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A PLACE TO DISCOVER



Tourism Resilience Index

A Business Self-Assessment



Suggested citation: Cox, Anne. 2016. Tourism Resilience Index: A business self-assessment. Adapted from: Swann, LaDon, Tracie Sempier, Colette Boehm, Chandra Wright, Jody Thompson. 2015. Tourism Resilience Index: A business self-assessment. MASGP-15-007-02. Adapted with permission.

Original Tourism Resilience Index, supplemental information and additional resources are available at the Mississippi-Alabama Sea Grant Consortium website: www.masgc.org/ri

This work was sponsored by the National Estuarine Research Reserve System Science Collaborative, which supports collaborative research that addresses coastal management problems important to the reserves. The Science Collaborative is funded by the National Oceanic and Atmospheric Administration and managed by the University of Michigan Water Center (NA14NOS4190145).

Disclaimer: Notwithstanding any other provision of law, reports, surveys, schedules, lists, or data compiled or collected using the Tourism Resilience Index for the purpose of evaluating the post-disaster adaptability of a business, and planning safety enhancements of that business, shall not be subject to discovery or admitted into evidence in a Federal or State court proceeding or considered for other purposes in any action for damages arising from any occurrence at a location mentioned or addressed in such reports, surveys, schedules, lists, or data. Information compiled using the Tourism Resilience Index is speculative, and is not presented to the business as a definitive statement of fact or prediction, but rather an assessment that may encourage a business to seek further consultation.



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TOURISM RESILIENCE INDEX TEAM

Business Name:
Date Completed:
Interviewer Name(s):

Name	Title



INTRODUCTION

The Tourism Resilience Index (TRI) is a self-assessment tool developed for tourism industry leaders and businesses. It serves as a simple and inexpensive method of predicting if individual tourism businesses and the regional tourism industry are prepared to maintain operations during and after disasters. Completing the TRI will assist businesses in developing actions for long-term resilience.

As you complete the TRI, you should consider your business' level of preparedness for both large and small-scale events. Being able to withstand and adapt to change has become a focal point for businesses and industries. Resilient businesses recognize the vital role that planning, preparation, and collaboration play in developing and executing an ability to respond to challenges, adapt to changes, and thrive.

Coastal tourism will benefit from the TRI by identifying strengths and weaknesses in its system. These indicators can provide an important baseline by which to measure progress towards resilience goals.

In addition, the TRI assists in assessing the overall resilience of the industry. The process of completing the TRI will help identify action items the industry can work towards to address system vulnerabilities and maintain long-term viability.

Development of the Tourism Resilience Index

The TRI was developed with broad participation from industry leaders. The Mississippi-Alabama Development Team coordinated an industry Steering Committee to identify measures of resilience, or indicators. Each indicator was written in the form of a "yes" or "no" question that can be answered using existing business and local industry conditions. Using those indicators, the TRI was organized into broad categories: business and operations planning, disaster preparedness, marketing, workforce, and government resources. The index was then tested by large and small businesses from various tourism industry sectors.

Prepare for these and other hazards:

Natural Disasters

- Hurricanes
- Fire
- Flood
- Tornado
- Ice or hard freeze

Man-made Disasters

- Oil spills
- Beach closures
- Transportation breakdowns

Economic Downturns

- Qualified staff shortage
- Recession

A point system is used for each indicator so an overall score can be calculated. It is important to note that the process of completing the TRI is intended to be an in-person activity bringing together various factions of a local business to discuss the questions and determine the answer. This process creates dialogue across important issues and joint solutions to challenges the industry may face. The process also helps document strengths of current industry best practices.

This index was adapted with permission from the 2015 TRI developed by industry leaders in the Gulf of Mexico, National Oceanic and Atmospheric Administration and Mississippi-Alabama Sea Grant for New England by the Wells National Estuarine Research Reserve, Kennebunk-Kennebunkport-Arundel Chamber of Commerce and the town of Kennebunkport.

Results Overview

After completing this self-assessment, you should complete the summary that will help you calculate your Resilience Index (see page 10). The scale used in this self-assessment will define resilience as LOW, MEDIUM or HIGH.

The rating will give you an idea of how long it may take your business to provide basic services, restock supplies, and reestablish adequate staff after a disaster. For more details about interpreting Resilience Index results, go to page 11.

BUSINESS AND OPERATIONS PLANS

Does your business have the following business and operations plans in place? Check Yes or No.

Business and Operations Plans	Yes	No
Example: Mission Statement	√	
Do you have a written business plan containing at least the following:		
Mission Statement		
Company overview (legal structure, products or services, location, management, insurance)		
Industry analysis (differentiates critical and non-critical organization functions/activities)		
Customer analysis (customer demographics, target markets, needs of target customers)		
Marketing plan (product design, pricing, distribution, and promotions plan)		
Operations plan (physical necessities, facilities, and equipment)		
Financial plan (cash flow statement, three-year income projection, sources and uses of funds, summary of financial needs, financial statements, and profits/losses)		
Has your written business plan been updated in the last 12 months?		
Do you have an internal employee communications plan?		
Does your internal employee communication plan address English and Non-English speaking employees?		
Does your current equipment/technology maximize your profitability?		
Do you have adequate access to local or regional suppliers and/or contractors who provide reliable and adequate products and services (food, fuel, ice, maintenance, housekeeping, linens)?		
Do you have a business leadership and staff succession plan?		
Total number of Yes and No answers:		

ADDITIONAL NOTES:



DISASTER PREPAREDNESS PLANS

Does your business have the following disaster preparedness plans in place? Check Yes or No.

Disaster Preparedness Plans	Yes	No
Example: Emergency contact information for your employees	√	
Do you have a disaster preparedness plan for your employees for both large and small-scale disasters containing at least the following:		
Emergency contact information for your employees		
Evacuation, re-entry, or shelter-in-place plan		
Continuity of operations plan (essential personnel, services, equipment; alternate reporting locations; reopening, critical records access)		
Agreements and contracts with suppliers and contractors for critical operations		
Mobile communications ready for use in the event of a disaster (satellite phones, two-way radios, additional cell phone battery packs)		
Internal (employee) communications plan		
Communications plan for media, customers, and the public (predetermined messages and messaging vehicles)		
Do you have a testing, training, and tabletop exercise program (impact analysis and scenarios)?		
Do you have employees who are cross-trained in tasks outside of their normal job duties to assist with recovery (hostess at a restaurant who is responsible for external messaging to update customers on business status, managers trained to be a media spokesperson)?		
Do you have a designated employee trained to serve as a spokesperson to manage any questions from the general public and media?		
Do you have a Memorandum of Understanding (MOUs) or contracts with service providers in place that you execute during and after disasters (security, generators, debris removal, and clean up services)?		
Do you have MOUs or contracts in place with local businesses that you can execute during disasters (rebooking with other local hotels)?		
Do you have at least three (3) months of emergency operating funds?		
Does your business have insurance that adequately covers the following events, such as flood, wind, theft, liability, fire, catastrophic loss, and loss of income?		
Have key personnel in your business had first-hand experience with disaster recovery during the last 10 years?		
Total number of Yes and No answers:		

ADDITIONAL NOTES:

TOURISM RESILIENCE RESOURCES

The following resources are provided to assist you in building a more resilient business. You will find templates for creating a business plan, visualization tools to help you assess your risk, and best practices to guide your future long-term planning efforts. In addition to these resources, check with your local and regional chambers of commerce and destination marketing organizations. These resources and more can be found on the Wells Reserve webpage: wellsreserve.org/tri

U.S. Small Business Administration: www.sba.gov/writing-business-plan

The U.S. Small Business Administration (SBA) is an independent agency of the federal government to aid, counsel, assist, and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. The SBA helps Americans start, build, and grow businesses, through an extensive network of field offices and partnerships with public and private organizations. The SBA partnered with Agility Recovery Solutions to create Prepare My Business: preparemybusiness.org. This site has easy to follow plans to prepare your business for rapid recovery after a disaster.

Maine Small Business Development Center: www.mainesbdc.org

New Hampshire Small Business Development Center: www.nhsbdc.org

Vermont Small Business Development Center: www.vtsbdc.org

Massachusetts Small Business Development Center: www.msbdc.org

Rhode Island Small Business Development Center: web.uri.edu/risbdc

Connecticut Small Business Development Center: ctsbdc.com

Insurance Institute for Business and Home Safety (IBHS): www.disastersafety.org

The IBHS mission is to conduct objective, scientific research to identify and promote the most effective ways to strengthen homes, businesses and communities against natural disasters and other causes of loss.

The Easy Way to Prepare Your Business for the Unexpected:

www.disastersafety.org/wp-content/uploads/OFB-EZ_Toolkit_IBHS.pdf

American Planning Association (APA): www.planning.org

The APA provides several resources on resilience and planning. View their Knowledge Center to learn about their Hazards Planning Center projects and purchase additional resources on planning for post-disaster recovery.

Regional Planning Organizations/Commissions

Your local Regional Planning Organization or Commission works with surrounding communities to balance the needs for economic development and planning with natural resource management. Example: Southern Maine Planning and Development Commission: smrpc.org

Federal Emergency Management Agency (FEMA): www.fema.gov/plan-prepare

FEMA's mission is to support citizens and first responders to ensure that as a nation we work together to build, sustain and improve our capability to prepare for, protect against, respond to, recover from and mitigate all hazards.

Emergency Preparedness Resources for Businesses:

www.fema.gov/media-library/resources-documents/collections/357

FEMA Flood Insurance Rate Maps (FIRMs): msc.fema.gov

State and Local Emergency Management Agencies/Divisions

Every county and state has an Emergency Management Agency. Get in touch with your local EM Agency or Division to learn about regional exercises for preparedness measures.

Ready: www.ready.gov

A program of the Department of Homeland Security and FEMA, Ready is a national campaign designed to educate and empower Americans to prepare for and respond to emergencies including natural and man-made disasters. The goal of the campaign is to get the public involved and ultimately to increase the level of basic preparedness across the nation.

Ready Business: **www.ready.gov/business**

Ready Business will assist businesses in developing a preparedness program by providing tools to create a plan that addresses the impact of many hazards. This website and its tools utilize an "all hazards approach."

American Red Cross: www.redcross.org

The American Red Cross exists to provide compassionate care to those in need. The Red Cross responds to approximately 70,000 disasters in the United States every year, ranging from home fires that affect a single family to hurricanes that affect tens of thousands, to earthquakes that impact millions. In these events, the Red Cross provides shelter, food, health, and mental health services to help families and entire communities get back on their feet.

US Army Corps of Engineers: www.usace.army.mil

Coastal Risk Reduction and Resilience: Using the Full Array of Measures discusses the U.S. Army Corps of Engineers capability to assist in reducing risks posed to coastal areas and improve resilience to coastal hazards through an integrated planning approach. These include natural or nature-based features (e.g., early warning and evacuation plans), and structural interventions (e.g., seawalls and breakwaters). The document can be found on their Climate Change Adaptation website: **www.corpsclimate.us/ccacrrr.cfm**

New England State Resources:

Websites provided here act as a clearing house and will direct you to state-specific, regional, and federal resources, projects, tools, and trainings.

Maine

Maine Climate Change Adaptation Toolkit:

maine.gov/dep/sustainability/climate/adaptation-toolkit/index.html

Maine Prepares: **maine.gov/mema/prepare/business/index.shtml**

New Hampshire

New Hampshire Climate Adaptation Workgroup: **www.nhcaw.org**

New Hampshire Climate Adaptation Toolkit:

des.nh.gov/organization/divisions/air/tsb/tps/climate/toolkit/adaptation.htm

Vermont

Flood Ready Vermont: **floodready.vermont.gov**

Environmental Public Health Tracking of Climate Change:

healthvermont.gov/tracking/enviro_climate.aspx

Massachusetts

Massachusetts Energy and Environmental Affairs Climate Action:

www.mass.gov/eea/agencies/massdep/climate-energy/climate

Rhode Island

Rhode Island's Climate Challenge: **www.riclimatchange.org**

Rhode Island Coastal Resource Management Council: **www.beachsamp.org**

Connecticut

Connecticut Institute for Resilience and Climate Adaptation: **circa.uconn.edu**

Connecticut Department of Energy and Environmental Protection:

www.ct.gov/deep/cwp/view.asp?a=4423&q=521742&deepNav_GID=2121

Connecticut Sea Grant: **web2.uconn.edu/seagrant/index.php**



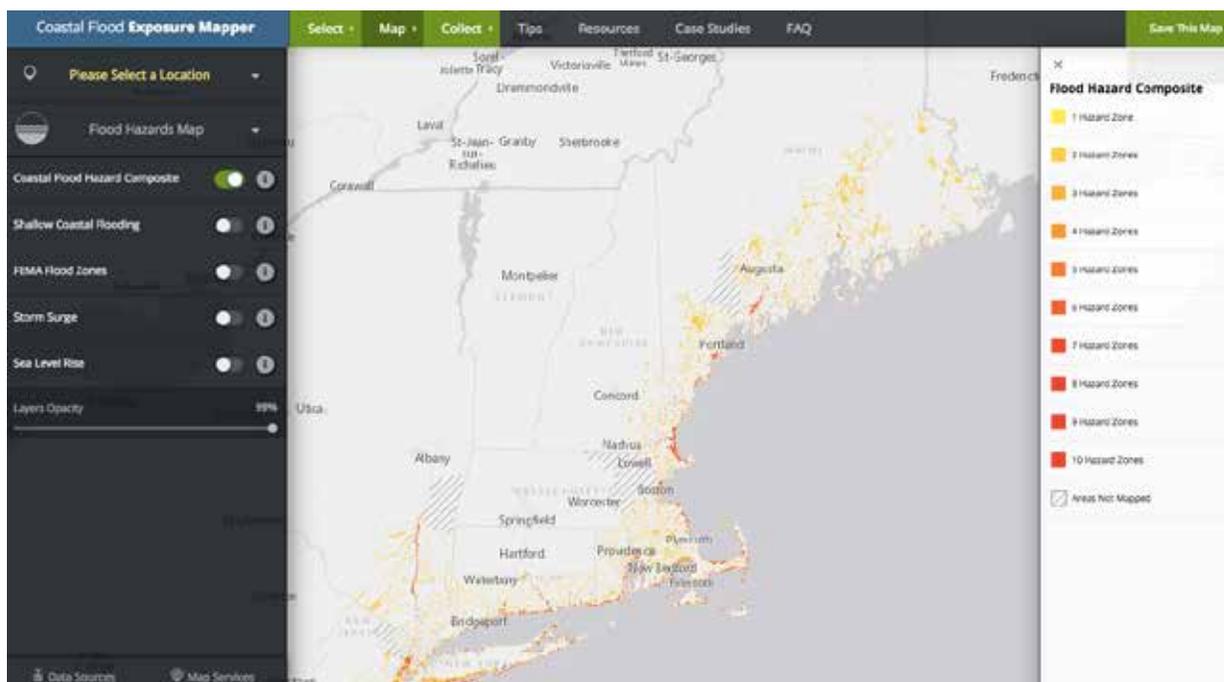
TOOLS

NOAA Office for Coastal Management Digital Coast: coast.noaa.gov/digitalcoast

A website focused on helping communities address coastal issues.

Coastal Flood Exposure Mapper: coast.noaa.gov/digitalcoast/tools/flood-exposure

This tool supports users undertaking a community-based approach to assessing coastal hazard risks and vulnerabilities by providing maps that show people, places, and natural resources exposed to coastal flooding. This product is based on knowledge and experiences the Office for Coastal Management has in community based risk and vulnerability assessments.



TRAINING

National Estuarine Research Reserve Coastal Training Program: coast.noaa.gov/nerres

The Reserves' Coastal Training Program helps decision makers make informed choices by empowering them to bring relevant science to bear on urgent environmental challenges and works with them to develop solutions. Through a combination of training, professional sharing, and technical assistance, training coordinators at each reserve help planners, municipal officials, natural resource managers, business owners, and many others address a range of issues, including planning for climate change, water conservation, stormwater management, living shorelines, and natural hazard preparedness. The Coastal Training Program serving your area can work with you to develop technical assistance or trainings to address your needs.

NOAA Office for Coastal Management: coast.noaa.gov/digitalcoast/training/home.html

Find scheduled classroom and online trainings, self-guided resources, case studies and more designed for the coastal management community.

FOR MORE INFORMATION:

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DEVELOPMENT TEAM

The TRI was adapted for New England by the Wells National Estuarine Research Reserve, Kennebunk-Kennebunkport-Arundel Chamber of Commerce and the town of Kennebunkport.

