

STRATEGIC CRISIS MANAGEMENT AND SAFETY IN TOURISM

Chosen topic:

Option 1: Crisis Management Strategy for a Coastal Resort

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Abstract

This research outlined crisis management strategies for coastal resorts to protect from natural disasters like hurricanes, tsunamis, floods and storms. To develop a constructive implementation plan for practical application identification of disasters based on a particular location like the German coastal areas is required that allow identification of appropriate construction of evaporation procedure crisis team design and communication protocols. In addition, addressing the necessity of physical operation and adjustment is also important to deliver rapid responsiveness upon the emergence of any critical situations along with the development of a post-recovery Framework that has been outlined in this project. In the literature review segment, all the objectives of the research are analysed critically with the help of existing scholarly research papers. It helps to find relevant facts regarding the study, and it also enhances the quality of the research. In the findings chapter codes are generated through the 8 peer-reviewed articles and 4 themes are generated through these codes. In the discussion portion, all the findings from the themes are discussed using their own interpretation contrasted with existing scholarly papers. In the conclusion portion, a summary of the research is discussed with the future direction of the research.

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1. Introduction

1.1 Background

Within the tourism industry, coastal resorts are one of the most attractive tourist destinations for travellers due to the presence of natural landscapes. However, coastal resorts are more prone to natural disasters like storms, hurricanes and other disturbances as compared to tourist destinations located in cities (Yu et al., 2024). In this regard, the demand for aligning the crisis management strategies to the business framework of resorts located in coastal areas became important to outline specific strategies as pre- and post-maintenance regulation. The inclusion of emergency preparedness risk assessment, robust communication channels, financial funds and rapid responsiveness ensure staff as well as guest safety in response to natural disasters in resorts located in coastal areas (Sawang, 2023). Considering the higher feasibility of floods and storms on the German coast, the presence of an efficient crisis management framework is important for the operating resorts to ensure guest safety as well as maintain a transparent communication channel with workers.

1.2 Objectives

This research aims to construct a crisis management strategy for coastal resorts along with outlining the strategies for evacuation procedure communication protocol to design appropriate infrastructure along with the post-recovery framework.

- To identify natural risks in coastal resorts and assess the impact on guests' safety, finance management and infrastructure
- To construct a crisis management strategy and outline the evacuation procedures, communication protocols and team design processes

- To address operational and physical adjustments for enhancing the efficiency of recovery and safety mechanisms
- To develop a post-recovery framework and address post-disaster management strategies for guests and finance management

1.3 Scope of the project

This research explores appropriate strategies for crisis management to reduce the vulnerability of coastal resorts which are prone to hurricanes, tsunamis, floods and storms. This research includes an assessment of risk identification to develop resilient infrastructure and ensure financial stability, guest safety and appropriate coordination between workers. In this regard, critical evaluation of the evacuation procedure, emergency team structure and construction of appropriate communication protocol are necessary to outline the crisis management strategies to reinforce in resorts (Topraklı & Satır, 2025). In addition, along with identifying emergency protocol, constructing a post-disaster recovery framework is also important that can support finance as well as guest management for the resorts to overcome difficulties rapidly. Hence, this research focuses on outlining appropriate strategies to construct management plans along with high-lighting physical and operation adjustments which are required to ensure rapid safety and recovery mechanisms.

2. Literature Review

2.1 Chapter Introduction

Along the North Sea and the Baltic Sea, coastal resorts face a variety of natural perils, including storms, flooding, and rising sea levels. These challenges impact the economic viability of the resort, its infrastructure, and the safety and experience of guests. Three pillars of crisis management strategy that can mitigate the impacts of these threats are preparation, monitoring, and coordinated responses.

2.2 Analysis of Natural Risks on Coastal Resorts in Germany and Crisis Management Strategy

Germany's long coastline on the North and Baltic Seas has drawn millions of tourists to seaside resorts every year. These resorts are at the mercy of things like hurricanes, floods, erosion, and rising sea levels, all potentially affecting the infrastructure, financial management, and visitor safety at the resorts. Hsu & Sharma (2023) described that Storm surges and flooding, driven in large part by global warming, increasingly threaten coastal communities. Sylt and the other Baltic Sea resorts are exhibiting. Severe weather has the potential to require evacuation protocols and cause injuries, so the safety of visitors is of the utmost importance. As a result of the North Sea storm surge that hit German northeastern coastal resorts in 2013, evacuation plans guests are not put into action and some coastal resorts in Germany were forced to temporarily close, severely disrupting tourist activity. It endangers the safety of visitors, leads to operational cancellations, and results in financial losses. German seaside resorts balance their books on the vicissitudes of natural disasters that strike here. Clar et al. (2021) pointed that resorts make floodwalls and enclosure their buildings to prevent the same for their guests from dangerous weather. To make matters worse, ever-rising risks are pushing up insurance premiums, creating yet another financial

burden for land managers. Like the recovery operations after floods, resorts need government money, to barely cover these costs. There are three tenets, learned from Germany's seaside resorts but translated into the world of natural disasters, that will help shape a strong crisis management plan that helps to mitigate and respond to such events: preparedness, real-time monitoring, and coordinated response. A proactive planning phase that includes local officials, resort operators, and guests, as the Sylt and Usedom cases illustrate, allows risk mitigation strategies to be developed early in the recovery process. This process is long-term, but it not only protects tourists, but it also minimizes the financial and infrastructure impact of natural disasters.

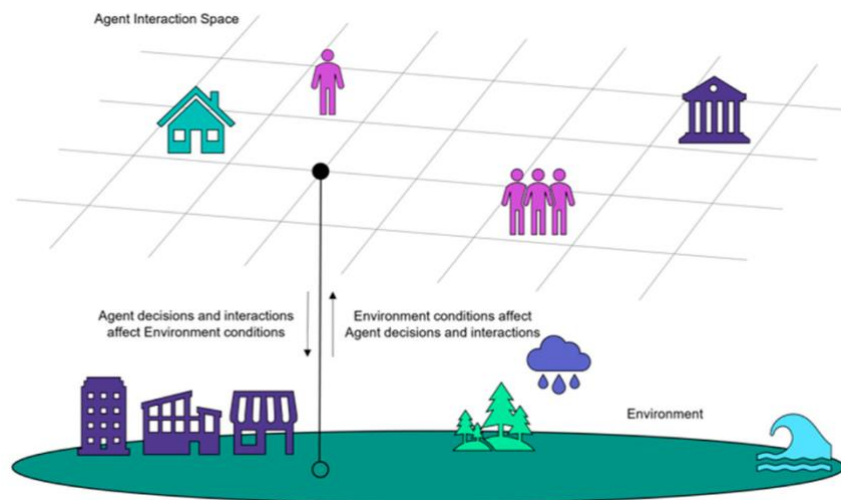


Figure 2.1: Climate Adaptation Impacts and Strategies in Coastal Communities

(Source: Lawyer et al., 2023)

2.3 Constructing a Crisis Management Strategy for Coastal Resorts in Germany

Germany's North Sea and Baltic Sea coastal resorts are especially susceptible to natural disasters such as storms, floods, and erosion, severely impacting crisis management projects in these regions. These resorts have a solid crisis management strategy to protect their customers, their property, and their profitability. The success of the plan relies heavily on clearly mapped evacuation procedures. Manandhar et al. (2023) stated that resorts have designated meeting

locations and evacuation routes in the case of bad weather, like floods or storm surges. In Senning's own case, for example, beach resorts such as Sylt were equipped to handle such disasters: They had their own local emergency services and had implemented evacuation protocols, so such visitors are moved quickly to safety, thus minimizing injury. These protocols must be regularly reviewed and rigorously practiced ensuring that they will work as designed when engaged in real-life situations. Another key is building strong lines of communication. In an emergency, sharing updates with both visitors and staff as they happen is vital. Resorts will need digital apps, public announcement systems, and SMS notifications as means to communicate with visitors as some visitors have not technical access. For instance, Usedom Island maintains a mass notification system that alerts guests in multiple languages of impending disasters and offers them safety advice and information. While dealing especially a crisis, team design strategies are equally as critical. According to Woo et al. (2024), Form dedicated crisis management teams in coastal resorts comprising resort administration, local care units: government, emergency services, and communication experts. When these groups collaborate, it will aid in evacuation, resource management, and clear communication. There are previous instances where the German government faced storms and now, knowing how to manage the crisis and having plans drawn ahead of time is one way to ensure such answers can be given in times when relevant actions need to be taken.

2.4 Operational and Physical Adjustments for Enhancing Recovery and Safety Mechanisms at Coastal Resorts in Germany

Documenting and providing physical and operational infrastructure, especially at German coastal resorts, especially on the North and Baltic Sea, always be adjusted to enable effective crisis management and be helpful in recovery. Various changes need to be made to ensure that natural

disasters such as floods or storm surges are recovered from in a relatively short time frame, simultaneously improving safety standards. Frey (2024) stated that effective crisis management strategies not only keep guests safe but also minimize expensive downtime. Strong physical infrastructure is needed for coastal resorts to survive weather extremes. Such is the case of island resorts in Sylt, which have raised their focal points and fortified their buildings to guard against storm surges and rising sea levels. Seawalls, flood defences, and storm barriers were also built to reduce the risk of flooding. Following the 2013 storm surge, numerous resorts in the region spent large sums on infrastructural renovation to assist the area in becoming more sustainable in the future. Singh (2024) pointed that resorts along the coast must streamline their recovery processes. For example, gaining the ability to rapidly determine damage and deploy emergency teams is critical for preventing disruption after a disaster. Professional teams developed by Usedom Resorts take care of damage control tasks, such as debris collection, repair of infrastructure, and restoration of essential services. It helps to these teams' expansive collaboration and recovery efforts, the resort is back open for business in no time. Now, lessons have been learned, and various physical and operational alterations have been made to German coastal resorts since the past that will prepare them better for future incidents without hindering the effective running of operations or the safety of the public.

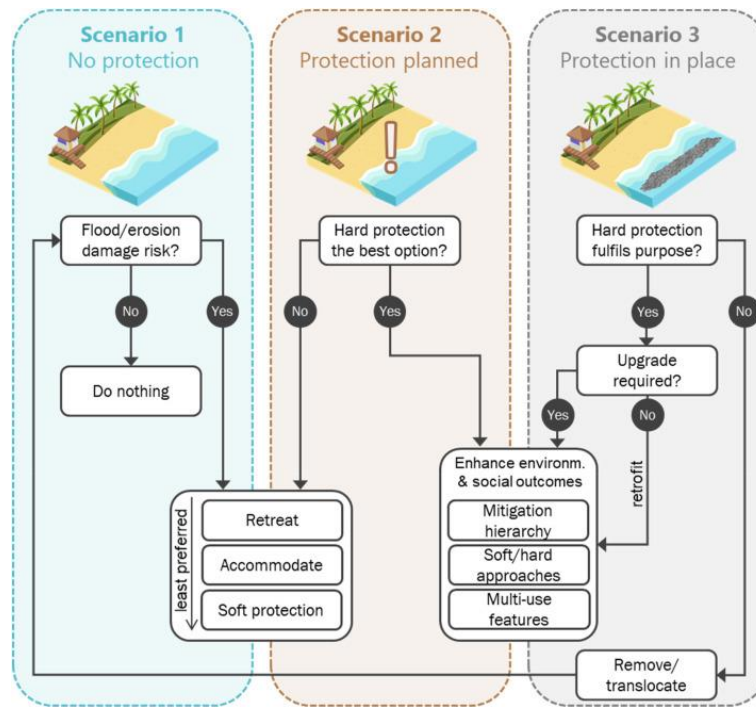


Figure 2.1: Beyond Coastal Protection

(Source: Mamo et al., 2022)

2.5 Developing a Recovery Framework and Post-Disaster Management Strategies for Guests and Finance Management at Coastal Resorts in Germany

Natural disasters like storm surges, flooding, and extreme weather are becoming increasingly dangerous for seaside resorts on Germany's Baltic and North Seas. Establishing a recovery framework is critical in mitigating the impact of these disasters on resort operations, financial management, and visitor safety. Rehabilitation frameworks ensure visitor safety, make accommodations, and open communication in the wake of the 2013 North Sea storm surge, for example, resorts like Sylt and Usedom quickly put emergency plans in place to evacuate visitors and new housing in emergency shelters. Çiçek (2025) described that in addition to proactive communication via social media, SMS alerts, and messages at the property, resorts kept guests updated throughout the entire crisis and recovery period. Besides increasing security, this

preventative method of guest management has been proven to build trust and loyalty. Financially, resorts must prepare for the after-effects of a disaster by becoming aware of the possible short-term and the unforeseeable, longer-term effects on the economy. Resorts, for example, can use emergency funds, insurance claims, or even government assistance to cover maintenance and disruptions in operations. Hofmann (2021) described that clearing up any processing time on the reservations policy, including more flexible cancellation or rescheduling options, also must be addressed in any recovery plan to help retain a steady stream of income. The resorts on Sylt incurred huge losses after the storm in 2013 but found their way back on their feet, aided by government disaster recovery programs and insurance. It helps to their financial strength, resorts rebound quickly and continue to operate without any long-term effects. The rule of "Each Guest Counts" is also essential for the resilience of the German coastal resorts a well-thought-out recovery structure with financial management in mind and guest safety in mind. This ensures that, following a disaster, the recovery and return to routine will be seamless.

2.6 Chapter Summary

They have broken into, German beach resorts, to handle crises. These resorts have established proactive recovery frameworks, infrastructure improvements, and operational upgrades to help protect guests and recover from natural disasters. Financial management and the safety of visitors come first in these recovery efforts.

3. Methodology

3.1 Strategy

Within the tourism industry, coastal resorts require a constructive crisis management plan to outline appropriate strategies required during critical situations for rapid responsiveness. In this regard, following an appropriate strategy can ensure appropriate risk assessment to develop safety protocols accordingly. This research followed the qualitative strategy that involves the collection of non-numerical data including observation case study analysis, expert analysis and pre-proven results available in existing databases (Oranga & Matere, 2023). Utilization of the qualitative strategy benefited in filtering out simplified data for risk assessment to avoid the collection of complex scenarios as compared to the quantitative method. Identifying the root cause in the qualitative research benefited in pinpointing the primary factors responsible for natural disasters in coastal resorts. The availability of valuable industrial insights devoid of any complex numeric data allowed the identification of an appropriate framework to construct the safety protocols accordingly.

3.2 Data collection method

Data collection involves the identification of feasible information either from practical observation or pre-proven results extraction to interpret. This research followed the secondary data collection method for risk assessment and the development of appropriate safety protocols in response to crisis management strategies to protect coastal resorts from natural disasters. According to Taherdoost (2021), secondary data collection involves gathering information from pre-existing sources rather than collecting raw data from practical observation. Following these methods benefits researchers in identifying along evaluating its impact based on the pre-existing assumptions. In comparison to the primary data collection, the secondary method helps in

formulating constructive crisis management strategies for the coastal resorts to protect from natural disasters with appropriate solutions having higher possibility of success. Hence, following the secondary data collection method for analysis and construction of safety protocols for coastal resorts indicates higher reliability in comparison to depending on practical data that can fluctuate based on diverse perspectives.

3.3 Analysis

To conduct the secondary qualitative research thematic data analysis provides the opportunity to maintain a constructive interpretative pattern in the form of development. To proceed with this research four themes have been developed based on the research objectives from eight articles that have been analysed thoroughly to identify risks prevalent for coastal resorts' crisis management strategy outlining communication protocol evaporation procedure and team design necessity to adjust between physical and operation and efficiency and development of a post recovery framework. The thematic analytical method is separated based on the research objectives which are required to develop comprehensive, as well as transparent market insights (Christou, 2022). Therefore, following these methodological procedures ensured the collection of relevant industrial insights from authentic databases to construct the communication management plan for coastal resorts.

4. Findings

4.1 Generating Codes

Articles	Extract from Articles	Codes
Hsu, J. L., & Sharma, P. (2023). Disaster and risk management in outdoor recreation and tourism in the context of climate change. <i>International Journal of Climate Change Strategies and Management</i>, 15(5), 712-728. https://www.emerald.com/insight/content/doi/10.1108/IJCCSM-10-2021-0118/full/html	When addressing climate change from the perspective of outdoor recreation and tourism, Hsu & Sharma (2023) also described the coastal vulnerabilities altogether. Coastal resorts become one of the first sectors to feel, as they are in constant threat with a rise in sea levels, and the paper discusses how climate change is putting these areas at increasing risk. It highlights the importance of flexible strategies to safeguard infrastructure, protect visitors and keep financial health in view of increasing natural threats.	- Coastal Vulnerabilities - Risk Assessment
Clar, C., Löschner, L., Nordbeck, R., Fischer, T., & Thaler, T. (2021). Population dynamics and natural hazard risk management:	Clar et al. (2021) explore how trends in the population are interrelated with risk management in Austria in terms of natural hazards, with emphasis on methods of risk assessment.	

conceptual and practical linkages for the case of Austrian policy making. <i>Natural hazards</i> , 105, 1765-1796. https://link.springer.com/article/10.1007/s11069-020-04376-z	Integrating demographic trends into risk management frameworks bolster disaster preparedness and response, and the study underscores the importance of tailored policies for assessing and avoiding natural disasters given changing population trends.	
Manandhar, B., Cui, S., Wang, L., & Shrestha, S. (2023). Post-flood resilience assessment of July 2021 flood in western Germany and Henan, China. <i>Land</i> , 12(3), 625. https://www.mdpi.com/2073-445X/12/3/625	Following July 2021's devastating floods, Manandhar et al. (2023) describe the resilience of Germany, Henan, and China, in their study. The research shows crisis readiness is paramount to improved catastrophe response and recovery. The piece provides further insight into resilience against future floods with strong preparatory measures, resilient infrastructure, and coordinated recovery plans.	• Crisis Readiness • Communication
Woo, G., Gargiulo, M. V., Napolitano, F., Amoroso, O., Russo, R., & Capuano, P.	Woo et al. (2024) provided insight into counterfactuals through the analysis of downward	

(2024). Public Administration Capacity Building through Exploring Downward Counterfactuals. <i>Public Organization Review</i>, 1-18. https://link.springer.com/article/10.1007/s11115-024-00788-8	counterfactuals. To deepen understanding of capacity building of public administration with the aim to enhance decision-making processes. There is evidence showing how public organizations can develop learning from horizontal and vertical communication based on open and honest discourse.	
Frey, T. (2024). UXO and environmental risk factors impacting EOD operations in German waters. <i>Propellants, Explosives, Pyrotechnics</i>, 49(4), e202300206. https://onlinelibrary.wiley.com/doi/abs/10.1002/prep.202300206	Frey (2024) examines environmental hazards and unexploded ordnance (UXO) in German rivers that impede explosive ordnance disposal operations. Trends in response methods and their implications (i.e. physical adjustments that include improved infrastructure and technology for environmental adaptation) are at the forefront of enhancing operational success and safety, while also minimizing the environmental impact of underwater EOD operations.	• Physical Adjustments • Operational Adjustments

Singh, D. (2024). Risks Evaluation in German Construction Industries due to Climate Change; A Propeller for Economic Profitability. https://www.theseus.fi/handle/10024/868334	Singh (2024) investigates the effects of climate change on German business property while highlighting operational adjustments that can improve economic feasibility. Some of the adaptive measures the report emphasizes, for construction operations to remain efficient and robust when faced with an ever-evolving onslaught of environmental challenges, include project schedule adjustments, sustainable resource management, and employee training. To a degree, these have softened the impacts of climate change.	
Çiçek, Ü. G. (2025). An institutional framework model for cultural agencies in disaster management of endangered cultural heritage: the case of the Directorate General of Foundations, Türkiye.	Focusing on the post-crisis management of cultural heritage holdings that are vulnerable to disaster, Çiçek (2025) establishes a model for cultural institutions to follow in disaster preparedness. Thus, the inquiry is analytic, focused on the Directorate General of	• Recovery Frameworks • Post-Crisis Management

https://open.metu.edu.tr/handle/11511/113445	Foundations in Türkiye, attempting to derive that the long-lived protection of cultural heritage via natural disasters amelioration be solid, innovative, and irrevocable. It does so by illuminating multi-generational strategies for recovery, resource allocation, and preservation efforts.	
Hofmann, S. B. Z. (2021). <i>Disaster recovery in urban communities</i> (Doctoral dissertation, lmu). https://edoc.ub.uni-muenchen.de/29316/	Hofmann (2021) analyses urban disaster recovery frameworks. The study showed that after disasters, there are structured recovery strategies, which will help to restore resilience. Through examining key themes of the responses to disasters such as resource allocation, stakeholder coordination, and recovery time our study has sought to explore Researchers can glean insights from urban recovery models about how to make disaster-zapped	

	regions more sustainable and prepared for the long haul.	
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Table 1: Generating Codes

(Source: Developed by Learner)

4.2 Generating Themes

Codes	Themes
- Coastal Vulnerabilities - Risk Assessment	Coastal Vulnerabilities: Risk Assessment and Guest Safety
- Crisis Readiness - Communication	Crisis Readiness: Evacuation, Communication, and Team Coordination
- Physical Adjustments - Operational Adjustments	Resilience in Action: Operational and Physical Adjustments for Recovery
- Recovery Frameworks - Post-Crisis Management	Beyond the Disaster: Recovery Frameworks and Post-Crisis Management

Figure 2: Generating Themes

(Source: Developed by Learner)

4.3 Analysis of the findings of the Themes

Themes	Analysis of the Findings of the Themes
Coastal Vulnerabilities: Risk Assessment and Guest Safety	According to the vulnerability analysis, coastal resorts are highly vulnerable to natural disasters. These concerns affect the financial security of local businesses, the resilience of critical infrastructure, and the safety of visitors

	to the area. Comprehensive risk assessments are necessary because danger from storm surges, severe weather and rising sea levels are all significantly worsened by climate change. Resorts also carry out full risk assessments, and put in place measures, such as flood barriers and reinforced structures. Being prepared also means having guest safety protocols in place, such as risk communication and emergency training. Based on the evidence gathered, processing insurance deals at a good time is a need for reducing disasters' financial impacts, along with preparing capital.
Crisis Readiness: Evacuation, Communication, and Team Coordination	For someone who works in crisis readiness, planned evacuation plans, effective communication methods, and coordinated team reactions during emergencies are all mechanisms that can continue to guide practice. According to a study, the extent to which evacuation protocols are effective and carried out rapidly has a pronounced effect on the safety of visitors and the end outcome of a disaster. Resorts can leverage real-time

	communication methods such as public address systems mobile apps and alerts to quickly share appropriate information with guests. They effectively respond by training the workforce about emergencies and coordinating teamwork with localities. Successful crisis management, the results showed, also involves scenario planning, ongoing training and the need for teams of people who respond to the crises to be flexible to evolving disaster conditions.
Resilience in Action: Operational and Physical Adjustments for Recovery	For example, this include the adjustments required to operations and infrastructure to facilitate post-disaster recovery. Preventive infrastructure alterations, like storm-resistant structures or changing land-use practices, can mitigate the risk of natural disasters. Improvements in operations and resources to mobilize (both equipment and personnel) and help manage damage assessments will allow the resort to quickly return to normal business and maintain a minimum of operational disruption. Resilient supply chains and

	business continuity planning minimize the disruptions, as has been shown in research. Journeying through such recovery action, the resorts can minimize financial harm and quickly restore the confidence of the clients.
Beyond the Disaster: Recovery Frameworks and Post-Crisis Management	Studies of post-crisis management and recovery frameworks have found that resilience planning go well past when a disaster is over. Effective recovery strategies include planning for financial recovery, a post-event assessment, and a graduated restoration process. Those resorts with recovery plans say they are experiencing less financial hardship and less downtime. Improvements in future disaster preparedness also come from the continued updating of crisis policies based on lessons learned from previous experiences. The results suggest that complete recovery is only achievable if affected guests and employees are accounted for in post-crisis care plans, which include mental health services. These ideas can help

	coastal resorts operate sustainably and be better able to withstand future disasters.
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Table 3: Analysis of the Themes

(Source: Developed by Learner)

5. Discussion

As seen in the Findings of the themes, the importance of themes illustrates the utmost need for a coastal resort to be well-versed in strategies of crisis management in case of a natural catastrophe. Risk assessments and visitor safety evaluations have uncovered coastal frailties, necessitating the use of protective features. They underscore the importance of being ready for natural disasters like tsunamis and hurricanes. Once the resort management has how the property is susceptible to storms both geographically and structurally, the operations can implement safety protocols that include building elevation, infrastructure reinforcement, and evacuation zones. The safety of our guests is of the utmost importance. We trained and set protocols to respond quickly and effectively to any potential adverse events. Teach staff building evacuation procedures, how to communicate effectively, and how to work as a team all are key elements of a solid emergency plan. The findings show that a rehearsed plan to evacuate and clear lines of communication greatly reduce panic and chaos when disaster strikes. Staff training and crisis protocol along with educating guests on safety protocols can create faster response times in case of emergencies. The digitized and human communication channels fear to communicate essentials is stressed as the other ingredient to ensure that everyone apart of the stakeholders gets real-time updates irrespective of power outage or network breakdown. Well-in-coordinated teams with clear responsibilities encourage a cooperative response towards emergencies which provides the resort with the ability to successfully manage to respond to the emergencies.

But resilience in action is not just a matter of being able to respond to a disaster at a moment's notice it explores the psychological and physiological adjustments required to recover in full. The results show a strong correlation between the resilience of resorts their infrastructure and recovery plans and their ability to operate after a disaster. A resort can enhance its resilience if it uses flood-

resistant materials, fortifies critical infrastructure, and maintains reserves of emergency supplies. A coordinated plan to restore services such as water supply, energy, and accommodation reduces downtime and economic loss. Operational adjustments, such as staff cross-training, allow important functions to continue running even in the face of staffing disruptions. As a result, the resort is more lenient during the recovery process. Studies like this highlight the importance of having disaster recovery and crisis management strategies in place. The results underscore the importance of regularly evaluating and updating crisis response plans to ensure future readiness. Developing relationships with local emergency services, insurance providers, and support groups can facilitate the rehabilitation process. By investing in a sustainable and resilient future, the resort has been able to protect its reputation, financial health, and the needs of its guests.

6. Conclusion

Ultimately, this research illustrates the necessity of an adequate crisis management plan that the coastline of the resort offers to minimize the damages caused by these and other natural disasters like hurricanes and tsunamis. Risk assessment is the first step in prioritizing where to act, enabling clear identification of coastal vulnerabilities threatening visitor safety, resort infrastructure, and the bottom line. It is highly recommended that resorts carefully assess their premises to identify weaknesses and mitigate them to increase the odds of keeping guests safer and damaged. Therefore, well-organized evacuation plans, communication systems, and coordinated team operations are critical to ensure the safety of visitors during calamities. These measures ensure that both their guests and their belongings are made safe in the event of a calamity. The findings also reveal just how critical resilience is in the real world, with changes underway to processes and physical infrastructure as a pathway to a quicker recovery. Coastal resorts can decrease catastrophe recovery downtime through more robust infrastructure, building flood barriers, and enhancing recovery processes. By enhancing operational processes, such as damage assessment and repair procedures, the resort can rapidly and reliably return to servicing guests. The paper highlights that resorts need to create post-crisis management plans, including a recovery framework and disaster recovery. If the resort follows these processes, the resort will be able to continue operating normally without compromising its financial viability or losing guests' loyalty.

Research into new technologies, like AI-driven risk forecasting, improve the way that future disasters are prepared for and predicted. Another potential benefit will be improved response coordination through collaboration between the emergency service and municipal government bodies.

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