



OAS/CDERA Project for Tourism Disaster Planning Enhancement in the Caribbean

Government of Saint Lucia

The Saint Lucia Hospitality Industry Crisis Management Plan Concept of Operations

*Document of the Saint Lucia National Emergency Response Plan
Developed as a collaborative effort between the Saint Lucia Tourist Board
the Saint Lucia Hotel & Tourism Association, the Saint Lucia Ground handlers Association
and the National Emergency Management Organization (NEMO)
and
Multi-Hazard Contingency Planning Manual for The Caribbean Tourism Sector*

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*Approved by
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Preamble

HOSPITALITY INDUSTRY CRISIS MANAGEMENT PLAN

The Hospitality Industry Crisis Management Plan is a collection of Documents as listed below.

The procedures are supported by the Saint Lucia National Emergency Management Plans, Policies, Legislation and Standard Operating Procedures.

Volume

0. Concept of Operations
1. Hurricane
2. Terrorism
3. Public Health
4. Mass Events
5. Crime and Security
6. Yachting

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Section I: General Considerations

INTRODUCTION

The National Emergency Management Organization (NEMO) is the state-appointed agency charged with the responsibility to prepare the nation and mobilise the populace in response to disasters, natural and manmade. Given Saint Lucia's geographical location, the most frequent threats from disasters are mainly hurricane related. Beside NEMO efforts, it is recognised that the hospitality industry has special needs in the management of disasters or crises, due mainly to the following factors, *viz.*:

- Large numbers of visitors, many of whom do not speak English are housed in the most vulnerable and disaster prone areas of Saint Lucia, *i.e.*, along the coast.
- The Saint Lucia tourist industry has collective responsibility for the safety and welfare of visiting tourists.
- Tour operators, travel organizers and visitors' relatives at home need to be informed and appraised of the situation/status of visitors.

The management of disasters/crises within the hospitality industry poses some different challenges peculiar to the sector. One important such difference relates to the option of evacuating guests to nearby islands, or to their countries of origin. Although such action can help to considerably lessen the problem, its implementation requires the availability of all information on a timely and accurate basis, and the co-operation of all relevant actors. These are therefore the key factors upon which this plan is based.

In response to the above, a one-day seminar involving all major stakeholders in the industry was organized by the Saint Lucia Tourist Board and the Saint Lucia Hotel and Tourism Association on June 02, 1996 to develop a plan of action to assist the industry in the management of disasters/crises.

Recommendations from the seminar were refined and incorporated into this plan by a team comprising representatives of the Saint Lucia Tourist Board, the Saint Lucia Hotel and Tourism Association, Representatives of the Saint Lucia Ground Handlers, and the National Emergency Management Organization.

The plan was endorsed by the Saint Lucia Tourist Board on August 01, 1996, by the Saint Lucia Hotel and Tourism Association, and, finally, by the Cabinet of Ministers by Cabinet Decision #1149 of 1996. It stood then as Section 11 of the National Disaster Plan.

The plan, however, as any other plan needed to be revised and updated. This has been done within the World Bank/OECS Emergency Recovery and Disaster Management Project in which all the sections of the National Emergency Management Plan were revised between August 2001 and February 2003. Thus, the Hospitality Industry Crisis Management Plan (HICMP) was initially revised by Mr. William Gowen, Business Disaster Advisor to NEMO in February 2002, and was finally revised and redesigned by Mr. Arturo López-Portillo, Emergency Planning and

Mitigation Advisor to NEMO jointly with the Ministry of Tourism and the Crisis Management Committee in August/September 2002.

This plan is designed to be used in the case of the threat and impact of tropical cyclones; however, the plan and its emergency procedures are applicable to other hazards that could endanger the hospitality industry such as earthquakes or volcanic eruptions. Besides, it has to be considered that since not all hazards are predictable, slight changes should be made in the emergency procedures and the response in the case of the impact of hazards other than hurricanes.

OBJECTIVES

The Hospitality Industry Crisis Management Plan (HICMP) and its emergency procedures are aimed at achieving the following objectives:

- i. To establish an institutional mechanism for quick, coordinated and effective management of disasters/crises within the hospitality industry.
- ii. To identify persons, agencies and resources required for effective response to the crisis management needs of the industry.
- iii. To define and delineating the roles and responsibilities of the various parties involved in crisis management within the hospitality industry.
- iv. To provide guidelines for the operations of the hospitality industry crisis management centre.

Four spheres of activity are outlined in the plan pursuant to the above objectives. These are as follows:

- i. The establishment of a Hospitality Industry Crisis Management Committee (CMT) with responsibility for coordinating all actions, including liaison with NEMO and overseeing the operations of the Crisis Management Centre.
- ii. The establishment of a Hospitality Industry Crisis Management Centre (TEOC).
- iii. The establishment of emergency procedures for all the activities of the members of the CMT and the TEOC.
- iv. The establishment of emergency procedures for the coordinated handling of visitors by Hotels and ground handlers.

ASSUMPTIONS

- That CRISIS MANAGEMENT TEAM is the lead responder to situations in the Hospitality Industry.
- A large scale emergency will result in increased demands on members of the CRISIS MANAGEMENT TEAM
- That the Government of Saint Lucia shall respond to a National Disaster.

- That Emergencies in Saint Lucia may be categorised in two ways:
 - Those that are preceded by a build-up [slow onset] period, which can provide CRISIS MANAGEMENT TEAM and NEMO with advance warnings, which is used to facilitate timely and effective activation of national arrangements
 - Other emergencies occur with little or no advance warning thus requiring mobilization and almost instant commitment of resources, with prompt support from the Government of Saint Lucia just prior to or after the onset of such emergencies

SITUATION

Hazard analysis and experience have confirmed that Saint Lucia is at risk from numerous hazards, both natural and technological:

- Meteorological Hazard: Hurricanes, Tropical Wave, Tropical Storm, Storm Surge, Flooding, Land Slides, Drought
- Seismic/Volcanic Hazard: Volcanic Eruption, Earthquake, Tsunami [Marine and land based]
- Technological: Fire, Explosion, Hazardous Material Spill, Mass Poisoning, Pollution, Civil Unrest
- Other: Plague, Mass Causality, Epidemic Outbreak, Dam Failure, Office Violence, Terrorism, Bomb Threat/Explosion, Utility Failure

LIMITATIONS

This plan is limited to the coordination of THE HOSPITALITY INDUSTRY responses to actual or potential major events.

The National Emergency Management Organisation [NEMO] must be notified of all MAJOR activations. This is necessary to allow for the rapid coordination of resources should the incident escalate to a level requiring National mobilisation.

THE PLAN

This Emergency Response Plan is a guide for THE HOSPITALITY INDUSTRY into the way the Industry will handle a disaster.

Every Member of the Industry is to be aware of the existence of this plan and is to be fully knowledgeable of their roles and responsibilities in any disaster as set out in the Standing Operating Procedures [SOP].

The plan is to be renewed annually no later than March 31st of that year with a copy circulated throughout the Industry.

Once accepted all plans must be tested. This is usually done in three ways:

1. **Ongoing Maintenance** - Any change in methodologies, organization, staffing, business methods, etc., must be reviewed in terms of impact to the Agency's COOP.
2. **Tests and Exercises** - These are tests of individual components and exercises that ensure that staff is familiar with the plan and that the supporting procedures and infrastructure are workable. The tests and exercises to ensure the continued viability of the branch's business continuity plan are itemized below to ensure that every critical aspect of the plan will be effective when required. There are four types of Exercises: Orientation, Drill, Desktop and Full scale
3. **Actual Event:** Though no one wants the experience of an actual disaster, the event provides the opportunity to test the validity of the assumptions within the plan. A review of responses after an event provides the opportunity to upgrade the disaster plan.

STATUTORY AUTHORITY

Disaster Management Act No 30 of 2006

Section 11(3) -- The National Disaster Response Plan shall include – (a) procedures for, mitigation of, response to and recovery from emergencies and disasters by public officers, Ministries and Departments of Government, statutory bodies, local government units, and persons or organization volunteer or are required by law to perform functions related to the mitigation of, preparedness for response to and recovery and recovery from emergencies and disaster in Saint Lucia.

Police Ordinance 2004

Part IV Section 22 (1) -- It shall be the duty of the Force to take lawful measures for – (m) Assisting in the protection of life and property in cases of fire, hurricane. Earthquake, flood and other disasters

Employees [Occupational Health and Safety] Act No. 10 of 1985

Part II Section 3 (d) -- Every employer shall – provide information, training and supervision necessary to ensure the protection of his employees against risk of accident and injury to health arising from their employment.

Employees [Occupational Health and Safety] Act No. 10 of 1985

Section 9 – Effective arrangements shall be made in every place of employment for the disposal of wastes and effluents due to manufacturing process or any other working methods carried on therein.

RELATED DOCUMENTS

The Hospitality Industry Crisis Management Plan is a collection of Documents as listed below.

The procedures are supported by the Saint Lucia National Emergency Management Plans, Policies, Legislation and Standard Operating Procedures.

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TRAINING

It is recognized that to achieve the capacity and competency that will allow staff to function smoothly during a response, training must be an ongoing component of professional development. The following subjects shall be presented, but by no means is limited to:

1. Introduction to Disaster Management [IDM]
2. Emergency Operations Centre Management
3. Incident Command System [ICS]
4. Telecommunications
5. Initial Damage Assessment [IDA]
6. First Aid / CPR
7. Fire Preparedness

Where appropriate it shall be the responsibility of Agencies to ensure that said training is incorporated into its annual training program.

MEMBERSHIP

Membership of Crisis Management Team includes but is not confined to the following:

1. Permanent Secretary - Ministry of Tourism – CHAIR
2. General Manager - Saint Lucia Hotel and Tourism Association – Deputy Chair
3. Permanent Secretary – Ministry of Foreign Affairs
4. Chief Medical Officer – Ministry of Health
5. Director – Saint Lucia Tourist Board
6. General Manager – Saint Lucia Air and Seaports Authority
7. Chief Immigration Officer
8. Tour Operators [in-bourn and out-bourn]
9. Chairman – Airlines Association
10. Director – Agricultural Services – Ministry of Agriculture
11. Director – Information Services
12. Tourism Representatives to NEMO National Committees

Ex Officio

13. Director - NEMO

It is important to note that the agencies responsible for implementing the Emergency Support Functions will be as affected by absenteeism due to the nature of the disaster. Each agency is encouraged to develop plans that will ensure as much self-sufficiency as possible.

Disaster Management is a 24 hour vocation and members may be called upon without notice to render service.

DISASTER CYCLE

The Disaster Cycle comprises of the following elements:

BEFORE

- Prevention
- Mitigation
- Preparedness

DURING

- DISASTER OCCURS

AFTER

- Response
- Reconstruction / Recovery
- Rehabilitation / Rebuilding



DISASTER MANAGEMENT IN SAINT LUCIA

It is understood by CRISIS MANAGEMENT TEAM that the disaster cycle lends itself to a comprehensive approach to disaster management, whether within this organisation or at a National Level. As such it is recognised that there are various frameworks to facilitate having our Agency prepared and by extension the Nation.

COMPREHENSIVE DISASTER MANAGEMENT

Comprehensive Disaster Management [CDM] was conceptualised by the Caribbean Disaster Emergency Response Agency [CDERA] as a new direction for disaster management for the 21st century. It moves away from the relief and response mode to a comprehensive approach which takes disaster and mitigation considerations into account during project planning and development. It also expands the partners to include economic, social, and environmental planners, architects, engineers, and health professionals among others. [CDERA Press Release of Feb 27, 2004]

In pursuit of its key objective of integrating CDM into its development planning process, CRISIS MANAGEMENT TEAM intends to weave CDM practices into its corporate life through the effective realisation of the recommended Intermediate Results [IR].

GOAL			
Regional Sustainable Development enhanced through Comprehensive Disaster Management			
PURPOSE			
<i>'To strengthen regional, national and community level capacity for mitigation, management, and coordinated response to natural and technological hazards, and the effects of climate change.'</i>			
OUTCOME 1: Enhanced institutional support for CDM Program implementation at national and regional levels	OUTCOME 2: An effective mechanism and programme for management of comprehensive disaster	OUTCOME 3: Disaster Risk Management has been mainstreamed at national levels and incorporated into key sectors of national economies (including tourism, health, agriculture and nutrition)	OUTCOME 4: Enhanced community resilience in CDERA states/ territories to mitigate and respond to the adverse effects of climate change and disasters

ST. GEORGES DECLARATION OF PRINCIPLES

It is understood that as a tool to achievement of the CDM Strategy it is this Agency's undertaking to support Principle Nine of the St. Georges Declaration of Principles for Environmental Sustainability in the Organization of Eastern Caribbean States [OECS].

Where each member state agrees to:

- a. Establish at the community, national and regional levels appropriate and relevant integrated frameworks to prevent, prepare for, respond to, recover from and mitigate the causes and impacts of natural phenomena on the environment and to prevent man made disasters;
- b. Exchange information with each other, relating to the experiences and lessons to be learnt from the causes and impacts of natural and man made hazards and phenomena on its environment.

SIDS+10

As a participant at the Caribbean Ministerial Meeting on the Programme of Action for the Sustainable Development of Caribbean Small Island States held in Barbados, 10 - 14 November 1997, Saint Lucia agreed to a number of initiatives in the area of Disaster Management. This included to:

Provide adequate resources to National Disaster Organisations to equip them to satisfy the requirements outlined in Article 14 of the CDERA Inter-governmental Agreement, thus in effect strengthening the national and regional disaster preparedness mechanism.

CRISIS MANAGEMENT TEAM shall cooperate with the National Emergency Management Organisation to ensure the national disaster preparedness mechanism functions efficiently and to capacity.

UNITED NATIONS MILLENNIUM GOALS

Together with over one hundred and fifty Heads of State from around the world Saint Lucia adopted the United Nations Millennium Declaration, parts IV and VI within the deceleration refer to Disaster Management and state:

IV. Protecting our common environment

23. (4) To intensify cooperation to reduce the number and effects of natural and man-made disasters.

VI. Protecting the vulnerable

26. We will spare no effort to ensure that children and all civilian populations that suffer disproportionately the consequences of natural disasters, genocide, armed conflicts and other humanitarian emergencies are given every assistance and protection so that they can resume normal life as soon as possible.

ACTIVATING THE NATIONAL RESPONSE MECHANISM

A major situation, which threatens population centres will require that the CRISIS MANAGEMENT TEAM Incident Commander [IC] receives support for its control and management. This will be coordinated by the National Emergency Operations Centre (NEOC). The decision to advise the NEMO Secretariat of the need for additional support will be made by the IC.

The IC will complete a Situation Report Form for the Director NEMO.

The Director NEMO in consultation with the IC and the Cabinet Secretary, will decide on activation of the Plan and if necessary, the NEOC.

The NEOC, once activated, will coordinate response, request additional resources and ensure adequate support to all relevant functions. Once the NEOC is activated all Standard Operating Procedures shall come into effect.

The IC will retain operational control of all operations.

ACTIVATING THE REGIONAL RESPONSE MECHANISM

A major situation, which threatens population centres in Saint Lucia, may require that the Government of Saint Lucia receives support for its control and management. Support will be sort from the:

- Caribbean Disaster Emergency Response Agency [CDERA]
- Organisation of American States [OAS]
- Regional Security System [RSS]

The decision to advise regional agencies of the need for additional support will be made by the Prime Minister, the Cabinet Secretary, Minister for Tourism or the Director NEMO based upon established response levels. (See Appendix 3)

The respective Regional Agency Heads in consultation with the Government of Saint Lucia will decide upon activation of the Regional Response Plan.

Once activated, the Agencies will coordinate regional response, request additional resources and ensure adequate support to all relevant National functions. Once activated all Standard Operating Procedures shall come into effect.

OF SPECIAL NOTE: *Should a Regional Response Agency receive a request for activation from an alternate source; regardless of its apparent credibility, the request is to be confirmed with the Prime Minister, the Cabinet Secretary, Minister for Tourism or the Director before any resource is deployed.*

DECLARATION OF A DISASTER / STATE OF EMERGENCY

Such declarations shall be made in accordance with the Disaster Management Act No. 30 of 2006 and the Constitution of Saint Lucia.

Section II: Response

The CMT will hold scheduled planning meetings at least twice annually: one meeting in January to review the previous year's operations and to review the Plan and its Procedures, and a second meeting to be convened in May to present and approve the new version of the Plan and Procedures prior to the hurricane season. A copy of the new version of the Plan and Procedures will be sent to NEMO. (Other pre-planning meetings may be convened in response to specific threats, as the need arises).

Tourism Emergency Operations Centre [TEOC]

For the operations of the CMT during crises, a Hospitality Industry Crisis Management Centre or Tourism Emergency Operations Centre (TEOC) has been established at the Meeting Room, Directorate of Product Development, Ministry of Tourism, Sir Stanislaus James Building, 3rd floor, the Waterfront, Castries; telephone numbers: 468 46 04 and 468 46 28. See Section 11 of this Plan.

Should the primary TEOC not be available the Chair shall choose an alternate and immediately indicate the new location to the Team.

A Crisis Management Centre, from which the specific needs of the hospitality industry during crises or national disasters will be coordinated, will be established. If the TEOC needs to be activated after the impact of a tropical cyclone on a 24 hours basis, it is there where the members of the CMT will have to go to conduct and coordinate all the crisis operations after a hazard has affected the hospitality industry. The TEOC will be activated and manned as needed until the situation returns to normal.

The activation of the TEOC does not necessarily depend on the activation of the National EOC; i.e., it can be activated even if the NEOC is not activated. However, the TEOC will activate when the NEOC is activated and will always maintain contact with the NEMO Secretariat.

The TEOC requires a location with the following attributes:

- A relatively safe area, not prone to flooding.
- One that will allow continued access in most crises.
- Has good communication facilities.
- The building must be structurally sound to withstand hurricane force winds.

Members of the TEOC

Membership of Tourism Emergency Operations Centre Team includes but is not confined to the following:

1. General Manager – Director of Operations
2. Saint Lucia Hotel and Tourism Association
3. Damage Assessment and Needs Analysis [DANA]
4. Tourism Rep to NEMO Committee on Transport
5. Tourism Rep to NEMO Committee on Supplies Management
6. Tourism Rep to NEMO Committee on Telecom
7. Tourism Rep to NEMO Committee on Welfare
8. Tourism Rep to NEMO Committee on Health
9. Tourism Rep to NEMO Committee on Emergency Shelters
10. Tourism Rep to NEMO Committee on Oil Spill
11. Tourism Rep to NEMO Committee on Works
12. Tourism Rep to NEMO Committee on Information
13. Tourism Rep to the National Emergency Operations Centre

14. Admin Support

It is important to note that the parent agencies of the members of the TEOC must be prepared to release the officer for National Duty at the TEOC. Each agency is encouraged to develop plans that will take the loss of the officer into account.

Full descriptions of functions for the EOC are contained within the *SOPs for the National Emergency Operations Centre*, which is a stand alone document of the National Emergency Management Plan

Hotel Operations

Hotels have a pivotal role to play in the management of disasters/crises within the industry. If the necessary precautionary measures are taken damages to property and injuries to guests and staff may be minimised. It is therefore essential that crisis management and disaster preparedness form basic, but vital, part of their operations.

Preparation/Planning

The following preliminary planning measures shall be taken by hotels/guest houses and their management:

- Using the CHA/CTO Hurricane Procedures Manual, the Hospitality Industry Crisis Management Plan and the NEMO National Hurricane Plan as base documents, all hotels should develop a disaster management plan for their properties.
- Every department head must be familiarized with the operational and working procedures of such a plan. They must ensure that these procedures are communicated to all staff, verbally and in writing, and reviewed so that roles and responsibilities are fully understood.

- The plan should contain a directory of sources of medical assistance that should identify doctors nearest to the hotel available for service in emergency situations.
- A committee should be established under the leadership of the General Manager, and should include all department heads. Such a committee must meet regularly, especially between the period of April to November.
- When the threat of the impact of a hazard is imminent General Managers should reassure guests by holding frequent meetings with them.
- When the impact of a hazard is imminent, all guests should receive a letter (German, English, French) in their rooms notifying of the situation.
- At a certain point the decision must be made to stop serving alcohol.
- Security managers from the various properties should meet regularly to ensure properties, especially those in close proximity, can coordinate their disaster preparedness and action plans, and review joint security measures for all properties in the group.
- Tabletop and operational simulation exercises are recommended as methods for testing and reviewing procedures. These should be as realistic as possible. Small hotels may wish to undertake these exercises as a group.
- SLHTA is to use the WHTA form to provide a summary of information on number of guests on island, country of origin, tour operator responsible, and clients with special needs. This information should be transmitted to all ground handlers or reps and to the TEOC.
- When it is determined that evacuation will be conducted, hotels must collaborate with, and provide assistance to, guests, ground handlers, CMT and NEMO to ensure evacuation is doing in time and effectively with no risks for the evacuees.

Communications

- With respect to equipment, every hotel needs CB/ two-way radios to create a communication network linking them with the Crisis Management Centre. Hotels should programme their radios to the frequency specially assigned to the emergency system for the hospitality industry.

Post-Disaster Action

- As soon as the 'All Clear' signal has been received, complete a preliminary hotel status report setting out damage, what items are available and what is lacking. Such information should be transmitted to the Crisis Management Centre as soon as it is available.
- Buildings/safe areas already identified within certain hotels to provide shelter will be used to house the guests from damaged properties. Evacuation to these properties will be organised by the Crisis Management Centre.
- Communication should be maintained between hotels to help each other in the management of scarce supplies, e.g., water, food, fuel, etc.

After an evaluation of the situation, and all guests are accounted for, priority should be given to the restoration of as many services as possible; seeking volunteers from among the guests to help out, as there is likely to be shortage of staff; and initiating action for evacuation if this is the chosen option.

Section III: Response Organization

The Government of Saint Lucia has always endorsed the use of one response organizational structure that will include all responding agencies, hence the strengthening of the NEMO mechanism.

Agencies will be organized under the framework of the National Incident Management System (NIMS) Incident Command System. ICS will be incorporated at all levels. The over-arching structure of the ICS command and control will be organized as stated in the National Response Plan. Specific to pandemic, the country will utilize a Unified Command structure to coordinate the overall country response and will utilize all of the NIMS components deemed necessary to effectively manage the incident.

The agencies of Saint Lucia [Government, Non Government, Community Based and Faith Based] will be actively involved in the response, and should be utilized to the fullest extent possible. The Government of Saint Lucia has a complete and comprehensive National Response Plan [NRP] which provides the framework for the country's response to emergencies and disasters. Further, based on guidance from the Pan American Health Organisation, the Ministry of Health has also developed a plan to coordinate activities of the public health and hospital sector in the country.

Agency Roles and Responsibilities

Agencies that are activated in support of this type of event will utilize the resources available to them pertinent to the operation. In addition, agencies will coordinate their actions cognizant of over-arching policies and authorities, statutory or otherwise, as outlined in each agency response plan and continuity of operations plan [COOP].

The following lists the agency activities specific to this incident. The text identifies only those actions that are unique to this type of event, and are not already identified in each of the above listed documents.

Crisis Management Unit (CMU)

- Coordinate the activities of hospitality concerns in the event of a disaster.
- Gather information on the status of the hospitality sector and advise the NEMO.
- Take and process requests for, or offers of, assistance from the hospitality sector and where necessary liaise with the NEMO in that regard.
- Advise the hospitality sector on the status of roads, air and seaports and movement of guests.
- Ensure the evacuation of hotels is co-ordinated from the TEOC.
- Ensure dissemination of information to relevant groups, press and travel trade.

Permanent Secretary, Ministry of Tourism – CHAIR

- a. Responsible for the convening of committee meetings.
- b. Discuss and/or review activities related to the development and implementation of the disaster plan.
- c. To monitor the activities of the various action groups and ensure that deadlines are met and sub-plans rehearsed.

General Manager, Saint Lucia Hotel and Tourism Association – Deputy Chair

- d. The Deputy Chairperson acts, in the absence of the Chairperson and is responsible for the convening of meetings and assignment of tasks.

Permanent Secretary – Ministry of Foreign Affairs

The Terms of Reference are contained in:

- SOPs: for the Agencies of the National Emergency Management Organisation
- SOPs: for the National Emergency Operations Centre

and are part of the National Emergency Response Plan which are stand alone documents approved by Cabinet Conclusion 649/2007

Director – Saint Lucia Tourist Board

The Terms of Reference are contained in:

- SOPs: for the Agencies of the National Emergency Management Organisation
- SOPs: for the National Emergency Operations Centre

and are part of the National Emergency Response Plan which are stand alone documents approved by Cabinet Conclusion 649/2007

Tour Operators [in-bound and out-bound]

- a) Discuss and/or review activities related to the development and implementation of the disaster plan.
- b) Liaise with the National Transportation Committee

Chairman – Airlines Association

- a) Discuss and/or review activities related to the development and implementation of the disaster plan.
- b) Liaise with the National Transportation Committee

Immigration

The Terms of Reference are contained in:

- SOPs: for the Agencies of the National Emergency Management Organisation
- SOPs: for the National Emergency Operations Centre

and are part of the National Emergency Response Plan which are stand alone documents approved by Cabinet Conclusion 649/2007

Saint Lucia Air and Seaports Authority [SLASPA]

The Terms of Reference are contained in:

- SOPs: for the Agencies of the National Emergency Management Organisation
- SOPs: for the National Emergency Operations Centre

and are part of the National Emergency Response Plan which are stand alone documents approved by Cabinet Conclusion 649/2007

Section IV: The Committees of the National Emergency Management Organisation

There shall be two [2] Tourism Representatives on a number of NEMO National Committees

Damage Assessment and Needs Analysis [DANA] -- Damage assessment can be described as an inspection/investigation into the damage of either a specific facility and/or a particular area, to aid disaster managers in deciding on the type and amount of assistance required to restore a sense of normality to the affected area. The result of this inspection is to be recorded and assessed at the National and/or District levels by the appropriate agencies. The protocol for this function is articulated in the *National Damage Assessment Plan*

Transport -- This plan will detail preparedness and response measures relating to steps to be taken at the National level to access transportation in times of disasters. The protocol for this function is articulated in the *National Plan for Transportation in Disasters*

Supplies Management -- The plan sets out procedures for procurement of food and other relief supplies, transportation and storage of these supplies and subsequent distribution. It also addresses supplies donated or procured from overseas. The protocol for this function is articulated in the *National Relief Distribution Plan*

Telecom -- The team's function is to provide guidance for organizing, establishing, and maintaining the telecommunications system capabilities necessary to meet the operational requirements for preparing, responding to, and recovering from, emergencies and disasters. The protocol for this function is articulated in the *National Telecommunications Plan*

Welfare -- In emergency management terminology, Welfare is defined as providing immediate and ongoing supportive services, to alleviate as far as practicable the effects on persons affected by an emergency. The provision of Welfare under this plan incorporates a range of services aimed at achieving such. The protocol for this function is articulated in the *National Welfare Emergency Management Support Plan*

Emergency Shelters -- The Emergency Shelter Management Program for Saint Lucia as part of the National Disaster Management Plan documents Government's commitment to disaster

preparedness, prevention, mitigation and effective response in the area of Shelter Management. It defines the organizational and functional mechanisms and procedures for carrying out the Shelter Management Program in preparation for any eventuality. Though the protocol for this function is articulated in the *National Welfare Emergency Shelter Plan*, Hotels in the tourism sector are encouraged to shelter for each other or in place.

Information -- Of great importance to how the media operates, is the realization that the media in the Caribbean are now significantly run as businesses within the context of a very competitive environment. As of July 2007 the media landscape in Saint Lucia comprises four national newspapers, several papers from other Caribbean countries, eight radio stations, five television stations, two subscriber cable operators with cable channels, as well as magazine and book publishers. The protocol for this function is articulated in the *Information Management in Emergencies and Disasters Plan*.

National Hazard Mitigation Council -- Natural and man-made hazards can result in the loss of life or injury, property damage, social and economic disruption or environmental degradation. The National Hazard Mitigation Council was established with regard to the reduction and or elimination of the adverse impacts of natural and man-made hazards. The protocol for this function is articulated in the National *Hazard Mitigation Policy and Plan and the Terms of Reference for the Council*.

Immediate Works -- A review of the Ministry of Work's functions identifies the maintenance and usability of Saint Lucia road, bridge and Government Facilities infrastructure as a critical function of the Ministry. From time to time a review of the functional structure of the Ministry will be conducted to identify other functions that may be considered critical. The protocol for this function is articulated in the Ministry of Communications, Works, Transportation and Public Utilities Response Plan

Health -- A review of the Ministry of Health's functions identified the need to maintain and support the coordinated operational capabilities of Saint Lucia Medical Facilities and in the event of an overwhelming disaster, be prepared to augment Saint Lucia medical capabilities with additional internal and external resources. The protocol for this function is articulated in the *Ministry of Health Response Plan*

Evacuation -- There is the temptation to believe that an evacuation order may be used only in the case of an approaching Storm/Hurricane. Hazard analysis and experience have confirmed that Saint Lucia is at risk from numerous hazards, both natural and technological.

Evacuation may also take two forms - evacuation off island or evacuation to another part of the island. In the event of a national crisis or disaster, the decision on evacuation will be taken by the CMT and NEMO in consultation with industry representatives. For crises or disasters that are specific to the industry, the decision on evacuation will be taken by the Crisis Management Committee. At all times, NEMO shall be informed about any decisions and recommendations taken by the TEOC regarding the evacuation of tourists.

For *off island evacuation* the following guidelines will apply:

- The decision and other relevant information (which exit point, what time(s) etc.) will be communicated to all relevant concerns by the TEOC;
- Guests must be asked to take all belongings;
- Ensure all guests are accounted for, and
- All available hotel transport should assist in the movement of guests to the exit point.

For *evacuation to a shelter or another part of the island*:

- The decision and other relevant information (where to, what time(s), etc.) will be communicated to all relevant concerns by the TEOC;
- Guest must be asked to secure their belongings and take only what is absolutely essential;
- Ensure all guests are accounted for, and
- All available hotel transport should assist in the movement of guests to the identified location.

Inland evacuation is guided by the Saint Lucia Evacuation Plan as listed below.

Volume

- 1. Concept of Operations***
- 2. Emergency Shelters [Annual List]***
- 3. Special Needs Evacuation Plan***
- 4. Animal Evacuation and Recovery Plan***
- 5. Traffic Management Plan***
- 6. Community Evacuation Plans***

Law Enforcement -- As illustrated from past incidents although events have occurred in the Caribbean and the risk in the area is considered low, it is still vital for the region to include terrorism preparedness in its disaster contingency planning. The protocol for this function is articulated in the ***National Terrorism Plan***

Tourism Liaison to NEOC -- To provide centralized coordination and control of emergency/disaster response and relief operations on a 24 hour-per-day basis between the National emergency Operations Centre and the Tourism Emergency Operations Centre. The protocol for this function is articulated in the ***Standing Operating Procedures for the National Emergency Operations Centre***

NEMO Secretariat -- The role of the National Emergency Management Organisation [NEMO] is to develop, test and implement adequate measures to protect the population of Saint Lucia from the physical, social, environmental and economic effects of both natural and man-made disasters.

Its responsibility is to ensure the efficient functioning of preparedness, prevention, mitigation and response actions. The protocol for this function is articulated in the ***Disaster Management Act and the National Emergency Management Plan***

Recovery -- The recovery phase begins at the earliest opportunity following the onset of an emergency, running in tandem with the response to the emergency itself. It continues until the disruption has been rectified, demands on services have returned to normal levels, and the needs of those affected (directly and indirectly) have been met. In sharp contrast to the response phase, the recovery phase may endure for months, years or even decades. The protocol for this function is articulated in the ***Recovery & Reconstruction Plan***

Upon formation:

Stress Team -- Emergency responders are susceptible to suffer the consequences of a disaster and also to be under stress because their own activities during response and relief during and after the impacts of hazards. Emergency responders, then, are vulnerable to emotional and psychological effects too. Hence the need to establish a Stress Management Team (SMarT): to ensure timely debriefing of emergency responders after a disaster. The protocol for this function is articulated in the ***Stress Management Response Team Plan***

Agriculture Committee -- The objectives of agricultural health management are to create and maintain situations in which pests and diseases are prevented from causing significant problems. These objectives may be achieved by preventing or retarding the introduction, establishment or spread of pests and diseases or by managing established infestations or infections. The protocol for this function is articulated in the ***Emergency Action Plan for Agricultural Pests and Diseases in Saint Lucia***