



CAYMAN ISLANDS DEPARTMENT OF TOURISM

CONTINUITY OF OPERATIONS PLAN 2011

OVERVIEW

The purpose of this plan is to provide comprehensive guidance to all staff and managers to enable the Department to continue to provide critical functions in the event of a disaster – natural or otherwise – which affects solely DOT or which affects or the entire islands.

The Plan identifies key responsibilities, specific resource requirements, human, technical and financial, and any associated training that would be required. The Plan specifies the authority under which it operates as well as providing procedures for the start up and wind down of emergency operations.

PREPARED BY: Assistant Director (Finance and Admin) and Operations
Administrator

APPROVED BY: Acting Director of Tourism

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TABLE OF CONTENTS

Abbreviations Used	4
Definitions of Terms	4
Agency Contact Information	5
External Contact List	6
Introduction	7
Scope	7
Authority	7
Responsibility	7
Assumptions	8
COOP Team Structure and Overview of Operations	8
Notification and Call out	8
Activation of Plan	9
Deactivation of Plan	9
Relationship to Other Plans	9
Plan Development Maintenance	9
Communications	10
Business Impact Analysis	10
Critical Functions	10
Roles and Responsibilities	10
Appendix 1: Critical Functions and Resource Requirements in the Event of a Disaster Affecting the Country	
Appendix 2: Critical Functions and Resource Requirements in the Event of a Disaster Affecting DOT Operations Only	
Appendix 3: Procedures for Start-up of Operations after Impact	
Appendix 4: Procedures for Transition back to Normal Operations	
Appendix 5: Notification and Call out tree	
Appendix 6: Vital Records Needed to Support Critical Functions	
Appendix 7: Staff Contact List	
Appendix 8: Alternate Site Agreement	
Appendix 9: Damage Assessment Process	
Appendix 10: Staff Assessment Process	
Appendix 11: List of Critical Personnel and Alternates	

ABBREVIATIONS USED

CIDOT	Cayman Islands Department of Tourism
CITA	Cayman Islands Tourism Association
COOP	Continuity of Operations Plan
DAT	Damage Assessment Team
DOT	Department of Tourism
W3	Windward 3

DEFINITIONS OF TERMS

Critical staff	Those persons who are deemed essential in order to carry out the critical functions of a particular unit.
Critical function	Functions of the Department which must continue during the first 48 hours following a disaster
Disaster	This may be a natural disaster such as a hurricane or earthquake which affects all or part of the Cayman Islands, or an event which only affects all or part of CIDOT operations.
Essential equipment	Equipment which is required in order to allow critical functions to continue. This will include stationery, IT equipment etc
Vital record	Vital records are essential to continue the business of the government, including those records necessary to recreate the government's legal and financial position, and those necessary to preserve the rights of the government, its departments and agencies, employees, customers, business partners and citizens. Vital records will document both your organization's core functions, the things we do that no one else does, and also administrative functions. <i>(NA website)</i>
Non-vital record	Non-vital records are all other records not covered below. Thus, non-vital records are loosely defined as those records which can be obtained (in part or in whole) from another source and if lost, damaged or destroyed do not prevent the organization from performing its key responsibilities and functions.

DEPARTMENT OF TOURISM CONTACT INFORMATION

Position	Name	Office contact details	Out of hours contact details
Department of Tourism	Switchboard	(1 345) 949 0623	
Director of Tourism (Acting)	Shomari Scott		
Deputy Director Product Development	Vacant		
Deputy Director International Marketing	Vacant		
Assistant Director (Finance and Admin)	Kyle McLean		
Manager National Promotions	Rosa McLean		
Manager Information Systems	Lloyd McBean		
Manager Human Resources	Jan Peters		
Manager PR	Gina Matthews		
Manager E-Biz/Research	Cassandra Morris		
Manager Budget and Reporting	Georgette Bodden		
Operations Administrator	Kate Joad		
Executive Officer I (Operations)	Vacant		
Web Administrator	Erin Marshall		
Partnership Marketing Coordinator	Jahaira Goodwin		
Satellite Phones			
Director	Shomari Scott		
PR Manager	Gina Matthews		
Manager National Promotions	Rosa McLean		

EXTERNAL CONTACT LIST

Company	Name	Office contact details	Out of hours contact details
Dart Realty	Facilities Helpline		
Dart – Facilities Manager	Marvin Cox		
Dart – Director of Facilities	John Bartell		
Dart – Regatta Property Manager	Darcy Rivers		
Dart - Security	24hr Helpline		
Security Centre	Operations Manager		
Hazard Management Office	Manager in Charge		
Emergency Operations Centre	Manager in Charge		
Chief Officer – Ministry of Tourism	Carson Ebanks		
Ministry of Tourism – Liaison Officer	Dalton Watler		
Ropers Janitorial – Janitorial Services	David Ewerse		

1.0 INTRODUCTION

- NAME:** CONTINUITY OF OPERATIONS PLAN
CAYMAN ISLANDS DEPARTMENT OF TOURISM
- PURPOSE/AIM:** This Continuity of Operations Plan is designed to ensure that the Cayman Islands Department of Tourism is fully prepared and staffed and resourced to resume its critical functions during the first 48 hours following a disaster.
- STRUCTURE:** The Plan identifies key responsibilities, specific resource requirements, human, technical and financial, and any associated training that would be required. The Plan specifies the authority under which it operates as well as providing procedures for the start up and wind down of emergency operations.
- ACTORS:** Director of Tourism, the CIDOT Damage Assessment and Recovery Teams

2.0 SCOPE

The Plan covers all activities to be undertaken to resume and continue business operations for the Department of Tourism after a major disruption due to any hazard. The plan does not cover full recovery past the first 48 hours following a disaster but it does provide the platform on which recovery would begin. Depending on the nature and the extent of the hazard, resumption of business may be in an alternate facility.

This Plan gives the COOP team authority to acquire premises, supplies and other essential resources, move equipment and supplies and assign staff to carry out critical functions within their own or other units.

Alternate premises are: 2nd floor, Windward 3 (depending on assessment carried out by the Damage Assessment Team and Dart Realty) or alternative site as agreed with Dart Realty in accordance with Business Continuity Agreement (exact location to be determined following post-event consultation with Dart Realty)

3.0 AUTHORITY

- Operation of the Department of Tourism: The Tourism Law (1995 revision)
- Inspection and licencing of properties: The Tourism Law (1995 revision)
The Tourism Regulations (2002 revision)
- Collection of taxes: Tourism Accommodation (Taxation) Law
(2003 revision)

4.0 RESPONSIBILITY

Responsibility for developing, maintaining and updating plan lies with Assistant Director, Finance and Administration, with assistance from the Operations Administrator and Executive Officer (Operations).

5.0 ASSUMPTIONS

A disaster or other business interruption can occur at any time. It can involve all or part of the islands and could restrict DOT operations whilst business in the rest of the islands, and DOT offices overseas, may continue. A major disaster or event will interrupt business but the full extent of activation of the COOP will be dependent on the extent of damage to existing office accommodation, the effect on DOT staff in the case of a public health emergency, as well as contributing factors elsewhere in the islands.

For the 2010 hurricane season, existing Dept of Tourism office space in Miami is available and business relocation may be necessary for certain critical staff such as the PR Manager either before or after a disaster that affects the entire Cayman Islands. This space may also be required for the Premier and/or other key staff in the Ministry of Financial Services, Tourism and Development in order that critical functions may continue.

A disaster may affect only DOT or only other elements or areas of the Cayman Islands. DOT may have to continue operations when others remain unaffected (eg fire at DOT offices).

It is also to be assumed that staff may be affected, either directly or indirectly and will demonstrate different degrees of coping mechanisms.

Communications may be difficult and/or unavailable

6.0 COOP TEAM STRUCTURE AND OVERVIEW OF OPERATIONS

Team Leader:	Director of Tourism
Members:	Assistant Director (Finance and Administration; Public Relations Manager IS Manager
Reporting structure:	COOP Team Leader or alternate to direct Damage Assessment Team
Main tasks:	Ensure the following: staff welfare; continuance of DOT critical functions; effective lead into full recovery.

7.0 NOTIFICATION, CALL OUT

See also Appendix 5

Director of Tourism

- Assistant Director, Finance and Admin (in his absence – Operations Administrator)
- Managers

Assistant Director, Finance and Admin

- Operations Administrator

Managers

- Critical staff for their units

Human Resources

- Remaining staff, through Supervisors (or directly if supervisors unavailable)

Operations Administrator

- Landlord's representative

8.0 ACTIVATION

This continuity of operations plan will be activated within a maximum of 12 hours of a disaster/event.

The plan will be activated on the authority of the Director of Tourism, or in his/her absence, the senior officer in charge, in consultation with the Chief Officer in the Ministry of Tourism, Environment, Investment and Commerce and the CIDOT Damage Assessment Team.

Once the plan is activated, all non-critical functions will be suspended. Only those critical functions as defined by in appendix 1 and 2 will be staffed to continue. Any non-critical staff will should make themselves available to assist where required.

The following organizations/people will be notified once the plan has been activated: All CIDOT offices overseas; Overseas agencies and partners; CITA; local media houses; unit managers and staff.

Managers will notify critical staff immediately. HR will notify remaining staff by whichever means possible. If the plan is activated out of hours, managers will notify critical staff immediately and HR will notify other staff as soon as practicable.

If phone systems are down, international communications can be carried out using satellite phones. Local communications may have to rely on personal activity – hand deliveries etc.

If the disaster is severe enough as to seriously affect business operations in Grand Cayman, relocation of certain critical staff to existing office space in Miami will be activated.

9.0 DEACTIVATION

The plan will be de-activated on the authority of the Director of Tourism, or in his/her absence, the senior officer in charge, in consultation with the Chief Officer in the Ministry of Tourism, Environment, Investment and Commerce and the CIDOT Damage Assessment Team.

Timing of deactivation will be dependent on the ability of DOT to revert to normal operations or activation of full recovery plan where required.

10.0 RELATIONSHIP TO OTHER PLANS

This Plan operates alongside the CIDOT Hurricane Plan, the Airport Emergency Plan and other tourism sector disaster response plans. It is superseded by the National Hazard Management Plan.

11.0 PLAN DEVELOPMENT, MAINTENANCE

Plan developed May 2009
Plan will be tested periodically
Plan will be updated annually

12.0 COMMUNICATIONS

- (i) Technical aspects: IS will be responsible for the maintenance and distribution of satellite phones where necessary. Individual officers should ensure that cell phones are kept charged.
- (ii) Public information: Communication with the public will be the responsibility of the PR Manager

13.0 BUSINESS IMPACT ANALYSIS

Hazards likely to have a significant impact on organisation

(a) Hurricane or other disaster affecting the island as a whole:

- Potential major damage to 1st and/or 2nd floor W3.
- Possibility of requirement for alternative accommodation, either W3 2nd floor or Camana Bay.
- Serious impact on service delivery on site, including revenue collection/accounts payable/event organisation/customer service training.
- Possible loss of official and private vehicles.
- Staff may be unable to travel easily through the island.

(b) Disaster affecting DOT only:

- Depending on severity, possible requirement for some alternative accommodation whilst repairs carried out.
- Depending on the nature of the disaster, major/minor impact on service delivery on site.

14.0 CRITICAL FUNCTIONS

See Appendix 1 and 2.

15.0 ROLES AND RESPONSIBILITIES

Initial situation assessment: CIDOT Damage Assessment Team, consisting of the Assistant Director, Finance and Admin, Manager IS and one IS Unit member, Operations Administrator and Landlord's representative.

On Site/Alternate facility arrangements: Admin/Operations/IS

On Site/Alternate facility staffing: Critical staff, with support from other staff as required.

On Site/Alternate facility start-up: Admin/Operations/IS/Critical staff

Vital records: Admin/Operations

Vital Equipment and Systems:	Individual Units and IS
Communications:	Manager PR
Resource Management:	All Managers
Employee Support:	HR
Close Down and Resumption:	COOP Team and CIDOT DAT
Debrief and amendments:	COOP Team

APPENDICES ATTACHED

- Appendix 1: Critical Functions and Resource Requirements in the Event of a Disaster Affecting the Country
- Appendix 2: Critical Functions and Resource Requirements in the Event of a Disaster Affecting DOT Operations Only
- Appendix 3: Procedures for Start-up of Operations after Impact
- Appendix 4: Procedures for Transition back to Normal Operations
- Appendix 5: Notification and Call out tree
- Appendix 6: Vital Records Needed to Support Critical Functions
- Appendix 7: Staff Contact List
- Appendix 8: MOU covering Alternate Site arrangements
- Appendix 9: Damage Assessment Process
- Appendix 10: Staff Assessment Process
- Appendix 11: List of Critical Personnel and Alternates