

**Report on the
Jamaica Private Sector
Disaster Planning Workshop**

**Kingston, Jamaica
May 26-29, 1992**

In May, 1992, Partners of the Americas Jamaica-Western New York and the American Society for Industrial Security (ASIS) held a workshop on disaster planning for the private sector in Kingston, Jamaica. Funding for the workshop came from the International Disaster Advisory Committee (IDAC) of the Agency for International Development's Office of U.S. Foreign Disaster Assistance (AID/OFDA) and by registration fees from the participants. The purpose of the workshop was to improve the collaboration among business/industry, government and non-governmental organizations (NGOs) for disaster preparedness and mitigation. Over 80 professionals from a wide variety of Jamaican businesses, industry, government and NGOs attended. This was the first step in a process to bring together the public and private sectors within Jamaica to improve disaster preparedness, mitigation and response.

The International Disaster Advisory Committee (IDAC) promotes the involvement of the private sector, businesses and industry in disaster prevention, mitigation and preparedness. The Jamaica-Western New York Partners served as the local hosts, provided publicity, distributed the announcements and handled local logistical arrangements. The local chapter of ASIS also assisted with the publication and distribution of announcements. Experts from Xerox Corp., Ashland Oil Co., Blue-Cross, the Corporate Response Group, Caritech Associates, Ltd. and Public Service Electric & Gas Co. volunteered their time through ASIS or Partners of the Americas to serve as training staff for the three-day workshop. A registration fee of \$80 per person was charged to cover part of the cost of the workshop. Xerox Corporation of Jamaica provided, gratis, several hundred dollars worth of photocopy services.

The workshop was timed to coincide with the Caribbean Regional Meeting on the International Decade for Natural Disaster Reduction (IDNDR), which convened approximately 120 government and some non-governmental officials from throughout the Caribbean. As one of the goals of the IDNDR meeting was also to introduce the concept of greater private sector involvement, the Jamaica Private Sector Disaster Planning Workshop and the IDNDR meeting conducted several joint sessions, working groups and informal opportunities for the two groups to work together.

Workshop instructors were generous with their time and offered their assistance to local businesses during their free time and after hours. Greg Gilbert, of the Blue Cross, visited with and made recommendations to the Jamaica affiliate of Blue Cross on the benefits of disaster planning. Tom Goralski, of the Xerox Corporation, was invited by an IDNDR participant to be an instructor at a similar workshop

for the Belize Hotel and Travel Association; Partners of the Americas sponsored his trip to Belize in June. Bob Russo, an independent consultant and ASIS committee chair, has continued to provide advice to several workshop attendees, among them Sandal's Resorts, for their disaster planning.

Two months after the workshop in July, 1992, the Jamaica Partners developed a questionnaire/survey to assess the usefulness of the workshop and determine what further steps would be required to assist businesses in disaster planning and foster greater collaboration among the business, government and non-governmental sectors. A U.S. consultant (and former senior executive in the U.S. Federal Emergency Management Agency and the Environmental Protection Agency), familiar with disaster planning and Jamaica, volunteered to assist the Partners in the development of the survey and in conducting on-site interviews with several workshop participants. He and the Jamaica Partners identified several opportunities for further work in this area:

- A session for chief executive officers should be held to reinforce the need for and benefits of disaster planning for their businesses;
- Training materials could be adapted by local organizations for use in Jamaica;
- Other Caribbean islands could benefit from this type of training, to which the Jamaicans might serve as resource people once their programs are underway;
- Port Bustamante presents an opportunity to implement a Business, Industry and Government council for that specific location. A planning group comprised of the Port Authority, Shipping Association of Jamaica, the Kingston/St. Andrews Disaster Committee, the Bureau of Standards, the National Resources Conservation Authority and other groups such as the Jamaica Partners, was recommended. The group should focus on developing a natural disaster and chemical emergency preparedness and mitigation plan and recommended activities for implementing the plan. "Sponsors" could be sought for support in implementing specific activities. Port Bustamante is also under consideration for a USAID disaster mitigation project, focusing on the role of insurers and re-insurers in mitigating economic losses from disasters.

In November, the Jamaica Partners met with the American Chamber of Commerce of Jamaica to plan a special meeting for Chief Executive Officers (CEOs) of local businesses on the cost/benefits of disaster planning to be held approximately March, 1993. They also discussed the possibility of developing training modules in disaster planning for businesses, perhaps in conjunction with the University of the West Indies.

Recommendations regarding the workshop

The disaster planning information was well received. Some companies already had disaster plans, but as a result of the workshop were able to improve their plans, update them and test them in a more systematic manner. Participants were attentive and anxious for further information and follow-up. A simulation, in

which participants broke into small groups and assumed roles in a mock disaster, was especially appreciated. There is definitely a market for further training of this type, if presented at a reasonable cost.

The Private Sector Workshop was scheduled to coincide with the International Decade (IDNDR) meeting for the Caribbean, with opportunities for co-mingling at luncheons and several sessions. The input of private sector points of view to the largely government-attended IDNDR was beneficial. However, Jamaicans attending the Private Sector Workshop commented that they desired further opportunities to meet informally with the IDNDR group and perhaps a joint evening reception should have also been scheduled.

The Private Sector Workshop was largely a technical program with several sessions regarding Jamaica's hazards and systems for disaster response inserted. This ambitious agenda combined with the intense interest of the participants in disaster preparedness resulted in some sessions lasting well beyond their time period.

Conclusions

The workshop was helpful to company security officers, general managers and other officials responsible for disaster planning and operations. However, in order to get businesses to commit the resources required to really implement a disaster planning program, the CEOs must be involved. The American Chamber of Jamaica and the Jamaica Partners are organizing a meeting for CEOs to encourage this commitment and to demonstrate to the CEOs the economic and social advantages of preparedness.

Even with the commitment of CEOs to the concept of disaster planning, the allocation of sufficient resources to implement it will be difficult. Several Jamaican companies continued discussions with the U.S. experts to determine the feasibility of implementing disaster planning measures. It was found that even an outlay of several thousand dollars to cover travel expenses for a volunteer expert was beyond the capability these companies at this time. Overseas branches of U.S. companies, already sold on the benefits of being a good corporate citizen, and which have a global customer base, may be the best target for these efforts.

Business-government collaboration, if conceived of as a meeting of equals, may not be a realistic approach. Resources available to both businesses and government are limited but government offices are even more understaffed and underfunded -- so much so that the Jamaican Office of Disaster Preparedness was unable to even copy and mail their disaster plan to interested parties, even in a year when greater private sector collaboration was a priority for them. Local level support, through the Parish Disaster Committees, was also considered weak. More likely, as businesses become more organized, both internally and by networking with other businesses, they can form a interest group and a powerful constituency to which government must respond at the risk of losing political support.

Non-government organizations, such as Partners of the Americas, and associations, such as the Chambers of Commerce, American Society for Industrial Security and others, can help the private sector improve its disaster preparedness and at the same time fill a need for training which the government cannot currently provide.

In Appreciation

Partners of the Americas would like to extend a special thanks to the following individuals for their role in coordinating this event:

Sally-Anne Sharpe, Jamaica-Western New York Partners,
Robert Russo, American Society for Industrial Security, and
Oliver Davidson, International Disaster Advisory Committee, AID/OFDA.

Attachments

- A. Workshop Announcement
- B. Agenda/Workshop Content
- C. List of International Resource People
- D. List of Participants
- E. Follow-up Questionnaire and Answers to Questionnaire
(from interviews with participants from four key organizations)
- F. Local Publicity
- G. Information on Partners of the Americas and ASIS

**Report on the
Jamaica Private Sector
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**ATTACHMENT A:
WORKSHOP ANNOUNCEMENT**

THE AMERICAN SOCIETY FOR INDUSTRIAL SECURITY

in collaboration with

PARTNERS OF THE AMERICAS

**JAMAICAN PRIVATE SECTOR
DISASTER PLANNING WORKSHOP**

MAY 26 - 29, 1992

JAMAICA CONFERENCE CENTRE

Sponsored by:

**The International Disaster Advisory Committee
U.S. Agency for International Development**

Held in Conjunction with:

**The International Decade for Natural Disaster Reduction
Caribbean-wide Meeting**

JAMAICAN PRIVATE SECTOR DISASTER PLANNING WORKSHOP

**To be held in conjunction with the
International Decade for Natural Disaster Reduction Caribbean Meetings**

Purpose: To improve the capacity of the Jamaican private sector to respond to a variety of crisis and disaster situations, in concert with the community, governmental and non-governmental organizations.

Programme Content: Individual sessions will address issues key to the private sector, such as: --identifying hazards,
--protecting assets,
--dealing with the media, and
--developing and testing corporate contingency plans.
Upon completion of this 3-1/2 day course, participants will be able to develop their own corporate disaster plan.

By holding this meeting in conjunction with the International Decade for Disaster Reduction (IDNDR), participants will have the opportunity to meet disaster planners and policy makers from throughout the Caribbean.

Dates &	May 26, 27 & 28	9:00 AM-6:00 PM
Times:	May 29	8:30 AM-11:30 AM

Venue: The Jamaica Conference Centre
Kingston, Jamaica

Registration:	A registration fee of...	J\$2000 in advance, or J\$2200 at the door
	Includes....	Full workshop participation Lunch for May 26, 27 & 28 All coffee breaks.

Space is limited; advance registration recommended.
Registration at the door begins 8:00 AM on Tuesday, May 26.

Please send advance registrations to:
The Jamaica-Western New York Partners
20 Mona Road
Kingston 6

For more information, call: 97-80481.

Who Should Attend?

- CEOs, Managers, Security Officers, or Public Relations personnel or anyone having responsibility for handling major disruptions to their company.
- Private sector businesses.
- Public sector enterprises such as utility companies, may also attend.

Cooperating Organizations:

American Society for Industrial Safety
International Disaster Advisory Committee (IDAC),
Caribbean Subcommittee
Jamaica Office of Disaster Preparedness
Pan American Health Organization
Partners of the Americas
Private Sector Organisation of Jamaica (PSOJ)
USAID/Office of Foreign Disaster Assistance

Featured Speakers/Trainers:

Mark R. Dimodica, Business Continuity Planning Specialist
Coopers & Lybrand (Chairman, IDAC Caribbean Subcommittee)

Greg Gilbert, Security Manager
Independence Blue Cross

Thomas R. Goralski, Manager, Security and Disaster Preparedness
Xerox Corporation

Tracy Knippenburg, Vice President, Simulations & Exercises
The Corporate Response Group, Inc.

Robert J. Russo, Special Investigator, Investigative Services
Public Service Electric and Gas Company

Donald J. Setterman, Manager,
Emergency Preparedness & Agency Relations
Ashland Oil, Inc.

Plus, representatives from the Jamaican Private Sector

What is The American Society for Industrial Security?

With more than 25,000 members, the American Society for Industrial Security (ASIS) is the world's largest organization of security professionals. In existence since 1955, its members are dedicated to protecting the people, property and information assets of a diverse group of private and public organizations. Committed to advancing professionalism in security, the Society is organized on local, regional and international levels in a global network of more than 180 chapters. This workshop was designed by the ASIS Standing Committee for Disaster Management, and draws on the talents and vast experience of ASIS members representing a variety of private sector interests.

What is Partners of the Americas?

Partners of the Americas is the western hemisphere's largest private, voluntary organization engaged in economic and social development, while fostering inter-American friendship and cooperation. Founded in 1964 as the "people-to-people" component of the John F. Kennedy Administration's Alliance for Progress, Partners of the Americas includes more than 25,000 volunteers throughout 31 countries of the Caribbean and Latin America and 45 states of the U.S.A. The Jamaica-Western New York Partners conduct a variety of cultural, training and social assistance programs in Jamaica, drawing on the skills and talents of its over 100 members from throughout the country and their counterparts in the city of Buffalo and surrounding areas of New York. The Jamaica Partners' Emergency Preparedness Subcommittee is the local organizer and sponsor of this training workshop.

What is The International Decade for Natural Disaster Reduction?

On December 11, 1989, the United Nations General Assembly proclaimed the 1990's the International Decade for Natural Disaster Reduction (IDNDR). Over the next ten years, nations throughout the world are asked to give special attention to programmes and projects designed to reduce loss of life, property damage and economic and social disruption caused by natural disasters. Such disasters alone during the past two decades have killed an estimated 3 million people.

From May 26 to 29, 1992, representatives from over 20 Caribbean countries and territories will meet in Kingston to identify regional priorities and opportunities for collaboration throughout the IDNDR. This meeting, coordinated by the Pan American Health Organization, will include disaster planners, officials from foreign and health ministries, non-governmental organizations and the private sector. By special arrangement, several sessions of the IDNDR meetings which will discuss the role of the private sector with relation to the International Decade, have been made open to participants of the Private Sector Disaster Planning Workshop.

What is The International Disaster Advisory Committee?

The International Disaster Advisory Committee (IDAC) was formed by the U.S. Agency for International Development (A.I.D.) to convene a panel of high level representatives of the U.S. private sector with resources or expertise relevant to disaster mitigation, planning and response. The Committee is chaired by Mrs. Marilyn Tucker Quayle, who has a long-standing interest and involvement in mitigation for national and international disaster victims. The IDAC's overall objective is to increase participation by the U.S. private sector in all aspects of international disaster mitigation and response. IDAC's support of this workshop has enabled us to bring top-level disaster planning specialists to Jamaica from major U.S. corporations.

JAMAICAN PRIVATE SECTOR DISASTER PLANNING WORKSHOP

MAY 26 - 29, 1992

Pre - Registration Form

NAME: _____
First Last

Position: _____

Company: _____

Address: _____

City: _____

Phone: _____

FAX: _____

I learned about this event from:

_____ American Society of Industrial Security _____ ASIS Membership Number
_____ Private Sector Organisation of Jamaica
_____ Jamaica-Western New York Partners
_____ Coopers & Lybrand
_____ Newspaper, radio or television
_____ Other

Please enclose with this pre-registration form your cheque for J\$2000, payable to the Jamaica-Western New York Partners, which will cover workshop participation, lunches for May 26, 27 & 28 and all coffee breaks, and send to:

The Jamaica-Western New York Partners
20 Mona Road
Kingston, 6

Registration at the door will be J\$2200, subject to space availability.

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**ATTACHMENT B:
AGENDA / WORKSHOP CONTENT**

JAMAICAN PRIVATE SECTOR DISASTER PLANNING WORKSHOP

Tuesday, 26 May 1992

8:00 - 9:00	Registration
9:00 - 9:15	Welcome Mrs. Eleanor Jones, President, The Jamaica Partners
9:15 - 10:15	Disasters: The Jamaican Reality Mr. Julian Templer, Managing Director, National Safety Ltd. Mr. Alfrico Adams, Principal, Smada Consultants Ltd. Mr. James Moss-Solomon, Director of International Business Grace Kennedy and Company Ltd.
10:15 - 10:45	The International Disaster Advisory Committee Mr. Oliver Davidson, Executive Director
10:45 - 11:15	Break
11:15 - 11:45	Overview of Private Sector Disaster Planning Workshop Mr. Robert J. Russo, CPP, Special Investigator Public Service Electric & Gas Co.
11:45 - 12:45	Why Plan for Disaster? Mr. Gregory A. Gilbert, CPP, Security Manager Independence Blue Cross
12:45 - 14:00	Lunch - Garden Area
14:00 - 15:30	Overview of the Disaster Planning Process Mr. Thomas R. Goralski, CPP, Security and Disaster Preparedness Manager, Xerox Corporation
15:30 - 16:00	Break

Tuesday, 26 May (continued)

- 16:00 - 17:00 **Getting Ready to Plan** - Greg Gilbert
- 17:00 - 18:00 **IDNDR Special Interest Sessions***, including:
Setting up a Business, Industry and Government Council
Thomas Goralski

Wednesday, 27 May 1992

- 9:00 - 9:30 **Risk Exposure in Jamaica**
Mr. Paul Saunders, Acting Head, Planning and Research Unit
Office of Disaster Preparedness (ODP)
- 9:30 - 12:30 **Risk Analysis** - Robert Russo
- 12:30 - 14:00 *IDNDR Luncheon* - Cafeteria
"The Role of the Private Sector and Insurance Companies in
Disaster Mitigation"
Guest Speaker: Mr. Neville Henry, General Manager
N.E.M. Insurance Co. (Jamaica) Ltd.
- 14:00 - 14:30 **The National Disaster Plan**
Panel: ODP, Jamaican Defense Force, Fire Dept.
- 14:30 - 18:00 **A Disaster Plan**
Mr. Donald J. Setterman, Manager, Emergency Preparedness and
Agency Relations, Ashland Oil, Inc.

* Shaded areas indicate IDNDR Sessions that Private Sector Workshop participants can attend

Thursday, 28 May 1992

9:00 - 10:00 *IDNDR Session* (optional)
Panel: Role of the Private Sector -- Conference Room 5

10:00 - 10:30 Break

* * *NOTE: Participants may select either of the 10:30-12:30 sessions which follow* * *

10:30 - 10:45 *IDNDR Session* (optional)
Plenary: Introduction to work groups, by sector
10:45 - 12:30 Discussion groups by sector area (one of which will be on the
Private Sector)

-- OR --

10:30 - 11:30	Emergency Operations During a Disaster - Thomas Goralski
11:30 - 12:30	Considerations during a Disaster: Media Tricks and Hidden Agendas - Robert Russo

12:30 - 14:00 *IDNDR Luncheon* - Cafeteria
"Economic and Financial Implications of Disaster Mitigation
Planning in the Caribbean from a Government Point of View"
Guest Speaker: Hon. G.A. Brown, Governor, Bank of Jamaica

14:00 - 15:00 **Setting up a Drill**
Ms. Tracy Knippenburg, Vice President, Simulations & Exercises
The Corporate Response Group, Inc.

15:00 - 15:15 Break

15:15 - 18:00 **Disaster Drill with Participants** - Tracy Knippenburg

Friday, 29 May 1992

9:00 - 10:00 **Plan Maintenance - Robert Russo**

10:15 - 11:30 **Question and Answer Period***

***Note:** ASIS Instructors will be available during evening hours throughout the week and on Friday afternoon for further discussion and consultation.

Workshop Content

Jamaica Private Sector Disaster Planning Workshop A Synopsis of Workshop Sessions

....Day 1....

Disasters: The Jamaican Reality, a panel discussion

Representatives from Jamaican businesses gave scenarios of the potential outcomes of disasters such as hurricanes, earthquakes and floods and the effects to businesses in terms of physical damages and loss of earnings.

The International Disaster Advisory Committee

Ollie Davidson described the goals of the International Disaster Advisory Committee and examples of projects initiated or possible through the IDAC.

Overview of Private Sector Disaster Planning Workshop

Bob Russo reviewed the agenda and workshop objectives.

Why Plan for Disaster?

Greg Gilbert of Independence Blue Cross discussed the reasons for developing a disaster plan and emphasized that developing plans for the *wrong* reasons can lead to poorly developed plans. Management needs to be convinced of the long-range cost benefits and appreciate the level of detail necessary for an effective plan.

Overview of the Disaster Planning Process

Bob Russo presented a beginning-to-end summary of the disaster planning process.

Getting Ready to Plan

Determining who will be the key personnel to write, review, approve and implement the plan is the first step, Greg Gilbert said. The existing human, political and business contexts should be taken into consideration.

Setting up a Business, Industry and Government Council

What can a Business, Industry and Government Council provide? Who should participate? Why should the private sector make an effort to communicate with government on issues regarding disaster preparedness? These are some of the topics covered by Thomas Goralski of the Xerox Corporation.

....DAY 2....

Risk Exposure in Jamaica

A representative of the Jamaica Office of Disaster Preparedness described the goals of this office and fielded questions from the audience regarding the kinds of information ODP could or should provide to local businesses to assist them with disaster preparedness and mitigation.

Risk Analysis

Bob Russo described the procedures necessary to conduct a quantifiable and qualifiable risk analysis. A basic, step-by-step method was presented which could be readily used and adapted without further, in-depth training.

The Role of the Private Sector and Insurance Companies in Disaster Mitigation

A luncheon presentation by Mr. Neville Henry, General Manager of N.E.M. Insurance Co. (Jamaica) Ltd.

The National Disaster Plan

Representatives of the Kingston/St. Andrews Fire Department, Jamaican Defense Force and Office of Disaster Preparedness described their respective roles in preparing for and responding to disasters.

A Disaster Plan

Don Setterman, of Ashland Oil, Inc., described how and why Ashland Oil developed a total emergency preparedness program. He then shared their "Emergency Preparedness Guidelines", one component of which is the development and testing of a disaster plan.

....DAY 3....

IDNDR Session: Role of the Private Sector

followed by IDNDR sectoral discussion groups, one of which was dedicated to the private sector.

Emergency Operations During a Disaster

Thomas Goralski presented a scenario of what actions should be taken to protect a business's assets when a disaster strikes, and how to incorporate these into a company's disaster plan.

Considerations During a Disaster: Media Tricks and Hidden Agendas

Bob Russo, focusing on media relations, demonstrated ways to work with the media to get the company's message across to the public and other companies, while at the same time protecting company interests. Russo also gave examples of "media failures" and their consequences for the companies involved.

Economic and Financial Implications of Disaster Mitigation Planning in the Caribbean from a Government Point of View

A luncheon presentation by Hon. G.A. Brown, Governor, Bank of Jamaica, organized for the IDNDR meeting participants.

Setting up a Drill and disaster drill with participants

Tracy Knippenburg, of the Corporate Response Group, led a session on when and how to develop a disaster drill. Then, the participants divided into five groups to enact a table-top disaster. In this scenario, participants assumed the role of a beachfront hotel manager, faced with an off-shore spill. They had to consider how they would handle such aspects as the safety and comfort of hotel guests, how to find out what actions the government and others were taking to contain the spill, and negative publicity which could affect their business. The exercise was very positively received.

....DAY 4....(half-day)

Plan Maintenance

In this session, Bob Russo covered why it is necessary to keep a plan current and outlined the steps to ensure it remains current. He also discussed the dangers of not keeping a plan current.

Questions and Answers

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ATTACHMENT C:
LIST OF INTERNATIONAL RESOURCE PEOPLE

**Jamaican Private Sector
Disaster Planning Workshop**

RESOURCE PEOPLE

**Provided through
The American Society for Industrial Security**

Mr. Robert J. Russo, CPP
Special Investigator
Investigative Services
Public Service Electric & Gas Co.
80 Park Plaza, MP
Newark, NJ 07101
(201) 430-7912 (O)
FAX: (201) 430-6015

Mr. Thomas R. Goralski, CPP
Manager, Security and
Disaster Preparedness
Xerox Corporation
555 So. Aviation Blvd.
El Segundo, CA 90245
(310) 333-5319
FAX: (310) 333-6212

Mr. Donald J. Setterman
Manager, Emergency Preparedness
and Agency Relations
Ashland Oil Company
P. O. Box 391
Ashland, KY 41114
(606) 329-5324
FAX: (606) 329-4296

Ms. Tracy Knippenburg
Vice President, Simulations & Exercises
The Corporate Response Group, Inc..
1146 - 19th Street, N.W., Suite 500
Washington, DC 20036
(202) 775-0177
FAX: (202) 775-8912

Mr. Gregory A. Gilbert, CPP
Security Manager
Independence Blue Cross
1901 Market St.
Philadelphia, PA 19103-1480
(215) 241-2477 (O)
FAX: (215) 241-2495

Other International Resource People

Mr. Oliver Davidson
Executive Director
International Disaster Advisory Committee
AID/OFDA, Room 1262-A
Washington, DC 20523
(202) 647-5210
FAX: (202) 647-4036

Mr. Richard Aspin
Regional Representative
Partners of the Americas
Caribbean Regional Office
Lamberts House, Suite 201
Probyn Square
Bridgetown, Barbados
(809) 429-2603 (O)
FAX: (809) 429-2603

**Report on the
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Disaster Planning Workshop**

**ATTACHMENT D:
LIST OF PARTICIPANTS**

**JAMAICA/WESTERN NEW YORK PARTNERS
JAMAICA PRIVATE SECTOR DISASTER PLANNING WORKSHOP**

NO	NAMES	COMPANY	ADDRESS
1	Mr. Garfield Guy	Separation Eng Texaco Caribbean	2nd Floor Mutual Life Bulding 2 Oxford Road,Kgn.
2	Mr. Roland W.A.Lewis	Site Office Manager West Indies Home Contractors	7-9 Harbour Street Kingston
3	Mr. D. Ricardo Buchanan	Group Security Manager Jamaica Broilers Group	15 Hope Road Kingston 5
4	Mr Dennis Ames	Holiday Inn, Grand Cayman	Cayman Islands P.O Box 904
5	Mr. Frederick Bogle	Armour Metal Fencing Ltd.	12 South Camp Road Kingston 4
6	Mr. Wesley Walcot	Jamaica Public Service Co.	P O Box 54 Kingston
7	Mr. David Evans	Jamaica Public Service Co	P.O. Box 54 Kingston
8	Barrington Amos	Chief Security Officer Ewarton Works Alcan Jamaica Company	Alcan Jamaica Company Ewarton P.O. St. Catherine
9	Mr. Wavel Dale	Snr Security Officer Alcan Jamaica Company Ewarton Works	Alcan Jamaica Company Ewarton P.O. St. Catherine
10	Mr. Owen Mullings	Safety Officer Alcan Jamaica Company	Alcan Jamaica Company Kirkvine Works Kirkvine P.O. Mandeville
11	Mrs. Connie Tyson	Snr. Environmental Officer Alcan Jamaica Company	Alcan Jamaica Company Kirkvine Works Kirkvine P O Mandeville
12	Mr. Noel Harding	Manager Port Operations Alcan Jamaica Company	Alcan Jamaica Company Kirkvine Works Kirkvine P.O. Mandeville
13	Mr. Carl Britton	Safety Officer Alcan Jamaica Company	Alcan Jamaica Company Kirkvine Works Kirkvine P.O. Mandeville
14	Mr. Dudley Dobson	Alcan Jamaica Company	Kirkvine Works Kirkvine P.O. Mandeville

15	Mrs. Paulette Newby	Alcan Jamaica Ltd.	Kirkvine Works Kirkvine P.O. Mandeville
16	Mr. Al Reid	Technical Officer Victoria Mutual Building Society	8-10 Duke Street Kingston
17	Ms. Jacqueline Morrison	Victoria Mutual Insurance Company	2 Parkington Plaza Kingston 1Q
18	Ms. Cecille Pennycooke	Insurance Company of the West Indies	2 St. Lucia Avenue Kingston 5
19	Mr. Pat Martin	Carib Cement Company	P.O. Box 448 Kingston
20	Mrs. Hedy Pickersgill	Mutual Life	2 Oxford Road Kingston 5
21	Mr. D. Wilson	Mutual Life	2 Oxford Road Kingston 5
22	Mr. Hugh Purser	Office Manager The Ja. Tourist Board	21 Dominica Drive Kingston 5
23	Mr. John Brown	Safety Officer Alumina Partners of Ja.	Spur Tree P.O.. Manchester
24	Mr. Willard Thompson	Environmental Eng. Alumina Partners of Ja.	Spur Tree P.O.. Manchester
25	Ms. L. Dawson	Kenneth Royes Rehab. Centre	3 Windsor Road Spanish Town P.O.
26	Ms. P. Johnson	Kenneth Royes Rehab. Centre	3 Windsor Road Spanish Town P.O.
27	Mrs. B. I. Campbell	Kenneth Royes Rehab. Centre	3 Windsor Road Spanish Town P.O.
28	Ms. J. Phinn	Kenneth Royes Rehab Centre	3 Windsor Road Spanish Town P.O.
29	Mr. Lenworth Wanliss	Fraser Fontaine and Kong	28 Pawsley Place Kingston 5
30	Mr. Donovan Mayne	Fraser Fontaine and Kong	28 Pawsley Place Kingston 5
31	Ms. Elizabeth Williams	Archives	59-63 Church Street Kingston
32	Mr. Hugh Thomas	Wray and Nephew Ltd.	234 Spanish Town Road Kingston
33	Mr. Hugh Blake	Wray and Nephew Group Ltd.	234 Spanish Town Road Kingston

34	Mr. Christopher Burke	Sentinel Systems/A.C.E.	27 Lady Musgrave Road Kingston 5
35	Mr. Michael Brown	Sandals Resorts International	P.O. Box 100 Montego Bay Jamaica
36	Mr. Thomas Wickham	Sandals Resorts International	P.O. Box 57 Ocho Rios Jamaica
37	Mr. Donald Thompson	Jamalco	P.O. Box 028528 Miami Florida
38	Mr. Clive Gooden	Jamalco	Halse Hall P.O. Box 64 May Pen Clarendon
39	Mr. Albert Brown	Jamalco	Halse Hall P.O. Box 64 May Pen Clarendon
40	Mr. John Richards	Kingston Terminal Operators Port Bustamante	P.O. Box 132 Kingston 15
41	Mr. Herman Ricketts	N.C.B Group	32 Trafalgar Road Kingston 10
42	Mr. Amos Gardiner	United Protection Ltd.	1 West Ivy Green Crescent Kingston 5
43	Mr. Winston W. Haynes	Western Terminals Ltd.	Port Bustamante Kingston
44	Mr. Neville McFarlane	Jamaica Public Service Company	6 Knutsford Blvd. P.O. Box 54 Kingston 5
45	Mr. Hawthorn Watson	Seprod Jamaica Ltd	3 Felix Fox Blvd. Box 271 Kingston
46	Mr. Dennis Hendriks	Seprod Jamaica Ltd	3 Felix Fox Blvd. Box 271 Kingston
47	Mr. Cecil Lyew	Life of Jamaica Ltd.	17 Dominica Drive Kingston 5
48	Mr. C. George Howell	National Water Commission	28-30 Church Street Kingston
49	Mr. Norman Henry	National Water Commission	28-30 Church Street Kingston
50	Mr. Guy Francis	Jamaica Property	
51	Mr. Neville Knowles	Security Fiscal Services	235B Old Hope Road Kingston 5
52	Mr. Manley Haye	Director Audit Security Fiscal Services	235B Old Hope Road Kingston 5
53	Mrs. Leslie Sherman	I.B.M. World Trade Corp.	52-56 Knutsford Blvd. Kingston 5

54	Mr. Karl Shand	Sandals Mobay	Kenton Avenue P.O. Box 100 Montego Bay
55	Mr. Donovan Hutchinson	Grace Kennedy and Co. Ltd Export Division	39-41 Second Street Newport West Kingston 13
56	Mr Wayne Adams	Caricom Secretariat	
57	Ms. Gloria Priestly	Caricom Secretariat	
58	Dr. Wynāte Patterson	C.F.N.I./P.A.H.O.	
59	Mr. George Horwich	Purdue University	Dept. of Economics, Purdue University W. Lafayette. IN47907
60	Mr. Basil Downer	Shipping Assoc. of Jamaica	5-7 King Street P.O. Box 40 Kingston 15
61	Mr. Colin Roberts	L.O.J. Property Management Ltd.	25 Dominica Drive Kingston 5
62	Mr. H. Stuart	St. Mary Banana Estates and.	P.O. Box 3 Annotto Bay P.O. St. Mary
63	Mr. Franklin McDonald	N.R.C.A.	
64	Mr. M. A. Bogie F	A.A.J. <i>Airports Authority of Jam.</i>	64 Knutsford Blvd. Kingston 10
65	Mr. Neville Arnold	J.C.B.	<i>21 KING STREET, KGN.</i>
66	Mr. Lee George Black	Agric Dev Corp. Group of Companies	14-20 Port Royal Street Kingston
67	Mr. Audley Sailsman	Manager Property and General Services Eagle Merchant Bank	2-6 Grenada Crescent Kingston 5
68	Mr. Herbert E. Hall	Jamaica Fire Brigade York Park Station	Orange Street Kingston
69	Mr. Bill Freckleton	Jamaica Fire Brigade York Park Station	Orange Street Kingston
70	Mr. Raleigh E. Barnett	National Housing Trust	4 Park Blvd. Kingston 5
71	Ms. Sheron Wright	National Housing Trust	4 Park Blvd. Kingston 5
72	Ms. Josephine Simpson	National Housing Trust	4 Park Blvd. Kingston 5
73	Cherton Da Costa	National Housing Trust	4 Park Blvd. Kingston 5
74	Clive A. Gooden <i>REPLICATION (see # 30)</i>	Jamalco Jamaica <i>(see # 30)</i>	Halse Hall Clarendon
75	Lloyd Lindsay	Atlas Protection	9 Trevennion Road Kingston 5
76	Gregory A Gilbert, CCP	Independence Blue Cross	Philadelphia, P.A. 19101 (215) 241-2477
77	Richard J. Aspin	Partners of the Caribbean Regional Representative	120 Merriville Apts. Rockley, Christ Church Barbados W.I.

78	Hulson Walters	Min. of Production Mining and Commerce	P.O. Box 141 Hope Gardens Kingston 6
79	AEDAN H. EARLE	ENVIRONMENTAL SOLUTIONS LTD.	27 TEBAGO AVENUE KINGSTON 10.
80	H. BROWN	SPANISH TOWN FIRE BRIGADE	SPANISH TOWN
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Report on the
Jamaica Private Sector
Disaster Planning Workshop

ATTACHMENT E:

FOLLOW-UP QUESTIONNAIRE AND
SAMPLE ANSWERS TO QUESTIONNAIRE

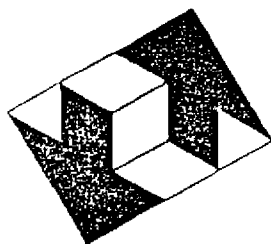
Objective and Purposes of Questionnaire

OBJECTIVE: To help achieve a program of comprehensive disaster management, including business, industry and government in Jamaica.

PURPOSES:

- (1) Evaluate workshop of May 26-29, 1992
- (2) Encourage a sustained interest in disaster planning in Jamaica
- (3) Determine follow-up activities undertaken due to workshop
- (4) Encourage joint and coordinated disaster planning by business, industry and government(BIG)
- (5) Decide on follow-up by sponsors of workshop and
- (6) Define , in general terms, resources needed for effective follow-up

**PARTNERS
OF THE AMERICAS**



Jamaica / Western New York Partners
20 Mona Road,
Kingston 6, Jamaica W.I.
Tel.: (809) 978-0481

QUESTIONNAIRE RE

Follow-up

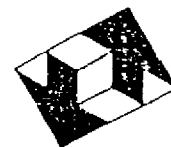
JAMAICA PRIVATE SECTOR DISASTER PLANNING WORKSHOP

I We would appreciate your assessment of the Jamaica Private Sector Disaster Planning Workshop of May 26 - 29, 1992 in as much detail as you feel you can provide. For example was the scope of hazards discussed relevant to your industry ?, Were you able in the free time or during the sessions to network on disaster planning with other agencies and industries ? Was the tabletop simulation helpful in defining the issues or in disclosing to you any problems in the present status of emergency planning in your company or agency ?

II By checking the appropriate spaces below will you indicate any activities in disaster management planning that has occurred in your company since the May workshop ?

Activity	Planned	Have Done	No Plans

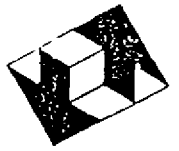
Held planning meeting			
Simulation conducted			
Plans Drafted			
Meeting of Senior managers			
Policy statement drafted			
Budget for Disaster management increased			



NOTE It would be helpful if you would expand in the space below on the nature of plans or activities checked in item II. -

III Have you or your organization taken any initiative to form a business, industry and government council (BIG) for disaster preparedness as proposed at the workshop by T. R. Goralski, chairman of the standing committee of Disaster Management of the American Society for Industrialized Security at the May workshop ? If so, please describe.

IV Since the workshop have you had any meetings or discussions with the parish disaster committee, the Office of Disaster Preparedness or any Ministry ? If so, kindly describe.



V From your perspective what additional support in disaster planning and management is needed to help achieve the objective of a coordinated, rational and effective business, industry and government disaster plan. What, at this time, are the present strengths, weaknesses, and future need in disaster planning and management from your point of view.

July, 1992

ANSWERS OF FOUR INTERVIEWEES TO QUESTIONNAIRE ENTITLED
"JAMAICA PRIVATE SECTOR DISASTER PLANNING WORKSHOP"

I All four interviewees found the workshop of value. They each, however, found different benefits. One believed that it was "reinforced learning", another decided to expand the corporation's disaster plan to cover emergencies not previously covered, another decided to "reactivate" the plan. As to presentations one thought the material was presented in too compact a fashion and that there should have been more time for questions and discussion, another disagreed. All thought the table top simulation useful but one thought there should have been a bit more action in the simulation. One thought the networking time should have been "organized" with breakout groups. One suggested that the background of the attendees should be determined before designing the program. One thought that health issues should have been on the agenda.

II None had held simulations. Two had fire drills and one plans a simulation in October. Several were preparing policy statements as part of the up-dating of the corporate emergency plan.

III None had taken action to form a BIG and none expressed any intention to do so. Most have contact with government agencies as needed. None expressed any merit in the parish disaster committees and ODP didn't seem to be providing much guidance either. One thought that better liaison with the fire brigade is needed as well as with NGO's, especially the Salvation Army.

IV One thought the next step should be a technical assistance person to provide on-going networking and wanted more information on earthquakes. Another was concentrating on hurricane preparedness. Three believe further workshops would be helpful but had firm views(see V, below) as to the format and who should attend. Two commented to the effect that "the rest of the islands are looking to Jamaica for leadership."

V Two felt very strongly, while admitting the problems in doing so, that top management should attend the next workshop and it should be only a day in length. If Partners intends to remain active in this area it should be represented at next month's meeting in San Antonio of the American Society of Industrialized Security.

Prepared by Bill Wilcox, August 1992