

The Port Authority of the Cayman Islands



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Cayman Islands



The Port of George Town



Grand Cayman,
Cayman Islands

Seven Mile Beach, Grand Cayman



Crystal Clear Water



20/12/2006

Stunningly Beautiful Underwater World









Stingray City, Grand Cayman



Turtle Farm



Hell, Grand Cayman





We just enjoy the good life!

Until...

You are hit with a Cat 5 hurricane.



Port and Cruise facilities
are damaged.





14/09/2004



14/09/2004

Cargo storage facilities are damaged



Employees homes damaged or destroyed.



12/09/2004

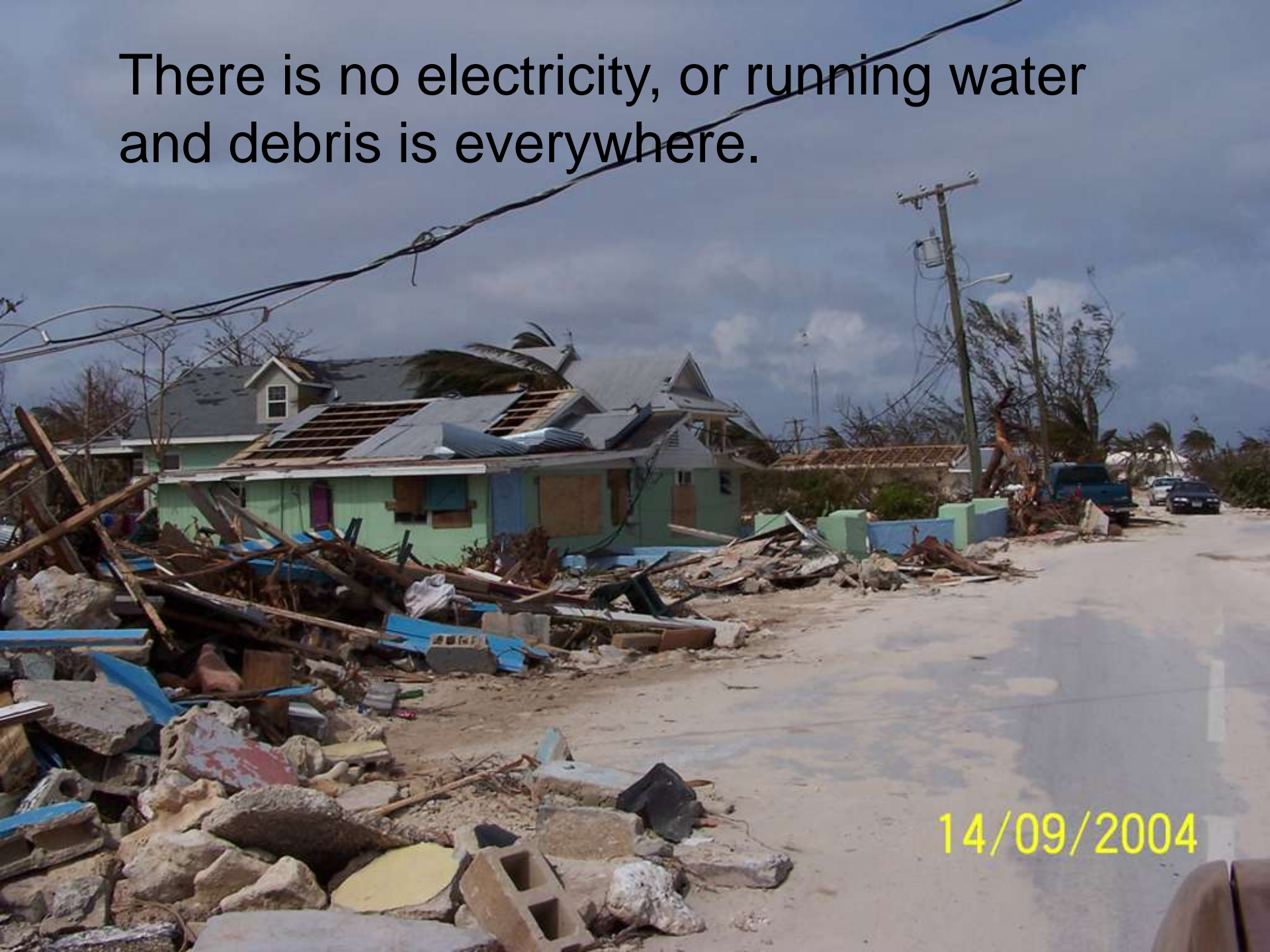


13/09/2004



13/09/2004

There is no electricity, or running water
and debris is everywhere.



14/09/2004



19/09/2004

Supermarkets and businesses
are wrecked.



19/09/2004



Beaches laid bare of vegetation.

13/09/2004

Roads are decimated



Travel is near impossible



14/09/2004

Thousands of vehicles are submerged and ruined with saltwater as the sea flooded 80% of the island.



The Effects of a Storm on a Port's Operations

The effects of a storm on a port engaged in the cruise and cargo business are many, but will mainly fall into the following categories:

- Employees
- Plant & Equipment
- Revenue loss
- Industry partners losses
- National Infrastructure damage

Employees

- Employees are your most valuable asset.
- Without them the Port's equipment and processes don't work.
- But they too may be in distress.

Employees

- It therefore is critically important to determine what support each affected employee requires to enable them to comfortably return to work and perform their jobs effectively.

Employees

- As a result of Hurricane Ivan, some of our staff suffered:
- Injuries
- Family displacement
- No food, clean water and other essential supplies
- Housing
- Transportation
- No clean clothes

Plant & Equipment

- The Port lost:
- Buildings,
- Fencing,
- Fiber-optic lines that connected our security cameras,
- Restroom facilities,
- Vehicles,
- Antennas for our radios.

Plant & Equipment

- The Port lost:
- Phone and fax service, except cellular phones
- Electricity
- Water supply

Industry Partners

- Lost trucks and other heavy equipment
- Lost personnel to repair and operate equipment
- Suffered from same national infrastructure damage as everyone else

National Infrastructure

- Loss of electricity
- Loss of piped water
- Loss of communication lines
- Loss of road network
- Loss of transportation
- Loss of ability to supply fuel on demand
- Loss of housing
- Tons of debris to remove

National Infrastructure

- Loss of supermarkets
- Inability to conduct banking resulting in people's inability to access cash and inability to use credit.
- Public order issues.

Response and Recovery

- What's the first and most important thing to do?
- Check on each and every employee.

Employees

- It is important from the Port's perspective to have:
- Up to date contact and location information for each employee.
- Reserve emergency food, water, toiletries and essential supplies so that employees family needs are immediately addressed.
- Have cash available to pay employees.

Employees

- It is important from the Port's perspective to:
- Render immediate assistance to employees who are overwhelmed to bring them relief. They will get back to work quicker.

Example

- After hurricane Ivan, the Port Authority provided:
- Time off to do emergency repair work to their homes.
- Relief food, water and hygiene supplies for employees and their families.
- Generators for employees homes.
- Washers and dryers for employees laundry needs.

Example

- After hurricane Ivan, the Port Authority provided:
- Meals for employees at work.
- Coordinated with Police so that Port IDs allowed them to pass through roadblocks during curfew times.
- Staff in turn worked around the clock to get the port operational.

Recovery:

Plant & Equipment

- Clean Up:
- Lot of debris to be removed.
- Repair and replace buildings
- Re-establish offices

Recovery:

Plant & Equipment

- Reconstruct computer and communication networks.
- Repair, or replace piers and fenders
- Service, repair, or replace vehicles, cranes and forklifts and other operational heavy equipment.
- This can quickly consume over \$1 million just to get the facility to operational standard.

Industry Partners Recovery

- **In the cruise and cargo shipping business, all parties work like gears of a transmission for a successful operation. If one party (gear) is unable to operate, all parties (gears) are affected. Thus, contact with industry partners is important to ensure synchronization when returning to operational mode.**

Recovery:

National Infrastructure

- Debris removal
- Repair of roads
- Fuel
- Transportation
- Accommodation
- Utilities – Electricity, water & telephones
- Good public health
- Tourist attractions

The Recovery

- Four days after hurricane Ivan the port received and discharged it's first cargo ship; Caribe Legend.

The Recovery

- Cargo for the recovery effort began to come in at record levels and we encountered:
- Shortage of space for storage
- Delivery issues
- Equipment issues – keeping it operational; spare parts etc
- Handling media and public perception
- Customer complaints/disputes

The Recovery

- After six weeks of non-stop work to clean up and restore national infrastructure cruise operations resumed.
- On Monday 1st November 2004, we welcomed Carnival Inspiration and Imagination back to the Cayman Islands, followed by Norwegian Spirit and Summit the next day and Oosterdam that Friday.

The Recovery

- Five months later, we were back to pre-Ivan cruise levels and expanding to cope with the ever increasing demand by cruise lines to make calls to the Cayman Islands.

How To Survive A Hurricane

Begin building your plan using the following components:

- Vulnerability Assessment
- Plan of action for before and after the storm
- Exercising (Practicing) the plan annually
- Availability of Financial Resources
- Employee Welfare Plan
- Take into account Industry partners recovery and
- National Infrastructure repairs

14/09/2004

Vulnerability Assessment

- What are your critical assets?
- How vulnerable are your assets (buildings, piers, equipment and employees) to damage from wind, water and flying objects?
- What action can you take to minimize the effect of a hurricane on each asset?
- How effective do you think these measures will be and are they cost effective?

What Are Your Options?

- What will you do if the worse occurs?
- From your vulnerability assessment, what is the estimated sum of financial resources you will require to recover from a major storm?
- How much reserve cash do you have to meet those needs, bearing in mind insurance deductibles and wait time on payouts?

The Plan of Action

- To address the identified vulnerabilities, write a plan to describe what action you will take before the storm and what action you will take after one in order to recover from its impact.

Preparation

- Review and update your plan annually with employees.
- Test your plan prior to each hurricane season.
- Contact reputable contractors and repair personnel that are identified in your plan and verify that they are prepared and able to immediately address your calls for service.
- Make any corrections and adjustments necessary each year.
- Implement plan within two days of an approaching storm.

Financial Resources

- Ensure that you have sufficient financial resources at your disposal to meet the likely recovery costs identified in your plan.
- Insurance claims take a long time to be settled. Much longer than you wish to be out of business.
- Deductibles are high, so funds have to be set aside to bridge this gap.

Summary

- Hurricanes are devastating.
- Know your vulnerabilities
- Have a plan of action ready.
- Review your plan annually.
- Have resources immediately available.

