

# **The 2011 Global Congress on Travel Risk Management**

August 25-28, 2011

## **Best Evacuation Practices in Volatile Circumstances**

Presented By:

Bruce McIndoe - iJET International  
John G Rendeiro, Jr. - International SOS  
Tom Winn - FrontierMEDEX



## Bruce McIndoe

*President and Co-founder*

iJET® Intelligent Risk Systems (a 3i-MIND company)

Bruce McIndoe is a recognized leader in the travel, intelligence and risk management industries. As President and cofounder of iJET, Mr. McIndoe is a key contributor to the company's strategic growth. His technical achievements and visionary approach drove Business Travel News in naming him one of the "Top 25 Most Influential People in the Travel Industry" over the years, and the National Business Travel Association (NBTA) in selecting him as Co-Chair for their Travel and Meetings Risk Management Committee more recently. Mr. McIndoe also teaches Travel Risk Management for the NBTA's Certified Corporate Travel Executive (CCTE) Program and speaks at numerous industry events. He often appears on television, radio, and in print as an authority on global travel and security issues.

Prior to joining iJET, he founded and led CSSi, an Inc. 500 and four-time Washington Technology Fast 50 software company. Mr. McIndoe holds a BS in Physics from Allegheny College and an MS in Computer Science from Johns Hopkins University. He is on the adjunct faculty of the University of Maryland University College (UMUC) where he teaches intelligence related courses.



**John G. Rendeiro, Jr., Vice President, Global Security & Intelligence  
International SOS Assistance, Inc.**

John Rendeiro joined International SOS in September, 2006, as Vice President, Global Security and Intelligence. Immediately prior to joining International SOS, Rendeiro was Assistant Director of the Diplomatic Security Service, U.S. Department of State, responsible for all international security operations for the Department. In this capacity, he was responsible for directing Bureau of Diplomatic Security programs protecting the Department's international facilities and personnel from the threats of terrorism, espionage, and crime.

As a Special Agent of the Diplomatic Security Service from 1985-2006, John Rendeiro served in various other operational, protective and investigative positions before retiring at the grade of Minister-Counselor, Senior Foreign Service. His service in Washington, DC, included duty as Director of Intelligence and Threat Analysis, Director of Antiterrorism Assistance, and Chief of the Professional Responsibility Staff. Overseas, he served as Regional Security Officer in Russia and Switzerland, and performed extended duties in Somalia, Haiti, Cuba, Hungary, Ukraine, Afghanistan and Liberia, among other assignments. He is a recipient of the Secretary of State's Career Achievement Award and multiple Senior Foreign Service Performance awards.

Prior to joining the State Department, Rendeiro served as a military intelligence officer in the U.S. Army. He holds a B.A. in Modern Languages from Widener University, Chester, PA; an M.A. in Spanish Language and Literature from Temple University, Philadelphia; and an M.B.A. from Southern Illinois University, Edwardsville, IL. He is also a graduate of the U.S. Foreign Service Institute, School of Russian Language and Cultural Studies, Arlington, VA, and the U.S. Army War College, Carlisle, PA.



Tom Winn is Senior Chief of Operations and Intelligence for FrontierMEDEX Security Services. He originally joined, what was then ASI, in 2002 as the Manager of Intelligence and later became a key player within the Operations Division. Since then Tom has been responsible for creating, improving and expanding many of Security Services' key initiatives. Tom has participated in managing several evacuations in the past seven years. Most recently he was part of the team that was responsible for evacuating people from Cairo and Libya. Prior to joining FrontierMEDEX, Tom worked as a security manager for Destec Energy Inc., a subsidiary of the Dow Chemical Company. While with Destec, Tom was responsible for security at the corporate headquarters as well as executive travel security, business continuity planning and corporate emergency preparedness. He left Destec in 1996 to establish a criminal justice program at Spring Branch ISD. Tom is an adjunct faculty member of the University of Houston Downtown. He holds a Master of Security Management from the University of Houston Downtown and a bachelor's degree in criminal justice from Stephen F. Austin State University. Tom is also a member of the Dean's Development Council for the Master of Security Management program at UH Downtown.

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## Best Evacuation Practices in Volatile Circumstances ... Learning from Egypt, Libya and Japan

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- Bruce McIndoe
- President, iJET
- Recognized leader in the risk management, travel and intelligence industries
- Key contributor to iJET's strategic growth, securing its position as a leader in business resiliency with the development of the Worldcue® Global Control Center.



- John Rendeiro, Jr.
- VP, Global Security & Intelligence International SOS Assistance, Inc.
- Prior to joining International SOS, Rendeiro was Assistant Director of the Diplomatic Security Service, U.S. Department of State, responsible for all international security operations for the Department.
- In this capacity, he was responsible for directing Bureau of Diplomatic Security programs protecting the Department's international facilities and personnel from the threats of terrorism, espionage, and crime.

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## Egypt 2011: Civil Unrest Emergency Timeline



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## Egypt 2011 - Timeline of Events



### Jan 28, Friday:

- First alerts sent by International SOS
- International SOS Incident Management Team deployed

### Jan 29, Saturday:

- Global and Regional Crisis Management Teams activated
- Assessment of resources and client needs

### Jan 30, Sunday:

- Evacuee Assembly Area established
- First evacuations begin – flights to Frankfurt and Paris depart, Bae 146 and Airbus A320

### Jan 31, Monday:

- Third flight from remote site Boeing 737

### Feb 1, Tuesday:

- Fourth and fifth flights depart for Dubai and Paris, MD 83 and Airbus 320

### Feb 2, Wednesday:

- Sixth flight Charter Airbus 320 to Paris

### Feb 3, Thursday:

- Seventh and eighth flights to Paris and Dubai, Airbus 321 and C605 (Jet)

**Summary: 1250 people evacuated by charter and commercial air**

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## EGYPT 2011 - Challenges



- Obtaining landing rights at Cairo airport
- Communications
- Getting evacuees to assembly areas at the right time

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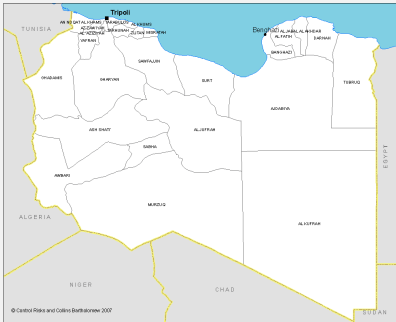
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## Libya Crisis - 2011



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## LIBYA 2011



- On February 19, as **unrest in Libya escalated**, a Crisis Management Team was established at the International SOS London alarm center, supported by teams in Philadelphia, Paris and Dubai.
- Using our online tracking tool, we quickly **identified 760 members** present in Libya from more than 40 corporations dispersed across a huge area: in Tripoli, Benghazi and the oil fields in the south.
- **Difficulty getting landing rights and terminal space** at Tripoli airport where conditions were frenzied, with violence and looting nearby. Airspace over Benghazi was completely shut down.

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## LIBYA 2011



### Assessing the challenges:

- The team **activated a logistical and security provider in Tripoli** to provide immediate support to clients stranded in and around the city.
- We **stayed in touch with members in Tripoli**, advising them only to move to the airport once it was safe and a flight was likely to depart.
- For **clients in remote sites**, the team advised personnel to **stand fast** until suitable evacuation options were confirmed.

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## LIBYA 2011



### Establishing a strategic presence:

- **Booked hundreds of seats on Air Malta**, one of few airlines operating out of Tripoli.
- Established an **Incident Management Teams in Malta**, a one-hour flight from Tripoli, in a secure area of the airport and at the port.
- Between February 23 and 28, we **evacuated clients using scheduled commercial flights, chartered aircraft and ferries**.
- With most communications networks in Libya paralyzed, the **security provider in Tripoli provided critical up-to-date information on conditions in the city** and helped clients to reach flights and ferries, while our teams communicated with clients to adapt plans.



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## LIBYA 2011



### Assisting clients in remote areas

- As fighting became fiercer, on February 22-23, two more **Incident Management Teams with medical and security expertise were deployed to receive people at border locations in Egypt and Tunisia**.

### Receiving evacuees

- At airports and ferry terminals in **Malta, Paris, London, Frankfurt, Amman, Cairo and Dubai, reception teams met evacuees**, gave them food and drink, helped with their immigration and visas, arranged accommodation, and coordinated their onward travel.



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## LIBYA 2011



### In total:

- Over 1,500 evacuations were supported
- 835 tickets were issued for commercial air travel
- 11 flights were conducted, including 8 commercial and 3 charter flights
- 96 people were evacuated by ferry



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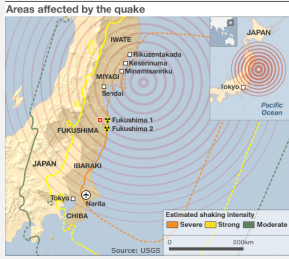
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# JAPAN 2011



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# JAPAN 2011



- An 8.9-magnitude earthquake [was revised up to 9.0] and subsequent tsunamis struck the northeast coast of the main island of Honshu, Japan on Friday, March 11, at 2.46 p.m. local time. Subsequently tsunamis developed along the Pan Pacific region.
- The Fukushima Daiichi nuclear power plant, in Okumamachi was affected. Officials were monitoring the situation and evacuated hundreds of thousands of residents from the surrounding area.
- A Crisis Management Team at International SOS Tokyo was activated immediately along with teams in Singapore, Philadelphia and London. We monitored the situation closely and activated medical, security, logistics and aviation resources from our global network of 28 alarm centers to provide assistance to our clients and members.

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# JAPAN 2011



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# JAPAN 2011



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# JAPAN 2011



## International SOS Advice

- Defer non-essential travel to Tokyo and Northern Honshu
- Avoid all travel to designated exclusion zones around the Fukushima nuclear power plants. Personnel should comply with instructions from local authorities.
- Identify non-essential employees and dependents for possible relocation significantly beyond the currently recommended 80km (50 miles) evacuation zone from the affected Fukushima Daiichi nuclear facility.
- Consider sending international assignees to a practical and suitable location, possibly for some time to come.

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# JAPAN 2011



## Is Evacuation Required?

- At present the current radiation levels outside of the designated exclusion zones do not warrant a wider evacuation from Japan.
- Japanese authorities and the IAEA remain the key benchmarks for assessing the real as opposed to perceived threat. Our advice is in line with this reality.



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## JAPAN 2011



### Is Evacuation Required?

There are still unknowns regarding the outlook:

- Uncertainty around containment efforts at nuclear facility
- Unpredictability of further seismic activity
- Demands on essential services/power cuts
- Demands on surface and air transport, aggravated by perceptions

As per our advice, the full range of options are available for relocation of non-essential staff significantly beyond the exclusion zones.

For those looking at repatriating staff for a period of time, commercial air options remain available.

Monitor Japanese and other government authorities, seismic activity, for further tripwires.



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### Radiation & Risks

- “The risk to public health so far is **very low to negligible**”.  
(*Australian Radiation Protection and Nuclear Safety Agency, March 16*)
- “The actions proposed by the Government of Japan are in line with the existing recommendations based on public health expertise. The government is asking people living within 20km of the Fukushima Daiichi nuclear power plant to evacuate and those between 20km and 30km away from the plant are asked to stay indoors in unventilated rooms. People living farther away are at lower risk than those who live nearby.” (World Health Organization, March 15)



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## JAPAN 2011



### Spread

- The more radiation released, the further the materials are likely to spread. The geographic path and the distance the radioactive material will travel are dependent upon prevailing weather conditions.
- “In the reasonable worst case scenario at Fukushima, a plume would only be emitted to a **maximum height of 500m, so any radioactive cloud would land very close to the reactor.**” (UK Chief Scientific Officer, March 15)
- He confirmed a 20km exclusion zone and a further 10km zone where residents are advised to stay indoors are appropriate for minimizing health effects from direct radiation exposure.



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## JAPAN 2011



### Distances from Fukushima to\*:

City	Kilometers	Miles
• Beijing	2069 km	1285 miles
• Hong Kong	3019 km	1876 miles
• Jakarta	6000 km	3731 miles
• Manila	3223 km	2002 miles
• Seoul	1163 km	722 miles
• Shanghai	1872 km	1163 miles
• Singapore	5511 km	3424 miles
• Taipei	2278 km	1415 miles
• Tokyo	242 km	150 miles

• \* based on Google Maps distance measurement tool



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## JAPAN 2011



### Sourcing Potassium Iodide (KI)

- In Japan: Potassium iodide distribution is regulated by the Japanese Government to avoid parallel stock piling and to increase availability to those in need.
- Outside Japan: it may be possible to source KI directly from manufacturers and distributors. However, these are often only licensed to provide pharmaceuticals to medical organizations. The import of pharmaceuticals in Japan is highly regulated.
- Only registered pharmaceuticals in Japan can be distributed in Japan.
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## JAPAN 2011



### Personal Protection Equipment (PPE)(physical barrier to internal/external contamination)

CONFERS NO PROTECTION AGAINST IRRADIATION

AD HOC PPE:



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# JAPAN 2011



## Japan Earthquake: The Aftermath Webinar Poll Results – March 17, 2011

### • Methodology

To obtain this data, International SOS surveyed security professionals, corporate travel managers and human resources executives, among others, who attended a webinar on March 17, 2011 titled "Japan Earthquake: The Aftermath."

The survey was distributed to 641 attendees via the Webex polling feature. On average, the response rate per question was 70%. Respondents were from international organizations, with the majority of respondents being based in the US.

*\*Response rate varied for each question.*



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# JAPAN 2011



1. What actions have you taken on behalf of your organization's travelers or expatriates in Japan?

- Evacuation (18%)
- Assistance arranging commercial transportation (40%)
- None of above (42%)

2. How much of an impact have the earthquake and tsunami had on your organization's operations?

- Significant impact (14%)
- Moderate impact (30%)
- Low impact (56%)



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# JAPAN 2011



3. Do you have business travelers/expatriates/students in Japan?

- Yes (73%)
- No (27%)

4. What has been your organization's greatest challenge?

- Getting up to date accurate information (60%)
- Communication (26%)
- Internal decision making and coordination of actions (42%)
- Secure transport to airport (5%)
- Evacuation (6%)



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## Importance of a Plan



Follow the plan that was written when heads were cooler and there was time to think...

Organizations that do not have a plan may face:

- Unnecessary and costly delays
- Inability to evacuate
- Significant confusion
- Loss of confidence from evacuees



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## Updating the Plan



An old plan can be as bad or worse than no plan...

Items to update should include:

- Location contact information (regular updates)
- If you have Traveler Tracking -- a moment when that list is reviewed
- A way to stop/ban additional travel to a location that has flared up



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## Updating the Plan(cont.)



- Copies of CURRENT travel documents
- If a tiered system, a set of triggers to elevate to the next level
- List of who will be evacuated and *who will not*
- How/what people need to pack for an evacuation
- A primary contact between security and the rest of the company



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## Some Lessons Learned



Local nationals who have dual citizenship and using the “wrong passport”

- Afraid of a resource drain, Egypt closed the border to local nationals trying to leave
- Those who entered on the “home country” passport had their departures delayed
- Some were turned away at the airport
- No entry stamp -- you could be seen as being illegally in the country and NOT a dual citizen

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## Some Lessons Learned



Dependents - Children

- Do they get out earlier?
- More seats and/or tickets?
- Extra care!
  - Traumatic and scary
  - Need additional supervision in an already chaotic environment
  - Don't last as long w/out water, food, etc.

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## Some Lessons Learned



What about those locals we love and want to evacuate/take care of?

- Who can go?
- Who will go?
  - Will they leave family?
  - Will they leave their home?
- Who needs to go?
  - Continuity reasons
  - Specialty reasons

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## Some Lessons Learned



### Packing

- Give a list to all expatriates that can serve as a checklist.
- Prioritize luggage: Bag 1, Bag 2
- Bag 1 should be critical items.
  - Meds
  - Some clothes
  - Water
  - Toilet/personal items
- Bag 2 can be left behind.
  - May be irretrievable

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## Some Lessons Learned



### Pets....

It may surprise you how often this is a last minute issue.

An expatriate family should be aware that if they have a pet they may have to leave it behind.

- Evacuating pets is problematic in the best circumstances
- Quarantine laws
- Transport requirements
- Aircraft limitations
- Food / water / facilities are all extra challenges with pets.

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## Preliminary Steps



When the situation starts to slide...

- Verify Emergency Plan action items and update as needed
- Create a "go bag" for everyone. This is the primary bag.
- Ensure that all documents are accounted for and keep them on your person
- Consider commercial airlines in order to get out early
- Examine the need for dependents to be there

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## Preliminary Steps



- Verify and update all contact information, cell phone numbers, etc.
- Appoint the crisis lead at the home office.
- Begin daily situation updates between ex-pats and crisis lead/team.
- If you have a satellite phone, test it and ensure that all know how to use it.

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## What is in the Go Bag?



- Copies of travel documents
- Cash – some on your person, some hidden in the bag. NOT with the documents
- Medicine for 7-10 days
- Diabetic supplies 7-10 days
- Toothbrush toothpaste
- 2 days of clothes, 4 days of underwear
- 1 roll of toilet paper in each bag
- Any other toilet / personal supplies

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## What is in the Go Bag?



- Bottle of water (keep it – can be a canteen)
- Water purification tabs if you have them
- Hand sanitizer - 1 small bottle in each bag
- Book or something to keep you occupied
- Cell phone and charger
- Child's favorite blanket and stuffed animal book/small game/charger

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## Commercial Out is Best Way



In the end. A commercial departure a little early is faster, less complicated and the best way out.

Lack of readiness:

- Can, at best, delay the evacuation
- Can even stop it from happening

As the window closes it get much more difficult to leave.



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