**CIP improved disaster risk management project for ports in the Caribbean**

**Model emergency and disaster management plan**

**22 July 2021**

**Produced by:**

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# List of acronyms

CDEMA Caribbean Disaster Emergency Management Agency

CCTV Closed-circuit television

CDM Comprehensive Disaster and Emergency Management

CIKR Critical Infrastructure/Key Resource

CIP Inter-American Committee on Ports

CISO Chief Information Security Officer

EMS Emergency medical services

EOC Emergency Operations Center

FEMA Federal Emergency Management Agency

FSO Facility Security Officer

ICS Incident Command System

IMT Incident Management Team

ISPS International Ship and Port Facility Security

IT Information technology

MTS Marine Transportation System

MTSR Marine Transportation System Recovery

OAS Organization of American States

OEP Occupant Emergency Plan

OSC On-Scene Coordinator

PFSP Port Facility Security Plan

PMAC Port Management Association of the Caribbean

PPE Personal protective equipment

SAR Search and rescue

SEDI Executive Secretariat for Integral Development

UPS Uninterruptible power supply

1. Introduction
   1. Promulgation document/signatures

This ORGANIZATION NAME Comprehensive Emergency and Disaster Management Plan enter into effect as of the date signed and be in force for four years. While in force, this Plan shall be reviewed annually, and changes made appropriate to any modifications to the ORGANIZATION NAME facility, staff, or disaster management structure. This document is intended to guide the response preparation for and management disasters and emergencies occurring on ORGANIZATION NAME facilities and effecting ORGANIZATION NAME functions. This Plan SHALL/SHALL NOT be made available to the public. This Plan SHALL/SHALL NOT be made available to port facility stakeholders. This Plan SHALL/SHALL NOT be made available to other government emergency management agencies.

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Port Director

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

INSERT RELEVANT MINISTER

* 1. Record of changes

### Record of Changes

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* 1. Record of distribution

Distribution List

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1. Purpose and scope, situation overview, and assumptions
   1. Purpose and scope

This Comprehensive Disaster and Emergency Management (CDM) Plan (Plan) has been developed for the ORGANIZATION NAME and applies to all personnel, facilities, and functions under its purview. Each section and annex of this Plan shall be in concert with corresponding topics of the COUNTRY NAME national level Plan for the same topic. This Plan is focused on disaster risk management in the maritime and port venue and should be integrated into national level disaster risk management plans.

The Plan is intended to ensure that there are adequate measures taken before, during, and immediately after an emergency affecting ORGANIZATION NAME. While the Plan might indirectly address points related to long-term recovery of its personnel, facilities, and functions, the Plan is principally intended to assist ORGANIZATION NAME with the preparation for and response phase of disasters and emergencies.

The Plan has been prepared in consultation with personnel from the following agencies:

* Caribbean Disaster Emergency Management Agency (CDEMA)
* Caribbean Shipping Association (CSA)
* Port Management Association of the Caribbean (PMAC)
* Organization of American States (OAS) Executive Secretariat for Integral Development (SEDI) Risk Management Division
* United States Coast Guard

The Plan has been prepared in consultation with the following emergency management and disaster risk management plans and studies:

* CDEMA CDM Strategy 2014-2024
* United Nations Sendai Framework for Disaster Risk Reduction 2015-2030
* United States Federal Emergency Management Agency (FEMA) Response Federal Emergency Operational Plan (most recent edition)
* FEMA National Disaster Recovery Framework (most recent edition)
* OAS Inter-American Committee on Ports (CIP) Disaster Risk and Management Assessment Survey.

The ORGANIZATION NAME has established this Plan to assist the ORGANIZATION NAME personnel to prevent disaster and emergency damage, prepare for disaster and emergency response, and resume port operations as quickly as is feasible after a disaster or emergency.

The purpose of the Plan is to provide guidelines and procedures to ensure the following:

* Safety of human life
* Minimization of damage caused by a disaster or emergency
* Resumption of ORGANIZATION NAME functions as quickly as feasible following a disaster or emergency
* Establishment of procedures and designation of disaster- or emergency-related decision-making authority within ORGANIZATION NAME
* Protection of vital business information.
  1. Situation overview
     1. Hazard analysis summary

According to the OAS CIP Disaster Risk and Management Assessment Survey, the following are the primary disasters posing consistent and recurring threats to ports to the Caribbean region:

* Hurricane/extreme weather
* Epidemic/pandemic
* Fire in port
* Oil/chemical spill
* Tsunami/earthquake
* Mass casualty/evacuation
* Volcanoes
* Cybersecurity.
  + 1. Capacity Assessment

The ORGANIZATION NAME Port Director shall designate an appropriate person to perform an annual internal Comprehensive Disaster Management Capability Assessment. This assessment shall evaluate ORGANIZATION NAME capability of meeting the requirements established in this Plan. A report of this assessment shall be forwarded to the Port Director who shall maintain a copy. Additionally, the Port Director shall forward a copy of the annual assessment report to MINISTRY NAME.

Specifically, the assessment and subsequent report shall include the following, at a minimum:

* Verification of CDM assets/resources on hand as of the previous year’s report, and the status of those assets/resources
* List of new CDM assets/resources acquired since the previous year’s report, and the status of those assets/resources
* CDM asset/resource challenges, including: maintenance, theft, supply adequacy, and personnel availability for exercises, trainings, and drills
* CDM exercises, trainings, and drills performed since the previous year’s report, and the evaluation of those exercises, trainings, and drills
* Personnel turnover since the previous year’s report as they pertain to ORGANIZATION NAME’s CDM capability.
  + 1. Mitigation overview

Some disasters can never be prevented, such as natural disasters. Other disasters that may affect ORGANIZATION NAME are not under its purview but may require ORGANIZATION NAME’s emergency response, such as epidemic/pandemic, mass casualty/evacuation from a cruise ship, or oil spill from a visiting ship. Nonetheless, ORGANIZATION NAME shall endeavor to mitigate damage from disasters as well as impact on port operations through effective planning and preparation.

* + 1. Planning assumptions

In the writing of this Plan, the following assumptions were made:

* While disaster risk management is a national priority and an organizational priority, ORGANIZATION NAME will always have to conduct disaster risk management planning for the port in a resource-constrained environment.
* This ORGANIZATION NAME Plan is in concert with national level plans covering the same topics. Any changes to the national level plan(s) shall be incorporated in this plan as appropriate.
* Due to geography and climatic conditions, COUNTRY NAME and ORGANIZATION NAME will continue to be subject to hurricanes and extreme weather.
* Petroleum products will continue to be shipped in and out of the ORGANIZATION NAME facility.
* Cruise ships and tourism will continue to moor at ORGANIZATION NAME facility and be fundamental to COUNTRY NAME’s economy.
* ORGANIZATION NAME’s facility is and will continue to serve as the COUNTRY NAME’s primary cargo port.
* Maritime commerce will be a main driver of national commerce.
* Maritime commerce and related industries will be a significant source of employment.
* Maritime commerce will continue to be a major link between COUNTRY NAME and outside world.

The ORGANIZATION NAME facility will be a primary ingress point for disaster and emergency response and recovery on a national level and therefore the port response and resumption of port operations is a national priority.

1. Organization and assignment of responsibilities

[Guidance: tailor the bullets to your organization’s circumstances.]

* Port director: responsible for overall ORGANIZATION NAME disaster and emergency management
* Operations director: responsible for implementing ORGANIZATION NAME port operations-specific guidance in the Plan and organizing the resumption of port operations as quickly as possible following an emergency or disaster
* Facility Security Officer (FSO): responsible for planning adequate security equipment and systems to maintain security before and during an emergency or disaster and restoring appropriate security conditions following an emergency or disaster
* All ORGANIZATION NAME personnel: responsible for knowledge of this Plan and their assigned emergency or disaster duties

1. Communications

[Guidance: This section describes the communication protocols and coordination procedures used prior to, during, and after emergencies and disasters. It discusses communications methods and integration of communications into the regional or national disaster communications network. It does not describe communications hardware or specific procedures found in departmental guidance. Planners should identify and summarize separate interoperable communications plans. This section may be expanded as an annex and is usually supplemented by communications guidance and field guides.]

* 1. Purpose

Effective communication is critical to preparing, responding to, and recovering from a disaster incident. This section describes the organizational communication regime and how it integrates across all stakeholders. Effective operational communications ensure that ORGANIZATION NAME maintains the capacity to:

* Ensure the capacity to communicate with the emergency response community and the affected communities and establish interoperable voice and data communications between national/local government, first responders, and other support/response organizations as appropriate.
* Re-establish sufficient communications infrastructure within the affected areas to support ongoing response activities and transition to recovery.
* Re-establish critical information networks, including cybersecurity information sharing networks, to inform situational awareness, enable incident response, and support the resilience of key systems.
  1. Primary communications

*[Guidance: Identify the key communications methods/resources used. Examples of communications methods include telecommunications (landline phones, cellular/mobile telephones, radio, or satellite communications (both voice and data)).]*

The below are types of communications ORGANIZATION NAME might use before, during, and after an emergency or disaster. ORGANIZATION NAME shall be capable of using all of the below communications methods, depending on the specific circumstances of the emergency or disaster.

* Public telecommunications network, including telephone (both fixed and mobile), fax, internet, and data services
* High frequency radio network
* Very high frequency and ultra-high frequency networks
* Satellite telephones
* Satellite data communications.
  1. Communications activities
     1. Emergency or disaster preparation

*[Guidance: Tailor this list to your organization’s circumstances.]*

ORGANIZATION NAME shall perform the following communications actions on a regular basis:

* Verify availability of means for emergency communications
* Perform routine maintenance checks on all relevant equipment as per the maintenance plan
* Develop roster of stations to function as Net Controllers, if multiple ports are involved
* Conduct regular communication checks with other participants in the network
* Maintain log of communications checks including date and time, organization, and quality of communication
* Ensure that valid service contracts in place for satellite communications, Internet, and any other emergency communications service that depends on external providers
* Conduct periodic (at least annual) internal or national communications exercise to test information flow between internal external parties
* Conduct periodic (at least annual) communications exercise involving key participants in the organization and exercising all methods of communication
* Perform quarterly drills and annual exercises of communications equipment and procedures.
  + 1. Imminent emergency or disaster

*[Guidance: Tailor this list to your organization’s circumstances.]*

ORGANIZATION NAME shall perform the following communications actions when a disaster is imminent:

* Verify operating status of all equipment and facilities needed to support communications (including backup equipment and supplies)
* Identify Net Controllers for duty during alert and response phases and confirm readiness to operate
* Conduct radio checks with all stations that may need to participate in response
* Activate call-up procedures or confirm availability of key personnel for radio operation, message handling, technical support, etc.
* Verify availability of adequate supplies such as message pads, food, water, etc.
* If located in the threatened area, secure communications equipment and facilities to minimize damage
* Confirm availability and operating status of communications packs for possible deployment
* Establish contact with national/regional authorities and agree on procedures for communication during and after event.
  + 1. During an emergency or disaster

[Guidance: Tailor this list to your organization’s circumstances.]

ORGANIZATION NAME shall perform the following communications actions during a disaster:

* Maintain net control during event
* Monitor designated communication channels for relevant messages including requests for assistance
* If in the affected area and able to operate, provide periodic updates on event and conditions
* Pass all messages received to the designated message Controller (or team) for logging and routing
* Review situation reports and determine likely response requirements
* Prepare and disseminate updates to key partners including national and local emergency departments, and resource agencies/organizations
* Prepare and disseminate updates to key regional partners as appropriate.
  + 1. Immediately following an emergency or disaster

[Guidance: Tailor this list to your organization’s circumstances.]

ORGANIZATION NAME shall perform the following communications actions during a disaster:

* Re-establish communications with national/local agencies/responders if necessary
* Provide initial situation assessment to the organization’s emergency management team and the National and regional organization and request for external assistance (if required)
* Establish or re-establish communications with stakeholders
* Deploy emergency communications equipment if necessary
* Establish contact with any national emergency operations center after deployment
* Reestablish communications center (including radio and satellite equipment), if necessary.
  1. Notifications

[Guidance: In this section, outline the organization’s process for emergency or disaster notifications. Tailor the suggested language to your organization’s circumstances.]

Any person within ORGANIZATION NAME who identifies the occurrence of an emergency must make notification per the ORGANIZATION NAME emergency notification procedure to activate the emergency alarm through the push buttons and/or sound the alarm, in order to initiate the emergency plan.

The person reporting the emergency shall provide the following information:

* Name of person reporting
* Contact information in case call/communications are cut off
* Type and magnitude of the emergency
* Exact location of the emergency with reference points
* If there are any injured and/or affected people
* Identified any equipment and/or facilities impacted
* After notification has been made, move to safe location.
  1. Emergency or disaster communications contact list

[Guidance: Include locations and phone numbers for the contacts in the table.]

|  |  |  |
| --- | --- | --- |
| Role/service | Location | Phone number |
| Port director |  |  |
| Operations director |  |  |
| Communications director |  |  |
| PFSO |  |  |
| Health and safety |  |  |
| Police |  |  |
| Fire |  |  |
| Hospital |  |  |
| Electrical provider |  |  |
| Public works |  |  |
| External stakeholder (as appropriate) |  |  |
| External stakeholder (as appropriate) |  |  |
| Regional partner (as appropriate) |  |  |
| Regional partner (as appropriate) |  |  |

1. Risk assessment
   1. General

Disaster risk assessment is a process to determine the nature and extent of such risk, by analyzing hazards and evaluating existing conditions of vulnerability in ORGANIZATION NAME facilities that could potentially harm exposed personnel, property, equipment, and functions of the port facility and the environment.

* 1. Disaster risk assessment

The following are steps in disaster risk assessment:

* Hazard assessment
* Vulnerability assessment
* Capability assessment
* Perception of risk assessment
* Consequence assessment.
  + 1. Hazard assessment

ORGANIZATION NAME shall perform a study to identify the types of hazards that have occurred in its facilities in the past or are likely to occur in the future. In considering the types of hazards, the following should also be considered for each hazard identified:

* Frequency
* Seasonality
* Magnitude
* Intensity and extent
* Causes.
  + 1. Vulnerability assessment

[Guidance: Tailor the list of critical functions to your organization’s circumstances.]

ORGANIZATION NAME leadership shall identify critical functions the port serves and what facilities, equipment, and systems fulfill those critical functions. Examples of critical functions include:

* Mooring of ships
* Importation of critical consumables, including relief supplies during emergencies
* Exportation of economically critical exports (key financial resources of INSERT COUNTRY)
* Transfer of cargo from ship to trucks to destination, and vice versa
* Tourism (as a critical economic factor)
* Cruise ships
* Tourist shops, cafes, etc.
* Mooring of Navy, Coast Guard, and Police vessels
* Maintaining International Ship and Port Facility Security (ISPS) Code for continued port functions.

ORGANIZATION NAME shall then determine critical facilities, equipment, and systems of the port facility that may be at risk of the hazards identified in the hazard assessment.

Historical data can be useful in identifying which of the critical facilities, equipment, and systems have been damaged and to what degree they have been damaged in previous disasters and emergencies.

* + 1. Capability assessment

[Guidance: Tailor the list of capabilities to your organization’s circumstances.]

ORGANIZATION NAME shall identify its available strengths and resources to reduce the level of risk, or the effects of a disaster. Resources shall be evaluated by analyzing the available strengths, construction, geography, personnel expertise, equipment, infrastructure, and existing preparations. This evaluation should include how soon identified resources can be deployed and for how long they can be relied upon to remain operational.

ORGANIZATION NAME’s capabilities include:

* Hurricane code construction of ORGANIZATION NAME’s facilities
* Redundant electrical supply
* Mature CDM Plan
* Personnel trained in the CDM Plan
* Mature Port Facility Security Plan (PFSP)
* Personnel trained in the PFSP
* Redundant security systems
* Port location in relation to local mountains, leeward side of prevailing weather, etc.
* Personal protective equipment (PPE)/hygiene resource reserves
* Multiple piers/moorings
* Multiple vehicle access points into the port facility
* Capacity to receive, organize, account for, and distribute relief supplies efficiently.
  + 1. Consequence assessment

The final step in the Disaster Risk Assessment is the Consequence Assessment, which involves combining the type of Hazard/Incident with the Vulnerability, mitigated by the Capability Assessment. The Consequence Assessment answers the question:

If X (hazard/incident) happens to Y (equipment/facility) and we have prepared to Z degree (existing plans, trained personnel), **how will it affect ORGANIZATION NAME** **ability to perform its critical functions?**

* 1. Risk assessment matrix

[Guidance: This section describes a matrix to quantify Disaster Risk Assessment. While the end product of the matrix below is discrete number, it must be remembered that the process is an effort to quantify an inherently subjective process. Nonetheless, it is a valuable tool for determining investment of preparation resources to make ORGANIZATION NAME more resilient to disasters and emergencies.]

ORGANIZATION NAME shall conduct an annual assessment of the disaster and emergency risks it faces. This assessment shall include an identification of potential hazards, ORGANIZATION NAME’s vulnerability to those hazards, ORGANIZATION NAME’s response capabilities specific to those hazards, and the consequences to ORGANIZATION NAME of those hazards.

Table

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1. Plan maintenance

[Guidance: Tailor the bulleted list to your organization’s circumstances.]

The Port Director shall convene an annual meeting of relevant ORGANIZATION NAME personnel to review and update this Plan. Potential items to update include:

* Operations equipment changes
* Security situation changes
* New facility construction
* New regulatory requirements
* ORGANIZATION NAME organizational changes
* Personnel contact information.

This Plan shall be reviewed annually by the facility leadership. Any changes made following the annual review shall be noted in the Record of Changes, the updated Plan shall be signed and dated per the most recent changes. Distribution of the updated Plan shall be made in accordance with Section 1 of this Plan.

1. External affairs/stakeholders
   1. General

[Guidance: select the appropriate selections in this section for your organization. Tailor the language in the bulleted lists in the remaining sections to your organization’s circumstances.]

ORGANIZATION NAME is a [government facility] / [private facility operating under a government concession] / [private facility providing a public service]. As such, ORGANIZATION NAME has a responsibility to maintain public trust by being mindful of the public’s and key stakeholders’ perception of ORGANIZATION NAME continuing to provide a public service.

Additionally, any response to a disaster or emergency will involve agencies and/or stakeholders from outside ORGANIZATION NAME. Relationships built in a time of stability will assist working relationships during a time of crisis.

ORGANIZATION NAME shall involve external stakeholders into annual exercises, as appropriate.

* 1. Preparation
     1. Routine

Because COUNTRY NAME relies upon the port being operational to support steady-state tourism as well as ingress emergency response and relief supplies during emergencies and disasters, the communications link between ORGANIZATION NAME and COUNTRY NAME senior government decision makers is vital to COUNTRY NAME senior government officials’ ability to make sound, informed decisions during times of disaster and emergency. Therefore, ORGANIZATION NAME shall engage senior government decision makers to establish mutually agreed upon Critical Elements of Information needed by the senior government decision makers during disasters and emergencies. Examples of Critical Elements of Information needed by senior government decision makers may include:

* Routine
* Preparation status of ORGANIZATION NAME for disasters or emergencies
* Needs/gaps in disaster and emergency preparation and response and ORGANIZATION NAME resource requests of national level decision makers to correct those needs/gaps
* Existing, long-term vulnerabilities (i.e., current facility construction standards, geographic layout of port facility) and ORGANIZATION NAME mitigation plans for those vulnerabilities.
* Post-Disaster/Emergency Response
* ORGANIZATION NAME Damage Assessment
* ORGANIZATION NAME port operational status
* ORGANIZATION NAME needs/gaps to resume port to full functionality
* Estimated time/date of ORGANIZATION NAME resumption of full functionality.

ORGANIZATION NAME shall regularly engage with the public and key stakeholders. Examples of the public and key stakeholders in this context may include:

* Community surrounding the port facility
* Government/elected representatives
* Vendors providing services to the port facility
* Government officials performing a regulatory function over the port (including officials from regional and international bodies)
* Unions performing work on the port facility
* Family member/relatives of port personnel
* Environmental oversight groups.
  + 1. Emergency or disaster imminent

If a disaster or emergency is known or suspected to be imminent, ORGANIZATION NAME shall engage specific stakeholders who may be involved in response efforts, may request assistance from ORGANIZATION NAME, or might oversee the port from a governmental hierarchy or regulatory perspective.

Information to be exchanged with stakeholders when a disaster or emergency is imminent may include:

* Readiness status of the port facility
* Current/anticipated resource requests by ORGANIZATION NAME
* Resources available to other agencies (if ORGANIZATION NAME is able to do so).
  + 1. Post-emergency or disaster

Following a disaster or emergency, ORGANIZATION NAME shall again engage appropriate stakeholders.

Information exchanged with stakeholders following a disaster or emergency has passed may include:

* Port facility damage assessment results
* ORGANIZATION NAME personnel accountability (relevant within the government hierarchy)
* Port status (may be worthwhile to inform media for wider dissemination)
* Assistance to other agencies (if ORGANIZATION NAME is able to do so)
* Request resources to respond.
  1. Public information

[Guidance: Tailor the bulleted lists to your organization’s circumstances.]

Because ORGANIZATION NAME is a public-facing entity, it has an obligation to maintain public trust. Therefore, ORGANIZATION NAME shall make prudent use of various media outlets as avenues through which to publicize information about a disaster or emergency affecting ORGANIZATION NAME. Potential media outlets include:

* Television
* Radio
* Newspaper
* Social media.

Potential information to be publicized includes:

* Port operational status
* Works closures for ORGANIZATION NAME personnel
* Emergency or disaster response status
* Additional situation updates.

ORGANIZATION NAME shall designate an individual to coordinate public statements and serve as the single point of communication with the outlets mentioned above.

1. Security/public safety
   1. General

One of the primary ISPS Code objectives is to ensure adequate ship and port security. ORGANIZATION NAME operates in compliance with the security measures specified in the PFSP for the security level communicated by the Designated Authority. The ORGANIZATION NAME PFSP is based on the guidelines of the ISPS Code.

While the ISPS Code elucidates security guidelines, the ISPS Code is silent on the issue of maintaining security during and after an emergency. Therefore, it is incumbent upon ORGANIZATION NAME personnel to plan for security measures, even if temporary, during and after an emergency.

* 1. Disaster- and emergency-related security challenges

Depending on the nature and scale of a disaster or emergency, ORGANIZATION NAME may be challenged to maintain the PFSP, and therefore its compliance with the ISPS Code guidelines. The following are the types of security infrastructure damage ORGANIZATION NAME might suffer during and after emergencies:

[Guidance: Tailor this list to your organization’s circumstances.]

* Damaged electrical infrastructure that could affect electronic security equipment and capability, such as:
* Proximity card access control
* Closed-circuit television systems
* Security lighting
* Wireless communications
* Hostile vehicle attack on an entrance can render ineffective gates and barriers and inflict injury on security personnel
* Trees or other debris collapsing perimeter fencing
* Poles housing lighting, communications antenna, and/or cameras may be collapsed
* Road closures preventing relief security personnel from arriving at the facility
* Security personnel (or their families) affected by the emergency such that they are unable to perform their security duties.
  1. Disaster- and emergency-related security preparation

Critical to maintaining the PFSP during and after emergencies/disasters, ORGANIZATION NAME shall maintain the following:

[Guidance: Tailor this list to your organization’s circumstances.]

* Security personnel recall system
* Alternative electrical power supply [*fixed backup generator or portable generators*] sufficient to power security lights, gate control measures, security communications
* Mobile access control equipment, such as portable fencing, gates, traffic barriers, etc.
* Alternative lighting sufficient to operate the access control point(s) and perimeter monitoring
* Perform emergency equipment maintenance, including coordination with service providers if necessary
* Conduct quarterly drills and annual exercises of the PFSP, including potential scenarios of damaged security system components.
  1. Disaster- and emergency-related security resource sharing and requirements

[Guidance: Tailor this list to your organization’s circumstances.]

ORGANIZATION NAME has resource-sharing agreements with neighboring countries in the event of disasters or emergencies. Shared security resources include:

* Security personnel
* Emergency generators for security-related equipment and operations
* Mobile access control equipment, such as portable fencing, gates, and traffic barriers.

ORGANIZATION NAME FSO shall advise the Port Director/Management of resource requirements to adhere to ISPS Code during and after emergencies/disasters.

* 1. Security Level changes

The nature of emergency/disaster may dictate the Security Level required for ORGANIZATION NAME. For example, a natural disaster, such as a hurricane or flooding, may require no change in Security Level whereas an anthropogenic disaster, such as a terrorism event, may demand an increase in the Security Level. Other disasters/emergencies, such as fire, may or may not require a review of the Security Level depending on the cause of the disaster/emergency (whether accidental or deliberate).

The specific security actions and measures required at each Security Level are detailed in the ORGANIZATION NAME PFSP. Considering the full measures outlined in the PFSP may not be feasible depending on the nature of the emergency/disaster and damage to the port security system, below are measures to consider implementing during/after an emergency/disaster:

* ***Security Level 1* (Normal)**: This is the risk level for which protective measures must be maintained for an indefinite period; in other words, these are the normal, everyday security measures.
* Potential additional security measures at Level 1 (Normal) during/after an emergency/disaster:
* Temporary barriers to maintain perimeter security
* Manual identification checks at access control
* Alternate electrical supply for security lighting, communications.
* ***Security Level 2* (Heightened)**: This risk level indicates that the facility may be in jeopardy, but no specific target has been identified. Additional security measures that enable security systems, infrastructure, and processes may be expected to be sustained for a substantial period.
* Potential additional security measures at Level 2 (Heightened) during/after an emergency/disaster:
* Temporary barriers to maintain perimeter security
* Manual identification checks at access control
* Alternate electrical supply for security lighting, communications
* Additional security personnel to a level sustainable for two to three weeks
* In the event the facility security systems are damaged, the PFSO shall consider having visiting ships maintain a higher security level**.**
* ***Security Level 3* (Exceptional)**: The threat of an unlawful act against the facility is imminent. Intelligence may indicate a specific threat. Additional security measures that enable security systems, infrastructure, and processes are not intended to be maintained for a substantial period of time.
* Potential additional security measures at Level 2 (Heightened) during/after an emergency/disaster:
* Temporary barriers to maintain perimeter security
* Manual identification checks at access control
* Alternate electrical supply for security lighting, communications
* Additional security personnel to a level sustainable for two to three days
* Restrict cargo movements at port (depending on urgency of relief supplies)
* Restrict personnel at port to minimum to service urgent relief supplies
* In the event the facility security systems are damaged, the PFSO shall consider having visiting ships maintain a higher security level.
  1. Post-emergency or -disaster security response actions

[Guidance: Tailor this list to your organization’s circumstances.]

Following an emergency/disaster, the FSO shall perform the following actions. It is important to note that the following are not time-exclusive actions, and that the delay in accomplishing one shall not delay the pursuit of any other item on the list.

* Determine the health/safety status of security personnel on duty
* Determine the health/safety status of personnel not on duty
* Transit the entire perimeter inspecting the status of fencing/walls
* Examine the gates/access points for damage affecting the ability to control access
* Test all electrical security functions to determine operability
* Lighting
* Cameras
* Electronic access control
* Communications
* Erect temporary perimeter measures if needed
* Recall additional security personnel if needed, although it should be kept in mind that the disaster response phase may last several days/weeks and the FSO/supervisor should consider staffing requirements over several days/weeks before recalling all personnel immediately
* Determine if the Security Level should be increased due to the emergency/disaster.

1. Worker safety and health
   1. General

Ports present widely recognized health and safety hazards for personnel. Those safety hazards are addressed in the ORGANIZATION NAME Safety Plan and are not covered in this Plan.

However, those same safety hazards in a port can be compounded by natural or anthropogenic disasters. Best safety practices that mitigated the hazards of normal port work environment may be more difficult to implement, such as:

* Normal PPE may not be available
* Normal traffic patterns may be blocked
* Normal safety supervision may be unavailable
  1. Preparation
     1. Routine

Generally, preparation for disasters can be performed in the course of normal duties. Therefore, the work safety hazards facing ORGANIZATION NAME personnel during disaster preparation are the same as those facing personnel during their normal work duties. For example, maintenance on emergency equipment in a non-crisis environment is the same as maintenance on operational equipment. Standard worker safety and health training shall include potential hazards caused by natural or anthropogenic disasters.

The standing ORGANIZATION NAME Safety Committee shall meet initially to identify specific/anticipated hazards in ORGANIZATION NAME port facility for different types of disasters and create mitigation procedures. Following that initial meeting, the Safety Committee shall meet annually to review and update this section.

* + 1. Imminent disaster

There are occasions when ORGANIZATION NAME will become aware of an imminent disaster. During these periods, ORGANIZATION NAME will undertake final preparations to minimize damage to the facility and permit rapid recovery. However, these periods present work safety conditions different than those of non-crisis periods. Additional work safety conditions to consider when a disaster/emergency is imminent include:

* Sense of urgency causing personnel to overlook standard safety practices
* Personnel unfamiliar with equipment/systems filling in for absent personnel
* Movement of heavy equipment (generators, barriers, etc.)
* Heavier than normal vehicle traffic.
  + 1. Response

In a post-disaster environment, the work safety conditions in the ORGANIZATION NAME port facility can be dramatically different than pre-disaster. ORGANIZATION NAME shall consider factors that can cause unsafe work safety conditions on the port following a disaster/emergency, such as:

* Debris
* Buildings structurally damaged
* Damaged pier/road surfaces
* Exposed live electrical lines
* Exposed sewage lines
* Hazardous cargo spills
* Unstable stacked cargo containers/pallets.

1. Annex A: Direction, control, coordination, and communications

[Guidance: This section describes/identifies the process for incident management. Two common incident command structures are the Incident Command System (ICS) and the Gold, Silver, Bronze (GSB) structures. This Plan employs the ICS structure.]

* 1. Purpose

The standardized ICS approach is designed to address on-the-scene incident coordination among multiple responding agencies and institutions. The ICS system works in tandem with the national and subnational Emergency Operations Centers (EOC) according to established arrangements. ORGANIZATION NAME shall integrate with national incident management structures as appropriate.

* 1. Incident command structure

[Guidance: The model text is for the ICS structure, which is a standardized approach to the command, control, and coordination of emergency response. In this section replace the example text as appropriate if your organization uses a command structure other than ICS.]

ICS is the model tool for command, control, and coordination of a response and provides a means to coordinate the efforts of individual agencies/organizations as they work toward the common goal of stabilizing the incident and protecting life, property, and the environment. ORGANIZATION NAME shall perform quarterly drills and annual exercises of its ICS structure and functions.

For more information, refer to Government of COUNTRY NAME’s ICS guidance.

* 1. Incident command

For large emergencies or disasters, the Government of COUNTRY NAME might, depending on the circumstances, employ an expanded, inter-agency Unified Command. When the Government of COUNTRY NAME establishes a Unified Command, ORGANIZATION NAME shall fully participate as directed by Government of COUNTRY NAME and within the authorities and responsibilities of ORGANIZATION NAME.

When ORGANIZATION NAME initiates the ICS structure, ORGANIZATION NAME shall designate a single Incident Commander.

* 1. Incident command post

For emergencies and disasters managed within ORGANIZATION NAME, then ORGANIZATION NAME shall establish an Incident Command Post/EOC from which to coordinate the response.

The ORGANIZATION NAME Incident Command Post/EOC shall be located at: LOCATION. Alternate Incident Command Posts/EOCs are listed in the order of precedence:

* LOCATION
* LOCATION
* LOCATION.
  1. Incident management team

[Guidance: Provide an outline/overview the Incident Management Team as appropriate. Included below are examples of the key positions within the ICS structure. This should be amended based on the organization’s command structure if other than ICS or as outlined below.]

Port personnel at all levels of ORGANIZATION NAME shall be prepared to participate in an Incident Management Team (IMT). ORGANIZATION NAME shall train personnel such that personnel are prepared to participate in IMT positions that correspond with their authorities and responsibilities.

1. Annex B: Damage assessment
   1. Purpose and scope

In the event of an emergency or disaster, ORGANZATION NAME shall perform an assessment of damage to ORGANZATION NAME facilities and functions as they pertain to port operations and maritime safety and security.

The goal of ORGANIZATION NAME’s damage assessment is to:

* Identify ORGANIZATION NAME personnel who are injured and equipment/systems that are damaged
* Determine to what extent those personnel and equipment/systems impact the port functions
* Provide an estimate of time and resources needed to return ORGANIZATION NAME to full functionality.

This Damage Assessment does not address long-term recovery, only the assessment of equipment and system priorities to be repaired to resume port functionality.

* 1. Prioritization of response

[Guidance: Tailor the bulleted list to your organization’s priorities.]

To accurately prioritize damage repair, ORGANIZATION NAME leadership shall first identify its key functions in a pre-disaster setting.

ORGANIZATION NAME’s key functions include:

* Moor vessels at the ORGANIZATION NAME berths/mooring areas
* Safe pier/mooring area
* Clear shipping channel
* Load cargo on/off ships
* Safe cranes (or potential use of ship’s cranes)
* Safe pier surface
* Load cargo onto ground transportation for delivery to destination (if not directly loaded onto ground transportation from ship)
* Mules
* Mobile container handlers/stackers
* Safe pier surface
* Forklifts/pallet handlers
* Clear traffic pattern from cargo loading to facility exit point
* Process passengers (for cruise ships)
* Clear traffic patterns (vehicle and pedestrian) between ship and facility exit/entry point
* Electrical infrastructure to validate identification
* Maintain at least minimal ISPS measures
* Perimeter control
* Access control
* Lighting (can be secondary)
* Cameras (can be secondary).
  1. Building damage

Hurricanes, earthquakes, and seismic events may structurally jeopardize the safety and integrity of ORGANIZATION NAME’s physical structures. Therefore, ORGANIZATION NAME shall coordinate the inspection of buildings so that they may be declared safe by the relevant competent authority.

* 1. Equipment damage

[Guidance: Tailor the bulleted list to your organization’s equipment.]

ORGANIZATION NAME shall assess damage to its equipment. ORGANIZATION NAME personnel who conduct this assessment shall consider the following:

* Stressed/damaged structural supports inside walls
* Stressed/damaged ceilings (ceiling tiles, falling plaster, etc.)
* Ceiling fixtures that could fall
* Overturned furniture
* Damaged/exposed electrical lines
* Damaged/exposed gas lines
* Damaged exposed plumbing fixtures
* Stressed/damaged stairs
* Stressed/damaged elevators
* Warped doors/entries broken glass.
  1. Pier damage

[Guidance: Tailor the bulleted list to your organization’s pier(s).]

Hurricanes, earthquakes and seismic events may structurally jeopardize the safety and integrity of ORGANIZATION NAME’s mooring structures. Therefore, ORGANIZATION NAME shall coordinate the inspection of piers, moorings, and associated equipment so that they may be declared safe by the relevant competent authority. It should be considered that damage may exist below the waterline and out of sight.

Considerations in assessing damage to pier and mooring areas include:

* Underwater debris blocking in the mooring area that might damage ships
* Stressed/damaged pilings
* Stressed/damaged line fittings (bollards, cleats, etc.)
* Broken railings, beams or other debris protruding from the pier that might damage ships
* Stressed/unstable pier surface.
  1. Cargo-handling equipment damage

[Guidance: Tailor the bulleted list to your organization’s cargo-handling equipment.]

Hurricanes, earthquakes and seismic events may structurally jeopardize the safety and integrity of ORGANIZATION NAME’s cargo handling equipment. Therefore, ORGANIZATION NAME shall coordinate the inspection of cranes, derricks, and associated lifting apparatus so that they may be declared safe by the relevant competent authority. It should be considered that damage may exist below the waterline and out of sight.

Considerations in assessing damage to cargo handling equipment include:

* Foundation for installed cranes
* Bent/misshapen crane arms
* Bent/misshapen crane legs/supports
* Damaged/misshapen spool devices
* Strain wire rope
* Burst hydraulic/pneumatic control systems
* Damaged pallets that could further break when loading
* Stressed/damaged fixtures
* Stressed/damaged cotter or clevis pins.
  1. Security system damage

[Guidance: Tailor the bulleted list to your organization’s security systems.]

Hurricanes, earthquakes and seismic events may structurally jeopardize the safety and integrity of ORGANIZATION NAME’s physical structures. ORGANIZATION NAME shall coordinate the inspection of buildings so that they may be declared safe by competent authority.

Considerations in assessing damage to security systems include:

* Entry points blocked by debris/broken security apparatus
* Entry points unable to be secured due to damaged gates/barriers
* Perimeter fencing/wall
* Security lighting
* Security cameras/closed-circuit television (CCTV)
* Security personnel communications (antenna, radio chargers)
* Guardhouse/gatehouse damage.

1. Annex C: Marine Transportation System Recovery
   1. Purpose

[Guidance: Tailor the Infrastructure Impact, Constrained Operational Capacity, and Constrained by Response Options sections to your organization’s circumstances.]

Facilitating a safe, efficient, and timely restoration of the Marine Transportation System (MTS) to pre-disruption condition is an important component of emergency and disaster management.

ORGANIZATION NAME shall designate a Marine Transportation System Recovery (MTSR) team to coordinate this function. Personnel who comprise the MTSR team should be knowledgeable in waterways management and vessel navigation and be empowered to make decisions and obligate ORGANIZATION NAME. The MTSR team shall assess obstacles to full MTS function following an emergency and disaster. The MTSR team shall take corresponding actions required to coordinate removal of those obstacles, clear navigation channels, and open the MTS to enable ships to enter the port so that COUNTRY NAME can receive goods critical to emergency and disaster response.

The MTSR team shall conduct annual exercises which may be integrated into larger ICS exercises.

The MTSR team might be activated when the following categories of MTS disruptions occur:

**Infrastructure impact:** A significant incident causing damage to MTS infrastructure that will require repair, alternative strategies, and/or vessel traffic control actions prior to resumption of MTS operations. Examples include:

* Hurricane/tropical storm/heavy weather
* Flood
* Earthquake/tsunami
* Major infrastructure casualty to bridges, roads, or public infrastructure
* Cyber attack with infrastructure damage
* Terrorist attack
* Volcanoes.

**Constrained operational capacity:** An event without infrastructure damage that interrupts the normal port operations and vessel movement. Examples include:

* Security (MARSEC) Level increase
* Cyber attack without infrastructure damage
* Labor shortage disruption event.

**Constrained by response operations:** An incident with response operations whose mitigation activities may disrupt the normal MTS operations beyond pre-determined steady state thresholds. Examples include response to:

* Oil discharge/hazardous substance release
* Mass Rescue operations
* Marine casualty that may or may not involve infrastructure damage; MTSR will be a consideration in the primary response.

1. Annex D: Firefighting
   1. Scope and purpose

[Guidance: Tailor the bulleted lists in this section to your organization’s circumstances.]

This document provides guidance for ORGANIZATION NAME personnel in the event of a fire in or near the ORGANIZATION NAME facilities. This document shall be in concert with national and local firefighting plans as well as the ORGANIZATION NAME Occupant Emergency Plan (OEP) (Annex L). ORGANIZATION NAME shall perform semi-annual fire drills in accordance with the OEP.

In general, firefighting should be left to trained and equipped firefighters. Firefighting by ORGANIZATION NAME personnel shall be limited to initial actions, such as addressing small fires capable of being handled by portable fire extinguishers. In the event of a fire in or near ORGANIZATION NAME facilities, the primary objective is the safety of all personnel, including ORGANIZATION NAME employees, ORGANIZATION NAME visitors, and vendors/contractors. The safety of personnel is more important than the safety of equipment or facilities that may become damaged in a fire.

* 1. Small fire

The cause of a small fire in ORGANIZATION NAME facilities are similar to those in any office building and household. Small fires may be caused by:

* Electrical appliances
* Coffee pots
* Refrigerators
* Microwaves
* Trash bins
* Faulty electrical system(s)
* Standard household/office space lubricants
* Aerosols.
  1. Initial actions of small fires

In the event of a small fire, ORGANIZATION NAME personnel shall:

* Initiate facility-wide fire alarm
* Attempt to extinguish fire using portable fire extinguisher
* If the fire is growing and/or unable to be extinguished by portable fire extinguisher, initiate evacuation per the OEP.
  1. Initial actions of all other fires
* Initiate facility-wide fire alarm
* Evacuate per the OEP
* Notify Fire Department
* Initiate personnel accountability once evacuated.
  1. Port operations during/after a fire

Most often, it is prudent to cease port operations until a fire is extinguished. However, the Port Director, in consultation with the lead on scene firefighter, may determine that port operations may resume.

Considerations in making this determination include:

* Location of the fire
* Size of the fire
* Location of the firefighting equipment
* Nature of cargo to be moved (i.e., flammable, explosive)
* Storage location of cargo to be moved.

During any fire, all ongoing fueling and/or fuel transfer operations shall cease immediately and may only resume when the fire is extinguished and the lead on scene firefighter determines it is safe to resume.

* 1. Access control
     1. Entry

During a fire, entry of pedestrians and vehicles into ORGANIZATION NAME’s facility shall remain suspended. Gates shall remain unobscured to allow fire department vehicles and personnel entry.

* + 1. Exit

**Vehicles:** During a fire, it may be prudent to suspend vehicular movement out of the port facility so as not to interfere with incoming fire department vehicles. The FSO may allow vehicles inside the port facility to depart one at a time if the FSO is certain that there will be no interference with fire department movements.

**Pedestrians:** So long as pedestrian departure from the port facility does not interfere with incoming fire department personnel or vehicles or the firefighting effort, pedestrians may depart the facility. However, gate security personnel must consider that personnel accountability per the OEP will be taken. Therefore, departing pedestrians shall be directed to remain in the immediate area outside the facility so that an accurate accountability may be taken.

* + 1. Fire/explosion incident investigation, reporting, and analysis

A system shall be in place for reporting, investigating, and documenting fires, explosions and significant near misses. ORGANIZATION NAME shall conduct an investigation of all incidents to identify causes and contributing factors, analyze findings, take preventive actions, and communicate lessons learned.

1. Annex E: Mass evacuation and search and rescue
   1. General

ORGANIZATION NAME shall plan and prepare for a maritime Mass Evacuation event in concert with the national Mass Evacuation Plan.

* 1. On-scene coordination

ORGANIZATION NAME shall pre-designate by name and position one person and two alternates (in priority order) to act as the On-Scene Coordinator (OSC) in the event of a maritime Mass Evacuation event.

OSC’s primary duty shall be do coordinate Search and Rescue (SAR) assets and rescue efforts. OSC shall be able to manage communications on-scene with remote authorities to allow the pilot or master to retain the integrity of his or her craft. On-scene responsibilities for safety of passengers and crew will be shared by the OSC and the shipmaster or aircraft pilot in command, with the pilot or master assuming as much of this responsibility as possible before or after the ship or aircraft is abandoned.

In order to ensure accountability of all passengers and crew, the OSC shall request the Passenger Manifest and Crew Manifest from the shipmaster and use the manifests to account for the safe removal from the vessel all passengers and crew.

The objectives of the OSC shall be:

* Safety of responders
* Safety of passengers and crew
* Accountability of all passengers and crew
* Respond to potential and actual security threats
* Mitigate threat of pollution
* Manage information.

Direction given by the OSC to vessels and/or aircraft involved in the rescue effort does not remove from the vessel operator or aircraft pilot the responsibility for their vessel or aircraft.

* 1. Mass evacuation preparations

[Guidance: Tailor the bulleted lists in this section to your organization’s circumstances.]

* + 1. Infrastructure and equipment

ORGANIZATION NAME has the following assets available for Mass Evacuation:

* INSERT VESSEL NAME/NUMBER
* INSERT VESSEL NAME/NUMBER
* INSERT VESSEL NAME/NUMBER.

The following areas are designated reunification landing areas for receiving evacuees depending on location and nature of emergency/disaster:

* INSERT LANDING AREA
* INSRET LANDING AREA
* INSERT LANDING AREA.
  + 1. Planning and engagement

The Port Director and OSC shall meet annually to review Mass Evacuation procedures with the following stakeholders:

* INSERT MEDICAL FACILITIES
* Police Department
* Fire Department
* Captain of the Port
* Cruise ship operators
* Day cruise/local tour vessels
* Other maritime SAR stakeholders
* Aviation authorities as appropriate.

Topics to review at the annual Mass Evacuation stakeholders meeting shall include at a minimum:

* Radio frequencies/channels for Mass Evacuation operations
* Establish an initial list of available vessels/resources to assist from stakeholders
* Subsequent meetings shall review any changes in available vessels/resources from stakeholders
* Review of Mass Evacuation checklist.

ORGANIZATION NAME’s preparation for a Mass Evacuation event shall include:

* Engage in joint planning with other COUNTRY NAME institutions that might be involved in a Mass Evacuation event
* Engage in joint planning with private entities, such as cruise lines, that might be involved in a Mass Evacuation event
* Ensure the availability of rescue equipment appropriate for all genders and ages
* Conduct annual exercises of this Mass Evacuation Plan, including external stakeholders and regional partners, as appropriate.

1. Annex F: Oil spill/hazardous material event response

[Guidance: Tailor the bulleted lists to your organization’s circumstances.]

The Oil Spill/Hazardous Substance Release Plan supplements the Port Operations Plan already in place. The Oil Spill/Hazardous Substances Release Plan lays out the Response Responsibilities and Duties of designated staff.

* 1. General

ORGANIZATION NAME shall plan and prepare for a maritime oil spill or hazardous material event in concert with the national Oil Spill and/or Hazardous Material Event Contingency Plan.

* 1. Preparation

[Guidance: Tailor the bulleted list to your organization’s circumstances.]

ORGANIZATION NAME shall prepare for an oil spill or hazardous material event by doing the following:

* Create an oil spill or hazardous material event notification list
* Designate an oil spill or hazardous material event manager for ORGANIZATION NAME response
* Maintain an ORGANIZATION NAME oil spill or hazardous material event response team roster
* Maintain a list of oil spill or hazardous material event response equipment and equipment locations
* Maintain an ORGANIZATION NAME evacuation plan
* Ensure that ORGANIZATION NAME conducts oil spill and hazardous material event exercises as required by the national Oil Spill and/or Hazardous Material Event Contingency Plan
* Conduct quarterly drills and annual exercises of this Oil Spill/Hazardous Material Event Response Plan.
  1. Response

During and immediately after an oil spill or hazardous material event, ORGANIZATION NAME shall respond in accordance with the national Oil Spill and/or Hazardous Material Event Contingency Plan, including taking the following actions as necessary:

* Assess immediate risks, such as health, flammability, toxicity, path/plume, etc.
* Engage with relevant stakeholders and make required notifications
* Ensure that ORGANIZATION NAME personnel coordinate with relevant stakeholders, as necessary.

1. Annex G: Hurricane/severe storm

[Guidance: Tailor the bulleted lists in this section to your organization’s circumstances.]

* 1. General

In the Caribbean region, hurricanes predominantly occur between June and November. For the purposes of this Plan, this will be called Hurricane Season. In this Plan, the period from December to May will be called Preparation Season. It should be noted that severe weather can happen at any time during a year, so ORGANIZATION NAME shall be ready year-round to respond to a severe weather-related emergency or disaster. This ORGANIZATION NAME Hurricane plan shall be in concert with the COUNTRY NAME national hurricane plan.

Often the approach of hurricanes or severe weather is well known in advance of its arrival, although the specific characteristics of a hurricane can change rapidly.

* 1. Preparation season

During Preparation Season, ORGANIZATION NAME shall:

* Review/update this Hurricane/Severe Storm Plan
* Enact/review mutual aid agreements with appropriate local/regional agencies
* Enact/review mutual aid agreements with neighboring countries
* Maintain/update emergency equipment
* Enact rapid administrative/purchasing agreements with vendors critical to hurricane response to be activated during emergencies.
* Any new construction under ORGANIZATION NAME shall be in accordance with construction best practices to withstand hurricanes.
* ORGANIZATION NAME shall examine the appropriateness for and stockpile first aid supplies to maintain on the port property in the event of a hurricane-caused injury
* Conduct annual exercises of this Hurricane/Severe Storm Plan.
  1. Hurricane season
     1. Non-storm period

During Hurricane Season in periods when there are no hurricanes developing or approaching, ORGANIZATION NAME shall:

* Maintain port vehicles at 75% fuel or greater
* Increase frequency of emergency equipment checks, depending on type of equipment (i.e., battery life, generator maintenance)
* Monitor Atlantic storm developments
* ORGANIZATION NAME management shall monitor personnel staffing capability when considering granting vacation or other absences.
  + 1. Hurricane pending

When a hurricane is developing and appears that it may be on a trajectory towards COUNTRY NAME, ORGANIZATION NAME shall:

* Monitor storm progress and adjust Hurricane Conditions as appropriate
* Captain of the Port/Port Director consider closing the waterside port (and at which Hurricane Condition)
* Captain of the Port/Port Director consider closing the land side port personnel (and at which Hurricane Condition)
* Captain of the Port/Port Director consider having moored vessels get underway to sea (and at which Hurricane Condition).
* Port Director consider evacuating the port, fully or partially.
  + 1. Post-hurricane

The primary objective following a hurricane is return the port to full functionality. After a hurricane has passed and it is safe to do so, ORGANIZATION NAME shall:

* Conduct a Damage Assessment (see Annex B: Damage Assessment)
* Notify the following as appropriate of the Damage Assessment Results
* INSERT RELEVANT MINISTER
* Local authorities/elected officials
* Neighboring countries/ports with whom ORGANIZATION NAME has mutual aid agreements
* Relevant vendors/unions/work force
* Verify location integrity/status of Aids to Navigation
* Initiate personnel accountability of ORGANIZATION NAME personnel (regardless of work status/vacation or location)
* Consider reopening the waterside port
* Consider reopening the land side port.
  1. Hurricane categories

The following are widely accepted definitions of hurricane categories as differentiated by wind speed, provided here for common reference in hurricane preparation.

|  |  |
| --- | --- |
| **Storm condition** | Sustained winds of 50 kts or greater are forecast. Storms may contain high and gusty winds, heavy rain, and/or hail are often accompanied by unusually high tides. |
| **Category 1** | Sustained winds of 74-95 MPH that can produce a storm surge 4-5 feet above normal with low-lying coastal roads inundated, minor pier damage, some small craft in exposed anchorages break moorings, no real damage to building structure and some damage to poorly constructed signs. |
| **Category 2** | Sustained winds of 96-110 MPH that can produce a storm surge 6-8 feet above normal with low-lying escape routes cut off by rising waters 2-4 hours before arrival of the center, considerable pier damage, marinas flooded, some trees blown down, major structural damage to exposed mobile homes, some damage to roofing material, windows, and doors, but no major damage to building structures. |
| **Category 3** | Sustained winds of 111-130 MPH that can produce a storm surge 9-12 feet above normal, serious flooding along the coast, with many smaller structures near the coast destroyed, larger structures damaged by battering of floating debris, low-lying escape routes inland cut off by rising water 3-5 hours before the center arrives, destruction to mobile homes and some structural damage to residences. |
| **Category 4** | Sustained winds of 131-155 MPG that can produce a storm surge 13-18 feet above normal with major damage to lower floors of structures near the shore due to flooding and battering action, low-lying inland escape routes cut off by rising water 3-5 hours before the center arrives, extensive roofing material damage, extensive window and door damage, and complete failure of roof structure on many small residences. |
| **Category 5** | Sustained winds of greater than 155 MPH that can produce a storm surge of greater than 18 feet above normal with shrubs and trees down, considerable roofing damage, all signs down, severe window and door damage, complete failure of roof structures on many residences and industrial buildings, extensive glass failure, some complete building failures, small buildings overturned and blown over or away, and complete destruction of mobile homes. |

* 1. Hurricane descriptions

ORGANIZATION NAME has adopted the following convention of hurricane conditions for the purpose of organizing and coordinating hurricane preparations and response.

|  |  |
| --- | --- |
| **Hurricane descriptions** | **Description** |
| **V** | Consistent state of readiness during Hurricane Season (June-November) |
| **IV** | **ALERT** – Hurricane force winds are expected in 72 hours |
| **III** | **READINESS** – Hurricane force winds are expected in 48 hours |
| **II** | **WARNING** – Hurricane force winds are expected in 24 hours |
| **I** | **DANGER** – Hurricane force winds are expected in 12 hours |

1. Annex H: Earthquake/tsunami

[Guidance: Tailor the bulleted lists in this section to your organization’s circumstances.]

An earthquake may damage facility structures, cause personnel injuries and interrupt ORGANIZATION NAME’s port functions. Additionally, earthquakes/seismic events are known to cause tsunamis, which can cause devastating damage to shoreside facilities.

* 1. Priorities for earthquake/seismic event response

ORGANIZATION NAME management and staff shall prioritize response to an earthquake as follows:

* Safety of responders
* Treatment of victims/personnel casualties
* Resumption of port functions.
  1. Safety

There will likely be damage and personnel casualties following an earthquake. It is often the first inclination of first responders and unaffected ORGANIZATION NAME staff to enter the affected area to being caring for victims. However, the initial event may have caused subsequent hazards to ORGANIZATION NAME facilities which would create unsafe conditions for first responders and others to enter the area to render assistance. Therefore, ORGANIZATION NAME shall wait for local fire department to arrive to make a safety assessment of the conditions to determine if the area is safe for entry.

Additional personnel safety hazards following an earthquake may include:

* Fires
* Weakened structures which may collapse
* Jagged edges of metal/concrete
* Exposed/burst fuel lines
* Exposed live electrical lines
* Toxic/harmful fumes
* Destabilized cargo (containers, pallets)
* Tsunami
  1. Treatment of victims/personnel casualties

In a port facility, an earthquake may cause widespread personnel injuries due to hazards mentioned above. ORGANIZATION NAME shall have on hand first-aid kits and assist emergency medical services (EMS) as necessary.

* 1. Resumption of port functions

Once immediate triage of victims is accomplished, the Port Director shall evaluate ORGANIZATION NAME’s capability to resume operations. The Port Director shall consider that it is likely that an earthquake will damage other areas of COUNTRY NAME and relief supplies entering through the port will be critical to overall national disaster response.

Potential structural safety hazards to port operations following an earthquake include:

* Pier damage
* Obstructed waterway/mooring area
* Damage to land-based cargo cranes causing instability
* Damaged/disrupted roadways and cargo patios
* Unstable cargo (containers/pallets).

In the resumption of port functions, the Port Director shall consider the following:

* The extent to which the damage permits safe port resumption
* Balance between the urgency of relief supplies arriving through the port and safety of resuming port operations
* The safety of vessel arriving at the port
* The port’s ability to maintain security if elements of the security system are damaged.
  1. Preparation for mass casualty event

In consultation with local medical facilities, fire department, and emergency management officials, the Port Director shall create a Mass Casualty Plan to provide optimal response to a Mass Casualty event in the port facility.

The Mass Casualty Response Plan shall consist or/consider the following:

* Determine nearby medical facilities
* Determine availability of medical transportation
* Prioritization of medical facility destination of victims based on medical facility capabilities, including:
* Number of hospital beds available
* Number of emergency medical staff available
* Treatment capability
* Alternate medical treatment sites for personnel with injuries not requiring hospitalization
* Number and availability of EMS personnel to treat victims with non-life threatening injuries
* Adequate triage supplies
* Conduct annual exercises of this Mass Casualty Plan
* Train personnel in first aid.

1. Annex I: Volcanoes

[Guidance: Tailor the bulleted lists in this section to your organization’s circumstances.]

* 1. General

Volcanoes typically erupt with little or no warning. This scenario means there is no time for last-minute preparations prior to the event, unlike other disasters/emergencies such as hurricanes. They are sometimes accompanied by or associated with other destructive natural phenomena, such as:

* Seismic activity
* Landslides/mud slides
* Flashfloods (if underground water is released or surface water is diverted due to the eruption).
  1. Volcanic ash

Volcanic ash are fragments of rock and volcanic glass that can travel great distances when driven by the wind. Therefore, a volcano eruption in a neighboring country may affect ORGANIZATION NAME due to the ash cloud. Volcanic ash can cause several major disruptions to ORGANIZATION NAME facility and operations, including:

* Contamination of drinking water
* Disabling internal combustion engines (vehicles, generators, container stackers)
* Respiratory problems
* Irritation to the eyes
* Jeopardized roof strength, especially if ash is combined with rain
* Disabling boat engines if ash has settled on the water and is taken into the engine via intake valves.
  1. Lava

[Guidance: Insert in the second paragraph the specific location to which your organization’s personnel will evacuate in the event of lava flow threatening your organization’s facilities.]

It is not generally possible to effectively control or divert lava flow. The best mitigation and reduction of risk to life and property is to avoid construction in areas that may be affected by volcanoes.

In the event of lava flow potentially affecting ORGANIZATION NAME facilities, all ORGANIZATION NAME personnel shall evacuate to a location not affected by the lava flow.

* 1. Preparation

[Guidance: Edit the bulleted list in accordance with your organization’s resources and needs.]

Due to the sudden nature of volcanoes, preparation is critical. ORGANIZATION NAME shall have on hand the following resources to be used in the event of a disruptive volcanic eruption:

* Having tarps on hand to cover machinery
* Alternative electrical source
* Portable generator
* Uninterruptible power supply (UPS) for radios and information technology (IT) equipment
* Cell phone chargers/adapters.
  1. Post-event response

The typical characteristics of a volcano emergency response are a short 24-­to-48-hour emergency phase, followed by an extended recovery phase, which may be weeks or years, depending on the context. The emergency phase encompasses the critical window when those people injured in the initial eruption need to receive urgent life-saving care.

Cell phone towers may be damaged by the volcano. Fully functioning cell phone networks will often be rapidly overwhelmed after a disaster/emergency. ORGANIZATION NAME personnel shall use text messaging in such an event, and only make calls as an emergency measure.

ORGANIZATION NAME shall follow the guidance of local authorities with regard to evacuation orders.

* + 1. ORGANIZATION NAME personnel response

The volcano (and associated seismic event) may have damaged or blocked roads. Therefore, ORGANIZATION NAME personnel who are at home at the time of the eruption shall remain at home, shelter in place, and remain in periodic contact with ORGANIZATION NAME leadership as to when to return to work.

* + 1. Sheltering in place on the port facility

Depending on the location of the eruption and trajectory of the cloud plume, sheltering in place in the port facility may be the safest option for personnel on the port at the time of the eruption. Sheltering in place on the port dictates some preparations including:

*[Guidance: Consider the number of employees, vendors, and visitors typically on the port facility on an average day. Plan supplies to host employees, vendors, and visitors sheltering in place after a volcano for 72 hours.]*

* First aid supplies
* Masks
* Safety goggles
* Bottled water (sealed to protect from ash)
* Packaged emergency food (sealed to protect from ash) and means to open (scissors, manual can opener)
* Flashlights/batteries
* General hygiene products
* Toilet paper
* Hand sanitizer
* Disinfectant wipes
* Gender-specific hygiene products.
  + 1. Organization protection

Depending on the location of the eruption and trajectory of the plume, there may be time for ORGANIZATION NAME to take measures to minimize the effects of the eruption and ash fallout. ORGANIZATION NAME shall take the following measures, as appropriate:

* Safe, orderly evacuation of the port facility
* Cover machinery with tarps
* Shut down and cover computers, servers, and other electronics
* Move vehicles, machinery, container stackers into warehouses
* Close all windows, doors, vents
* Turn off air conditioners.
  1. Damage assessment

Once deemed safe to return to the port facility, ORGANIZATION NAME shall perform a damage assessment of the facility. For more information, see Annex B: Damage Assessment.

1. Annex J: Terrorism incident

[Guidance: Tailor the bulleted lists in this section to your organization’s circumstances.]

A terrorism incident creates two situations to which ORGANIZATION NAME must respond simultaneously: a disaster (which may include injuries and facility damage) and a security situation (which may be a single event or the beginning of multiple events).

Additionally, the affected area is inherently a crime scene with evidence valuable to investigators. A terrorism event dictates a follow-on forensic investigation. Therefore, response to the terrorism-caused emergency or disaster must consider evidence preservation.

* 1. Priorities for terrorism event response

In light of the immediate and competing demands of the ORGANIZATION NAME efforts and activities, ORGANIZATION NAME management and staff shall prioritize response to a terrorism event as follows:

* Safety of responders
* Treatment of victims/personnel casualties
* Preservation of evidence/investigation
* Resumption of ORGANIZATION NAME port functions.
  1. Safety

There will likely be damage and personnel casualties following a terrorism event. It is often the first inclination of first responders and unaffected ORGANIZATION NAME staff to enter the affected area to being caring for victims. However, the initial event may have caused subsequent hazards to ORGANIZATION NAME facilities which would create unsafe conditions for first responders and others to enter the area to render assistance. Therefore, ORGANIZATION NAME personnel shall wait for local fire department to arrive to make a safety assessment of the conditions to determine if the area is safe for entry.

Safety hazards potentially following a terrorism event may include:

* Fires
* Weakened structures which may collapse
* Jagged edges of metal/concrete
* Exposed/burst fuel lines
* Exposed live electrical lines
* Toxic/harmful fumes
* Destabilized cargo (containers, pallets).
  + 1. Security response

Because a terrorism event is inherently intentional, the Port Director and FSO shall consider the security situation immediately following a terrorism event. Considerations unique to terrorism-caused disaster response include:

* Increase in Security Level of ORGANIZATION NAME
* Likelihood of follow-on attacks and/or targeting of first responders
* Rapid notifications to other COUNTRY NAME Critical Infrastructure/Key Resource (CIKR) facilities so that those facilities can implement extra security measures in the event of a multiple-site terrorism event
* Rapid notification to neighboring countries CIKR facilities/authorities so that those countries can implement extra security measures in the event of a multiple-site terrorism event.

If it is determined that the ORGANIZATION NAME Security Level should be increased, the FSO shall follow the PFSP. Additionally, recommended security measures found in the Security Section in the event of a terrorism-caused disaster may be useful in maintaining security if some elements of the ORGANIZATION NAME security system are damaged by the terrorism event.

* 1. Treatment of victims/personnel casualties

In a port facility, a terrorism incident may cause widespread personnel injuries. ORGANIZATION NAME shall have on hand first-aid kits and assist EMS as necessary. All ORGANIZATION NAME security staff shall be trained in first aid.

* 1. Forensic investigation/evidence

Once initial treatment of victims and affected personnel is accomplished, the Port Director and FSO shall coordinate with the local law enforcement to conduct a forensic investigation into the event.

* + 1. Evidence collection
* Examples of evidence collection may include:
* Photographs
* Samples (debris, residue)
* Measurements
* CCTV footage retrieved
* Access Control logs retrieved
* ORGANIZATION NAME personnel information
* Roster
* Duty schedules
* Personnel location before and during the event
* Personnel vacation/absence status as it pertains to the events.
  1. Resumption of port functions

[Guidance: Tailor the bulleted lists in this section to your organization’s port functions and infrastructure.]

Once investigators are satisfied available evidence has been gathered, the Port Director shall evaluate the port’s capability to resume operations.

Potential structural safety hazards to port operations following a terrorism event may include:

* Pier damage
* Obstructed waterway/mooring area
* Damage to land-based cargo cranes causing instability
* Damaged/disrupted roadways and cargo patios
* Unstable cargo (containers/pallets).

In the resumption of port functions, the Port Director shall consider the following:

* The extent to which the damage permits safe port resumption
* Increased Security Level
* Balance between the urgency of relief supplies arriving through the port and safety/security of resuming port operations
* The security of vessel arriving at the port
* The port’s ability to maintain security if elements of the security system are damaged.
  1. Preparation for mass casualty event

[Guidance: Tailor the bulleted lists in this section to your organization’s circumstances.]

In consultation with local medical facilities, fire department, and emergency management officials, the Port Director shall create a Mass Casualty Plan to provide optimal response to a Mass Casualty event in the port facility.

The Mass Casualty Response Plan shall consist or/consider the following:

* Determine nearby medical facilities
* Determine availability of medical transportation
* Prioritization of medical facility destination of victims based on medical facility capabilities, including:
* Number of hospital beds available
* Number of emergency medical staff available
* Treatment capability
* Alternate medical treatment sites for personnel with injuries not requiring hospitalization
* Number and availability of EMS personnel to treat victims with non-life threatening injuries
* Adequate triage supplies.

1. Annex K: Cybersecurity
   1. General

A cyber attack is when an attacker tries to gain unauthorized access to an IT system for the purpose of theft, extortion, disruption, or other nefarious reasons.

The following ORGANIZATION NAME systems/processes are connected to the internet or conducted via the internet, and therefore vulnerable to cyber attack and/or manipulation:

[Guidance: edit the following as appropriate for ORGANIZATION NAME]

* Ship notices of arrival
* Liquid cargo storage tanks on the port
* Email
* Invoicing/payments
* Security cameras/CCTVs
* Security access control
* Personnel pay
* Cargo manifests
* Crew manifests
* Passenger manifests
* Communications with cranes.
  1. Preparation and prevention

[Guidance: Review the below information and update and edit accurately reflect the cyber hygiene measures your organization requires.]

ORGANIZATION NAME shall implement the following cyber hygiene measures to minimize the probability of a cyber event:

* Implement firewalls
* Regularly train personnel in proper cyber hygiene practices
* Regularly scan the network for viruses
* Install software patches as soon as published
* Prohibit unscanned thumb drives from being used on ORGANIZATION NAME networks.
  1. Cybersecurity contact information

*[Guidance: Provide key contact details]*

|  |  |
| --- | --- |
| **Name of Designated Chief / Cyber Information Security Officer (CISO)** | INSERT |
| **CISO Office Telephone No.** | INSERT |
| **CISO Mobile Telephone No.** | INSERT |
| **CISO Email Address** | INSERT |
| **Deputy CISO Name** | INSERT |
| **Deputy CISO Mobile Telephone No.** | INSERT |
| **Deputy CISO Email** | INSERT |
| **Name of Facility Security Officer (FSO):** | INSERT |
| **FSO Office Telephone No.** | INSERT |
| **FSO Mobile Telephone No.** | INSERT |
| **FSO Email** | INSERT |
| **Deputy FSO Name** | INSERT |
| **Deputy FSO Mobile Telephone No.** | INSERT |
| **Deputy FSO Email** | INSERT |
| **FSO Security Office Location / Address** | INSERT |
| **CISO Office Location / Address** | INSERT |

* 1. Cybersecurity incident reporting

[Guidance: Include in this section information about the organization’s security incident reporting and assessment system and mechanisms. Review reporting criteria and update the table with specific information applicable to the port facility.]

ORGANIZATION NAME personnel who detect a potential cybersecurity incident shall report the incident to the personnel described in the previous section:

| **Incident Type** | **Immediate notification** | **Notification within 24 hours** | **Monthly report** |
| --- | --- | --- | --- |
| **Suspicious Activity Reports** | X  If suspicion warrants | X | X |
| **Unauthorized access to Restricted Areas or Controlled Buildings** | X  If suspicious |  | X  If routine |
| **Unauthorized Access to Critical IT Systems Sensitive Data; Unauthorized Manipulation of Sensitive Data** | X |  | X |
| **Loss or Theft of Assets** | X | X | X |
| **Disruption to or Loss of Critical IT/OT Enabled Assets** | X |  | X |
| **Incidents of which the media are aware** | X |  | X |
| **Other Significant Incidents** |  |  |  |
| **Miscellaneous Incidents** | As considered appropriate by ORGANIZATION NAME | | |

* 1. Cybersecurity incident response

[Guidance: Review the below information and change position titles as appropriate for your organization. For instance, if your organization has a Chief Information Security Officer or other staff member responsible for cybersecurity, replace “IT Director” with that person’s title.]

If a cybersecurity incident is suspected, the IT Director shall be informed immediately. The IT Director shall conduct an initial investigation. If the cyber anomaly cannot be confirmed false, the IT Director shall inform the Port Director, Operations Director, and FSO. The IT Director, Operations Director, and FSO shall make a recommendation to the Port Director as to next steps.

Possible next steps include:

* Shutting down the entire network
* Shutting down the email exchange server
* Disengaging the network from the external internet
* Shutting down the affected computer(s)
* Initiating manual port access control (depending on the access control system)
* Ceasing crane operations (depending on operational technology connectivity)
* Manually closing valves on all tanks on the port (depending on operational technology and supervisory control and data acquisition connectivity)
* Raising Security Level.

1. Annex L: Occupant emergency plan

[Guidance: Tailor the language, and in particular the bulleted list at the end of this section, to your organization’s circumstances.]

* 1. General

ORGANIZATION NAME shall have an OEP to provide for the safety and protection of ORGANIZATION NAME personnel, contractors, and visitors across a wide range of potential emergencies. Emergency response guidelines also safeguard property, equipment, classified information, and vital records and data, as well as focusing on the continued execution of essential functions during a crisis. The OEP provides ORGANIZATION NAME personnel, contractors, and visitors with information on how to prepare for, respond to, and recover from an emergency.

One common means of protection is evacuation to a predetermined area away from the port facility. The main objective of an OEP is to protect life and property during an emergency or disaster.

* 1. ORGANIZATION NAME facilities

The OEP shall apply to all ORGANIZATION NAME personnel and other ORGANIZATION NAME occupants such as contractors and visitors on the ORGANIZATION NAME facility. The guidance in the OEP will cover normal operating hours and non-operational hours and provide specific emergency evacuation instructions to building occupants. The OEP shall provide a plan of action for an immediate and short-term response to an emergency or disaster and allow building occupants to evacuate quickly and safely.

All buildings occupied by ORGANIZATION NAME employees shall have a designated Occupant Emergency Coordinator. The guidelines provided within the facilities OEP will be reviewed and updated annually.

* 1. Joint facilities

In facilities jointly occupied by multiple COUNTRY NAME government agencies, Port Directors, and FSOs shall coordinate with the ranking official of the other occupying agencies to develop mutually supporting emergency and disaster procedures. This responsibility to coordinate with other agencies does not relieve Port Directors and FSOs of the responsibility to promulgate an OEP for facilities, workspaces, and personnel under their purview.

* 1. Occupant emergency plan elements

In the event of an emergency or disaster, all employees shall attempt to remain calm, exercise sound judgment, follow emergency plans, and adhere to the orders of appropriate personnel, including supervisors, properly identified monitors, fire and emergency medical personnel and security officers.

The OEP shall address, as appropriate, the following:

* Facility evacuation
* Maps indicating evacuation routes and muster locations
* Who has authority to order evacuation
* Who has authority to re-occupy the facility/building
* Assignment of emergency roles in more detail than this Plan
* Establishing notification procedures for facility employees to local fire department
* Accommodations for the safety of handicapped/limited mobility personnel
* Procedures for post-evacuation head count to ensure all personnel are accounted for
* A system for identifying missing persons
* Periodic evacuation drills
* Designation of OEP Monitors/Assistants for each floor of a building or remote buildings (as appropriate).

1. Annex M: Disaster risk management training
   1. Individual training

All facility personnel shall be trained, at a minimum, in the following:

* IS-100 Introduction to ICS
* IS-200 ICS Initial Response.

In addition to the above, Facility Leadership/Management personnel shall be trained in the following:

* IS-700 Introduction to the National Incident Management System
* IS-800 National Response Framework.

In addition to the above, Facility Leadership/Management shall designate at least two different personnel to receive the following training (for a total of eight individuals):

* ICS 420 Incident Commander
* ICS 430 Operations Section Chief
* ICS 440 Planning Section Chief
* ICS 450 Logistics Section Chief

To ensure adequately trained staffing during/following an incident, Facility Leadership/Management shall ensure that at least two people are trained for each position listed above without relying on a single individual to cover more than a single position for disaster risk management staffing.

* 1. Facility-wide training

Drills

* Drills are limited in scope, internal to the facility; drills may focus on a single element of the Plan
* Personnel selected to be the subject of the drill shall be the actual personnel who can be reasonably presumed to fulfill the Plan element being tested in an actual incident
* Personnel selected to be the subject of the drill shall vary each drill in order to test different facility staff
* A drill shall be performed at least once each quarter.

Exercises

* Exercises are broader in scope, testing multiple areas of the Plan.
* Exercises may be table-top, walk-through, and/or full-scale; the facility shall perform a full-scale exercise at least every three years. In the intervening years, the facility shall perform an exercise each year, which may be a table-top, walk-through, or full-scale exercise
* Exercise scenarios should attempt to combine elements of the Plan that could be reasonably presumed to be activated simultaneously during an actual incident
* Exercise scenarios should endeavor to include external stakeholders and/or emergency management agencies
* Exercise scenarios should vary each year to test different elements of the Plan.