-island SAR resources that are available to assist with large-scale Islands-wide searches	CIFS & CICG
Establish pre-disaster agreements for external SAR resources which would respond to a request for assistance in a large-scale SAR operation	NEOC TCG Chair
Provide the Resource Support EST with copies of all agreements entered into for external resources	NEOC TCG Chair

Alert – 72 hours	Assign
Initiate the implementation of pre-event checklists	All primary and support agencies
Roster Personnel	Deputy Chairs CICG/CIFS/RCIPS
Ensure Communications Equipment is operational	Deputy Chairs CICG/CIFS/RCIPS
Report to the EST Headquarters for a briefing on the responsibilities and assignments	Chair and Deputy Chairs
Provide CERTs with suggested list of miscellaneous tools to be used in search and rescue operations	CIFS
Ensure that the occupants of homes in areas likely to be flooded are warned by means of bulletins to all forms of media as well as Police public address announcements	JCS/RCIPS
Encourage resistant occupants to evacuate when a serious threat exists for a particular area	RCIPS
Document warnings given to resistant occupants who refuse to leave and note the names and contact information for next of kin or friends	RCIPS

Watch – 48 hours	Assign
Call meeting of members to brief on the situation and issue radios	SAR Chair
Notify CERTs of the location within the district where heavy equipment and other vehicles will be assigned by the PWD, HEAVO and NRA	Debris Management EST
Inform the SAR EST Chair as soon as all tasks have been accomplished	All primary and support agencies
Implement checklist items for this phase of the pre-event activities	All primary and support agencies
Confirm availability of District Pre-Positioning sites	Debris Management EST
Initiate pre-disaster agreements & MOU's	Debris Management EST

Warning – 36 hours	Assign
Check to ensure that everything is available regarding all EST emergency equipment, including Medical, Red Cross, Fire Service and Police personnel and medical supplies	SAR Chair
Ensure that all alert phases are recorded as they are declared	SAR Chair
Ensure that all instructions given are recorded	SAR Chair
Assemble at the EOC [in the office of the Chief Fire Officer] for instructions and shift assignments – be prepared for an extended stay	SAR EST
Check communication equipment including redundant systems	All primary and support agencies
Deploy equipment and operations to pre-determined sites	All primary and support agencies
Confirm Personnel shift schedules	Deputy CIFS/RCIPS
Provide Deputy Director Operations, Response and Recovery all telephone numbers	SAR Chair

All Clear - Response	Assign
Coordinate with CERTs to determine the extent of damage, the well-being of the residents, and identification of persons injured, dead or missing	SAR Chair
Identify all radio equipment available within Police and Fire agencies	Deputy CIFS/RCIPS
Identify all available additional handheld radios that can be assigned to SAR volunteers	HMCI
Deploy SAR teams throughout the islands if hurricane damage is widespread	RCIPS/CIFS
Assign a Police Officer with a radio to each volunteer SAR team to ensure direct communications between search teams, Police Stations in the Districts, and the NEOC and SAR command centre	RCIPS
Identify all small boats in the District and request the use of them for wide-spread SAR operation	Deputy Chair RCIPS
Manage the deployment of boats in a search, allocating them to particular areas	CICG
Locate/Deploy heavy equipment to clear roads and foot paths passable after a hurricane	Debris Management EST/ Resource support EST
Coordinate with the Resource Support EST to acquire necessary equipment	SAR Chair
Take operators to the equipment using small boats if required	CICG

All Clear - Response	Assign
Respond to assigned locations for post-hurricane Search and Rescue operational briefings and deployment	All primary and support agencies

SECURITY and LAW ENFORCEMENT

INTRODUCTION

The security issues that arise following a storm strike will vary according to the extent of the damage sustained. An assessment will be conducted following the “All Clear” to determine the needs in relation to security requirements.

PURPOSE/POLICY

The RCIPS is charged with maintaining law and order in the Cayman Islands and maintaining public safety. The preparatory events leading up to a tropical storm or hurricane are crucial in determining the level of service that will be delivered in the aftermath of the storm.

The Emergency Powers Act (2006 Revision) and the Police Act (2021 Revision) provide for curfews and cordons to be established and stop and search powers to police. These are necessary tools in preventing criminal activity during a time when properties are vulnerable due to the disruption of electricity supply.

To ensure that the RCIPS is prepared to provide the required response, officers will be placed in shelters and other identified key locations to provide adequate policing coverage in the immediate aftermath following a hurricane until the policing/security needs assessments can take place.

This deployment will ensure that officers are located in key areas to carryout policing and security functions as well as to expedite the policing and security needs assessment. It also ensures that there is policing coverage to key areas in the event of communications failures.

ADMINISTRATION

National Hazard Management Executive – Works from the Government Administration Building (GAB) location and provides direct contact with the UK Government, also directly responsible for internal security matters.

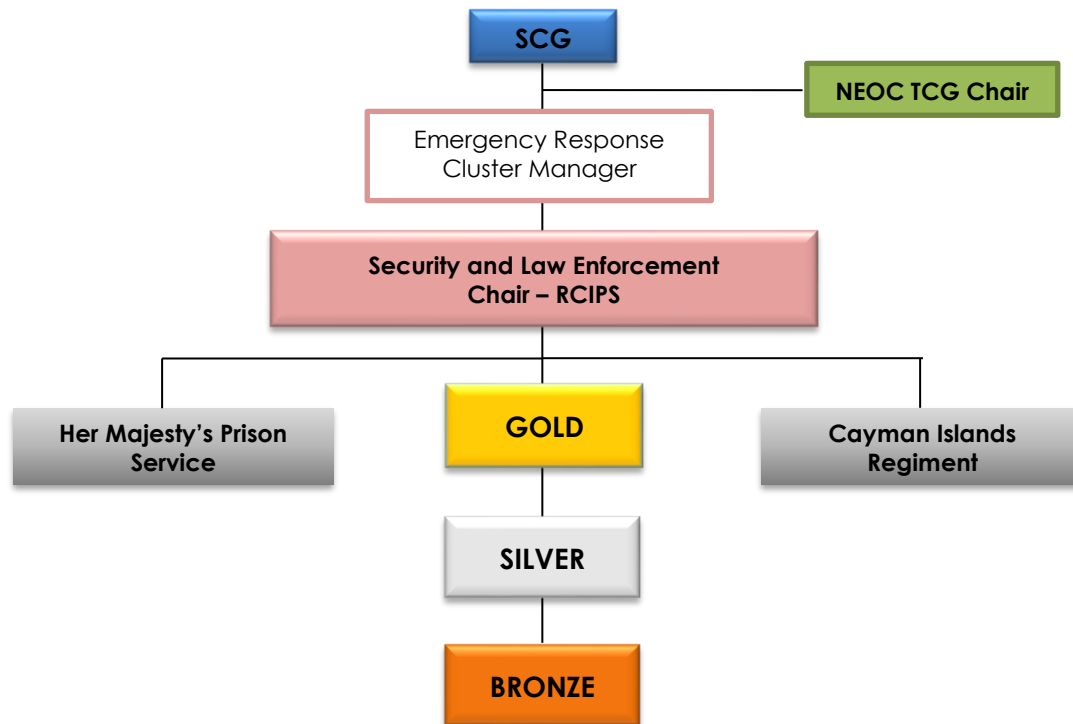
HMCI – Operates from the NEOC and has tactical co-ordination over the entire disaster preparedness and response process

Gold – Has strategic direction over Police activities and will ensure effective interdepartmental operations; reports directly to SCG.

Silver – Works from the relevant police station and has tactical responsibility for the implementation of policy implemented by Gold.

Bronze – Works from the field (identified key areas and shelters). Has operational responsibility for identified areas and reports to Silver.

SECURITY and LAW ENFORCEMENT



TASKS

- The RCIPS will provide police personnel to the key areas to ensure that policing coverage is maintained during the preparation for the impending storm
- Targeted patrols will also be provided to the commercial areas during the preparation stages
- Shelter deployment will occur as shelters are opened and officers will report to the shelter managers
- Officers will also be deployed to other locations identified to be used as post storm staging areas

In addition to the official Emergency Shelters, the RCIPS will provide policing coverage for the following locations post storm:

- Wholesale and retail food stores
- Water Supplies
- Fuel – Rubis, Sol, Refuel and Home Gas

- Communications infrastructure
- Distribution Centres

Enhanced security will be provided to:

- HMPS
- ORIA
- Charles Kirkconnell International Airport
- HSA
- Faith Hospital
- GAB

In addition to this list other security needs will be assessed and cover provided.

High Visibility Mobile Patrols

- Planned Patrols (Communication Failure)
- Commercial Areas
- Residential Areas
- Traffic Control - Road Junctions
- Roadblocks (curfew enforcement)

RESPONSIBILITY

[Details contained in restricted Police Plan]

When reporting to the assigned post the Commissioner of Police will manage personnel resources to cover two 12 hour shifts at the NEOC until it is stood down.

PLAN MAINTENANCE

The Commissioner of Police will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Season pre - briefing to ensure officers have personal plans in place for the hurricane season to expedite their own preparations	Superintendent Operations
Internal Plans are reviewed and tested by May 15 th of each year	Superintendent District Operations
Inventory of emergency equipment to be carried out by May 1 st of each year	Silver Supplies Equipment
Hurricane Warning flags to be checked for each district and confirmed	District Commanders

Alert – 72 hours	Assign
Securing high ground for police vehicle storage	District Commanders
Placement of emergency supplies in each station	Silver Welfare
Briefing of all staff assigned to shelter duties	District Commanders
Contact to all key infrastructure	Silver S&LE/Contingency Planning Unit
Update to Chief Superintendent on available transport	Silver Transport
Update to Chief Superintendent on available Communications	Silver (Transport)

Watch – 48 hours	Assign
Continuing as above	

Warning – 36 hours	Assign
Briefing of all staff of the Disaster Preparedness & Hazard Management Act (2019 Revision), The Police (Amendment) Act (2021 Revision) and any curfew times	District Commanders
Implementation of service wide 2 roster system to be followed through until emergency lifted	Superintendent Operations
Fuelling and storage of patrol vehicles on high ground	Silver (Transport)
Placement of staff in shelters, critical infrastructure, 911 and S&LE deployment points	District Commanders
Placement of staff in key infrastructure	Superintendent Operations

All Clear - Response	Assign
Initiation of planned patrols (Communication Failure)	Silver & Bronze S&LE
Security of key infrastructure	Silver & Bronze S&LE
Policing needs assessment	Silver S&LE
Initiation of patrols – demand policing	Area Commanders
Continuing assessment of security requirement	OIC District Operations

SHELTER OPERATIONS

INTRODUCTION

It is Government's role to provide shelter to those members of the community who are unable to find appropriate shelter for themselves, with a priority on older persons, disabled persons, hospital patients, essential workers, and their families. Following a storm, the government will continue to provide shelter for those displaced by the event for a limited period of time.

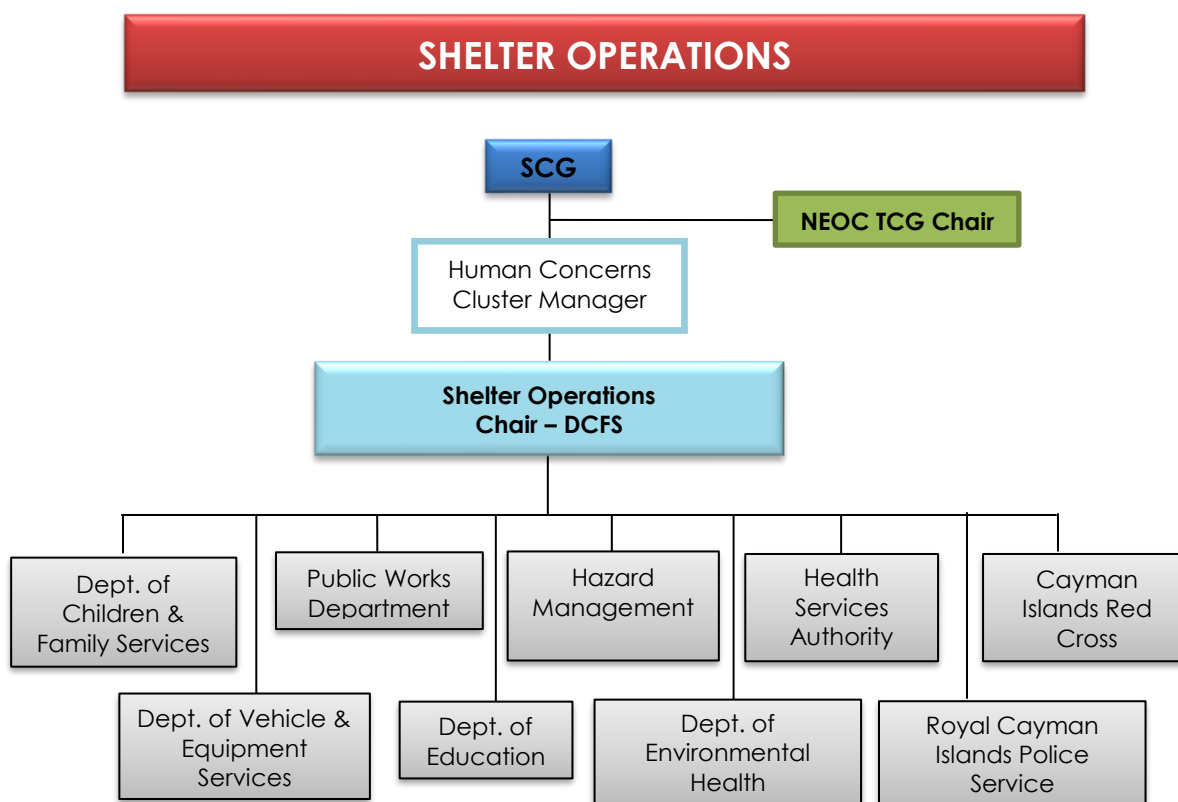
There are two shelter classifications:

- **Category 'A'** buildings suitable for shelter during a storm, and
- **Category 'B'** buildings suitable for shelter after a storm

PURPOSE/POLICY

The purpose of this section is to outline responsibilities, procedures for implementing the actions, and activities required to shelter and provide mass care to the public when a storm threatens the Cayman Islands.

It is not the intent of the Government to maintain the shelters for an extended period. The policy is to return all facilities to their appropriate functional status as soon as possible.



TASKS

The designated representative of each agency listed in this section shall develop supporting procedures or checklists indicating how these tasks will be carried out. These are due annually to HMCI, no later than 1 May, and will be appended to this section.

- Make the necessary physical assessments and preparations ensuring all designated shelters are ready for use
- Provide shelter management including the resource and support to the shelters
- Determine when to close and/or consolidate shelters
- Pre-determine public schools and/or community centres and other designate structures in the community which will serve as shelters – see appendix six
- Assess necessary capacity and make recommendations to enhance capacity as necessary
- Work with the private and NGO sectors to increase the overall capacity of shelter space available

RESPONSIBILITY

Responsibilities of each of the EST members are as follows:

Emergency Support Team Chair

- Assess the need for goods, services, supplies and materials necessary to prepare and/or re-supply the shelters
- Coordinate the direction and control of sheltering Operations for the citizens of the Cayman Islands
- Oversight of all shelter operations in consultation with the Deputy Director Operations, Response and Recovery

Department of Children & Family Services (DCFS)

- Maintain overall responsibility for preparing and managing the individual shelters, from the declaration of ALERT to that time following the ALL CLEAR when all those sheltered can be relocated to temporary alternate housing
- Coordinate response to requests received for assistance, materials and supplies made by the Shelter Managers with the NEOC
- Recruitment and training of Shelter Managers

Public Works Department (PWD)

- Serve as the lead agency to ensure the necessary preparations of all designated shelters have been completed
- Initiate and conduct assessments of damage and structural integrity of all public shelters following the ALL CLEAR

RCIPS

- Implement the procedures and manage the deployment of resources to provide security personnel at each public shelter
- Coordinate the deployment of personnel and material support requirements with the Deputy Director Operations, Response and Recovery

Health Services Authority (HSA)

- Provide required medical and health services and personnel at the shelters
- Identify Emergency Medical Centres to accommodate those requiring special medical assistance and care
- Coordinate the transport and needs of those medically dependant or requiring special care
- Provide for an area to quarantine those with infectious diseases
- Develop a database for those that are medically dependent and identify an area suitable for sheltering, that will provide for their medical requirements
- Develop and maintain MOU's with private clinics and care centres for the sheltering and care of those that are medically dependant

Cayman Islands Red Cross

- Serve in a support role to the Shelter Operations
- Provide assistance to the shelters for those displaced and homeless
- Provide training to Shelter staffs in emergency medical and life saving procedures

Education Department

- Serve as a resource for administrative personnel from the school being used as a public shelter, to assist the Shelter Manager in shelter/facility management and oversight, when possible
- Return Schools to their pre-disaster function for the resumption of classes

Department of Environmental Health

- Inspect water supplies and sanitary facilities at the shelters before, during and after the disaster
- Ensure proper storage and disposal of garbage at the shelters.

Hazard Management Cayman Islands (HMCI)

- Coordinate and facilitate the annual inspection of designated shelters
- Maintain shelter supplies to ensure that the shelters are available for use when required
- Liaise and coordinate with Food Suppliers for supplies for post disaster distribution

- Coordinate post disaster supplies distribution

PLAN MAINTENANCE

The Shelter Operations EST will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Ensure that adequate numbers of shelter managers and staff are trained and available for operating shelters	DCFS
Verify the location and assignment of all keys required for Public Shelter operation	HMCI
Ensure that shelters are inspected including an inventory and restocking of all supplies and materials as required	HMCI
Ensure adequate sanitary facilities are available in all buildings chosen as shelters	PWD / HMCI
Ensure the availability of all EST emergency equipment, including Medical, Red Cross, Fire Service and police personnel and medical supplies	NEOC
Liaise with ADRA to review any assistance they can provide post-disaster	EST Chair
Conduct annual exercise securing all public shelters, checking and starting standby generators, checking water supply, waste disposal systems and general maintenance	PWD / HMCI

Alert – 72 hours	Assign
Ensure Shelter Managers are made aware of the declaration	EST Chair
Ensure food distributors are made aware of the declaration	HMCI
Contact all Shelter Managers	DCFS
Contact all District Representatives	DCFS

Watch – 48 hours	Assign
Secure identified public shelters and conduct a final check of stock levels and essential hardware for all public shelters	PWD/HMCI
Ensure Shelter Teams are ready to report to and prepare their respective Public Shelters for operation at Storm Warning	DCFS / HMCI
Ensure phones and radios for shelters are available and functional for deployment to each shelter	HMCI
Ensure food suppliers have essential supplies ready for transport at the issuance of a "Warning" when advised by the Chair or designate	HMCI
Establish and maintain contact with District Representatives	EST Chair

Watch – 48 hours	Assign
Ensure each Shelter Manager completes their checklist of supplies and knows the condition of the Shelter	DCFS
Provide each Shelter Manager the keys for their shelters and shelter kits	HMCI
Report to and prepare respective shelters for operation	Shelter Management Teams

Warning – 36 hours	Assign
Open assigned shelters	Shelter Managers
Ensure all prescribed shelter forms are available for use in each shelter	HMCI
Ensure that necessary supplies are provided to the respective Shelter Managers in their districts from the food supplies placed at the designated storage shelter	HMCI
Maintain contact with the NEOC	Shelter Managers
Ensure food suppliers transport supplies to designated Shelters once advised to do so by Chair or designate	HMCI
Report to the main food storage facility to receive, inventory and store supplies	HMCI
Ensure that records are maintained of the distribution and deployment of resources	HMCI

All Clear - Response	Assign
Report status of the public shelter, occupancy, needs, and resource shortfalls through the EST Chair	Shelter Managers
Determine the need for food distribution to shelters or other supplies and package such items for distribution	EST Chair / Resource Support EST
Initiate an assessment of damage and structural integrity of all public shelters as soon as conditions allow	PWD

MEDICAL RELIEF

INTRODUCTION

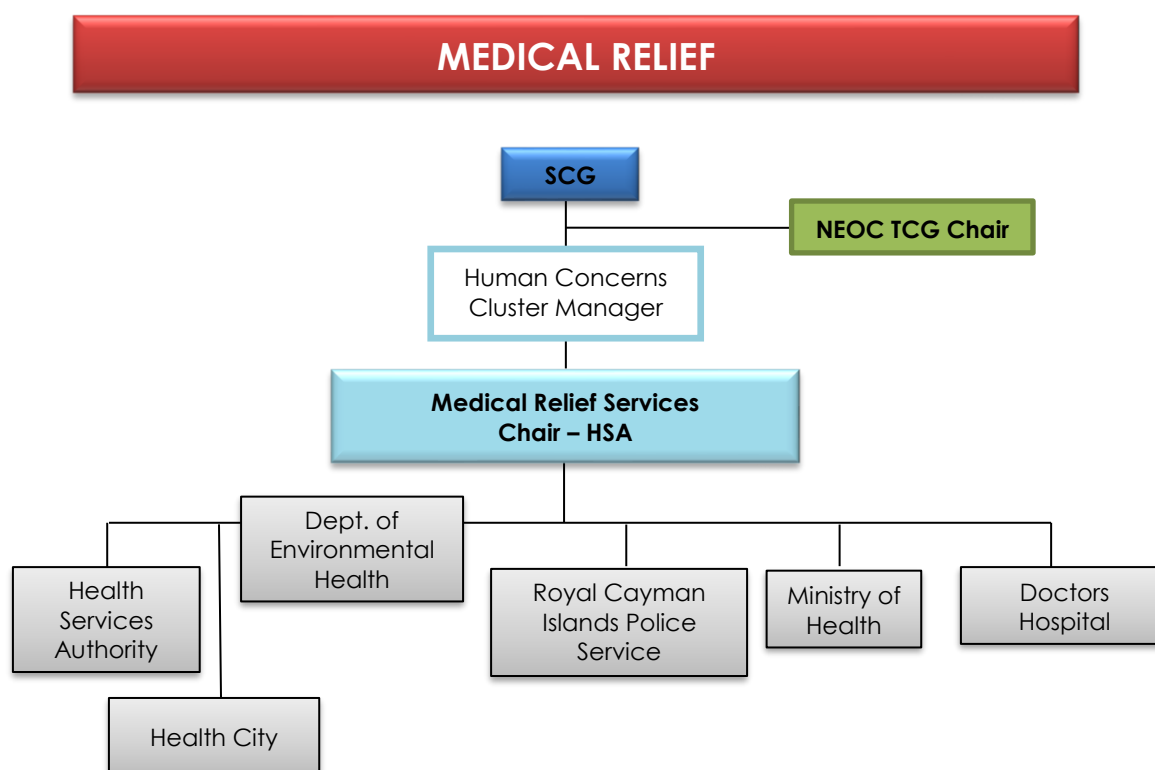
This plan addresses disaster conditions related to the impact of hurricane and severe storms. Hurricanes often result in severe injuries and the significant loss of life. It is critical that every effort be made to protect all of the medical facilities as they often serve as shelter for those that must remain there as well as for people who make their way there looking for shelter. It is essential that medical facilities are able to receive patients as soon as the ALL CLEAR is declared.

The variety of activities can range from basic first aid to assistance provided to the RCIPS for the management of mass fatalities. It is also necessary to be alert to the possibility of disease soon after a tropical storm or hurricane strikes due to contamination, especially of water supplies, mold, and insect proliferation. Availability of medical equipment and supplies can be quickly compromised making it difficult to meet medical and health needs. The various EST members will provide critical support to alleviate the impact on the medical service system.

PURPOSE/POLICY

The purpose of this Section is for the following:

- Provide for the medical needs of the community at the HSA, Faith Hospital, HM Prisons, and the six Emergency Medical Shelters (EMC's)
- Monitor the environment to minimize disease outbreaks
- Assist the RCIPS and HM Coroner to determine the identity of any casualties and the disposal of bodies



TASKS

- Alert and assign personnel
- Prepare equipment and facilities
- Acquire and maintain adequate supplies
- Medical Response and fatality management assistance

RESPONSIBILITY

Responsibilities of Chair

- Check and approve all medical information being disseminated during all phases
- Establish and maintain a network of medical personnel and volunteers within the EST to assist with medical care during and post storm activities
- Convene at least one meeting of the Medical Relief EST before the start of the hurricane season and one meeting during the season to ensure preparedness measures are in place
- Coordinate all activities of the Medical Relief EST
- Ensure that all EST members know their responsibilities, are trained in relevant procedures, and are kept informed as to the status of emergency conditions during the hurricane season
- Maintain regular communication (radio, email etc.) with the NEOC, relevant ESTs and Medical shelters throughout all phases of the storm
- Communicate with the Pan American health Organization (PAHO) or other identified agencies, in the event that their services may be required post hurricane
- Provide regular updates to JCS EST on the status of the organization and its facilities, and request assistance as deemed necessary
- Ensure recordkeeping of all activities and instructions during the declared alerting phases
- Secure the commitment of private practitioners and hospitals to participate in Post-Disaster Care and Surveillance in collaboration with Environmental Health. This includes the collection, collation, analysis, and transmission of information to all concerned in relation to disease occurrence and other medical problems

Responsibilities of Emergency Support Team Members

- Inform the EST Chair of location and contact number whenever an Alert has been declared
- Be thoroughly knowledgeable regarding the provisions of the Plan
- Participate in meetings when called by the Chair to brief the group on the status of organizational readiness

Responsibilities of Health and Safety Officer (HSO)

- Ensure that there is an updated list of Emergency Medical Centres. These centres will be used to provide medical services during a storm and post-storm should the Health Centres be affected
- Ensure delivery of emergency medical supplies to the Emergency Medical Centres, and emergency supplies to all Sections/Units

PLAN MAINTENANCE

The Medical Relief EST Chair will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Review and update medical relief plans and report to the Director, HMCI by end of March each year	HSO
Update plans in the National established format and forward to the Chairperson of Coordination for the National Hazard Management Council	EST Chair, HSO
Formulate and implement annual work plans to include adequate staff training in hurricane preparedness and management	Unit Managers
Review the plan, including assigned roles and responsibilities during a hurricane	All staff
Conduct annual training in hurricane preparedness to ensure timely response in implementing the plan	HSO
Ensure that appropriate stock levels of materials/ supplies are available, and equipment required is adequately maintained	Facilities Management/ Materials Management
Ensure that materials and equipment required during a hurricane are maintained at high state of readiness	Facilities Management
Ensure that maintenance, particularly of the external fabric of the buildings (Hospital and Clinics), is given the utmost priority	Facilities Management
Ensure that property is kept free from debris and unsecured objects at all times	Facilities Management
Preparation of EMC hurricane kits and first aid boxes by the end of May	HSO/ Materials Management
Preparation of EMC drug kits by the end of May	Chief Pharmacist
Conduct training for staff shelter managers	HSO

Alert 72 hours	Assign
Achieve a complete state of readiness within four hours	EST Chair

Alert 72 hours	Assign
Call a meeting of the Medical Relief EST to brief on the HSA's state of readiness and to provide the EST members information relayed from the Deputy Director of Operations, Response and Recovery	EST Chair
Call a meeting to brief and instruct EST members to initiate their predetermined plan	EST Chair
Brief and inform staff assigned to EMCs; advise Nurses-in Charge to contact their respective shelter managers	EST Chair/Chief Nursing Officer
Release staff on rotation to secure personal property and make last minute preparations	Senior Managers
Arrange press/media releases in respect of patient discharge and any changes to normal operations of the facilities	Public Relations Officer/JCS
Advise staff of the opening time of staff shelters. Managers to be present at opening for occupant registration and sign-in	EST Chair/designate

Watch 48 hours	Assign
Contact the company responsible for delivering refrigerated containers to the pre-identified sites. These locations are Cayman Islands Hospital, Bodden Funeral Home, George Town, West Bay, Bodden Town, and East End Police Stations, Faith Hospital Cayman Brac	Nurses-in Charge (EMC's)
Designate an Environmental Health Officer to work in coordination with RCIPS and the NEOC to supervise setting up of a temporary morgue in each District	Chief Environmental Health Officer
Assess all in-patients, and commence discharge planning for those medically fit	Medical Director, Chief Nursing Officer
Ensure narcotics and refrigerated drugs are readied for delivery to EMC's	Chief Pharmacist
Brief staff shelter managers and provide last minute instructions	EST Chair/Designate

Warning 36 hours	Assign
Activate the Hospital Command Centre	EST Chair
Nurses assigned to the EMC to report to the Centres soon after the opening time of the Shelters	Chief Nursing Officer
Collect narcotics and refrigerated drugs for EMC's	In-charge Nurse
Ensure EMC assigned nurse is on hand to receive medical supplies and pharmaceuticals	Chief Nursing Officer
Deliver first aid boxes, medical/surgical supplies, and pharmacy kits to designated EMC's	HSO/ Materials Management

Alert EST members of the declaration for activation of their staffing plan.	EST Chair
Replenish, and deliver medical / surgical supply carts (2) to each in-patient unit	Materials Management
Complete delivery of hurricane supplies to various sections/units	HSO/ Materials Management
Take all final precautions to prevent injury to patients and staff	EST Chair
Ensure that all sections are properly secured	EST Chair, Facilities Management
Ensure that only essential functions are to be undertaken, such as the professional care of patients	Senior Managers
Report to the Orchid room 2 nd floor Administration. Volunteers as deemed necessary will assist them	Public Relations Officer

All Clear	Assign
Contact the Chair of the Search and Rescue to be appraised of the extent of deaths and medical problems	Deputy Chair
Organize medical care, and submit requests for internal or external assistance to the Deputy Director Operations, Response and Recovery	Deputy Chair, Medical Director
Issue press release to update public on availability of service at the HSA facilities	JCS
Report for duty in accordance with assignments	All staff
Designate staff not required for duty and direct them to return home until recalled if the situation demands this action	EST Chair, Human Resources Director
Listen to Radio Cayman during the post hurricane period for requests for assistance	All staff
Request assistance through local Police Stations if Radio Cayman is not operational	EST Chair/ designate
Collect first aid boxes and hurricane kits if no longer required by EMC	Materials Management
Return narcotics and refrigerated drugs to Pharmacy Stores	EMC Nurse-in-Charge

Recovery

Ensure that all recommendations for hazard mitigation plans are implemented.

MASS FATALITY MANAGEMENT

INTRODUCTION

This plan addresses the potential impact of disaster conditions caused by a hurricane which results in substantial loss of life.

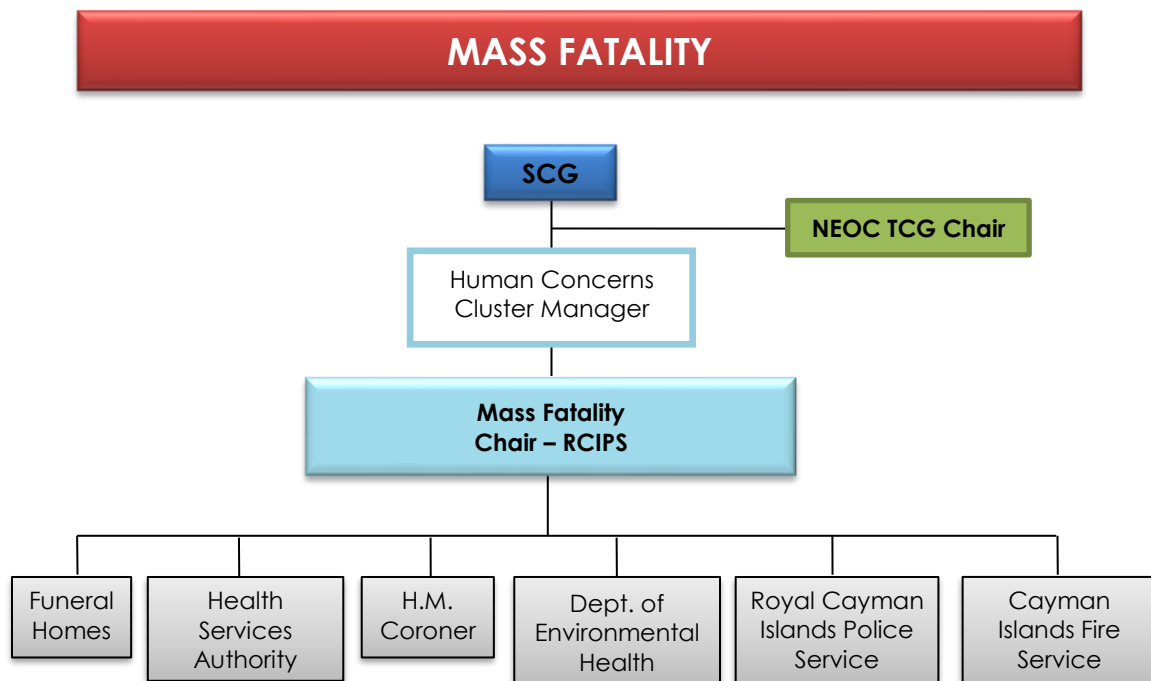
PURPOSE/POLICY

The purpose of this section of the Plan is to establish the framework for mass fatalities management for which the RCIPS will have responsibility. The activities range from:

- Collection
- Initial identification
- Notification of family
- Final disposition of victims' bodies, either on the Islands or through repatriation to their country of origin

The policy of the Government is to provide a means of processing and disposing of dead bodies in the event that a disaster results in fatalities in excess of 15.

The specific protocols for management of mass fatalities are outlined in RCIPS Casualty Bureau Process Plan.



TASKS

- The MFM EST Chair will assume overall responsibility for mass fatality management
- The MFM EST Chair will form a morgue team of appropriate size and with skills to manage the processing of victims

HM Coroner shall determine whether dead bodies will be examined in-situ or removed to an appropriate facility for examination.

RESPONSIBILITY

Processing and disposition of fatalities in excess of 15 is the responsibility of the MFM EST, and if the NEOC is stood down, then the RCIPS. This may be supplemented through a Fatalities Management service contract.

It is the responsibility of the Pathologist to perform the necessary examinations and procedures in order to determine cause of death. It may become necessary for the Pathologist to call on external Pathologist resources to contend with mass fatalities.

The Pathologist, upon arrival, shall coordinate with the DCI/SSO.

RCIPS

- Notify HM Coroner and appoint a mortuary team to manage all disaster activities relative to collecting, securing, identifying, and processing bodies for release of deceased victims which exceed the capacity of the normal fatality management system
- Mark the dead bodies using the RCIPS labelling procedure
- Manage operations from a temporary mortuary situated at a previously identified location in close coordination with the RCIPS representative at the NEOC
- Manage the investigation of any unusual circumstances of death which may ensue from the event
- Appoint an RCIPS senior official in charge to coordinate the release of victim's bodies to be returned to their country of origin where necessary
- Provide evidential continuity to HM Coroner of the handling of a dead body from its location at the incident through its recovery to the post-mortem examination
- Establish a victim locator information centre to deal with inquiries from overseas regarding missing persons

HM Coroner

- Advise RCIPS regarding the need to view dead bodies in situ or remove them to appropriate facilities
- Have the ultimate responsibility of identifying dead bodies and establishing the cause and time of death

- Determine the need to conduct an inquest into the cause of death
- Request the assistance of pathologists and forensic scientists as necessary and required by the situation
- Direct Police officers to make enquiries on behalf of the Pathologist team

CIFS

- Assist police with the recovery of dead bodies, as requested, and if necessary, label dead bodies on behalf of the police
- Provide evidential continuity to HM Coroner of the handling of a dead body from its location at the incident through its recovery to the post-mortem examination

Deputy Governor's Office

- Communicate and coordinate with International Consulates regarding the repatriation of fatalities to their countries of origin where necessary
- Serve as the intermediary between Island officials and international consulates assigned to assist with processing victims to their countries of origin

DEH

- Coordinate with the RCIPS to organize the logistics for the handling and disposition of victims following identification by HM Coroner

HSA

- Coordinate with RCIPS and Funeral Homes on processing fatalities, the numbers of which are beyond their capability to manage

PLAN MAINTENANCE

The Mass Fatality Management EST will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Review procedures and essential resources to ensure all components are available and ready for activation as needed	All agencies listed
Identify suitable premises for body-holding purposes, ensuring privacy, security, and ease of access and parking	RCIPS
Identify temporary mortuaries as agreed between the coroner, police, and relevant agencies	RCIPS
Prepare facilities needed for reception, continuity, forensic and pathological examination, x-rays, and preservation which will also comply with all necessary health and safety requirements	RCIPS

Pre-Incident	Assign
Establish personnel assignments including 12-hour shift assignments at the NEOC of RCIPS senior officers for the purpose of coordination of police forces with other emergency services	RCIPS

Warning – 36 hours	Assign
Maintain communications between field responders and the NEOC regarding fatalities	EST Chair

All Clear - Response	Assign
Activate plan if necessary	RCIPS

VOLUNTARY AGENCY RESPONDERS

INTRODUCTION

The Cayman Islands Government (CIG) recognizes the important role played by Non-Governmental Organisations (NGOs) in the country's hazard management programme. Consequently, the CIG is desirous of entering into a more formal partnership with these agencies, through the formation of a Voluntary Agency Responders (VARs) EST which includes any voluntary agency that has a role to play in any phase of hazard management. The EST comprises of a group of public, private, and not-for-profit agencies in which all the participants are equal partners united by the common goal of assisting with emergency response and disaster relief. Membership of the VARs EST will be open to all NGOs and Community Emergency Response Teams. It is envisaged that NGOs strengthen disaster coordination by sharing programs, policies, information, joint planning and training.

PURPOSE / POLICY

The purpose of this section is to outline procedures, roles, and responsibilities for immediate preparation for and response by the VARs EST to any storms affecting the Cayman Islands. The primary role is to support humanitarian relief activities of the CIG through the NEOC. The EST will also act as an auxiliary for the Human Concerns Groups functions (and any other function deem applicable by the NEOC) in the areas of personnel and general resources. Greater details of the VARs EST can be found in the VARs EST plan.

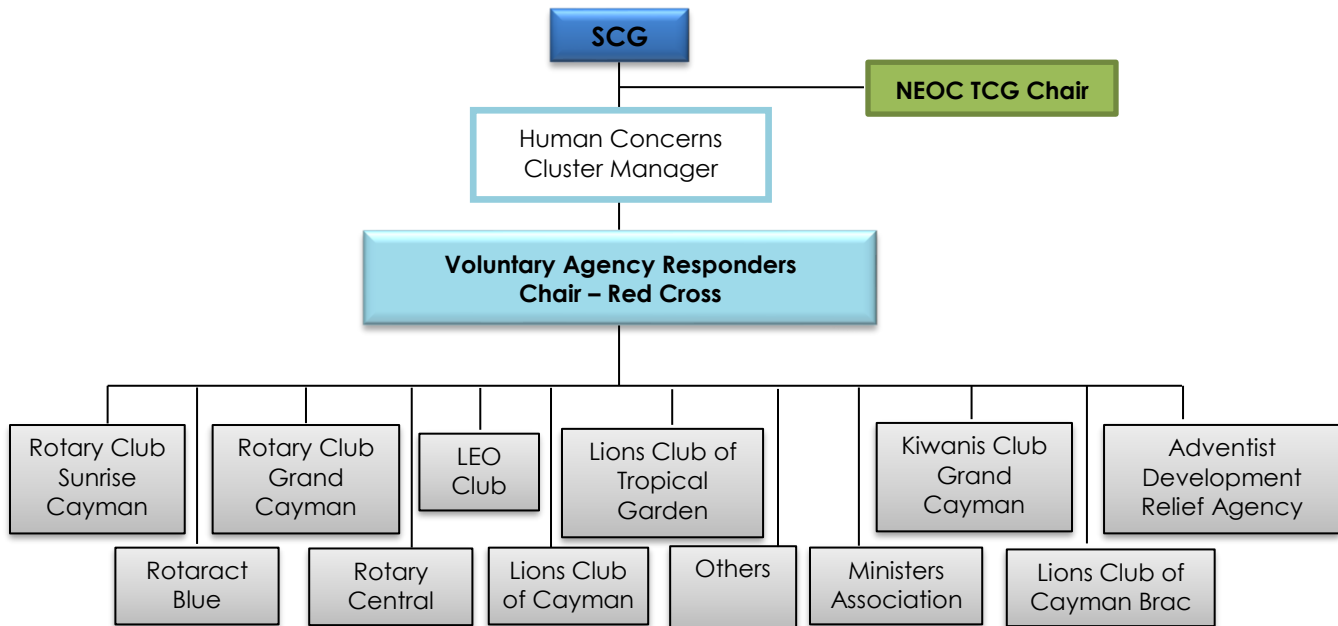
ADMINISTRATION

The EST is an integral component of the Human Concerns Group. The EST serves as the point of contact for all NGO's, voluntary agencies and non-profit organisations that wish to play a role in the disaster management process.

The EST is chaired by Cayman Islands Red Cross (CIRC) who will liaise with the Deputy Director of Operations, Response and Recovery, HMCI for administrative coordination. However, the response operational coordination is led by HMCI through the NEOC.

The EST will act as a volunteer resource pool to the disaster management mechanism especially during a period of response. This volunteer resource pool includes personnel and equipment that the agencies / organisations may have at their disposal. In times of no disaster or incident event the agencies / organisations will liaise and maintain contact with CIRC to review plans and strategy.

VOLUNTARY AGENCY RESPONDERS



TASKS

It will support CIG efforts by:

- Being a resource to citizens of the local community during all phases of hazard management: mitigation, preparedness, response, and recovery
- Provide additional resources to the national preparedness and response efforts
- Provide a single point of contact for the Voluntary Community involved in hazard management activities
- Allow standardisation of methodologies and approaches to hazard management as well as harmonization with the National Hazard Management Programme

RESPONSIBILITY

Cayman Islands Red Cross

- Provide a Red Cross representative to chair the EST and work with the voluntary organizations' membership
- Act as the primary agency to provide year-round technical assistance regarding the use of volunteers
- Coordinate with Hazard Management disaster relief operation to identify needs in the community
- Conduct training for the agency membership
- Maintain and distribute as necessary, a roster of agency contacts and support personnel

- Primary and support agencies will participate in disaster operations training
- Update VARs EST Standard Operating Procedures and Plans
- Annual meetings of VARs EST

Adventist Disaster Relief Agency

- Provide volunteers to assist in shelter operation and management
- Provide volunteers to assist with distribution of food, clothing, water, and other needed items to all districts
- Maintain close coordination with the Red Cross on the utilization of above resource
- Provide volunteers to assist with food preparation post disaster event
- Coordinate all the activities of the SDA Churches on Islands

Lions Club of Cayman

- Will assist when there is a disaster

Lions Club of Tropical Gardens

- Will provide volunteers to assist in Relief Distribution

Ministers Association (Churches included in membership)

- Provide a point of contact for liaison between responders from the religious community
- Provide written resources and training which encourage the various faith-based communities to develop congregational disaster plans for readiness, response, recovery, and mitigation
- Facilitate cooperative, coordinated response in relief and recovery by the religious community in affected areas through counsel and assistance to representatives of national denominations and communions on the Island

CONCEPT OF OPERATIONS

Once the plan is activated the VARs EST will meet at Red Cross HQ for briefing. The VARs EST Chair will decide on the location of the VARs EST EOC and VARs EST operations will be coordinated from that location. The primary role of the VARs EST will be to support humanitarian relief activities of the CIG and as such will be coordinated through the NEOC. The VARs EST Chair will communicate with EST members and keep the members briefed on on-going operations.

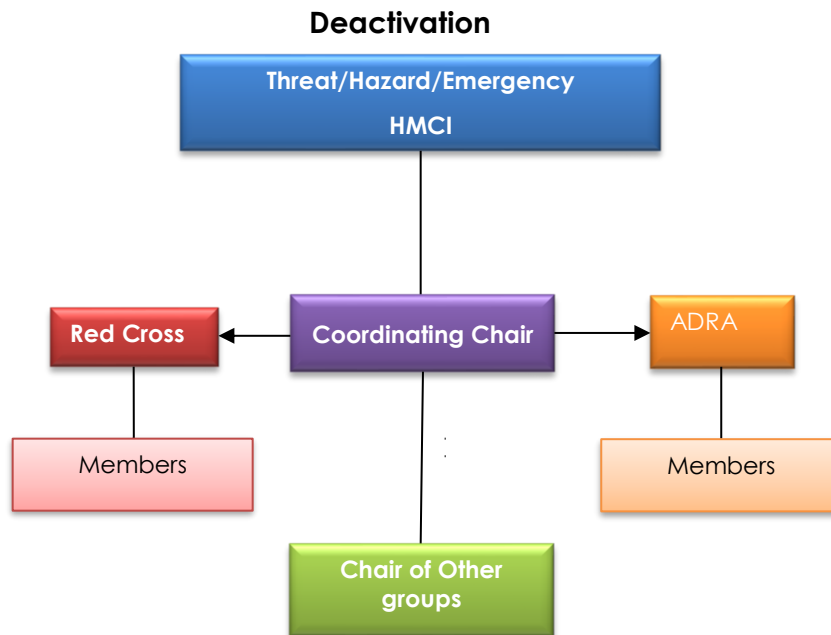
These are some of the areas that the VARs EST may provide assistance:

- Shelter management
- Psychologist Support / Counselling
- Food distribution / preparation
- Relief distribution
- Food stations

- General Equipment – generators, chain saw, cots, hygiene kits, Carpentry tools, etc.

Activation

This plan will be activated by the Deputy Director of Operations, Response and Recovery, HMCI in consultation with the Director once an alert has been declared for these Islands, or upon impact of a sudden onset disaster. The VARs EST Chair will then notify all participating agencies. See notification tree below:



This plan will be deactivated by Deputy Director Operations, Response and Recovery in consultation with the Director and Chair VARs EST. Once the plan is deactivated, VARs EST Chair will stand down all member organisations. This plan may be deactivated before deactivation of other sub-plans of the National Hazard Management plan.

PLAN MAINTENANCE

The Director in conjunction with the chair and the VARs EST will be responsible for the maintenance and revision of this section of the plan annually, and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Identify reliable storage facilities	HMCI
Update resources database	HMCI
Purchase and store emergency supplies and equipment required during and after a disaster	EST Members
Obtain list and update phone number of all volunteers	EST Chair

Pre-Incident	Assign
Conduct training on the use of all approved communication equipment	HMCI
Establish duty/Shifts assignments to cover response and recovery operations	EST Chair
Ensure communication equipment is operational	EST Members
Develop and implement tracking procedures for all donated goods	See Relief Plan
Conduct annual training in disaster preparedness response and recovery	HMCI
Develop procedures to provide timely information to the public and all participating agencies in the response and recovery efforts	JCS

Alert 72 hours	Assign
Request additional communication equipment from HMCI if needed	EST Chair
Establish duty/Shifts assignments to cover all operations	All
Assemble participating agencies for a meeting following alert notification (Briefing at CIRC HQ)	EST Chair
Contact all participating agencies via e-mail / phone	EST Chair

Watch 48 hours	Assign
Establish duty/Shifts assignments to cover 24-hour operations	EST Chair
Contact all volunteers with updates	All
Call meeting with all participating agencies	EST Chair/HMCI

Warning 36 hours	Assign
Contact all volunteers with post event meeting place	EST Chair
Secure all communication equipment	EST Members
Call in to the NEOC with final updates	EST Chair

All Clear – Response	Assign
Conduct personal damage assessment and report to Chair of the voluntary organization	All
Contact the NEOC to determine the transport situation from districts to George Town	EST Chair
Determine if necessary to relocate to pre- storage space	EST Chair
Liaise with Deputy Director Operations, Response and Recovery regarding personnel needed for clean-up or other assistance in community	EST Chair

Mental Health

INTRODUCTION

The Mental Health EST is to assist with addressing the psychological, emotional, and social wellbeing impacts that a disaster may have on survivors and responders.

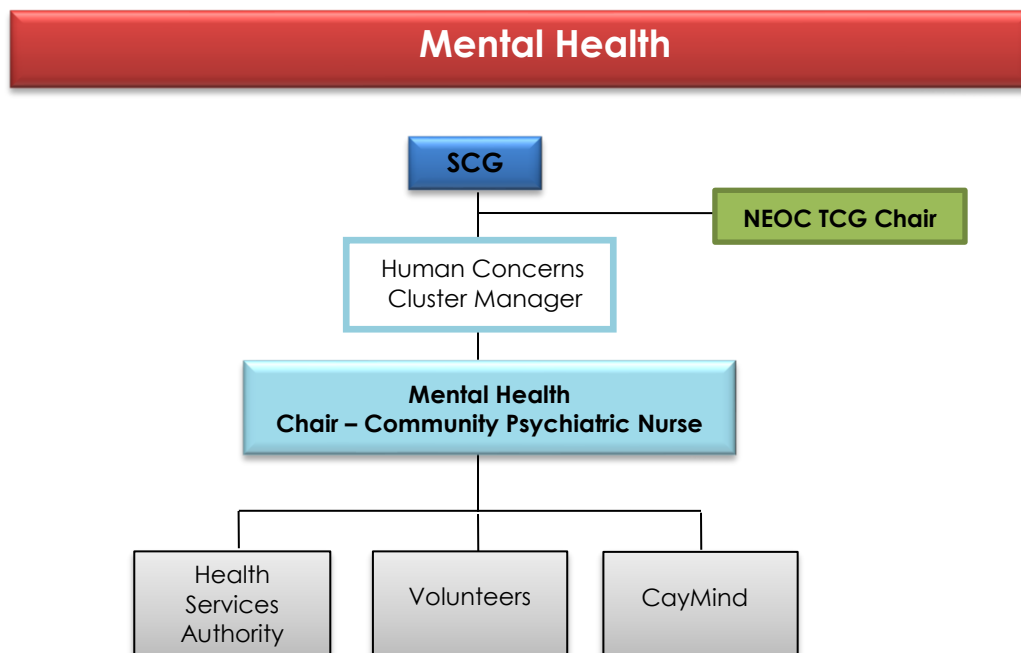
PURPOSE/POLICY

The purpose of this EST is to lead the public health and service delivery efforts to promote psychological emotional health & safety, psychological resilience, and social connectedness.

In addition, inform and educate the public about current treatment services and support available to reduce psychological/emotional suffering and ensure adequate preparation in case of a potential hazardous event.

ADMINISTRATION

The members of the EST are:



TASKS

- Offer advice on short or intermediate term interventions that address survivors and community's emotional response in the after of an unprecedented event
- Provide supportive, reassuring, and educational psychological/emotional guidance through PSAs in preparation for and in the aftermath of a hazardous event through the NEOC
- Address psychological/emotional concerns of staff and family members present in the NEOC
- Liaise, advise and support emergency agencies within the NEOC, the public and shelter staff affected by a hazardous event
- Activate CayMind during an NEOC activation

RESPONSIBILITY

- Approve all Mental Health information being disseminated to the public
- Maintain a network of volunteers within the EST to assist with the CayMind during and post storm activities
- Convene at least one meeting before the start of the hurricane season and during the season to ensure measures are in place

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Maintain a network of volunteers within the EST to assist with the CayMind during and post storm activities	EST Chair
Convene at least one meeting before the start of the hurricane season and during the season to ensure measures are in place	EST Chair

Alert 72 hours	Assign
Activate CayMind volunteers	EST Chair

Watch 48 hours	Assign
Provide supportive, reassuring, and educational psychological/emotional guidance through PSAs	EST Chair

Warning 36 hours	Assign
Continue to provide supportive and educational guidance to the Public	EST Chair

All Clear – Response	Assign
Liaise, advise and support emergency agencies and family members within the NEOC	EST Chair
Offer advice on short or intermediate term interventions to address the community's emotional response	EST Chair
Monitor the delivery and effectiveness of mental health support	EST Chair

DAMAGE & ECONOMIC IMPACT ASSESSMENT

INTRODUCTION

This section covers the continuum of immediate damage assessment through a thorough analysis of socio-economic impacts of a tropical storm or hurricane on the Nation.

An early damage assessment is essential and requires a rapid assessment to determine where Initial Clearance operations personnel should begin their work.

The prompt submission of damage reports may save lives and minimise suffering. It will provide information to the Governor, Premier, Cabinet, Recovery Manager, NEOC Operations Team and the ESTs from which they can prioritise the deployment of critical resources and seek overseas assistance.

PURPOSE/POLICY

The purpose of this section is to outline processes which begin prior to an event and continues to proceed through in-depth analysis which clearly reflects the short- and long-term effects of a hurricane on the Cayman Islands, its people and the economic base that supports the Nation.

ADMINISTRATION

This EST is an integral component of the Infrastructure Group.

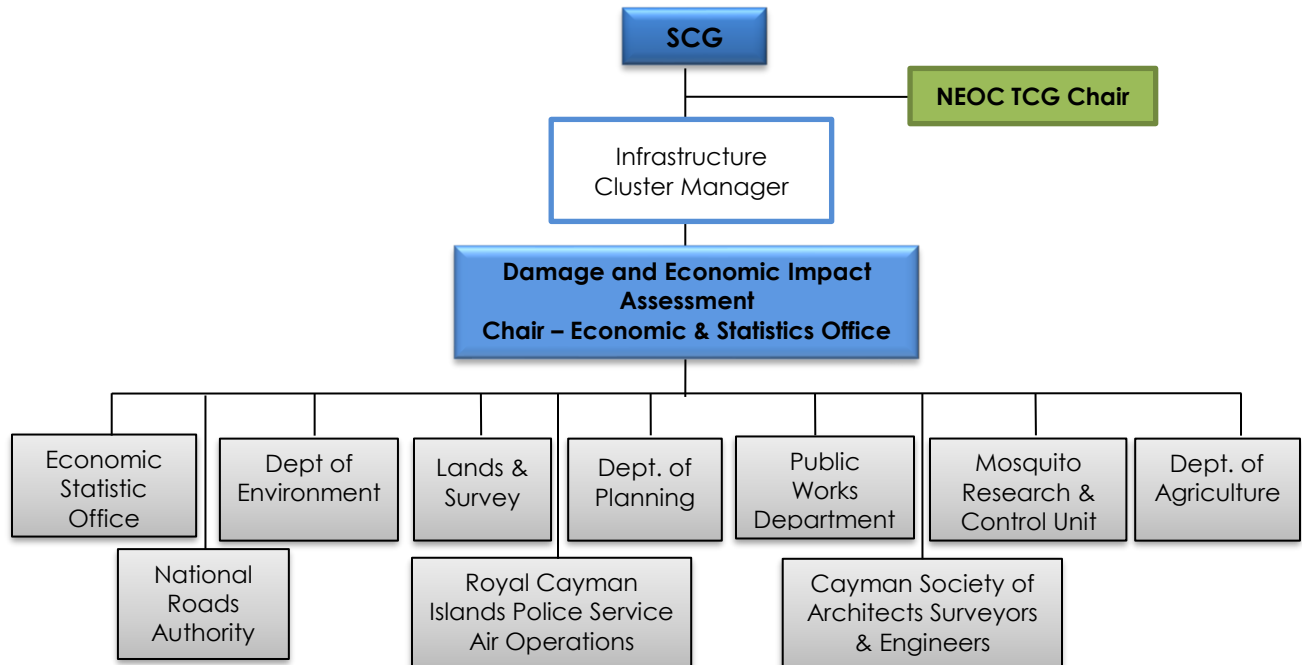
This EST serves as the point of contact for ECLAC, and any other groups authorized by H.E the Governor to enter the Cayman Islands for the purposes of conducting assessments.

The EST is comprised of members from the Economic and Statistic Office, Department of Environment, National Roads Authority, Lands and Survey, Planning Department, Public Works Department, Mosquito Research Control Unit, CASE and Department of Agriculture.

The EST Chair is responsible for initiating and coordinating all detailed assessments, which will provide government leaders with critical information for establishing the recovery operation and returning the nation to a fully operational status.

Responders in the field will communicate with the NEOC through the Damage Assessment Coordinator.

DAMAGE & ECONOMIC IMPACT ASSESSMENT



TASKS

Every agency listed in this section shall develop an internal Standard Operating Procedure specifying how tasks for which they are responsible will be carried out. These are due annually to HMCI no later than 1 May.

- Conduct assessments of damage to all government buildings/ facilities (i.e., shelters)
- Assist Risk Management Post hurricane to estimate the scope and costs of damage to government facilities in coordination with loss adjusters
- Identify populations affected and detail specific effects
- Identify emerging trends as a result of impacts
- Quantify economic losses, short and long term
- Prepare documentation and reports to support senior government officials and business leaders in their decision-making
- Quantify and prioritize gaps in resources
- Estimate short- and long-term loss estimates
- Prepare official reports on behalf of the Governor
- Provide essential information to the JCS EST for release through the media avenues

RESPONSIBILITY

- The full spectrum of impact analyses starts with a Preliminary Damage Assessment which will occur as soon as it is possible to enter any of the impacted areas but must begin within 4 days of the ALL CLEAR. The organization and implementation of Recovery Operations also require an assessment for the purpose of determining the scope and magnitude of the hurricane. A more detailed assessment of the socio-economic impacts will be conducted over a longer period of time using the ECLAC methodology. Each assessment conducted during any stage will roll up into the final National Impact Assessment report
- Liaise with CASE (Cayman Islands Association of Architects, Surveyors & Engineers) – establish agreement to assist the NEOC with preliminary damage assessment, evaluation of damage to key facilities and the supervision of repairs/re-construction

The stages for assessment are;

Activities following the Declaration of ALL CLEAR		
36 hours	14 days	45 days
Preliminary Damage Assessment	Detailed Damage Assessment	Long Term Assessment

Preliminary Damage Assessment Stage – within 36 hours of the ALL CLEAR

The Preliminary Damage Assessment will begin immediately following the declaration of the ALL CLEAR occurs and will be completed within 36 hours. The Planning Department shall have the primary responsibility for conducting the assessment. The purpose is to prioritise the deployment of emergency responders and resources. It is the first representation of damages and losses.

Responsibilities include:

Planning Department

Coordinate the deployment and process for the preliminary damage assessment of damages to homes, businesses, and the infrastructure and quantify the findings in terms of "destroyed" "major", "minor", and "affected habitable" to determine the priority structural and infrastructure areas where government should focus attention.

PWD Reps

Evaluate damage to all publicly own or leased property, small launching ramps and docks and provide a preliminary damage assessment report.

Lands and Survey [L&S] Reps

Participate in the Preliminary Damage Assessment by providing maps and other data for assessing damages by the damage assessment teams coordinated through planning and PWD.

RCIPS

Provide the aircraft, equipment, and personnel to conduct an aerial damage assessment.

Mosquito Research and Control Unit [MRCU]

Provide the aircraft, equipment, and personnel as a backup to conduct an aerial damage assessment.

CASE

Provide technical assistance and advice as necessary.

Department of Environment

Coordinate the deployment and process for a preliminary damage assessment of beach and shoreline erosion.

National Roads Authority

Coordinate the deployment and process for a preliminary damage assessment of roads including coastal roads.

Economics and Statistics Office [ESO]

Coordinate the compilation of preliminary damage assessment reports for submission to the Infrastructure Cluster Manager 36-40 hours after declaration of ALL CLEAR.

Detailed Damage Assessment Stage – within 14 days of the ALL CLEAR

This stage requires more in-depth information about damages and losses and provides the basis for requesting or accepting international assistance in terms of financial assistance and donations. The ESO shall have the primary responsibility for coordinating this stage of the assessment. It is also the first detailed representation of the trends, recovery may need to face and will start no later than 4 days after the all clear and conclude **within fourteen (14) days of the ALL CLEAR** in order to organize and accelerate the recovery process.

Responsibilities include:

Planning Department

Coordinate a detailed damage assessment of damages to homes, businesses, to include Structural, Electrical and Plumbing systems assessment to more accurately determine the extent of the damage and critical areas affecting the well-being of residents.

PWD Team

Coordinate with other EST members to conduct a detailed assessment to determine the priority structural and infrastructure areas where government should focus attention for recovery in order to re-establish public services.

Lands and Survey

Participate in the Detailed Damage Assessment by providing the data base for assessing damages with the intent of identifying critical areas affecting the well-being of residents and viability of businesses. Provide maps indicating location of buildings and roads.

RCIPS

Perform a supplementary aerial damage assessment if requested, to begin to capture data reflecting the full impact of the hurricane on the islands.

MRCU

Be on standby to perform a supplementary aerial damage assessment if requested, to begin to capture data reflecting the full impact of the hurricane on the islands.

CASE

Provide technical assistance for a more in-depth assessment and advice as necessary.

DoE

Coordinate the deployment and process for the detailed damage and loss assessment to natural resources, with aerial support from RCIPS, MRCU and other sources, and satellite images of damages from HMCI as necessary:

- coastal areas - beach and shoreline erosion, water intake and effluent outlet structures
- terrestrial environment - forest/watershed, wetlands, scenic landscape, wildlife species and habitat
- marine environment - seagrass beds, mangroves, coastal water pollution, coral reefs, sandy shores (beaches)

DoA

Coordinate the deployment and process for the detailed damage and loss assessment to agriculture - soils/farmlands, loss of crops ready for harvesting, loss of stock (livestock, inputs, and harvested products).

NRA

Coordinate the deployment and process for the detailed damage and loss assessment of roads including coastal roads.

L&S

Provide the data base for assessing damages with the intent of identifying critical areas affecting the wellbeing of residents and viability of businesses and natural resources. Provide maps indicating location of buildings and roads, and satellite images (with the *satellite images before and after the hurricane to be provided for processing to L&S by HMCI*) and/or other spatial representations of damages as necessary.

ESO

Assist with the tabulation and calculation of detailed damages and losses 14-16 days after ALL CLEAR.

When requested by the NHME or SCG, through the Infrastructure Cluster Manager, ESO shall prepare

- the draft letter request for ECLAC assistance for the long-term economic impact assessment to be signed off by the NHMC Chair;
- subject to a positive indication of ECLAC's assistance, ESO will coordinate with the ECLAC focal person on the damage and loss (DaL) worksheets that must be completed by various agencies; and
- provide the required worksheets to the various agencies, business associations and non-government organizations

Long Term Economic Impact Assessment Stage – within 45 days of the ALL CLEAR

The long-term impact analysis may begin during the other stages. It provides a much more comprehensive reflection of what will be required for the Nation to reconstruct itself to the level it was prior to the hurricane disaster; and it will provide indications of opportunities for improvements in both the public and the private sectors. It is anticipated that every effort would be made to complete this more comprehensive assessment **within 45 days of the hurricane**, depending on the resources available to do so. This assessment may be coordinated through The ESO with ECLAC.

Responsibilities include:

PWD Team

Participate, if requested, in the more in-depth assessment based on the ECLAC methodology.

L&S

Assign appropriate personnel to participate in the in-depth assessment based on the ECLAC methodology using the relevant sectors of an affected population, such as Economic, Social, and Environmental. Update relevant map data indicating long term or permanent changes in data.

CASE

Provide technical assistance for a more in-depth assessment and advice as necessary.

ESO

Liaise with the ECLAC team in collecting data, compiling, and reporting of data to inform a macroeconomic impact assessment report. Conduct labour force and Customer Price Index survey six (6) months after the hurricane impact.

DATA GATHERING PROCESS

Preliminary Damage Assessment

- Aerial video survey of damage following pre-determined route. This is conducted by MRCU and any other support air assets such as the British naval warship or the RCIPS helicopter
- Deployment into communities to conduct a windshield survey and quick review of buildings, infrastructure, and environment. No technical detail of the damage is required at this phase

Detailed Damage Assessment

- Field deployment of the Planning department to conduct life safety assessment also to begin the process of assigning value to damage

Long Term Economic Assessment

- Collate damage assessment and estimates from all sectors
- Convene necessary meetings with Head of Departments, Chief Officers, and Head of Agencies to ascertain data on damage and estimate related to their respective ministries, departments and agencies

PLAN MAINTENANCE

The Chairperson shall convene the EST and will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Initiate contact with ECLAC alerting them of threat and provide ESO contact	Cabinet Office
Establish contact with ECLAC	ESO
Damage assessment forms are reviewed	EST members
Liaise with HMCI to confirm updated map detailing pre-determined route that plane / helicopter will fly for aerial video survey of damage	RCIPS/MRCU

Alert – 72 hours	Assign
Manage personnel resources to cover two 12 hour shifts until the NEOC is stood down	EST members

Alert – 72 hours	Assign
Contact persons that would assist with preliminary damage assessment	Planning / PWD

Watch – 48 hours	Assign
Identify areas of greatest threat of damage	L&S/PWD

Warning – 36 hours	Assign
Allow all EST members to secure property	EST Chair
Pre-position persons that will be conducting preliminary damage assessment with necessary assessment tools	Planning

All Clear - Response	Assign
Begin all assessment stages as outlined in the plan	EST
As soon as conditions allow, conduct aerial video survey of damage following pre-determined route	RCIPS/MRCU
Within 48 hours of all clear, advise NEOC of preliminary estimate of damage (Based on information from L&S and MRCU aerial video survey)	EST Chair
As soon as conditions allow, conduct detailed damage assessment survey on the ground	EST members
As information becomes available, or upon request, update damage estimates and provide regular updates of this to the NEOC	EST members
<i>Extra-ordinary</i> conditions [relative to the conditions at hand] should be reported immediately	EST members

INITIAL CLEARANCE AND DEBRIS MANAGEMENT

INTRODUCTION

One of the greatest impediments to all response efforts following a tropical storm or hurricane event is obstruction to transportation routes as a result of widespread debris of all types.

It is critical to the public's health and safety to quickly clear the transportation routes in order to proceed with emergency response, search and rescue, public safety and law enforcement, and emergency medical relief services. It is also necessary to manage the on-going clean-up and disposition of debris to aid in the ultimate recovery of the areas affected.

In order to ensure an orderly and timely clearance of debris and obstructions and island[s] clean-up, the operations will extend on a continuum from the initial clearance completely through to the final disposition of debris materials in a manner as directed by the Government.

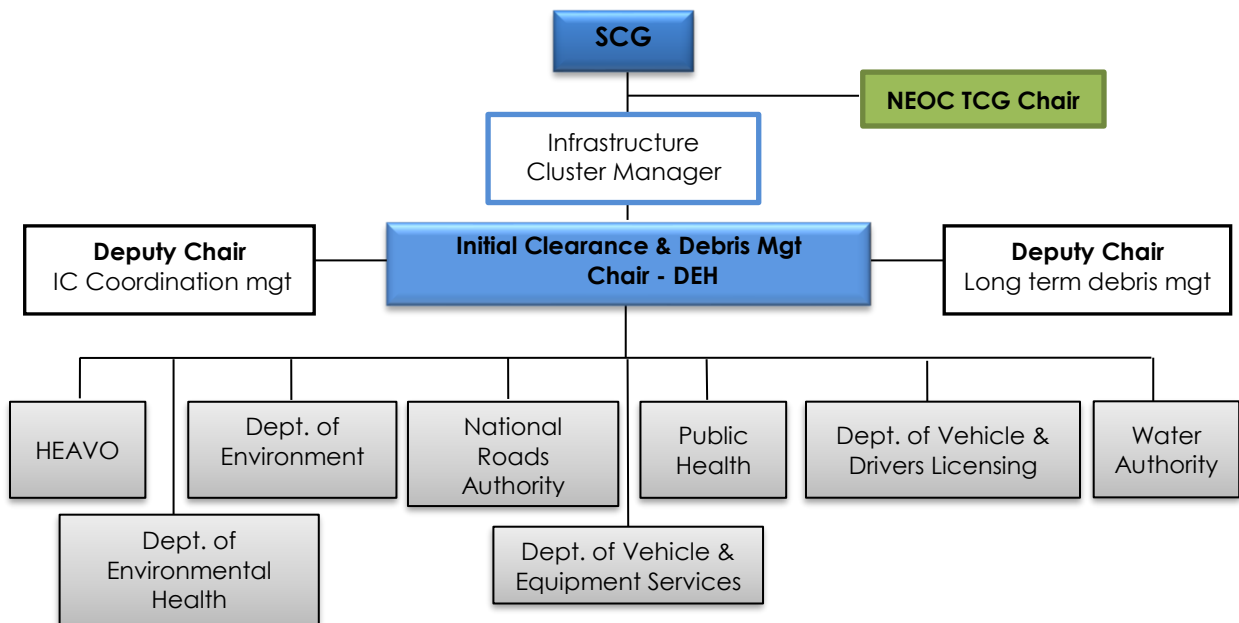
To the greatest extent possible these services will be performed by local public and private resources.

PURPOSE/POLICY

It is the purpose of this document to serve as general guidance for agencies and organizations responsible for the initial clearance of debris created by a tropical storm or hurricane. There are two distinct phases of debris management. The first is the initial clearance of debris to allow emergency responders to access areas that have been obstructed and are require in need of emergency services. The activities in this stage will continue until all areas have been assessed.

During the second phase the primary focus of the debris handling is to ensure the safe disposition of debris and to allow property to return to its intended purpose. This will take place over an extended period of time under the direction of the Cayman Islands Recovery Manager. These two activities may overlap for a period of time. However, the contractors with contracts for initial clearance may provide debris removal services during both phases.

INITIAL CLEARANCE AND DEBRIS MANAGEMENT



TASKS

Every agency listed in this section shall develop Standard Operations Procedures indicating how these tasks will be carried out. These are due annually to HMCI no later than 1 May.

- Safely manage the removal or disposal of tropical storm or hurricane caused debris
- Implement the Initial Clearance and Debris Management procedures
- Activate pre-disaster Debris Management contracts
- Develop Action Plan to prioritize high risk areas in coordination with contractors
- Identify temporary storage areas in each District for debris and vehicles rather than the one single processing or holding area
- Activate contracts for pre-identified properties (rental 6-9 months) as debris collection and processing sites
- Monitor the debris collection and dumping of debris at the designated sites

RESPONSIBILITY

This EST shall have the overall responsibility to coordinate the initial clearance, which will continue into and become an element of the recovery process. It will oversee clearance activities through the response period, and then will transition to the Recovery group. The recovery group will assume responsibility to oversee operations through contracts with private businesses where necessary to manage debris

materials which must achieve an acceptable level of clearance and disposition. The EST will also oversee and implement the long-term phase of the plan. Its responsibilities include administrative, oversight, monitoring, and special requirements expertise.

Department of Environmental Health (DEH) will have the overall responsibility to designate debris collection sites and provide a monitoring system for the disposal of hazardous materials and hazardous waste.

The primary responsibility for the collection and separation of disaster related debris will be the DEH. DEH will in coordination with the Department of Environment (DoE) and the Water Authority (WA) coordinate the disposition of hazardous materials and other issues related to the public's health and safety and the environment.

This EST will also work with HEAVO and DVES to identify and inventory private sources of heavy equipment on island. In accordance with the initiation of a debris hauling contract and/or by direction of the NEOC Resource Support EST will activate local haulers to collect and dispose of debris on pre-planned district routes, to pre-determined transfer, separation, and storage sites.

DEH

- Manage the collection, separation, and disposition of disaster related debris in an authorized landfill
- Responsible for the management of the pre-identified Temporary Debris Storage and Reduction (TDSR) sites and will require a site manager and enforcement officer
- Identification of collection sites (along with other agencies) for hazardous waste and a separate collection area for hazardous materials
- Disposition of materials collected
- Responsible for the management of the collection areas to include a site manager and enforcement officer

NRA

- Responsible for the initial clearance of emergency transportation routes in coordination with the NEOC and when necessary, with Emergency Responders

DVES

- Through active participation in the Resource Support EST at the NEOC, DVES will identify and secure required equipment that is owned by Government and/or the private sector

DVDL

- Through active participation in the Support Services Group DVDL will implement the procedures for tagging abandoned cars from all thoroughfares
- Establish procedures to ensure safe removal of the abandoned vehicles
- Update the relevant databases

HSA

- Address issues related to the public's health and safety in the collection and disposition of storm related debris collected

Water Authority

- Assist in the selection of debris sites that preserve the integrity of the water table and environment
- Monitor the impact of debris processing at designated debris sites
- Assessment of incidents caused by an event that may affect water quality island-wide

DoE

- Address issues related to the protection of the natural environment and its resources
- Assist with the suitability of debris management sites
- Assist with the monitoring and assessment of activities and end products of the debris sites
- Advise on the management of beach sand or other natural resource that may be dispersed with debris

PLAN MAINTENANCE

The Initial Clearance and Debris Management EST will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Develop local and regional resource list of contractors who have been pre-screened to have the capability to assist government in all phases of debris management	Deputy CM
Identify and pre-designate potential debris sites. Prepare and store signage for the sites	Deputy DM
Co-ordinate pre-disaster agreement with property owners (Agreements signed by Infrastructure Manager)	Deputies CM & DM
Develop an Initial Clearance Action Plan, which includes collaboration with Search and Rescue	Deputy CM
Establish a Collection Action Plan, which identifies areas to be served, including location, date, and time frame	Deputy DM
Develop the necessary right of entry and hold harmless agreements indemnifying all levels of government against any potential claims	Deputies CM & DM
Review, train and reinforce debris assessment process	Deputies CM & DM

Pre-Incident	Assign
Develop pre-scripted Public Service Announcement (PSA) regarding the removal process, collection times, and debris sites.	Deputies CM & DM and agencies
Establish a fixed source of funding to initiate and maintain a Hurricane Debris Management Program	NEOC TCG Chair and Infrastructure Manager
Compile an updated list of all members' information including all contact numbers, and e-mails and other relevant information.	Chair and Deputies
Ensure that radio communication is available to members	Deputies CM & DM

Alert – 72 hours	Assign
Communicate to all EST members the pending event	Deputies CM & DM
Issues public PSA warning about the dangers and potential impact of debris	Deputies CM & DM
Test radios and other means of communications and assigned channels	Deputies CM & DM

Watch – 48 hours	Assign
Keep members informed about the event's location	Deputies CM & DM
Start to run basic debris PSAs to keep public informed of the debris sites and how to manage the waste	Deputies CM & DM
Confirm that all members and teams are informed and ready to respond	Deputies CM & DM
Activate the initial clearance and debris management plan and teams	Deputies CM & DM

Warning – 36 hours	Assign
Confirm that all members are updated on the action plans and procedures	Deputies CM & DM
Continue to run PSAs in the media about how to deal with any debris related matter	Deputies CM & DM
Re-confirm radio and other communication test to members	Deputies CM & DM

Post Event – Initial Response (before all clear)	Assign
Try to establish communication with all members	Chair
Communicate with the Search and Rescue EST about potential areas to be cleared	Chair
Implement the initial clearance plan	Deputies CM & DM
Conduct an immediate assessment and road clearing exercise island-wide	Deputy CM
Provide the NEOC with an interim initial clearance report	Deputies CM & DM

All Clear - Response	Assign
Confirm if all members and operational equipment are safe	Deputies CM & DM
Implement the debris management plan and the teams	Deputies CM & DM
Conduct an assessment of equipment and its availability to operate	Deputies CM & DM
Conduct a more thorough assessment of debris to be removed island-wide	EST
Report to the NEOC when initial clearance is completed	Deputies CM & DM
Conduct meetings and updates to members and the public as to how the debris will be managed	Deputies CM & DM

UTILITIES

INTRODUCTION

The conditions that resulted from Hurricane Ivan challenged the efforts of both government and the private sector. The maintenance of essential utility and communication services throughout the Cayman Islands is the key to a successful response to the devastation that can occur with the passing of a storm.

PURPOSE/POLICY

The purpose of this section is to outline the coordinative response efforts of the Utilities companies and to delineate the essential communications that must be maintained with the EOC during all phases of activation.

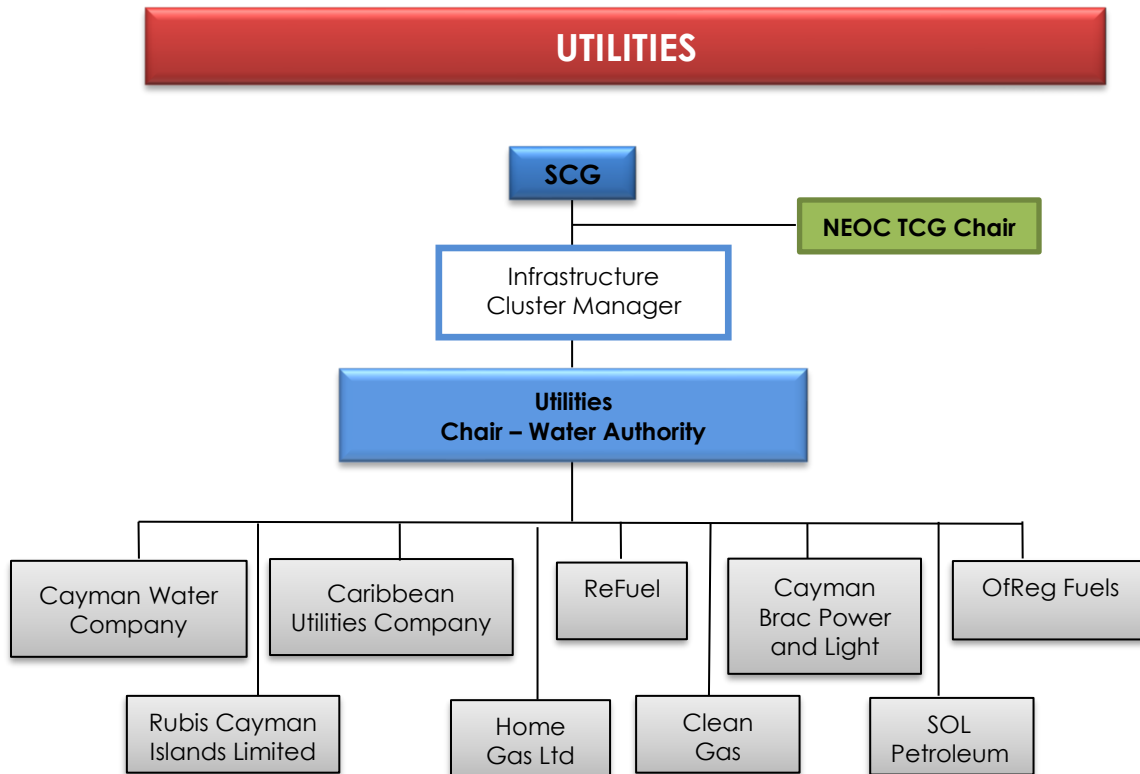
The policy is to accommodate representation from the companies at the EOC in order to coordinate technical responses that will ensure the integrity and/or restoration of utility systems as quickly as possible.

Emergency Centres

The following Emergency Centres shall serve as the command headquarters for each utility:

Emergency Centres	
Water Authority-Cayman, Utility	13G Red Gate Road, George Town
Caribbean Utilities Co	Generating Plant, 457 North Sound Road
Cayman Water Co	Regatta Office Park, Windward 3, 4 th Floor, West Bay Road
SOL Petroleum	Jackson Point Terminal, 512 South Church St.
Home Gas Ltd	490 Walkers Road, George Town
Rubis Cayman Islands Limited	Jackson Point Terminal, 430 South Church St. Creek Bulk Storage-CYB
Cayman Brac Power & Light	Bluff Plant off Song Bird Dr - CYB
Clean Gas	277 Sparky Drive in the industrial Park / #8 Forum Drive in Camana Bay
Refuel	126 Maclendon Dr.
OfReg Fuels	3 rd Fl Monaco Towers II, 11 Dr. Roy's Drive

The method of communication will be as designated in the NEOC SOPs, and the internal communication of the Utility EST will be managed by the chair. The Chair should have the necessary equipment to communicate to the utilities and the NEOC.



TASKS

- The designated representatives of each agency listed in this section shall develop and maintain a tropical storm or hurricane plan and procedures, indicating the procedures for responding Islands-wide to conditions left from a tropical storm or hurricane. Affirmation that these are up to date is due annually to the EST Chair no later than 1 May
- Advise on measures to be taken by the utilities in the event of a tropical storm or hurricane or tropical storm
- Advise on measures to be taken by the utilities after a hurricane
- Maintain a list of contact personnel and provide a copy the Deputy Director of Operations, Response and Recovery
- Co-ordinate between the NEOC, the Utility EST and the individual utilities
- Assess the need and type of external aid
- Determine priority areas of supply and utilization of utilities after a hurricane

Chair

- Update this plan by the 1 May each year
- Inform all members as to the status of the Utility EST during the Hurricane Season

- Convene at least one meeting of the EST before start of the season each year and regularly during the season to ensure preparedness measures are ready
- Inform all members as to their individual responsibilities and to the status of the Utility EST during the Hurricane Season
- Report any problems encountered to the NEOC SCG and include in SitRep for resolution
- Report to the NEOC upon activation of this plan
- Record all alert phases as they are declared and ensure that all instructions given are recorded
- Ensure that recommendations for hazard mitigation are implemented

Utility Coordinator

- Revise agency Tropical Storm and Hurricane Plan by 1 May annually
- Identify the Hurricane Co-ordinator and Deputy, who will be required to advise the status of the utilities to the Utility EST Chair, who then reports to the Deputy Director Operations, Response and Recovery
- Ensure that the Utility EST Chair is made aware of any changes in these designated co-ordinators and reconfirm designees annually

RESPONSIBILITY

The following agencies shall be prepared to report to the Utility EST Chair on a schedule agreed upon during the ALERT stage.

Electricity Utility

- Preliminary estimate of damage to generating equipment and fuel stocks
- Preliminary estimate of damage to distribution equipment, to each of the districts
- Estimate of time required to restore the electricity supply to each district and the extent of this supply, if it is of a temporary nature, and if some form of rationing will be required
- Any assistance required to repair damage, including the provision of external aid in the form of spare parts, materials, manpower and/or equipment as well as priority for international freight, shipping, and off-loading
- Any assistance required for Police-level security to protect and secure facilities and stock fuel from looters
- Advise on news bulletins that should be broadcast to inform the public of the available supply or possible dangers caused by the damage
- Fuel stocks reserve, time it will last and recommendation on restocking

Water Utilities

- Preliminary estimate of damage to water production equipment including abstraction and disposal wells, pumping facilities and fuel stocks
- Preliminary estimate of damage to reservoirs, water stored in reservoirs, trucking facilities and distribution system. Actions taken to disinfect water to prevent risk of contamination and level of chlorine residual in the water
- Estimate of quantity of water stored which is suitable to be used for human consumption and designation of personnel to ensure that the water is distributed in accordance with the instructions of the NEOC
- Any assistance required to repair damage, including the provision of external aid in the form of spare parts, materials, manpower and/or equipment as well as priority for international freight, shipping, and off-loading
- Any assistance required for Police-level security to protect and secure facilities and stock fuel from looters
- Estimate the time required to repair the damage, particularly in the event of damage to the water production equipment and/or distribution system, keeping the Utility EST fully aware of progress and of the production capability as the equipment becomes operational
- Advise on news bulletins that should be broadcast to inform the public of the available supply and progress on restoration of the utility
- Fuel and treatment chemicals stocks, time they will last and recommendation on restocking

Fuel Suppliers

- Preliminary estimate of damage to fuel bulk storage tanks, airport storage facilities, flush tanks, tanker trucks, loading rack, firefighting capability, spill response equipment, and other equipment and structures at bulk fuel storage sites inclusive Cayman Brac and Little Cayman
- Preliminary estimate of damage to undersea pipelines and moorings
- Preliminary estimate of volumes and type of fuel spilled, released, or leaked
- Preliminary estimate of damage to underground pipelines and service stations in each of the districts including Cayman Brac and Little Cayman
- Estimate of time required to restore bulk storage facilities to operational status
- Any assistance required to repair damage, clean up, including the need for external aid in the form of spare parts, materials, manpower and/or equipment as well as priority for international freight, shipping, and off-loading
- Any assistance required for Police-level security to protect and secure facilities and stock fuel from looters
- Advise on news bulletins that should be broadcast to inform the public of the availability of fuel or possible dangers caused by the damage

- Fuel stocks reserve, time it will last and recommendations on when will be able to accept fuel from ocean tankers

OfReg Fuels

- Coordinate the delivery of fuel to hurricane shelters, essential services as determined by the NEOC
- Any assistance required for Police-level security to protect and ensure safe delivery of fuel to essential services

PLAN MAINTENANCE

The Utility EST will be responsible for the maintenance and revision of this section of the plan annually and will provide an updated plan to HMCI for review and approval no later than 1 May

ACTION CARD DURING VARIOUS PHASES

Pre-incident	Assign
Ensure that Companies/Departments providing public utilities write, test and update hurricane plans and report on emergency drills to the Utility Chair by end April each year	EST Chair
Ensure that Companies/Departments providing public utilities formulate and implement annual work plans to include adequate training programmes for disaster preparedness and management	EST Chair
Ensure that procedures and MOU's are established/updated and rehearsed for speedy purchase or acquisition of supplies locally and maintain an updated list of suppliers	Utilities
Ensure that all emergency equipment is available	EST Chair
Test and review this plan in its entirety and make changes as required by 1 May annually	EST Chair
Issue the requested number and categories of Security Passes to each Utility Co-ordinator or Deputy at the beginning of the hurricane season	NEOC TCG Chair

Alert – 72 hours	Assign
Instruct utilities to activate their hurricane plans	EST Chair
Reaffirm that each Utility Coordinator will report to the Utility EST when action has commenced under their Utility's Hurricane Plan	EST Chair
Contact water truckers to confirm that equipment is available for deployment after the hurricane in coordination with the Resource Support EST	EST Chair

Watch – 48 hours	Assign
Reaffirm that each Utility Co-ordinator or Deputy will report to the Utility EST the actions taken under their Utility's Hurricane Plans, including the current status and inform the Chair if assistance is required and if so, what type	EST Chair

Watch – 48 hours	Assign
Ensure all members have available radios and battery charger, programmed to operate on the NHC radio channel frequency using a designated channel	EST Chair
Confirm all data provided on the shelters' generators fuel capacities and locations are correct	EST Chair
Confirm all data provided on the shelters' bulk water storage capacities and locations are correct	EST Chair

Warning – 36 hours	Assign
Reaffirm that each Utility Co-ordinator or Deputy will report to the Utility EST the actions taken and if all works are secure	EST members
Report any unsecured works and areas and prioritise those of immediate concern following the hurricane	EST members
Confirm the location of co-ordinators and their deputies as well as the method of communication to be used	EST members

All Clear - Response	Assign
Each Utility is to report the results of an internal damage assessment as soon as possible following a hurricane and provide that to the Chair of this EST	EST members
Continue to report at regular intervals on progress until such time as the Chair advises	EST members

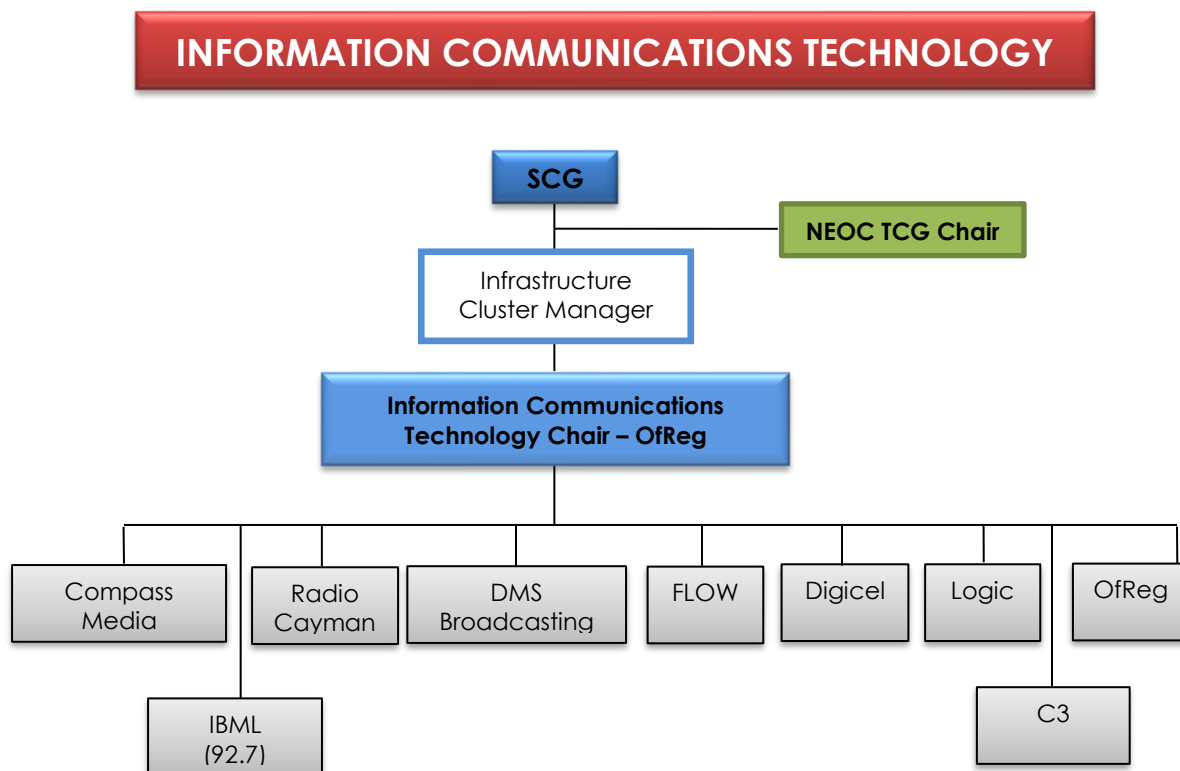
Information Communications Technology

INTRODUCTION

The restoration of Information Communication Services that may be affected as a result of a disaster is essential to communicating with residents and the world and the recovery and rebuilding process. It is important that the providers of these services have robust plans to enable them to resume services as soon as possible after a disaster.

PURPOSE/POLICY

The purpose of the Information Communications Technology Emergency Support Team is to facilitate a coordinated response effort of the Information and communications companies that will ensure the integrity and/or restoration of communication systems as quickly as possible. The efforts will be a collaborative effort with private sector businesses providing ICT services.



RESPONSIBILITIES

- Coordinate the ICT companies to delineate the essential communications that must be maintained with the NEOC during all phases of its activation
- Provide coordination to ensure a reliable and effective communications capability throughout any catastrophic event that will facilitate the

dissemination of the country's emergency warning system within the Cayman Islands

- Assess the damage to the ICT infrastructure and its operability after a disaster event and providing a report to the NEOC
- Restoration of ICT services following an emergency or disaster
- Identification of target area priorities and implementation of service restoration

The Utility Regulation and Competition Office (OfReg)

- Serve as the central contact for telecoms upon activation of the ALERT stage of this Plan
- Serve as the central contact for other private, licenced communication entities (private radio stations, TV station, etc.) upon activation of the ALERT stage of this Plan
- Report to the NEOC status of each telecom and other private licenced communication entities during each stage of this Plan
- Provide preliminary estimate of damage to buildings, network equipment and overseas service
- Provide preliminary estimate of damage to distribution equipment, to each of the districts including Cayman Brac and Little Cayman

Telecommunications Providers

- Estimate of time required to restore the communication service to each district and advice on any temporary measures that might be taken
- Provide any assistance required for Police-level security to protect and secure facilities and stock fuel from looters
- Advise on news bulletins which should be broadcast to inform the public of the status of the communication utility

Broadcasting

- Estimate of time required to restore TV/radio services and advise on any temporary measures that might be taken
- Advise on news bulletins which should be broadcast to inform the public of the status of the broadcast utility

PLAN MAINTENANCE

The Chair of the Information Communications Technology EST shall be responsible for convening the EST to review the plan annually. Any changes to be made in the plan shall be determined by the Chair in consultation with the Director, HMCI.

ACTION CARD DURING VARIOUS PHASES

Pre-Incident	Assign
Test NENS Phase 1 (Radio Interrupt)	HMCI
Ensure that all ICT licensees test and update their disaster recovery plans and report on emergency drills to the EST chair by 30 th April each year	EST Chair
Ensure that procedures and MoU's are established/updated and rehearsed for speedy purchase or acquisition of supplies locally and maintain an updated list of suppliers	EST Chair
Ensure that all emergency equipment is available	Licensees
Test & review this plan in its entirety and make changes as required by 1 st May annually	EST Chair
Issue the requested number and categories of Security Passes to each licensee Co-ordinator or Deputy at the beginning of the hurricane season	NEOC Director

Alert – 72 hours	Assign
Confirm licensees have activated their hurricane plans	EST Chair
Confirm that each Licensee Co-ordinator will report to the ICT EST when action has commenced under their Hurricane Plan	EST Chair

Watch – 48 hours	Assign
Confirm that each Licensee Co-ordinator or Deputy will report to the ICT EST the actions taken under their hurricane plans, including the current status and inform the Chair if assistance is required and if so, what type.	EST Chair
Ensure that licensees each have a radio and charger programmed to operate on the NHC radio system using a designated channel	EST Chair

Warning – 36 hours	Assign
Reaffirm that each Licensee Co-ordinator or Deputy will report to the ICT EST actions taken and if all works are secure	EST Chair
Report any unsecured works and areas the ICT EST and prioritise those of immediate concern following the hurricane	Licensees
Confirm the location of Co-ordinators and their Deputies as well as the method of communication to be used	Licensees

All Clear - Response	Assign
Each Licensee is to report the results of an internal damage assessment as soon as possible following a hurricane and provide that to the Chairman of this EST	Licensees
Continue to report at regular intervals on progress until such time as the Chair advises	Licensees
Licensees are to work with the ICT EST to determine priorities for restoration and implement those plans	Licensees

APPENDICES

APPENDIX ONE

NATIONAL HAZARD MANAGEMENT EXECUTIVE

- (a) The Governor – Co-Chair
- (b) Premier – Co-Chair
- (c) Leader of the Opposition
- (d) Deputy Governor
- (e) Attorney General
- (f) Minister with responsibility for Hazard Management Cayman Islands
- (g) Minister with responsibility for Finance
- (h) Chief Officer, with responsibility for Hazard Management Cayman Islands
- (i) Director, Hazard Management Cayman Islands
- (j) Police Commissioner
- (k) Cabinet Secretary
- (l) District Commissioner

APPENDIX TWO

NATIONAL HAZARD MANAGEMENT COUNCIL

- (a) Deputy Governor - Chairperson
- (b) Chief Officer, with responsibility for Hazard Management Cayman Islands - Deputy Chairperson
- (c) Cabinet Secretary
- (d) Solicitor General (or designate)
- (e) All Chief Officers
- (f) Director, Department of Children and Family Services
- (g) Director, Hazard Management Cayman Islands - Secretary
- (h) Commissioner of Police, Royal Cayman Islands Police Service
- (i) Chief Fire Officer, Cayman Islands Fire Service
- (j) Director General, Cayman Islands National Weather Service
- (k) Director, Public Works
- (l) Director, National Roads Authority
- (m) Director, Vehicle and Equipment Services
- (n) Chief Executive Officer, OfReg
- (o) Chair, Sister Islands Emergency Committee
- (p) Director, Department of Communications
- (q) Director General, Civil Aviation Authority
- (r) Director, Department of Environmental Health
- (s) Director, Department of Environment
- (t) Director, Customs and Border Control
- (u) Chief Executive Officer, Cayman Islands Airports Authority
- (v) Director, Port Authority of the Cayman Islands
- (w) Director, Department of Public Safety and Communication
- (x) Chief Executive Officer, Chamber of Commerce
- (y) Director, Cayman Islands Red Cross
- (z) Director, Adventist Development Relief Agency
- (aa) Director, Water Authority
- (bb) Director, Department of Tourism
- (cc) Director, Risk Management Unit
- (dd) Director, Department of Financial Assistance
- (ee) Director, His Majesty's Cayman Islands Prison Service

- (ff) Director, Cayman Islands National Archive
- (gg) Director, Department of Counseling Services
- (hh) Ombudsman
- (ii) Director, Department of Planning
- (jj) Commandant, Cayman Islands Coast Guard
- (kk) Commandant, Cayman Islands Cadet Corps
- (ll) Commanding Officers, Cayman Islands Regiment

APPENDIX THREE

NEOC SCG

Co-Chair Deputy Governor
 Co-Chair Deputy, Deputy Governor or Deputy Commissioner of Police
 Chief Fire Officer
 Director EMS
 Chief Officer Ministry of Home Affairs
 Director Prisons
 Director of DPSC
 Commanding Officer Cayman Islands Regiment
 Commanding Officer Cayman Islands Coast Guard
 Director Department of Environment
 Director Red Cross
 Director Hazard Management Cayman Islands
 Director Department of Communications
 Representative from the Governors' Office
 Director General National Weather Service
 SCG Loggist
 Others as required for the incident or invited by the Co-Chairs

APPENDIX FOUR

EVACUATION ORDER

Evacuation Order



[Draft]

Whereas a State of Emergency has been declared, as the result of a serious threat to the lives and property of residents of the Cayman Islands from a Tropical Cyclone namely _____.

Now, therefore, pursuant to the requirements of Section 13 of *The Disaster Preparedness and Hazard Management Act (2019 Revision.)*, I _____, hereby order the evacuation of _____.

All persons residing in these areas must evacuate immediately and go to a designated emergency shelter or to other place of safety and to remain there until advised that it is safe to return to the area.

Signed: _____

Date: _____

APPENDIX FIVE

NATIONAL CONTACT LIST

Refer to NEOF SOPs

APPENDIX SIX

Shelter Listing

APPROVED LIST OF CLASS 'A' HURRICANE SHELTERS GRAND CAYMAN (CLASS 'A' BUILDINGS SUITABLE FOR SHELTER DURING A STORM)	
BUILDING LOCATION / NAME	RECOMMENDED CAPACITY
GEORGE TOWN:	
1 John Gray High School - Gymnasium	1150
2 John Gray High School – New Building	3300
3 Primary School Assembly Hall	240
4 University College of the Cayman Islands Hall	500
5 Red Cross Building	95
6 Prospect Primary School (EMC)	1135
TOTAL GEORGE TOWN	6420
WEST BAY:	
7 Sir John A. Cumber Primary School (Part Classrooms)	135
8 John A. Cumber Primary School Assembly Hall (EMC)	335
9 John Gray Memorial Church Hall	155
TOTAL WEST BAY	625
EAST END:	
10 William Allen McLaughlin Civic Centre (EMC)	240
11 Gun Bay Community Hall	65
TOTAL EAST END	305
NORTH SIDE:	
12 Craddock Ebanks Civic Centre (EMC)	185
13 Clifton Hunter High School Gymnasium (EMC)	630
14 Clifton Hunter High School Resource Centre	318
TOTAL NORTH SIDE	1133
BODDEN TOWN:	
15 Breakers Community Hall	40
14 Theoline McCoy Primary School multipurpose hall (EMC)	80
15 Francine Gardner Hall (Theoline McCoy School) EMC	600
16 Savannah Primary School Assembly Hall (EMC)	135
17 Bodden Town Church of God Multipurpose Hall	500
TOTAL BODDEN TOWN	1355
TOTAL GRAND CAYMAN	9838

(EMC) = Emergency Medical Centre	
Recommended capacity based on approx.15sq.ft.per person. This is a guideline to provide "reasonable" space but may be increased at the Shelter Manager's discretion	
APPROVED LIST OF CLASS 'A' HURRICANE SHELTERS SISTER ISLANDS	
(CLASS 'A' BUILDINGS SUITABLE FOR SHELTER DURING A STORM)	
BUILDING LOCATION / NAME	RECOMMENDED CAPACITY
CAYMAN BRAC	
1 Aston Rutty Centre (EMC)	420
2 West End Primary School	250
3 Multi-Purpose Hall (Sports Complex)	382
TOTAL CAYMAN BRAC	1052
LITTLE CAYMAN	
4 Public Works Department Building (EMC)	140
TOTAL LITTLE CAYMAN	140
(EMC) = Emergency Medical Centre	
Recommended capacity based on approx.15sq.ft.per person. This is a guideline to provide "reasonable" space but may be increased at the Shelter Manager's discretion	

APPENDIX SEVEN

ACTION CARDS

ACTION CARDS SUPPORT SERVICES

ACTION CARD FOR JOINT COMMUNICATION SERVICES	
Pre-Incident	Assign
Convene annually by 15 March to plan the preparedness campaign for Hurricane Season	JCS EST
Initiate the campaign 1 June and provide hurricane preparedness information for schools, the community, and businesses	JCS Partners
Identify Media Centre to be used in case of a disaster	DoC/JCS
Alert – 72 hours	Assign
Call the team together, review preparedness plans and initiate the activation process	JCS Chair
Discuss with the Governor and Premier their media role and at each stage thereafter	JCS Chair
Watch – 48 hours	Assign
Ensure all JCS procedures in the plan are implemented as required by the circumstances	JCS
Return home or go to a designated shelter area to rest in preparation for work	JCS Shift Personnel
Represent the NHMC in carrying out its public information mission	JCS
Provide public information services in support of the hurricane response activities and perform various JCS mission assignments	JCS
Warning – 36 hours	Assign
Ensure all JCS procedures in the Plan are implemented as required by the circumstances	JCS
Represent the NHMC in carrying out its public information mission	JCS
Provide public information services in support of the hurricane response activities and perform various JCS mission assignments	JCS
All Clear - Response	Assign
Determine at what point after the All Clear the JCS operations will revert to the Department of Communications and other agencies	JCS Chair, NEOC TCG Chair
Compile a final report summarizing all information developed and disseminated	JCS Chair

ACTION CARD FOR CONTINUITY OF OPERATIONS	
Pre-Incident	IN
Apply basic safety standards for re-entry into damaged facilities	PWD/ Planning Building Control Unit
Ensure personnel/positions authorized to enter and evaluate conditions and certify safety for the public	PWD / BCU
Prioritise areas within the most reliable facilities that could be refurbished quickly in order to recommence essential government services	Lands & Survey (LS) / PWD / Facilities Management
In consultation with National Archive and CSD, all ministries and public agencies are to identify critical records and information assets, and complete 'Appendix E – List of Off-Site Storage Locations of Records' in their respective Continuity of Operations Plan	Chief officers and HOD's
Issue advice to all ministries, and public agencies on the protection and storage of critical records	National Archive
Issue advice on critical data and process for backup. Assist data backup solutions	CSD
Advise and determine the transfer, storage and protection of ministries and public agencies critical records. Each agency is responsible for arranging safe storage either on-site or off-site for their vital records, in consultation with the National Archive	National Archive/ CSD
Determine recovery methods of information and files after a disaster including the alternative forms in which records may be safeguarded, e.g., Microfiche, digitisation, or portable storage medium	National Archive/
Contact vendors to secure refrigerated containers that will be used in the recovery phase. Source alternate site for remediation operations/refrigerated containers	National Archive
Ensure the readiness of materials and equipment required during a hurricane, or its aftermath	PWD
With advice from Lands and Survey, order the relocation of government vehicles and equipment to higher ground	Dept. Heads, DVES
Ensure guidance on agreed Hurricane preparedness for the CIG is shared	JCS
Alert – 72 hours	Assign
Assemble Department Heads to report on their State of Readiness. Any issues or shortfalls shall be reported to the NHMC Chair	All COs
Secure all communication equipment	All CO's, HOD's

Alert – 72 hours	Assign
Establish lines of communication with government and statutory agencies to advise them on storage of backup tapes	National Archives / CSD
Issue notice that at the advent of an imminent threat all essential personnel shall report to assigned locations and carry out assigned tasks. Those who remain unassigned must be available for assignment on short notice	All CO's and HOD's
Notify all essential personnel that vacation/leave is rescinded effective immediately upon notification of a threat or event.	PoCS
Inform the Director of the National Archive when vital records are ready for transfer	All CO's and HOD's
Ensure that records not being transferred to the National Archive are moved to a secure area	CSD
Secure electronic equipment, as appropriate; back up any vital data held locally on PC hard disks to a server (if the PC is networked) or to a removable electronic medium	CSD
Confirm with Resource Support EST availability of vehicles and refrigerated container to be used in preparedness and response for storm event	EST Chair
Run a final full back-up of Department records. Transfer the original set of tapes to the National Archive, and a duplicate set (if possible) to Citrus Grove	CSD
Activate the first stage of the Vehicle/Equipment Deployment plan including the movement of vehicles & equipment to safe areas	EST Chair, DVES

Watch – 48 hours	Assign
Run a final full back-up of the central government network	CSD
Transfer the original set of tapes to the National Archive, and a duplicate set will (if possible) be transferred to the NEOC	CSD
Run final back up and transfer of original and duplicate tapes in the same way. Authorities are urged to follow the same practice	Government Departments with separate systems
National Archive building and any buildings containing critical and vital records is to be secured	PWD
Ensure that government owned buildings are secured and shuttered by contacting PWD	Dept. Heads
Ensure that buildings leased by government are secured and shuttered	L&S
Activate stage two of the Vehicle/Equipment Deployment plan including the movement of vehicles & equipment to strategic areas	EST/DVES
Begin actual deployment of all units to the strategic areas as documented on deployment plan checklist	DVES

Watch – 48 hours	Assign
Advise the NEOC when deployment of units has begun	EST Chair/DVES

Warning – 36 hours	Assign
Maintain contact with the NHMC and the NEOC when activated for hazard threat update	EST Chair
Continue the Vehicle/Equipment Deployment plan until all vehicles are in place or there is insufficient time to complete	DVES

All Clear - Response	Assign
Assemble the facility response teams for their reports on conditions, and their recommendations on critical actions and operations. This is to be conducted in the initial damage assessment phase	PWD/ Planning/BCU
Report on condition of leased buildings and property	L&S
Site refrigerated containers adjacent at the National Archive facility or alternate site as required for stabilisation and remediation of water damaged records, as per pre-disaster arrangements	National Archive
Assess damages, as conditions permit; report on Building Access, Building Security, Systems security, Records Preservation, Equipment Relocation, and Cleaning	PWD / BCU / LS
Activate government facility plans providing for the safety and protection of employees and the public from any hazard or event threatening life and safety	EST Chair
Ensure that agreements for services (contractors and suppliers) are completed to facilitate requisite agencies to restore all or any portion of a critical building to a functional condition, and if not serviceable, make the determination to seal the building, or any portion of it from entry	PWD/Resource Support Chair
Request assistance through the Resource Support Emergency Support Team, to help with the assessment, if necessary	EST Chair
Make or authorize emergency purchases of available materials, equipment or supplies required to make critical repairs, when pre-disaster agreements are in place	PWD/ Resource Support Chair
Report on staff status / availability to work	EST Chair, CO's, HOD's
If requested by the Resource Support EST, supply essential personnel to assist in any area where assistance is required to support emergency operations	EST Chair

ACTION CARD FOR RESOURCE SUPPORT	
Pre-Incident	Assign
Develop and review emergency resource acquisition processes with the Director, HMCI	EST Chair
Prepare forms and formats for all transactions, maintaining simplicity and user friendliness	EST members
Develop and implement the tracking procedures and guidelines for requestors	EST members
Ensure that a list of all designated shelters is obtained	EST Chair
Review the Resource Support Plan in its entirety and update annually by the end of April. All EST contact information shall also be updated at that time	EST Chair
All members are to be briefed as to their roles and responsibilities	EST Chair
Develop a compendium of relief resources including an updated list of suppliers	EST Chair, HMCI
Coordinate with the Chair Search & Rescue and Initial Clearance regarding the availability of equipment and operators for post-disaster assistance	EST Chair

Alert – 72 hours	Assign
Contact all EST Members	EST Chair
Activate delivery of supplies by wholesale suppliers to the agreed locations	HMCI

Watch – 48 hours	Assign
Assist with sourcing as needed when activated through the NEOC	EST Chair

Warning – 36 hours	Assign
Advise the Deputy Director Operations, Response and Recovery at this phase, of the status of resources/equipment deployed	EST Chair

All Clear - Response	Assign
Receive, research, locate and acquire requested resources which are not readily available	EST Chair/ NEOC
Maintain records of all transactions	EST Chair
Report issues or problems with procurement of supplies to the Deputy Director of Operations, Response and Recovery	EST Chair
Assist with sourcing equipment and operators as needed for response activities when activated through the NEOC	EST Chair

All Clear - Response	Assign
Ensure the speedy receipt, storage, and allocation of all overseas relief services (both resource and personnel) once processed by the Procurement Office, in consultation with NEOC Staff, Chair of Economic Impact Assessment EST, Allocation Committee, the Director of C.I. Red Cross and the Chief Custom Officer	EST Chair
Assist with the transport of rehabilitation supplies, from dock and airport to storage depots (large trucks and tractor trailers)	EST Chair
Provide assistance with the transport of supplies from storage depots to food kitchens and distribution centres	EST Chair
Assist with provision of fuel to service points such as generators at shelters and other government facilities	EST Chair/ DVES

ACTION CARD FOR ECONOMIC CONTINUITY	
Pre-Incident	Assign
Liaise with HMCI on the state of preparedness for the Private sector	EST Chair
Initiate any MOU or agreements that will enable the Private Sector participation and contribution in the national response process	EST Chair
Initiate any MOU or agreements that will enable the Private Sector to participate in the recovery process	EST Chair
Ensure that the Private Sector has access to necessary information for their preparedness	EST Chair
Act as the liaison between the Private sector and HMCI for guidance in preparedness	EST Chair
Alert – 72 hours	Assign
Alert Private Sector to initiate preparedness activities	EST Chair
Watch – 48 hours	Assign
Maintain communication with the NEOC for updates and status of pending impact	EST Chair
Warning – 36 hours	Assign
Secure property and other resources in the national interest	EST Chair
Maintain communication with the NEOC for updates and status of pending impact	EST Chair
All Clear - Response	Assign
Liaison with the Recovery Coordinator for and to give guidance on the needs of the Private Sector for recovery	EST Chair
Coordinate the Private Sector contribution and resources to aid in the recovery process	EST Chair

ACTION CARD FOR RELIEF AID MANAGEMENT	
Pre-Incident	Assign
Test and review the Relief Aid Management section in its entirety and make changes as required by the end of April each year	NEOC Staff
Provide a briefing for members of the EST as to their various roles and responsibilities. Any changes are to be forwarded to HMCI	EST Chair
Ensure a MOU exists with Customs Airport and GT dock for personnel access and storage of donated goods at these two locations. Confirm existing MOU by end of May each year	EST Chair
Ensure MOU exists with RCIPS to provide security for Captains when and if needed after a disaster. Confirm existing MOU by end of May each year	EST Chair
Ensure LSS loaded onto computers to be used during disaster recovery stage	EST Chair
Chair to appoint captains for airport and George Town dock. Confirm captains by end of May each year	EST Chair
Alert 72 hours	Assign
Coordinate with the Resource Support for the pre-disaster procurement, storage, and transfer of relief resources	EST Chair
Captains to liaise with security and law enforcement officials to ensure the security of goods under the control of the RAM EST	EST Chair/ Captains
Watch 48 hours	Assign
Computers with the agreed recording mechanism are to be placed in a secure location	EST Chair
Warning 36 hours	Assign
Continue to monitor the progress of the storm and inform the EST members	EST Chair
All Clear – Response	Assign
Overseas relief supplies donated to CI Government to be received, processed, and entered into a central database	Captains
Determine the percentage of food and water to be sent to each distribution centre according to prioritised need	Allocation Committee
Send goods to each of the Immediate Distribution Centres indicated and, in the proportion, indicated	EST Chair

All Clear – Response	Assign
Prioritise the percentage of goods sent to each Centre as reasonably equivalent to the percentage of the population that will be served by that Centre. For example, if a Centre is responsible for 10% of the Island's population, then it should receive 10% of the Immediate Distribution Items as they are received	Allocation Committee

ACTION CARDS EMERGENCY RESPONSE

ACTION CARD FOR EVACUATION	
Pre-Incident	Assign
Ensure that all departments involved in Evacuation develop, test and update tropical storm & hurricane plans and report on departmental drills to this EST by end March each year. Plans are to conform to the format used in these plans	EST Chair
Test and review this plan in its entirety and make changes as required by the end of April each year	EST Chair
Thoroughly brief members as to their various roles and responsibilities. Any changes are to be forwarded to Director, HMCI for the National Hazard Management Council	EST Chair

Alert – 72 hours	Assign
Meet at C.I. Airports Authority administration offices, activate the plan and determine what specific actions are to be taken with regards to the threat	EST Chair
Draft the evacuation order and ensure that notification to all concerned will begin and visitors will be advised to leave at their earliest possible opportunity, to avoid last minute panic for transport off the Islands, by personally notifying rental properties and by bulletin on Radio and TV	JCS/Rep CITA/ Director of Tourism
Ensure that evacuation of Little Cayman is organized in a timely manner	SIEC/CERT
Ensure that DOT obtains a copy of the database of visitors in the islands and shares this information with the Mass Fatalities Management EST for use in post hurricane victim location	DoT

Watch – 48 hours	Assign
Evacuation of visitors will continue until all have been evacuated or there is simply no time or equipment, at which time anyone left will be sent to shelters with the assistance of DOT	EST Chair
Aid with transporting tourists to designated shelters, if required	NEOC/CITA/ EST Chair
Order evacuation of designated zones. In Grand Cayman and Cayman Brac evacuation will be ordered along with continued evacuation of Little Cayman. These zones will be based on various factors of the approaching storm. The EST will report status of all actions to the NEOC	NEOC TCG Chair

Warning – 36 hours	Assign
Confirm with all members of the EST that all possible has been done with regard to the duties and responsibilities assigned to each member	EST Chair
Ensure that the CEO CIAA, in consultation with the Director General Civil Aviation will commence evacuation of aircraft and personnel at the airports	EST Chair

All Clear - Response	Assign
Each member of the EST will be responsible for ensuring that their organisation is advised and persons will take such steps as are necessary to restore normal operations	EST Chair
Consultations with the appropriate Portfolios/ Departments/ Organisations will take place immediately after the storm to determine the extent of damage to the infrastructure associated with the Tourism Industry with a view of timely resumption of flights and operations of visitor accommodations	NEOC TCG Chair
Determine appropriate time to resume flight operations	NHME & CEO CIAA

ACTION CARD FOR CERTS	
Pre-Incident	Assign
Liaise with existing Community Emergency Response Teams and ascertain their level of preparedness	CERT Team Rep
Convene meeting of the EST to determine preparedness needs of the district	CERT Team Rep
Advocate training for any aspect of preparedness for the district and existing CERT's	CERT Team Rep
Alert 72 hours	Assign
Convene meeting of the EST to discuss threat level and develop any necessary plan of action	CERT Chair / CERT Rep
Mobilize any necessary district resource to assist in the preparedness of the district	CERT
Mobilize all existing CERTs to assist in the preparedness process of the district	CERT Chair/ CERT Rep
Watch 48 hours	Assign
Continue Preparedness activities in communities	CERT Rep
Warning 36 hours	Assign
Deploy any district resources to areas of need	CERT Rep
Liaise with HMCI / NEOC to indicate actions taken for pending impact of storm	CERT
Liaise with CERTs to ensure that all preparedness activities have been completed and persons and resources are being locked down	CERT Chair / CERT Rep
Ensure that all district resources are locked down and are safe for the impact of storm	CERTs
All clear – Response	Assign
Conduct checks via most feasible means (walk, radio, etc.) of the district to determine level of impact	CERTs
Report to NEOC any situation or impact within the district	CERTs
Ensure members assess the community need for food and clothing and other supplies and advise the Chair as expeditiously as possible	CERTs
Render assistance as best as possible to the district	CERTs

ACTION CARD FOR SEARCH AND RESCUE	
Pre-Incident	Assign
Ensure that all necessary communications equipment is readily available	HMCI/EST Chair
Ensure training, testing and review of the Search and Rescue Plan in its entirety is completed by the 1 May annually with any necessary changes to the plan as well as the ESTs members being updated	EST Chair
Brief all EST members as to their roles and responsibilities	EST Chair
Establish Duty/Shift Assignments	Deputy Chairs CICG/CIFS
Checklist of Response Needs and Inventory	Deputy Chairs CICG/CIFS
Confirm Equipment and Operator availability	Member HEAVO/NRA
Identify off-island SAR resources that are available to assist with large-scale Islands-wide searches	CIFS & CICG
Establish pre-disaster agreements for external SAR resources which would respond to a request for assistance in a large-scale SAR operation	NEOC TCG Chair
Provide the Resource Support EST with copies of all agreements entered into for external resources	NEOC TCG Chair

Alert – 72 hours	Assign
Initiate the implementation of pre-event checklists	All primary and support agencies
Roster Personnel	Deputy Chairs CICG/CIFS
Ensure Communications Equipment is operational	Deputy Chairs CICG/CIFS
Report to the EST Headquarters for a briefing on the responsibilities and assignments	Chair and Deputy Chairs
Provide CERTs with suggested list of miscellaneous tools to be used in search and rescue operations	CIFS
Ensure that the occupants of homes in areas likely to be flooded are warned by means of bulletins to all forms of media as well as Police public address announcements	JCS/RCIPS
Encourage resistant occupants to evacuate when a serious threat exists for a particular area	RCIPS
Document warnings given to resistant occupants who refuse to leave and note the names and contact information for next of kin or friends	RCIPS

Watch – 48 hours	Assign
Call meeting of members to brief on the situation and issue radios	SAR Chair
Notify CERTs of the location within the district where heavy equipment and other vehicles will be assigned by the PWD, HEAVO and NRA	Debris Management EST
Inform the SAR EST Chair as soon as all tasks have been accomplished	All primary and support agencies
Implement checklist items for this phase of the pre-event activities	All primary and support agencies
Confirm availability of District Pre-Positioning sites	Debris Management EST
Initiate pre-disaster agreements & MOU's	Debris Management EST

Warning – 36 hours	Assign
Check to ensure that everything is available regarding all EST emergency equipment, including Medical, Red Cross, Fire Service and Police personnel and medical supplies	SAR Chair
Ensure that all alert phases are recorded as they are declared	SAR Chair
Ensure that all instructions given are recorded	SAR Chair
Assemble at the EOC [in the office of the Chief Fire Officer] for instructions and shift assignments – be prepared for an extended stay	SAR EST
Check communication equipment including redundant systems	All primary and support agencies
Deploy equipment and operations to pre-determined sites	All primary and support agencies
Confirm Personnel shift schedules	Deputy CIFS/RCIPS
Provide Deputy Director Operations, Response and Recovery all telephone numbers	SAR Chair

All Clear - Response	Assign
Coordinate with CERTs to determine the extent of damage, the well-being of the residents, and identification of persons injured, dead or missing	SAR Chair
Identify all radio equipment available within Police and Fire agencies	Deputy CIFS/RCIPS
Identify all available additional handheld radios that can be assigned to SAR volunteers	HMCI
Deploy SAR teams throughout the islands if hurricane damage is widespread	RCIPS/CIFS

All Clear - Response	Assign
Assign a Police officer with a radio to each volunteer SAR team to ensure direct communications between search teams, Police Stations in the Districts, and the NEOC and SAR command centre	RCIPS
Identify all small boats in the District and request the use of them for wide-spread SAR operation	Deputy Chair RCIPS
Manage the deployment of boats in a search, allocating them to particular areas	CICG
Locate/Deploy heavy equipment to clear roads and foot paths passable after a hurricane	Debris Management EST/ Resource support EST
Coordinate with the Resource Support EST to acquire necessary equipment	SAR Chair
Take operators to the equipment using small boats if required	CICG
Respond to assigned locations for post-hurricane Search and Rescue operational briefings and deployment	All primary and support agencies

ACTION CARD FOR SECURITY & LAW ENFORCEMENT	
Pre-Incident	Assign
Season pre - briefing to ensure officers have personal plans in place for the hurricane season to expedite their own preparations	Superintendent Operations
Internal Plans are reviewed and tested by May 15 th of each year	Superintendent District Operations
Inventory of emergency equipment to be carried out by May 1 st of each year	Silver Supplies Equipment
Hurricane Warning flags to be checked for each district and confirmed	District Commanders

Alert – 72 hours	Assign
Securing high ground for police vehicle storage	District Commanders
Placement of emergency supplies in each station	Silver Welfare
Briefing of all staff assigned to shelter duties	District Commanders
Contact to all key infrastructure	Silver S&LE/Contingency Planning Unit
Update to Chief Superintendent on available transport	Silver Transport
Update to Chief Superintendent on available Communications	Silver (Transport)

Watch – 48 hours	Assign
Continuing as above	

Warning – 36 hours	Assign
Briefing of all staff of the Disaster Preparedness & Hazard Management Act (2019 Revision), The Police (Amendment) Act (2021 Rev.) and any curfew times	District Commanders
Implementation of service wide 2 roster system to be followed through until emergency lifted	Superintendent Operations
Fuelling and storage of patrol vehicles on high ground	Silver (Transport)
Placement of staff in shelters, critical infrastructure, 911 and S&LE deployment points	District Commanders
Placement of staff in key infrastructure	Superintendent Operations

All Clear - Response	Assign
Initiation of planned patrols (Communication Failure)	Silver & Bronze S&LE
Security of key infrastructure	Silver & Bronze S&LE
Policing needs assessment	Silver S&LE
Initiation of patrols – demand policing	Area Commanders
Continuing assessment of security requirement	OIC District Operations

ACTION CARDS HUMAN CONCERNS

ACTION CARD FOR SHELTER OPERATIONS	
Pre-Incident	Assign
Ensure that adequate numbers of shelter managers and staff are trained and available for manning shelters	DCFS
Verify the location and assignment of all keys required for Public Shelter operation	HMCI
Ensure that shelters are inspected including an inventory and restocking of all supplies and materials as required	HMCI
Ensure adequate sanitary facilities are available in all buildings chosen as shelters	PWD / HMCI
Ensure the availability of all EST emergency equipment, including Medical, Red Cross, Fire Service and police personnel and medical supplies	NEOC
Liaise with ADRA to review any assistance they can provide post-disaster	EST Chair
Conduct annual exercise securing all public shelters, checking and starting standby generators, checking water supply, waste disposal systems and general maintenance	PWD / HMCI
Alert – 72 hours	Assign
Ensure Shelter Managers are made aware of the declaration	EST Chair
Ensure Food distributors are made aware of the declaration	HMCI
Contact all Shelter Managers	DCFS
Contact all District Representatives	DCFS
Watch – 48 hours	Assign
Secure identified public shelters and conduct a final check of stock levels and essential hardware for all public shelters	PWD/HMCI
Ensure shelter Teams are ready to report to and prepare their respective Public Shelters for operation at Storm Warning	DCFS / HMCI
Ensure phones and Radios for shelters are available and functional for deployment to each shelter	HMCI
Ensure food suppliers have essential supplies ready for transport at the issuance of a "Warning" when advised by the Chair or designate	HMCI
Establish and maintain contact with District Representatives	EST Chair
Ensure each Shelter Manager completes their checklist of supplies and knows the condition of the Shelter	DCFS
Provide each Shelter Manager the keys for their shelters and shelter kits	HMCI
Report to and prepare respective shelters for operation	Shelter Management teams

Warning – 36 hours	Assign
Open assigned shelters	Shelter Managers
Ensure all prescribed shelter forms are available for use in each shelter	HMCI
Ensure that necessary supplies are provided to the respective Shelter Managers in their districts from the food supplies placed at the designated storage shelter	HMCI
Maintain contact with the NEOC	Shelter Managers
Ensure food suppliers transport supplies to designated Shelters once advised to do so by Chair or designate	HMCI
Report to the main food storage facility to receive, inventory and store supplies	HMCI
Ensure that records are maintained of the distribution and deployment of resources	HMCI

All Clear - Response	Assign
Report status of the public shelter, occupancy, needs, and resource shortfalls through the EST Chair	Shelter Managers
Determine the need for food distribution to shelters or other supplies and package such items for distribution	EST Chair / Resource Support EST
Initiate an assessment of damage and structural integrity of all public shelters as soon as conditions allow	PWD

ACTION CARD FOR MEDICAL RELIEF	
Pre-Incident	Assign
Review and update medical relief plans and report to the Director, HMCI by end of March each year	HSO
Update plans in the National established format and forward to the Chairperson of Coordination for the National Hazard Management Council	EST Chair, HSO
Formulate and implement annual work plans to include adequate staff training in hurricane preparedness and management	Unit Managers
Review the plan, including assigned roles and responsibilities during a hurricane	All staff
Conduct annual training in hurricane preparedness to ensure timely response in implementing the plan	HSO
Ensure that appropriate stock levels of materials/ supplies are available, and equipment required is adequately maintained	Facilities Management/ Materials Management
Ensure that materials and equipment required during a hurricane are maintained at high state of readiness	Facilities Management
Ensure that maintenance, particularly of the external fabric of the buildings (Hospital and Clinics), is given the utmost priority	Facilities Management
Ensure that property is kept free from debris and unsecured objects at all times	Facilities Management
Preparation of EMC hurricane kits and first aid boxes by the end of May	HSO/ Materials Management
Preparation of EMC drug kits by the end of May	Chief Pharmacist
Conduct training for staff shelter managers	HSO

Alert 72 hours	Assign
Achieve a complete state of readiness within four hours	EST Chair
Call a meeting of the Medical Relief EST to brief on the HSA's state of readiness and to provide the EST members information relayed from the Deputy Director Operations, Response and Recovery	EST Chair
Call a meeting to brief and instruct EST members to initiate their predetermined plan	EST Chair
Brief and inform staff assigned to EMCs; advise Nurses-in Charge to contact their respective shelter managers	EST Chair/Chief Nursing Officer
Release staff on rotation to secure personal property and make last minute preparations	Senior Managers

Alert 72 hours	Assign
Arrange press/media releases in respect of patient discharge and any changes to normal operations of the facilities	Public Relations Officer/JCS
Advise staff of the opening time of staff shelters. Managers to be present at opening for occupant registration and sign-in	EST Chair/designate

Watch 48 hours	Assign
Contact the company responsible for delivering refrigerated containers to the pre-identified sites. These locations are Cayman Islands Hospital, Bodden Funeral Home, George Town, West Bay, Bodden Town, and East End Police Stations, Faith Hospital Cayman Brac	Nurses-in Charge (EMC's)
Designate an Environmental Health Officer to work in coordination with RCIPS and the NEOC to supervise setting up of a temporary morgue in each District	Chief Environmental Health Officer
Assess all in-patients, and commence discharge planning for those medically fit	Medical Director, Chief Nursing Officer
Ensure narcotics and refrigerated drugs are readied for delivery to EMC's	Chief Pharmacist
Brief staff shelter managers and provide last minute instructions	EST Chair/Designate

Warning 36 hours	Assign
Activate the Hospital Command Centre	EST Chair
Nurses assigned to the EMC to report to the Centres soon after the opening time of the Shelters	Chief Nursing Officer
Collect narcotics and refrigerated drugs for EMC's	In-charge Nurse
Ensure EMC assigned nurse is on hand to receive medical supplies and pharmaceuticals	Chief Nursing Officer
Deliver first aid boxes, medical/surgical supplies, and pharmacy kits to designated EMC's	HSO/ Materials Management
Alert EST members of the declaration for activation of their staffing plan.	EST Chair
Replenish, and deliver medical / surgical supply carts (2) to each in-patient unit	Materials Management
Complete delivery of hurricane supplies to various sections/units	HSO/ Materials Management
Take all final precautions to prevent injury to patients and staff	EST Chair
Ensure that all sections are properly secured	EST Chair, Facilities Management

Ensure that only essential functions are to be undertaken, such as the professional care of patients	Senior Managers
Report to the Orchid room 2 nd floor Administration. Volunteers as deemed necessary will assist them	Public Relations Officer

All Clear	Assign
Contact the Chair of the Search and Rescue to be appraised of the extent of deaths and medical problems	Deputy Chair
Organize medical care, and submit requests for internal or external assistance to the Deputy Director Operations, Response and Recovery	Deputy Chair, Medical Director
Issue press release to update public on availability of service at the HSA facilities	JCS
Report for duty in accordance with assignments	All staff
Designate staff not required for duty and direct them to return home until recalled if the situation demands this action	EST Chair, Human Resources Director
Listen to Radio Cayman during the post hurricane period for requests for assistance	All staff
Request assistance through local Police Stations if Radio Cayman is not operational	EST Chair/designate
Collect first aid boxes and hurricane kits if no longer required by EMC	Materials Management
Return narcotics and refrigerated drugs to Pharmacy Stores	EMC Nurse-in-Charge

ACTION CARD FOR MASS FATALITIES	
Pre-Incident	Assign
Review procedures and essential resources to ensure all components are available and ready for activation as needed	All agencies listed
Identify suitable premises for body-holding purposes, ensuring privacy, security, and ease of access and parking	RCIPS
Identify temporary mortuaries as agreed between the coroner, police, and relevant agencies	RCIPS
Prepare facilities needed for reception, continuity, forensic and pathological examination, x-rays, and preservation which will also comply with all necessary health and safety requirements	RCIPS
Establish personnel assignments including 12-hour shift assignments at the NEOC of RCIPS senior officers for the purpose of coordination of police forces with other emergency services	RCIPS

Warning – 36 hours	Assign
Maintain communications between field responders and the NEOC regarding fatalities	EST Chair

All Clear - Response	Assign
Activate plan if necessary	RCIPS

ACTION CARD FOR VOLUNTARY AGENCY RESPONDERS	
Pre-Incident	Assign
Identify reliable storage facilities	HMCI
Update resources database	HMCI
Purchase and store emergency supplies and equipment required during and after a disaster	EST Members
Obtain list and update phone number of all volunteers	EST Chair
Conduct training on the use of all approved communication equipment	HMCI
Establish duty/Shifts assignments to cover response and recovery operations	EST Chair
Ensure communication equipment is operational	EST Members
Develop and implement tracking procedures for all donated goods	See Relief Plan
Conduct annual training in disaster preparedness response and recovery	HMCI
Develop procedures to provide timely information to the public and all participating agencies in the response and recovery efforts	JCS

Alert 72 hours	Assign
Request additional communication equipment from HMCI if needed	EST Chair
Establish duty/Shifts assignments to cover all operations	All
Assemble participating agencies for a meeting following alert notification (Briefing at CIRC HQ)	EST Chair
Contact all participating agencies via e-mail / phone	EST Chair

Watch 48 hours	Assign
Establish duty/Shifts assignments to cover 24-hour operations	EST Chair
Contact all volunteers with updates	All
Call meeting with all participating agencies	EST Chair/HMCI

Warning 36 hours	Assign
Contact all volunteers with post event meeting place	EST Chair
Secure all communication equipment	EST Members
Call in to the NEOC with final updates	EST Chair

All Clear – Response	Assign
Conduct personal damage assessment and report to Chair of the voluntary organization	All

All Clear – Response	Assign
Contact the NEOC to determine the transport situation from districts to George Town	EST Chair
Determine if necessary to relocate to pre- storage space	EST Chair
Liaise with Deputy Director Operations, Response and Recovery regarding personnel needed for clean-up or other assistance in community	EST Chair

ACTION CARD FOR MENTAL HEALTH	
Pre-Incident	Assign
Maintain a network of volunteers within the EST to assist with the CayMind during and post storm activities	EST Chair
Convene at least one meeting before the start of the hurricane season and during the season to ensure measures are in place	EST Chair
Alert 72 hours	Assign
Activate CayMind volunteers	EST Chair
Watch 48 hours	Assign
Provide supportive, reassuring, and educational psychological/emotional guidance through PSAs	EST Chair
Warning 36 hours	Assign
Continue to provide supportive and educational guidance to the Public	EST Chair
All Clear – Response	Assign
Liaise, advise and support emergency agencies and family members within the NEOC	EST Chair
Offer advice on short or intermediate term interventions to address the community's emotional response	EST Chair
Monitor the delivery and effectiveness of mental health support	EST Chair

ACTION CARDS

INFRASTRUCTURE

ACTION CARD FOR DAMAGE & ECONOMIC IMPACT ASSESSMENT	
Pre-Incident	Assign
Initiate contact with ECLAC alerting them of threat and provide ESO contact	Cabinet Office
Establish contact with ECLAC	ESO
Damage assessment forms are reviewed	EST members
Liaise with HMCI to confirm updated map detailing pre-determined route that plane / helicopter will fly for aerial video survey of damage	RCIPS/MRCU
Alert – 72 hours	Assign
Manage personnel resources to cover two 12 hour shifts until the NEOC is stood down	EST members
Contact persons that would assist with preliminary damage assessment	Planning / PWD
Watch – 48 hours	Assign
Identify areas of greatest threat of damage	L&S/PWD
Warning – 36 hours	Assign
Allow all EST members to secure property	EST Chair
Pre-position persons that will be conducting preliminary damage assessment with necessary assessment tools	Planning
All Clear - Response	Assign
Begin all assessment stages as outlined in the plan	EST
As soon as conditions allow, conduct aerial video survey of damage following pre-determined route	RCIPS/MRCU
Within 48 hours of all clear, advise NEOC of preliminary estimate of damage (Based on information from L&S and MRCU aerial video survey)	EST Chair
As soon as conditions allow, conduct detailed damage assessment survey on the ground	EST members
As information becomes available, or upon request, update damage estimates and provide regular updates of this to the NEOC	EST members
<i>Extra-ordinary</i> conditions [relative to the conditions at hand] should be reported immediately	EST members

ACTION FOR INITIAL CLEARANCE & DEBRIS MANAGEMENT	
Pre-Incident	Assign
Develop local and regional resource list of contractors who have been pre-screened to have the capability to assist government in all phases of debris management	Deputy CM
Identify and pre-designate potential debris sites. Prepare and store signage for the sites	Deputy DM
Co-ordinate pre-disaster agreement with property owners (Agreements signed by Infrastructure Manager)	Deputies CM & DM
Develop an Initial Clearance Action Plan, which includes collaboration with Search and Rescue	Deputy CM
Establish a Collection Action Plan, which identifies areas to be served, including location, date, and time frame	Deputy DM
Develop the necessary right of entry and hold harmless agreements indemnifying all levels of government against any potential claims	Deputies CM & DM
Review, train and reinforce debris assessment process	Deputies CM & DM
Develop pre-scripted Public Service Announcement (PSA) regarding the removal process, collection times, and debris sites.	Deputies CM & DM and agencies
Establish a fixed source of funding to initiate and maintain a Hurricane Debris Management Program	NEOC TCG Chair and Infrastructure Manager
Compile an updated list of all members' information including all contact numbers, and e-mails and other relevant information.	Chair and Deputies
Ensure that radio communication is available to members	Deputies CM & DM

Alert – 72 hours	Assign
Communicate to all EST members the pending event	Deputies CM & DM
Issues public PSA warning about the dangers and potential impact of debris	Deputies CM & DM
Test radios and other means of communications and assigned channels	Deputies CM & DM

Watch – 48 hours	Assign
Keep members informed about the event's location	Deputies CM & DM

Watch – 48 hours	Assign
Start to run basic debris PSAs to keep public informed of the debris sites and how to manage the waste	Deputies CM & DM
Confirm that all members and teams are informed and ready to respond	Deputies CM & DM
Activate the initial clearance and debris management plan and teams	Deputies CM & DM

Warning – 36 hours	Assign
Confirm that all members are updated on the action plans and procedures	Deputies CM & DM
Continue to run PSAs in the media about how to deal with any debris related matter	Deputies CM & DM
Re-confirm radio and other communication test to members	Deputies CM & DM

Post Event – Initial Response (before all clear)	Assign
Try to establish communication with all members	Chair
Communicate with the Search and Rescue EST about potential areas to be cleared	Chair
Implement the initial clearance plan	Deputies CM & DM
Conduct an immediate assessment and road clearing exercise island-wide	Deputy CM
Provide the NEOC with an interim initial clearance report	Deputies CM & DM

All Clear - Response	Assign
Confirm if all members and operational equipment are safe	Deputies CM & DM
Implement the debris management plan and the teams	Deputies CM & DM
Conduct an assessment of equipment and its availability to operate	Deputies CM & DM
Conduct a more thorough assessment of debris to be removed island-wide	EST
Report to the NEOC when initial clearance is completed	Deputies CM & DM
Conduct meetings and updates to members and the public as to how the debris will be managed	Deputies CM & DM

ACTION CARD FOR UTILITIES	
Pre-Incident	Assign
Ensure that Companies/Departments providing public utilities write, test and update hurricane plans and report on emergency drills to the Utility Chair by end April each year	EST Chair
Ensure that Companies/Departments providing public utilities formulate and implement annual work plans to include adequate training programmes for disaster preparedness and management	EST Chair
Ensure that procedures and MOU's are established/updated and rehearsed for speedy purchase or acquisition of supplies locally and maintain an updated list of suppliers	Utilities
Ensure that all emergency equipment is available	EST Chair
Test and review this plan in its entirety and make changes as required by 1 May annually	EST Chair
Issue the requested number and categories of Security Passes to each Utility Co-ordinator or Deputy at the beginning of the hurricane season	NEOC TCG Chair
Alert – 72 hours	Assign
Instruct utilities to activate their hurricane plans	EST Chair
Reaffirm that each Utility Coordinator will report to the Utility EST when action has commenced under their Utility's Hurricane Plan	EST Chair
Contact water truckers to confirm that equipment is available for deployment after the hurricane in coordination with the Resource Support EST	EST Chair
Watch – 48 hours	Assign
Reaffirm that each Utility Co-ordinator or Deputy will report to the Utility EST the actions taken under their Utility's Hurricane Plans, including the current status and inform the Chair if assistance is required and if so, what type	EST Chair
Ensure all members have available radios and battery charger, programmed to operate on the NHC radio channel frequency using a designated channel	EST Chair
Confirm all data provided on the shelters' generators fuel capacities and locations are correct	EST Chair
Confirm all data provided on the shelters' bulk water storage capacities and locations are correct	EST Chair
Warning – 36 hours	Assign
Reaffirm that each Utility Co-ordinator or Deputy will report to the Utility EST the actions taken and if all works are secure	EST members
Report any unsecured works and areas and prioritise those of immediate concern following the hurricane	EST members

Warning – 36 hours	Assign
Confirm the location of co-ordinators and their deputies as well as the method of communication to be used	EST members

All Clear - Response	Assign
Each Utility is to report the results of an internal damage assessment as soon as possible following a hurricane and provide that to the Chair of this EST	EST members
Continue to report at regular intervals on progress until such time as the Chair advises	EST members

ACTION CARD FOR INFORMATION COMMUNICATIONS TECHNOLOGY	
Pre-incident	Assign
Test NENS Phase 1 (Radio Interrupt)	HMCI
Ensure that all ICT licensees test and update their disaster recovery plans and report on emergency drills to the EST chair by 30 th April each year	EST Chair
Ensure that procedures and MoU's are established/updated and rehearsed for speedy purchase or acquisition of supplies locally and maintain an updated list of suppliers	EST Chair
Ensure that all emergency equipment is available	Licensees
Test & review this plan in its entirety and make changes as required by 1 st May annually	EST Chair
Issue the requested number and categories of Security Passes to each licensee Co-ordinator or Deputy at the beginning of the hurricane season	NEOC Director
Alert – 72 hours	Assign
Confirm licensees have activated their hurricane plans	EST Chair
Confirm that each Licensee Co-ordinator will report to the ICT EST when action has commenced under their Hurricane Plan	EST Chair
Watch – 48 hours	Assign
Confirm that each Licensee Co-ordinator or Deputy will report to the ICT EST the actions taken under their hurricane plans, including the current status and inform the Chair if assistance is required and if so, what type.	EST Chair
Ensure that licensees each have a radio and charger programmed to operate on the NHC radio system using a designated channel	EST Chair
Warning – 36 hours	Assign
Reaffirm that each Licensee Co-ordinator or Deputy will report to the ICT EST actions taken and if all works are secure	EST Chair
Report any unsecured works and areas the ICT EST and prioritise those of immediate concern following the hurricane	Licensees
Confirm the location of Co-ordinators and their Deputies as well as the method of communication to be used	Licensees

All Clear - Response	Assign
Each Licensee is to report the results of an internal damage assessment as soon as possible following a hurricane and provide that to the Chairman of this EST	Licensees
Continue to report at regular intervals on progress until such time as the Chair advises	Licensees
Licensees are to work with the ICT EST to determine priorities for restoration and implement those plans	Licensees