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Georgia Williams
Concordia University - Portland

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Concordia University

Abstract

Bandon Dunes Golf Resort has the priority of keeping their employees and guests safe on the property. This means the Resort must understand, plan, and respond to various threats in the area. Bandon Dunes Golf Resort is located along the Oregon coast just outside of the City of Bandon. The Resort must be prepared to respond to more common business disruptions and threats to the hospitality industry or private sector as well as infrequent catastrophic threats like an earthquake/tsunami on the Cascadia Subduction Zone. This catastrophic earthquake has been looming for years and would have a great effect on the pacific northwest coast ultimately causing many losses. The Resort is one of the largest businesses in the area and needs to ensure they can protect the lives and health of their guests and staff and minimize damages to property. This proposal identifies threats and problems the Resort may face as well as potential options for solutions and implementations to achieve their desired outcome of becoming more aware and better prepared to protect lives and property upon the occurrence of any of these threats or incidents.

Introduction

The Bandon Dunes Golf Resort (the Resort) is a world class golf resort. The property covers

about 2,160 acres just 100 feet above the Pacific Ocean coastline and employs about 585

employees (Bandon Dunes Golf Resort, n.d.). A resort has some unique challenges with

preparing, responding, and recovering from disasters because it is a hospitality business within

the private sector. The Resort must not only prepare, inform, and account for their own staff but,

also the guests on the Resort property. With a business like this, it is also important to educate

guests on how to respond in the case of a disaster or emergency without them feeling unsafe or at

risk while at the Resort.

The coastal location of the Resort yields a few threats that the Resort that must acknowledge and

prepare for. One major threat is an earthquake and tsunami on the Cascadia Subduction Zone.

This earthquake has the potential to be a magnitude of 9.0 or greater (Oregon Emergency

Management [OEM], n.d a). A good tactic for planning to mitigate these threats is to tailor

planning and response to the worst possible threat and then adjust for other emergencies based

on the situation and severity. If the Resort is prepared for the greatest possible disaster, they will

be better prepared for anything that could threaten lives or disrupt business.

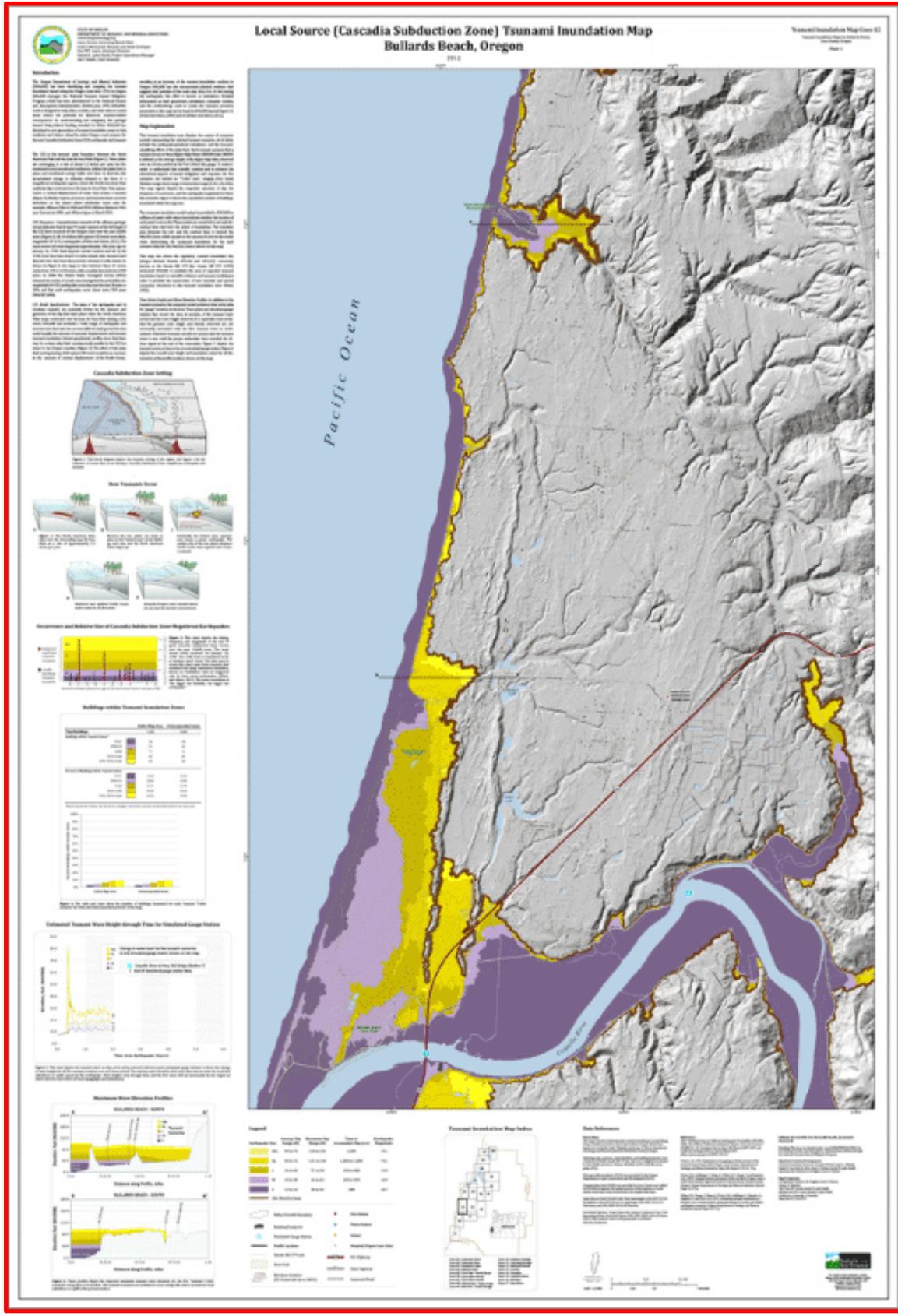Bandon Dunes strives to be as prepared as possible for any event that may cause an interruption

to business on any given day. The Resort could experience a variety of emergencies and

interruptions to a normal business day that are not considered catastrophic.

Resort leadership members identified the following types of business interruptions (Bandon

Dunes Golf Resort Staff, personal interview, January 15, 2019):

- Fires

- Lightening

- Flooding

- Chemical spills

- Dangerous winds

- Power outages

- Medical emergencies

- Acts of violence

Bandon Dunes Golf Resort would like staff to feel prepared and knowledgeable about each of these potential threats. Knowledge and the ability to respond effectively to these more common hazards is a high priority for Bandon Dunes Golf Resort.

Bandon Dunes Golf Resort is one of the largest organization near the city of Bandon and the top employer in Coos County (Shaffer, 2016). This means Bandon Dunes Golf Resort would be a huge resource for the area in the event of a catastrophic disaster. The Resort has their own power generators with stocked fuel, water/sewage treatment, wells as a water source, various reservoirs, and food storage to last at least two weeks (Bandon Dunes Golf Resort Staff, personal interview, January 15, 2019). The Resort is actually just outside of the City of Bandon and lies outside of the tsunami inundation zone of Coos County making it a refuge for the surrounding community in the case of a disaster. The following figure (Fig. 1) depicts the coastline where The Resort is located and separates the areas within and outside of the tsunami inundation zone. The Resort is shown in that grey area deeming it in the dry zone in the case of tsunami.

Local Source (Cascadia Subduction Zone) Tsunami Inundation Map
Bullards Beach, Oregon

Pacific Ocean

Legend

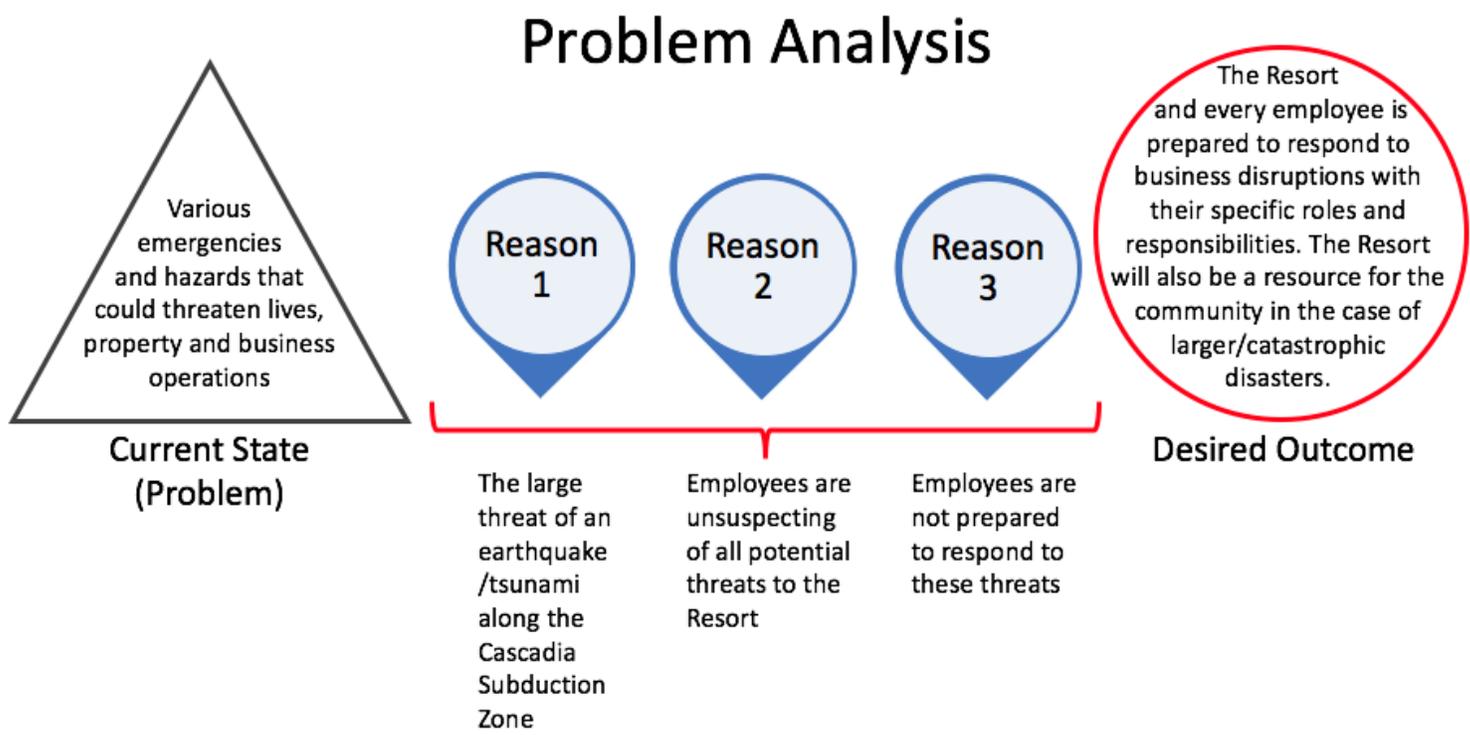Tsunami Inundation Map Index

Data References

Ultimately, Bandon Dunes Golf Resort faces various threats that require planning, preparation, response and recovery. The Resort strives to provide a safe environment for their employees and guests and mitigating these threats is an important piece to providing that environment. The Resort's problems are defined, options to solve the problem are suggested and ultimately implemented to achieve this ideal environment.

Defining the Problem

Bandon Dunes Golf Resort recognizes the need to be aware and prepared for threats ranging from everyday business interruptions to catastrophic disasters. The location of the Resort heightens the risk of a catastrophic disaster while their position as a private sector business puts them at risk to smaller incidents and everyday business interruptions. Being a business in the hospitality industry, they are responsible for the safety and health of all guests and employees.

The problem roots from several threats as well as the location of the Resort itself. These threats and underlying problems consist of location and the larger looming threat of a Cascadia Subduction Zone earthquake/tsunami, some staff members are unsuspecting of this catastrophic threat among other smaller threats and business interruptions, and the staff not being prepared to respond to these threats (Bandon Dunes Golf Resort Staff, personal interview, January 15, 2019). The overarching problem for Bandon Dunes Golf Resort is various emergencies and hazards that could threaten lives, property and business operations (see Fig.2). *EDIT HERE ON*

Fig. 2. *Problem Analysis*

Problem Analysis

Various emergencies and hazards that could threaten lives, property and business operations

Current State (Problem)

Reason 1

Reason 2

Reason 3

The Resort and every employee is prepared to respond to business disruptions with their specific roles and responsibilities. The Resort will also be a resource for the community in the case of larger/catastrophic disasters.

Desired Outcome

The large threat of an earthquake /tsunami along the Cascadia Subduction Zone

Employees are unsuspecting of all potential threats to the Resort

Employees are not prepared to respond to these threats

Analyzing Solutions

There are various options to solve the problem Bandon Dunes Golf Resort faces. The solution

should satisfy the project objectives. These project objectives are completed actions that help

portray the desired outcome of the Resort.

The project objectives are:

1. All employees feel knowledgeable of potential threats to the Resort that could harm

    people, property or disrupt business operations

2. All employees are aware of the Resort's response plan and their roles and responsibilities

    during disasters and business interruptions

3. Bandon Dunes Golf Resort is a valuable community resource.

Achieving these objectives and desired outcomes can be addressed by three potential options for

solving the problem.

Option 1: Better Prepare the Resort and Staff

Option 1 would be to Better prepare Bandon Dunes Golf Resort staff to understand and respond

to potential threats. This option would consist of actions such as developing a new, updated and

easily accessible "playbook" style emergency action plan, defining the roles and responsibilities

for each job at the Resort in the case of any business disruption, and conducting training and

exercises.

Developing a new, updated and easily accessible "playbook" style emergency action plan would

help familiarize the staff with threats to the Resort in addition to giving each employee a step-by-

step resource to help respond to emergencies (Bandon Dunes Golf Resort Staff, personal

interview, January 15, 2019). Bandon Dunes Golf Resort took initiative and reached out to

Concordia University to help with the creation of a new emergency action plan. The Resort staff

strives to improve preparedness efforts and has already been discussing tactics to do this.

Meeting with the staff and administration of the Resort in person concluded the desire for a new

emergency action plan in a "playbook" format (personal interview, January 15, 2019). The staff

seemed to be pleased with the simplicity and easy accessibility of a "playbook" style plan. This

style helps aid in response efforts with easily readable action items for specific situations. It is

referenced as a "playbook" in relation to sports; the playbook coordinates the actions of all the

players on the field.

Defining the roles and responsibilities for each job at the Resort in the case of any business

disruption ensures employees are aware of their duties in correspondence to each disaster prior to

the occurrence. Defining roles and responsibilities is put into action by redefining job

descriptions in the case of a situation that varies from normal business activities. This would help

prepare employees and inform them of when and how they may be needed depending on the

emergency situation. "A thorough understanding of roles and responsibilities during disaster

recovery missions can not only reduce the stress level of volunteers, staff, and members, but can

help save lives" (AmeriCorps, n.d.).

 Conducting training and exercises helps educate employees on response. Training is practice. In

many disasters or emergencies, timely response makes a huge difference in the consequences and

losses. Training helps improve the efficiency of response and gets the entire staff involved in

emergency response efforts. Training can range from large exercises in collaboration with the

county to low-cost tabletop training exercises or online training modules through FEMA (Oregon Emergency Management [OEM], n.d. b).

Option 2: Establish the Resort as a Community Resource

Option 2 would be to establish Bandon Dunes Golf Resort as a community resource. Being a community resource would consist of becoming a point of distribution (POD) and/or establishing a community emergency response team (CERT) in conjunction with Coos County.

"A Point of Distribution or POD is where the public goes to pick up emergency supplies following a disaster" (FEMA, n.d.). The necessity, location, and staffing of a POD is determined by local emergency management. Becoming a POD is a large commitment but, it offers new benefits to the Resort. POD locations will receive aid, resources, shelters, volunteers, or staffing personnel as first priority because these are the locations where people will be collecting in search for refuge and resources. Therefore, it would be beneficial to the employees and guests at the Resort to be at a location of response priority.

Forming a CERT team in conjunction with Coos County is another action that will establish Bandon Dunes Golf Resort as a community resource. "The Community Emergency Response Team (CERT) program educates volunteers about disaster preparedness for the hazards that could impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations" (Department of Homeland Security [DHS], n.d.). This will create more ties with county emergency management and help response to this area be more seamless. CERT offers a consistent, nationwide approach

which supports connections with local and state programs and structure. Coos County will assist in training a designated group of volunteers who are passionate or interested in helping with emergency management. This group will be trained in an array of basic emergency response procedures and tactics. CERT programs are "specifically structured so that the local and state program managers have the flexibility to form their programs in the way that best suits their communities" (DHS, n.d.). The Resort has resources and employs many people in the surrounding community so, educating a group within the Resort through a CERT program is beneficial to the community as a whole. Ultimately, this helps the Resort's preparedness and involves them in community training and planning.

Option 3: Maintain the Status Quo

Option 3 would be to maintain the status quo. This would not help solve the Resort's current problems however, it would not cost any time, money, or additional resources.

Solution Evaluation

These options all have pros and cons. It is important to analyze each option's pros and cons in conjunction with crucial criteria in order to select the best possible solution for the Resort (see Table 1).

The criteria to analyze consist of:

1. Cost: Is it cost-effective?

2. Implementation: How much time and resources does it take to implement?

3. Maintenance: It it easy to update and maintain over time?

4. Effectiveness: Does it align with the goals and desired outcomes of the Resort and their emergency response?

Table 1. *Solution Evaluation*

Option	Pros	Cons	Conclusions
Option 1 Better prepare Bandon Dunes Golf Resort staff to understand and respond to potential threats	● Updated information ● Improved preparedness tactics and accessibility. ● Staff is more aware of local threats ● Better prepares and educates each employee for response. ● Familiarizes employees with plan and response protocols first-hand.	● Requires implementation and new training. ● Requires budgeted costs ● Requires time and participation which can either result in paid overtime by the Resort or interruptions of resort activities	This is an effective option. By creating a new plan, the Resort can be more prepared for any and every incident while educating employees of these threats and protocols. This also assures all response efforts are updated/current. Requires budget but, can be rather cost-effective with table top training exercises or online programs. The implementation would take some time but depends on the style of training exercises. It is very easy to maintain and update over time so this is helping to plan for the near and far future. This option is effective in keeping employees and the Resort as a whole prepared for various threats.
Option 2 Establish Bandon Dunes	● May result in Bandon Dunes Resort becoming a priority for	● Is a large commitment for the Resort which may guide their attention	This option is overall beneficial when looking at emergency preparedness and

Golf Resort as a community resource	resources and assistance. • Makes the Resort valuable and involved in the community	away from normal business operations • Takes time and organized implementation • Requires implementation of many new groups and lines of communication with county contacts	especially defending against catastrophic disasters. However, this option draws away from business functions and priorities. It is a large commitment. This option offers cost-effective training through the county. This option is, however, a huge time commitment and requires constant maintenance to keep up with county and state standards. This option is more of a long-term implementation. It is effective in the Resort taking the next step in emergency preparedness and response.
Option 3 Maintain the status quo.	• Easy to maintain • No cost • No implementation	• Response tactics and tools will remain ineffective. • The Resort may not be or feel prepared for disasters or business disruptions.	This option leaves the Resort with the same set of problems and concerns. It may not be the best option to improve emergency response but, it costs nothing and requires no additional implementation.

Recommendations

The best option for Bandon Dunes Golf Resort to solve the problem is option 1: Better prepare

Bandon Dunes Golf Resort staff to understand and respond to potential threats. This option

offers a few suggestions that would benefit the short and long-term future. This option educates

the entire staff for a relatively low cost; it does not distract much from normal business operations aside from extra training for employees. It updates the Resort's preparedness efforts, and plans for a wide array of potential business disruptions, and offers new initiatives that will continue to educate and inform the staff about the hazards in the area and their roles in responding to them. This is the gift that keeps on giving. This option would continue to help the Resort long into the future while requiring little maintenance and updates.

Option 1 is a great option for the present and near future however, option 2 would be the next step in the Resort's emergency preparedness and planning. Bandon Dunes Golf Resort staff expressed their desire to become a resource to the community and be involved with the City of Bandon as well as Coos County (personal interview, January 15, 2019). Becoming a community resource is a huge commitment but, taking this initiative and putting effort into community safety and support could start a movement. Becoming such a resource would establish Bandon Dunes Golf Resort as a leading organization in emergency preparedness. This causes a call to action in other communities and businesses. A world class golf resort the size of Bandon Dunes Golf Resort has the potential to start a movement. Ultimately, Bandon Dunes Golf Resort should use a phased approach by implementing option 1 and then work toward implementing option 2. Phasing these options gives time for the implementation of of option 1 which would create a safer and more prepared environment in the near future whereas option 2 is a longer term goal that takes more time, effort, and resources so more time is required to implement this option.

Objectives, Tactics and Timeline:

Bandon Dunes Golf Resort is already adopting tactics to improve their preparedness efforts for disasters and business disruptions. The Resort has contacted Concordia University to assist in creating an updated emergency action plan in a playbook style format.

1. All employees feel knowledgeable of potential threats to the Resort that could harm people, property or disrupt business operations.
    a. Conduct research and identify all threats to the Resort and business operations - **Feb. 24, 2019: Completed**
    b. Analyze these threats to identify vulnerabilities - **Feb. 24, 2019: Completed**
    c. Develop procedures for each functional response effort - **March 7, 2019: Completed**

2. All employees are aware of the Resort's response plan and their roles and responsibilities during disasters and business interruptions
    a. Define leadership team and safety committee along with their roles in emergency response. **March 7, 2019: Completed**
    b. Train safety committee and leadership team on emergency procedures - **July 2019**
    c. Train employees on their roles and responsibilities in the case of an incident - **September 2019**
    d. Implement a "playbook" style emergency response plan that states explicit action items and is accessed easily and often.
        i. Research structures and formatting to create template outline - **Feb. 24, 2019: Completed**
        ii. Developing a template for the new plan/playbook - **Feb. 28, 2019: Completed**
        iii. Extract valuable information from existing response plan and update information if necessary - **Mar. 7, 2019: Completed**
        iv. Insert information into new template. - **March 7, 2019: Completed**
        v. Research additional content and data. - **March 23, 2019: Completed**
        vi. Send and discuss draft with Resort staff. - **April 5, 2019: Completed**
        vii. Update and edit revisions suggested by the Resort. - **April 19, 2019**
        viii. Finalize Plan. - **April 30, 2019**
    e. Introduce plan to Bandon Dunes Resort staff- **May 2019**

      f.   Familiarize staff to plan through training and exercises each quarter. - **September 2019**

3.   Bandon Dunes Golf Resort is a valuable community resource.

      a.   Research CERT teams and PODS - **May 2019**

      b.   Discuss these programs and CERT trainings with the Resort - **July 2019**

      c.   Establish CERT team - **December 2019**

      d.   Inform local emergency management of the Resort as a potential POD location - **April 2020**

      e.   CERT training with Coos County - (When offered by Coos County following the development of the CERT team)

Conclusion

Bandon Dunes Golf Resort is in a location and position as a private sector business on the Oregon coast susceptible to various hazards and threats that may threaten lives, property, and business operations. The objectives for the Resort are that all employees feel knowledgeable of potential threats to the Resort that could harm people, property or disrupt business operations; all employees are aware of the Resort's response plan and their roles and responsibilities during disasters and business interruptions; and Bandon Dunes Golf Resort is a valuable community resource. To achieve this desired outcome the Resort should better prepare staff to understand and respond to potential threats. Option 1: better prepare Bandon Dunes Golf Resort staff to understand and respond to potential threats, is a great option to solve the immediate problem at Bandon Dunes Golf Resort. A more long-term goal or solution would be for the Resort to become a community resource. Developing the Resort as a community resource could create awareness of threats in the area as well as influencing other businesses in the private sector to become more involved in their communities and ultimately in national response efforts.

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