



*World Bank/OECS Emergency Recovery and Disaster Management Project
And
OAS/CDERA Project for Tourism Disaster Planning Enhancement in the Caribbean*

Government of Saint Lucia

The Saint Lucia Hospitality Industry Crisis Management Plan Hurricane Plan

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)*

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Part I - The Hospitality Industry Crisis Management Plan

1.- Acronyms/Abbreviations

CDERA	Caribbean Disaster Emergency Response Agency
C&W	Cable and Wireless.
CHA	Caribbean Hotel Association
TEOC	Hospitality Industry Crisis Management Centre
CMT	Hospitality Industry Crisis Management Committee
CMU	Crisis Management Unit
ECDG	Eastern Caribbean Donor Group
EOC	Emergency Operations Centre
GOSL	Government of Saint Lucia
HICMP	The Saint Lucia Hospitality Industry Crisis Management Plan
H&W	Health and Welfare
HP	Saint Lucia National Hurricane Plan
IEOC	International Emergency Operations Centre (in Saint Lucia)
LUCELEC	Saint Lucia Electricity Services Ltd.
MOH	Ministry of Health.
MOT	Ministry of Tourism
MOW	Ministry of Communications, Works, Transportation and Public Utilities.
NDO/NDMO	National Disaster Management Organisation
NDMP	Saint Lucia National Disaster Management Plan (1996)
NEMAC	National Emergency Management Advisory Committee
NEMO	National Emergency Management Office
NEOC	National Emergency Operations Centre
OECS	Organisation of Eastern Caribbean States
OFDA	US Office of Foreign Disaster Assistance
OPAC	Oil Pollution Action Committee
PAHO	The Pan American Health Organisation
PM	The Honourable Prime Minister of Saint Lucia.
PS	Permanent Secretary.
PEOC	Private Sector Emergency Operations Centre (in Saint Lucia).
RSLPF	Royal Saint Lucia Police Force
RSTS	Relief Supplies Tracking System
SITREP	Situation Reports
SLASPA	Saint Lucia Air and Sea Ports Authority
SLHTA	Saint Lucia Hotel and Tourism Association
SLTB	Saint Lucia Tourist Board
SLU-GIS	Government Information Services
SLUNEMP	Saint Lucia National Emergency Plan
SOP	Standard Operating Procedure
SUMA	Supply Management System (software)

UNDP	United Nations Development Programme
WASCO	Water Supply Company (Saint Lucia)
WB	The World Bank
WTHA	World Tourism and Hotel Association

2. 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.

3.- 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.

4.- National Emergency Management Organisation (NEMO) .

NEMO is a multi-sectoral organization under the chairmanship of the Hon. Prime Minister. It works at two levels:

- i. The policy/decision-making level which includes Permanent Secretaries and heads of key

- government departments e.g. health, police, fire, and
- ii. The operational level which is divided into ten (10) sub-committees dealing with *Telecommunications, Transportation, Emergency/Public Works (infrastructure), Damage and Needs Assessment, Health, Welfare, Supply Management, Shelter Management, The Oil Pollution Action Committee and the Hospitality Industry Crisis Management Unit.*

Beside the National Disaster Committees, NEMO has established, so far, sixteen out of eighteen District Disaster Committees to co-ordinate disaster management activities at the local level.

The National Emergency Management Organisation (NEMO) in Saint Lucia is responsible for having the Nation in a state of preparedness for the case of an emergency. Also for responding to the needs of the Nation after a disaster and co-ordinating the response at local, regional and international levels.

During an event NEMO is part of a larger network that comes into existence to respond to a disaster.

NEMO is responsible for the co-ordination of all response activities before, during and after the impact of a tropical cyclone. This is done from NEMO headquarters and, if it is activated, from the EOC.

5.- Hospitality Industry Crisis Management Committee (CMT).

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
13. Tourism Representatives to NEMO District Committees

Ex Officio

14. 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.

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).

Pre Crisis Activities:

- Review and revise the Hospitality Industry Crisis Management Plan and its emergency procedures at least annually.
- Prepare and maintain inventory of resources (financial, human, material).
- Decide on what precautionary measures should be taken when a major disaster threatens.
- Ensure establishments in the hospitality sector prepare, test and review their own emergency plans.
- Organise simulation exercises to test the plan and procedures.
- Define mechanisms for the evacuation of hotels during crises.
- In collaboration with the NEMO, identify shelter and refuge areas close to tourism plants.

Alert (tropical cyclone in the Alert Area: crisis starts):

- Meet as necessary to deal with specific crisis situations.
- Ensure that effective management response procedures are in place.
- Ensure that the Crisis Management Centre is ready to be activated.
- Store and control emergency equipment and other relief supplies for the TEOC
- Designated members move to the Crisis Management Centre to monitor preparations.
- Check communication with the NEMO/NEOC and with the Tourism Sector.
- Collects and provide information about the situation of the Tourism Sector
- Liaise with the NEMO on evacuation of hotel guests.
- Conduct evacuation of guests out of the country as needed

After Impact Response (After the impact of the tropical cyclone):

- CMT members go to TEOC after the 'all clear' signal
- TEOC is activated to work on a 24-hour basis if necessary
- Receive information from the Tourism Sector about damage and needs assessment
- Maintain contact with NEMO/EOC to provide and receive information about the situation and resources needed.
- Collects and provide information about the situation of the Tourism Sector.
- Conduct evacuation of guests out of the country as needed
- Decide on the deactivation of the TEOC once situation gets back to normal.

Back to normal

- Crisis ends.

6.- Warning and Phased National Response.

At the National level, the conditions that trigger the different levels of the National Hurricane Plan are meteorological conditions that involve tropical cyclones within an alert area between 10 and 18 degrees Latitude N and 52 and 63 degrees W Longitude, this area is called the Alert Area.

At the National level, different activities are taken during the following stages:

- Stage 1: Watch: 36 Hours before impact (Storm or Hurricane watch)
- Stage 2: Warning Alert 1: 24 Hours before impact (Storm or Hurricane warning)
 - PRE STRIKE MEETING HELD AT THIS STAGE.
- Stage 3: Warning Alert 2: 12 hours before impact.
- Stage 4: Warning Alert 3: 6 hours before impact.
- Impact
- All Clear
- EOC activation
- EOC deactivation
- Final Rehabilitation and Reconstruction.

7.- Hospitality Industry Response.

The hospitality Industry takes action once a tropical cyclone has entered the alert area between 10 and 18 degrees Latitude N and 52 and 63 degrees W Longitude.

This is due to specific characteristics and demands the Hospitality Industry has because of dealing with foreigners, who do not live in the country and because the need for evacuation implies not just going to the house of a neighbour or a relative but to leave the country and to do it by plane and/or boat and in safe conditions while it is still possible to leave the country.

Thus, the Hospitality Industry considers the evacuation of hotels' guests before the impact of a tropical cyclone and sending them by plane to neighbouring islands outside the area of impact or to their country of origin.

So, the main activities the CMT will do after a tropical cyclone enters the alert area are the following:

- Tropical cyclone in the Alert Area:
 - Initial meeting of the Committee at the TEOC to analyse situation and determine activities to follow, mainly about information from the Hotel Sector and about evacuation of tourists from hotels.

- 24 hours before impact:
 - Attendance of the PS Ministry of Tourism (Committee Chairperson) to the Pre-Strike meeting called by NEMO 24 hours before impact. Preparation for impact and for the activation of the Hospitality Industry Crisis Management Centre (TEOC).
 - ‘Pre-Strike’ Meeting of the CMT in the Ministry of Tourism (at the TEOC site) for the Committee Chairperson to brief the CMT and determine immediate action including evacuation as needed.
- Impact
- ‘All Clear’ message given by NEMO.
 - Post-Impact Meeting and activation of the Hospitality Industry Crisis Management Centre (TEOC) if needed, evaluation of damage and needs (physical, human, access).
 - Attendance of the PS Ministry of Tourism to the EOC if it is activated; if not he/she remains in the TEOC.
- Back to normal.
 - Deactivation of the TEOC.
 -

Activities regarding public relations and information are done at all times from the beginning to end of the crisis.

8.- Evacuation.

Evacuation may 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.

For Storm/Hurricane Surges:

- Usually associated with severe weather systems in the area and for which there is usually little warning, except for visual signs of a huge wall of water rushing towards the shore;
- Hotels (especially those near the beach) should activate their emergency plans immediately;
- Evacuation is recommended, and
- The TEOC would more than likely be in its alert phase and should be operational and ready to offer advice/assistance on evacuation to nearest and safest shelters.

9.- 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.

10.- National Emergency Operations Centre (NEOC).

The National Emergency Operations Centre (NEOC) is located in the Red Cross Building in Vigie, Castries. It is activated after the 'All Clear' signal is given if the conditions (damage and needs) determine so, and by the decision of NEMO.

All the personnel considered in the National Hurricane Plan to be in the EOC has to go there and co-ordinate the execution of the response/relief activities they are responsible for.

Two teams are considered to be in the National EOC, Team # 1 that must arrive once the EOC is activated, and Team # 2 that arrives 12 hours later to substitute Team # 1.

The teams are the following:

Team # 1:

- The Cabinet Secretary
- National Disaster Coordinator (Director of NEMO)
- Permanent Secretary, Ministry of External Affairs
- Chief Medical Officer. MOH
- Police Commissioner
- Chief Fire Officer
- The Principal Information Officer. SLU-GIS
- The Permanent Secretary, Ministry of Tourism
- Amateur Radio and Citizen Band
- Chairpersons of all the National Disaster Committees
- Red Cross Representative
- SLASPA Representative
- Stenographer/typist

After 12 hours Team 2 should be in the EOC.

Team # 2:

- Permanent Secretary, Ministry of Planning
- Deputy National Disaster Coordinator (Deputy Director NEMO)
- Deputy Permanent Secretary, Ministry of External Affairs
- Medical Officer Health. MOH.
- Deputy Police Commissioner
- Deputy Chief Fire Officer
- Representative GIS
- Representative Ministry of Tourism
- Amateur Radio and Citizen Band
- Deputy Chairpersons of National Disaster Committees
- Red Cross Representative
- SLASPA Representative
- Stenographer/Typist

The EOC will co-ordinate the national response after a disaster.

11.- Tourism Emergency Management Centre (TEOC).

A Tourism Emergency Management Centre (TEOC) 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 EOC; i.e., it can be activated even if the EOC is not activated. However, the TEOC will always maintain contact with NEMO.

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.

Based on the above attributes, the TEOC will be located 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.

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

Crisis Management Unit (CMU)

The CMU will:

- 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.

12.- Response and Co-ordination at the National Level:

The structure of the response is shown in Figure 1 below. Co-ordination goes from the National level to the sectoral levels and to the local level (District level). Contact is maintained with regional and international organisations before and after the impact of hurricanes.

13.- Response and Co-ordination from the Hospitality Industry Level.

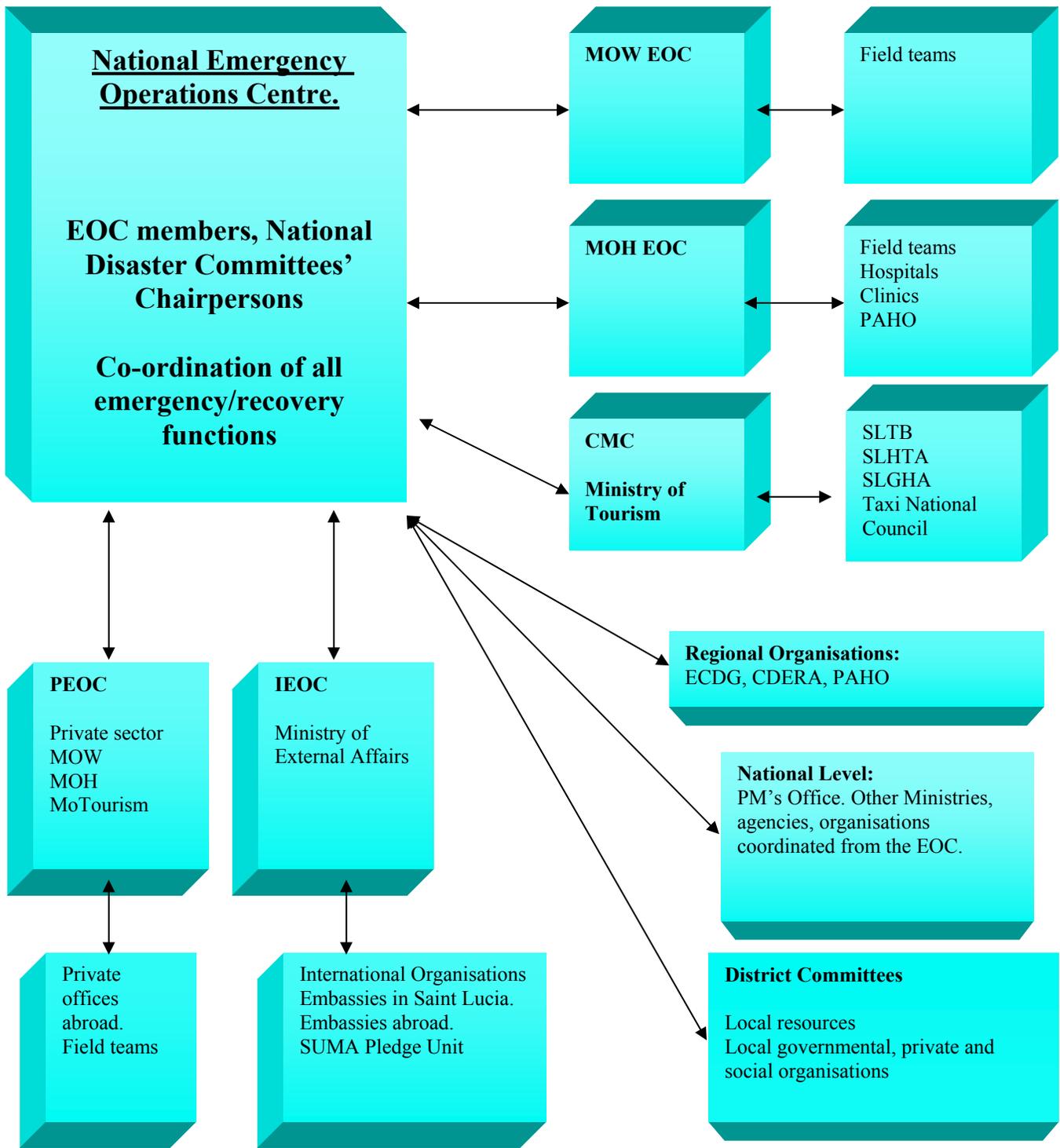


Figure 1. Structure of the Response and Co-ordination from the National EOC.

Part II - The Hospitality Industry Crisis Management Emergency Procedures

14.- Emergency Procedures.

According to the functions the CMT and the TEOC will execute before and after a crisis due to a tropical cyclone impact, this plan has 7 emergency procedures. They are shown in Table 2 below along with the responsible for each one of them:

Emergency Procedure	Responsible
HICMP- 001 General Co-ordination	PS Ministry of Tourism
HICMP- 100 Notification	Director of Product Development. MOT.
HICMP- 200 Crisis Management Centre	Director of Product Development. MOT.
HICMP- 300 Damage and Needs Assessment	Executive Vice-President. SLHTA
HICMP- 400 Air and Seaports Information	Rep. SLASPA
HICMP- 500 Evacuation	Ground handlers Association.
HICMP- 600 Public Relations and Communications	Deputy Director. SLTB

Table 2. Emergency Procedures and Responsibilities.

Note that in the case of non-predictable hazards, only the ‘Permanent’ and ‘After the Impact’ sections of the procedures will be applicable. Other changes will have to be considered according to specific characteristics of specific hazards other than tropical cyclones.

The emergency procedures are presented in the rest of this document:

Saint Lucia National Emergency Management Plan
Saint Lucia Hospitality Industry Crisis Management Plan

Emergency Procedure HICMP- 001 Co-ordination of the Crisis Management Committee
(CMT)

Version

Version 1. August 20th, 2002.

Objectives

To Co-ordinate the Hospitality Industry Committee (CMT) to be prepared to prevent and respond to the impact of hazards that could affect Saint Lucia.

Responsible for the Procedure:

The Chairperson of the Crisis Management Committee, the Permanent Secretary of the Ministry of Tourism.

Steps of the Procedure.

A.- The Chairperson of the Crisis Management Committee shall:

Permanent:

- 1.- Maintain contact with NEMO for any matters concerning the Plan and its procedures.
- 2.- Revise and update this procedure at least once a year before the hurricane season and always after a simulation exercise and a real event.
- 3.- Ensure the Committee meets at least twice a year to revise the plan and its emergency procedures and always after a simulation exercise and after a real event.
- 4.- Ensure that the hospitality industry is always prepared to respond against the impact of hazards.
- 5.- Ensure that the Committee keeps resources needed for the implementation of the Plan and its procedures are always available and in good working conditions.
- 6.- Ensure the Committee organises and evaluates training programmes/courses for the Hospitality Industry regarding disaster preparedness as needed.
- 7.- Ensure that the Committee and the Hospitality Industry organise and participate in simulation exercises to test the plan, its procedures, its communication mechanisms and its resources.

When a tropical cyclone enters the Alert Area:

- 8.- Ensure that the Committee meets at the TEOC.
- 9.- Ensure that the Head of the Crisis Management Unit (Director of Product Development, Ministry of Tourism) notifies the members of the Committee.
- 10.- Ensure that the Damage and Needs Assessment Unit (SLHTA) requests and receives information from the hotels about number and type of guests.
- 11.- Ensure that the Sea and Airport Information Unit provides the Committee with information about the status of the sea and airports.
- 12.- If there is the need for evacuation, ensure that it is co-ordinated by the Evacuation Unit.
- 13.- Ensure that the Public Relations and Communications Unit (SLTB) gathers and produces information for dissemination about the situation.
- 14.- Ensure that the Evacuation Unit, considering the present meteorological situation and the forecast, decides on the evacuation of hotels' guests to other countries or their countries of origin.
- 15.- Inform NEMO about the steps taken by the Committee.

After the Pre-Strike Meeting:

- 16.- If NEMO convenes a 'Pre-Strike' meeting (24 hours before impact), attend the meeting and inform about the activities taken by the Committee.
- 17.- After the 'Pre-Strike' meeting meet again with the Committee at the TEOC and brief its members.
- 18.- Receive reports from each of the Heads of the Units in the TEOC about the situation of their resources.
- 19.- Ensure that the Head of the Crisis Management Unit has everything ready (resources, information, communications, food, etc.) for the case the TEOC has to be activated after the impact of the tropical cyclone.
- 20.- Ensure that the Units and the hospitality industry are ready for the impact of the hazard.

After the Impact:

- 21.- Receive the 'All Clear' notification by NEMO and ensure the Committee members are notified.
- 22.- Ensure all the members of the Committee attend a meeting at the TEOC
- 23.- If the EOC is activated, go immediately and maintain contact with the TEOC.
- 24.- Ensure that the Head of the Crisis Management Unit chairs the TEOC until the situation goes back to normal.
- 25.- Receive information about damage and needs assessment (human, physical, access) from the Damage and Needs Assessment Unit.
- 26.- Receive information about the status of Sea and Airports from the Sea and Airports Information Unit.
- 27.- Receive information from the Public Relations and Communications Unit.
- 28.- Receive information from the Evacuation Unit about hotels evacuated and about the need for further evacuation.
- 29.- Inform NEMO.
- 30.- Ensure the Committee prepares a final report and send a copy to NEMO.
- 31.- Ensure the Committee meets after the event to revise and improve the plan and its procedures.

END OF PROCEDURE

Saint Lucia National Emergency Management Plan
Saint Lucia Hospitality Industry Crisis Management Plan

Emergency Procedure HICMP- 100 Notification

Version

Version 1. August 20th, 2002.

Objectives

To notify the members of the Committee about the situation after a tropical cyclone has entered the Alert Area and to call them to meet at the TEOC as needed.

Responsible for the Procedure:

The Head of the Crisis Management Unit, the Director of Product Development, Ministry of Tourism.

Steps of the Procedure.

A.- The Director of the Crisis Management Unit shall:

Permanent:

- 1.- Maintain contact with NEMO for any matters concerning the Plan and its procedures.
- 2.- Participate in the Committee meetings to revise the plan and its emergency procedures and always after a simulation exercise and after a real event.
- 3.- Revise and update the directory of the Committee members at least twice a year. The Directory must include work, home, pager, mobile and fax numbers, alternate numbers if needed, and work, home and email addresses.
- 4.- Keep contact with NEMO and the Meteorological office to establish and improve mechanisms for receiving information necessary to trigger the Hospitality Industry response, and the activation and deactivation of the TEOC.

When a tropical cyclone enters the Alert Area:

5.- Notify the members of the committee and convene a meeting at the TEOC. The following persons have to be notified:

- Chairperson of the Crisis Management Committee, the PS of the Ministry of Tourism.
- Head of the Damage Assessment Unit, Executive Vice-president of the SLHTA

- Head of the Public Relation and Communications Unit, Deputy Director of the SLTB
- Head of the Evacuation Unit, Representative of the SLGHA.
- Head of the Sea and Airports Information Unit, Representative of SLASPA.

6.- Inform NEMO about the situation

After the Pre-Strike meeting:

7.- Convene another meeting at the TEOC and notify all the members of the Committee as mentioned in point 5.

8.- Check with every member of the Committee his or her phone numbers (home and work) and fax and pager and mobile numbers in case the TEOC has to be activated after the impact.

After the Impact:

9.- After the 'All Clear' signal is given, convene another meeting at the TEOC and notify all the Committee members as mentioned in point 5.

10.- Revise this procedure and the directory.

Attachments:

Attachment 1: Directory of the Members of the Hospitality Industry Crisis Management Committee. (Not shown).

END OF PROCEDURE

Saint Lucia National Emergency Management Plan
Saint Lucia Hospitality Industry Crisis Management Plan

Emergency Procedure HICMP- 200 Crisis Management Centre (TEOC).

Version

Version 1. August 20th, 2002.

Objectives

To activate, operate and deactivate the Hospitality Industry Crisis Management Centre located in Sir Stanislaus James Building, 3rd floor, the Waterfront, Castries; telephone numbers: 468 46 04 and 468 46 28.

Responsible for the Procedure:

The Head of the Crisis Management Unit, the Director of Product Development of the Ministry of Tourism.

Steps of the Procedure.

A.- The Head of the Crisis Management Unit shall:

Permanent:

- 1.- Revise and update this procedure at least once a year before the hurricane season and always after a simulation exercise and a real event.
- 2.- Know the National Hurricane Plan and its emergency procedures, particularly the one concerning the National Emergency Operations Centre.
- 3.- Assess the TEOC location:
 - A safe area, not prone to flooding.
 - One which will allow continued access in most crises
 - The area has good communication facilities
 - That the building must be structurally sound to withstand hurricane force winds.
- 4.- Inform the members of the CMT about the location of the TEOC and its telephone and fax numbers: Sir Stanislaus James Building, 3rd floor, the Waterfront, Castries; telephone numbers: 468 46 04 and 468 46 28.
- 5.- Ensure that the TEOC has a generator and communication systems that would allow it to function effectively after the impact of hazards.

- 6.- Ensure that the building administration knows the TEOC is located in the building.
- 7.- Discuss with the building administration about issues such as security, entrance to the building and access to specific areas (keys to entrance, exits, stairs doors, floor doors, bathrooms, generator room, main switches, etc.) and power generation (generator and fuel) in order to ensure that the TEOC can be accessed and operate during a crisis.
- 8.- Ensure that the TEOC has all the information and resources necessary for the CMT to meet there before and after the impact of a tropical cyclone such as: stationery, directories, inventories, maps, plans, emergency procedures, food, eating utensils, water and any other items the CMT would need for the uninterrupted TEOC operations after the impact of a tropical cyclone. See Attachment 1 to this procedure: 'List of resources needed for the TEOC.'
- 9.- Have a set of the keys needed to access and operate the TEOC at home.

When a tropical cyclone enters the Alert Area:

- 10.- After notification to the CMT members, stay in the TEOC.
- 11.- Receive the CMT members and brief them about the situation and forecast.
- 12.- Receive information from the Damage and Needs Assessment Unit on occupancy levels and on the status of physical, human and access situation.
- 13.- Receive information from the Sea and Airports Information Unit on the status and availability of sea and airports for the purposes of evacuation.
- 14.- Receive information from the Evacuation Unit on the need for evacuation and on the status and availability of transportation resources.
- 15.- Decide along with the members of the Committee if evacuation is needed and inform NEMO.
- 16.- If it is decided that evacuation is not needed adjourn the meeting and tell the CMT members to stand by until further notice. Go to 19.
- 17.- If evacuation is needed, ensure that the evacuation process is conducted adequately, and in a safe and timely manner by the Evacuation Committee.
- 18.- Receive information from the Evacuation Unit about number of hotels evacuated and number of evacuees and destination.
- 19.- Receive reports from the Public Relations and Communications Unit about information sent to the media and abroad.

20.- Keep the TEOC activated as needed.

After the Pre-Strike meeting:

21- Attend the 'Pre-Strike' Meeting along with the Chairperson of the CMT and assist him/her in the report on the status and needs of the Hospitality Industry.

22.- Call all the CMT members to the TEOC.

23.- Receive the CMT members and brief them about the situation and forecast.

24.- Receive information from the Damage and Needs Assessment Unit on occupancy levels and on the status of physical, human and access situation.

25.- Receive information from the Sea and Airports Information Unit on the status and availability of sea and airports for the purposes of evacuation.

26.- Receive information from the Evacuation Unit on the need for evacuation and on the status and availability of transportation resources.

27.- Decide if evacuation is needed along with the members of the Committee and inform NEMO.

28.- If it is decided that evacuation is not needed, go to 31.

29.- If evacuation is needed, ensure that the evacuation process is conducted adequately, and in a safe and timely manner.

30.- Receive information from the Evacuation Unit about number of hotels evacuated and number of evacuees and destination.

31.- Receive reports from the Public Relations and Communications Unit about information sent to the media and abroad.

32.- Keep the TEOC activated as needed and revise with the CMT members the list of supplies and resources (Attachment 1 to this procedure) to ensure they are placed in the TEOC and/or provided by what units and in what quantities in the case the TEOC has to be activated after the impact of a tropical cyclone. Ensure they are brought to the TEOC, checked and operable and usable.

33.- Collect all necessary keys to access and activate the TEOC after the impact.

34.- Ensure that materials for securing the TEOC (tape for glass windows, boards to block openings, plastic or polyethylene to cover equipment, etc.) are in the TEOC, tape up all windows before leaving the TEOC.

35.- Check emergency generator (s) fill fuel tanks and containers.

36.- Ensure that the Public Relations and Communications Unit checks the communication equipment and it is ready to be used in the case the TEOC has to be activated after the impact of the tropical cyclone.

After the Impact:

37.- Receive the 'All Clear' signal from NEMO.

38.- Call all the CMT members to a meeting in the TEOC.

39.- Receive the CMT members and brief them about the situation and forecast.

40.- Be responsible for the management of the crisis and the response efforts from the TEOC and its members.

41.- With the assistance of the CMT members check the supplies and resources of the TEOC.

42.- If the EOC is activated, maintain communication with the CMT Chairperson, (who will be in the EOC).

43.- Receive information from the Damage and Needs Assessment Unit on occupancy levels and on the status of physical, human and access situation).

44.- Receive information from the Evacuation Unit on the need for evacuation and on the status and availability of transportation resources.

45.- Receive information from the Sea and Airports Information Unit on the status and availability of sea and airports for the purposes of evacuation.

46.- Decide if evacuation is needed along with the members of the Committee and inform NEMO.

47.- If it is decided that evacuation is not needed, go to 50.

48.- If evacuation is needed, ensure that the evacuation process is conducted adequately, and in a safe and timely manner.

49.- Receive information from the Evacuation Unit about number of hotels evacuated and number of evacuees and destination.

50.- Receive reports from the Public Relations and Communications Unit about information sent to the media and abroad.

51.- Request and offer information and resources as needed to and from the EOC.

52.- Keep the TEOC activated as needed.

53.- Along with the rest of the members of the CMT in the TEOC and if the TEOC has to be operating for more than 12 hours, decide about shifts and prepare a roster

54.- Deactivate the TEOC when, due to the information about the situation, it is no longer needed.

55.- Receive a the final report from each of the four units in the TEOC and prepare a final report for the Chairperson of the CMT and send a copy to NEMO.

END OF PROCEDURE

Saint Lucia National Emergency Management Plan
Saint Lucia Hospitality Industry Crisis Management Plan

Emergency Procedure HICMP- 300 Damage and Needs Assessment.

Version

Version 1. August 20th, 2002.

Objectives

To assess the situation of the Hospitality industry in terms of physical, human and access damage and needs in order to provide relief to the guests and rehabilitate the hospitality services as soon as possible.

Responsible for the Procedure:

The Head of the Damage and Needs Assessment Unit, the Executive Vice-president of the SLHTA.

Steps of the Procedure.

A.- The Head of the Damage and Needs Assessment Unit shall:

Permanent:

- 1.- Revise and update this procedure at least once a year before the hurricane season and always after a simulation exercise and a real event.
- 2.- Meet with the Hotels' representatives in order to let them know this procedure and to establish and agree on formats, mechanisms, channels of communication and information flow for the assessment of damage and needs of the hospitality industry in a crises.
- 3.- Agree with the hotels representatives on the type of information needed to report from each hotel to the Damage and Needs Assessment Unit and the TEOC regarding physical, human and access issues.
- 4.- Keep and update at least once a year a database of large and small properties indicating name of the hotel/guest house, name of owner/manager, address, location, phone and fax numbers and number of rooms. (See Attachment 1 to this procedure: Database of Large and Small Properties).

When a tropical cyclone enters the Alert Area:

5.- After receiving the notification from the Head of the Crisis Management Unit, go to the TEOC.

6.- Request from the hotels the information needed in the format agreed on in order to know the number of visitors on the island, origin and the rest of the information as stated in Attachment 2 to this procedure “Format for Damage and Needs Assessment”.

7.- Prepare a report for the CMT Chairperson.

8.- Provide the information to the Head of the Evacuation Unit to decide on the need for the implementation of the evacuation process.

After the ‘Pre-Strike’ meeting:

9.- After notification from the Head of the Crisis Management Unit, go to the TEOC.

10.- Provide any information to the CMT and to the Head of the Evacuation Unit to decide on the need of the implementation of the evacuation process.

After the Impact:

11.- After the ‘All Clear’ notification has been received from the Head of the Crisis Management Unit, go to the TEOC.

12.- Request from hotels information about damage and needs assessment (physical, human and access).

13.- Present the information to the TEOC and to the CMT in order to determine if additional resources and assistance is needed from NEMO/EOC.

14.- Request the CMT to request NEMO/EOC additional resources and assistance as needed.

15.- If there is still the need to evacuate certain hotels and/or specific areas, provide the information to the Head of the Evacuation Unit to decide on the implementation of evacuation depending on the existing situation.

16.- Request additional information from the hotels as needed and as requested from the TEOC.

17.- After the TEOC is deactivated, prepare a final report that includes all the information about damage and needs assessment from the hospitality industry and the solution of the situation as well as recommendations for future crisis and give a copy to the Head of the Crisis Management Unit.

18.- Revise this procedure and its attachments after the event.

END OF PROCEDURE

Attachments:

Attachment 1: Database of Large and Small Properties. (not shown.)

Attachment 2: Format for the report of damage and needs assessment of the Hospitality Industry
(not shown.)

Saint Lucia National Emergency Management Plan
Saint Lucia Hospitality Industry Crisis Management Plan

Emergency Procedure HICMP- 400 Air and Seaports Information.

Version

Version 1. August 20th, 2002.

Objectives

To provide information about the status of the air and seaports in Saint Lucia to the TEOC for making decisions about evacuation.

Responsible for the Procedure:

Head of the Air and Seaports Unit, the representative of the Saint Lucia Air and Seaports Authority.

Steps of the Procedure.

A.- The Head of the Air and Seaports Information Unit shall:

Permanent:

- 1.- Revise and update this procedure at least once a year before the hurricane season and always after a simulation exercise and a real event.
- 2.- Participate in the CMT meetings
- 3.- Determine with the rest of the CMT members what information regarding air and seaports would the CMT need from SLASPA during a crisis.
- 4.- Ensure that SLASPA and the air and seaports establish mechanisms of communication for the flow of information during a crisis.
- 5.- Design any formats needed for the transmission of information during a crisis.

When a tropical cyclone enters the Alert Area:

- 6.- After the notification from the Head of the Crisis Management Unit, go to the TEOC.
- 7.- Check communications from the TEOC to SLASPA.

8.- Provide information to the TEOC about the status of the air and seaports in Saint Lucia for the purposes of evacuation of tourists.

After the 'Pre-Strike' Meeting:

9.- After the notification from the Head of the Crisis Management Unit, go to the TEOC.

10.- Check communications from the TEOC to SLASPA and to the air and seaports.

11.- Provide information to the TEOC about the status of the air and seaports in Saint Lucia for the purposes of evacuation of tourists.

After the Impact:

12.- After the 'All Clear' signal has been notified by the Head of the Crisis Management Unit, go to the TEOC.

13.- In the case the EOC is activated decide with the TEOC if he/she has to remain in the TEOC or if the information can be provided directly from the EOC to the TEOC.

14.- Ensure information is provided to the TEOC about the status of the air and seaports in Saint Lucia for the purposes of evacuation of tourists.

15.- Prepare a final report for the Head of the Crisis Management Unit.

END OF PROCEDURE

Saint Lucia National Emergency Management Plan
Saint Lucia Hospitality Industry Crisis Management Plan

Emergency Procedure HICMP- 500 Evacuation.

Version

Version 1. August 20th, 2002.

Objectives

To establish the conditions that will determine that the evacuation of hotels is needed and conduct the evacuation of hotels and transportation of guests from hotels to air and seaports and to other countries before and after the impact of a tropical cyclone.

Responsible for the Procedure:

The Head of the Evacuation Unit, the Representative of the Ground handlers Association.

Steps of the Procedure.

A.- The Head of the Evacuation Unit shall:

Permanent:

- 1.- Revise and update this procedure at least once a year before the hurricane season and always after a simulation exercise and a real event.
- 2.- Maintain contact with hotels, airlines, the National Taxi Council in order to establish and agree on the conditions, time, means of transportation and final destinations of hotel guests in the case of the threat and/or impact of a tropical cyclone.
- 3.- Hold meetings regularly with hotels, airlines, the National Taxi Council and any other organisation (s) involved in the evacuation planning and execution process in order to establish and agree on mechanisms and resources for the evacuation of hotels in the case of a crisis.
- 4.- Organise and participate in training programmes and simulation exercises within the CMT in order to increase the level of preparedness, improve this procedure and optimize the evacuation process in the case of a crisis.
- 5.- Report in the biannual meetings of the CMT, or at the request of the Chairman of the CMT, about the status of preparedness and the mechanisms established and resources committed for the case of an evacuation in a crisis.

When a tropical cyclone enters the Alert Area:

- 6.- After being notified by the Head of the Crisis Management Unit, go to the TEOC.
- 7.- Alert all the members of the Unit and organisations involved in evacuation to stand by in the case evacuation is needed.
- 8.- Brief the CMT about the status of preparedness and the mechanisms established and resources committed for the case of an evacuation.
- 9.- According to the situation advise the CMT on the need for evacuation.
- 10.- Check availability of flights, ground and sea transportation.
- 11.- If evacuation is not needed, go to point 15.
- 12.- If evacuation is needed, conduct all the operations for the safe and effective evacuation and transportation of guests. Always work closely with the National Taxi Council in order to maximise the use of transportation resources.
- 13.- Inform the TEOC about the number of guests that were evacuated from hotels and the number of those that stayed on the island indicating name and location of hotels.
- 14.- If needed, request assistance and resources from the CMT Chairperson so NEMO can be contacted and additional resources can be provided.

After the 'Pre-Strike' meeting:

- 15.- After being notified by the Head of the Crisis Management Unit, go to the TEOC.
- 16.- Alert all the members of the Unit and organisations involved in evacuation to stand by in the case evacuation is needed.
- 16.- Brief the CMT about the status of preparedness and the mechanisms established and resources committed for the case of an evacuation.
- 17.- According to the situation advise the CMT on the need for evacuation.
- 18.- Check availability of flights, ground and sea transportation.
- 19.- If evacuation is not needed, go to 23.
- 20.- If evacuation is needed, conduct all the operations for the safe and effective evacuation and transportation of guests. Always work closely with the National Taxi Council in order to maximize the use of transportation resources.

21.- Inform the TEOC about the number of guests that were evacuated from hotels and the number of those that stayed on the island indicating name and location of hotels.

22.- If needed, request assistance and resources from the CMT Chairperson so NEMO/EOC can be contacted and additional resources can be provided.

After the Impact:

23.- After receiving the 'All Clear' go to the TEOC

24.- Alert all the members of the Unit and organisations involved in evacuation to stand by in the case evacuation is needed.

25.- Brief the CMT about the status of preparedness and the mechanisms established and resources committed for the case of an evacuation.

26.- According to the situation advise the CMT on the need for evacuation.

27.- Check availability of flights, ground and sea transportation.

28.- If evacuation is not needed, go to 32

29.- If evacuation is needed, conduct all the operations for the safe and effective evacuation and transportation of guests. Always work closely with the National Taxi Council in order to maximize the use of transportation resources.

30.- Inform the TEOC about the number of guests that were evacuated from hotels and the number of those that stayed on the island indicating name and location of hotels.

31.- If needed, request assistance and resources from the CMT Chairperson so NEMO can be contacted and additional resources can be provided.

32.- Prepare a final report for the Head of the Crisis Management Unit including information about number of evacuees, hotels evacuated, means of transportation and countries of final destination, include information about problems encountered, solutions and recommendations for the future.

END OF PROCEDURE

Saint Lucia National Emergency Management Plan
Saint Lucia Hospitality Industry Crisis Management Plan

Emergency Procedure HICMP- 600 Public Relations and Communications.

Version

Version 1. August 20th, 2002.

Objectives

To prepare reports about the situation of the hospitality industry in Saint Lucia before and after the impact of a tropical cyclone and to disseminate this information to relevant groups, the press and to travel trade on the island and abroad.

Responsible for the Procedure:

Head of the Public Relations and Communications Unit.

Steps of the Procedure.

A.- The Head of Public Relations and Communications Unit shall:

Permanent:

- 1.- Revise and update this procedure at least once a year before the hurricane season and always after a simulation exercise and a real event.
- 2.- Participate in the CMT meetings
- 3.- Determine, along with the CMT, what information needs to be prepared and disseminated to what organisations and through which channels in the case a crisis occurs.
- 4.- Ensure each hotel or industry partner has appointed a spokesperson through whom all information should be channeled.
- 5.- Prepare a list with numbers of these contact/spokespersons and circulate it to the CMT.
- 6.- Co-ordinate the activities of the Unit in the dissemination of information to the press and travel trade.
- 7.- Determine the type and number of communications equipment needed at the TEOC for its adequate operation in a crisis.
- 8.- Identify a HAM Radio Operator that will be available to the TEOC as needed.

9.- Identify a source for two-way radios to meet the needs of the TEOC and the CMT and establish a system for the procurement of these radios as needed.

When a tropical cyclone enters the Alert Area:

6.- After the notification from the Head of the Crisis Management Unit, go to the TEOC.

7.- Receive information from the CMT, particularly from the Damage and Needs Assessment, the air and Seaports and the Evacuation Units to prepare information reports.

8.- Prepare reports and disseminate information about the status of the hospitality industry regarding the situation of the hospitality industry.

9.- Ensure that all information disseminated on the hospitality industry is certifiably correct and is the approved version of the industry.

After the 'Pre-Strike' Meeting:

10.- After receiving notification from the Head of the Crisis Management Unit, go to the TEOC.

11.- Ensure that communications at the TEOC are working and that there is communication from the TEOC to NEMO and to the hospitality industry.

11.- Receive information from the CMT, particularly from the Damage and Needs Assessment, the air and Seaports and the Evacuation Units to prepare information reports.

12.- Prepare reports and disseminate information about the status of the hospitality industry regarding the situation of the hospitality industry.

13.- Inform all relevant industry partners about the situation and immediate activities

14.- Check availability of contacts/spokespersons at the various hospitality concerns.

15.- Ensure that all information disseminated on the hospitality industry is certifiably correct and is the approved version of the industry.

16.- Secure communications equipment before leaving the TEOC to ensure it will be in good conditions after the impact.

17.- If necessary call the HAM Radio Operator for assistance to check and operate the communications equipment.

After the Impact:

18.- After receiving the 'All Clear' signal from the Head of the Crisis Management Unit, go to the TEOC.

19.- Ensure communications are working at the TEOC.

20.- If necessary, call the HAM Radio Operator to check and operate the communications equipment of the TEOC.

21.- Receive information from the CMT, particularly from the Damage and Needs Assessment, the Air and Seaports and the Evacuation Units to prepare information reports.

22.- Prepare reports and disseminate information about the status of the hospitality industry regarding the situation of the hospitality industry.

23.- Ensure that all information disseminated on the hospitality industry is certifiably correct and is the approved version of the industry.

24.- Provide feedback to ground handlers, tour operators/travel agents on the exact number and status of visitors on the island.

25.- At the approved time, make arrangements for press conferences or Media visits if necessary.

26.- After the TEOC is deactivated, prepare a final report to the Head of the Crisis Management Unit.

27.- Continue with the dissemination of information on the island and abroad as long as it is considered necessary to ensure that the real situation of the hospitality industry is known and in order to avoid rumours that could affect the industry and tourism even if the TEOC has been deactivated. Always inform the TEOC and the CMT.

END OF PROCEDURE.

ATTACHMENT 1: RESOURCES FOR TOURISM EMERGENCY OPERATIONS CENTRE

Supplies and resources will be used for the operation of the TEOC and for the needs of the TEOC personnel, taking into consideration an estimate of the number of personnel that will stay there during a crisis (heads of units and staff).

It has to be in the TEOC before the impact of a tropical cyclone.

The type and number of resources must be checked and discussed between the CMT members in the meeting at the TEOC after the Pre-strike meeting.

Thus, the type and number of items that are presented in this attachment are just an estimate. The final number and type of resources will be decided in by the CMT in the meeting at the TEOC after the 'Pre-Strike meeting. In this meeting, responsibilities for the procurement of supplies and resources have to be assigned.

Supplies:

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Food/beverage supplies	28	
Juices	28	
Thermos Flask (large)	2	
Disposable cups	100	
Disposable plates, forks	100	
Water	10 cases	
Paper Towels	10 rolls	
Toilet paper	1 bale	
Soap	6 bars	
Electrical extension cords (110V & 220V)/long and short	2 of each	
Light bulbs	4	
Garbage Bags	1 box	

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Matches	1 pkt	
Candles	2 doz	
Batteries (Size D and AA)	2 boxes each	
Bulbs for flashlights	1 box	
Film for still camera	5 rolls	
First Aid kit	1	
Fuel for generator (containers)	15 gals	

Equipment:

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Portable generator	1	
Hand Held radios (VHF)	21	
VHF Base stations	2	
Ham radio	1	
Telephone switchboard	1	
Telephone lines (5 for switchboard, 2 direct)	7	
Fax lines	2	
Internet lines	1	
Fax machines	2	
Desk top computers	2	
Lap top computers	1	
Laser Printer	1	
Portable transistor radios	2	
Large Flashlights	6	
Electric Kettle	1	

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Still camera	1	
Rubber boots	10 pairs	
Clocks	2	
Easels with flip charts	3	
White Boards	2	
Stove	1	
Refrigerator	1	
Tables	3	
Desks	6	
Chairs	12	
Adding machine (with paper)	1	

Stationery:

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
In/Out trays	4	
Note pads	12	
Message pads	10	
Message forms		
Situation/Damage Assessment report forms		
File folders	20	
Paper (letter/legal)	10/2 pkt.	
Adding machine paper	5 rolls	
Rubber stamps/ink pads	3	
Erasable markers for white boards	6	
Paper for easel	4	
Bristol Board	20 sheets	

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Thumb tacks	4 boxes	
Envelopes (various sizes)	2 pkt each	
Pens	2 doz	
Pencils	2 doz	
Scissors	4	
Staplers/staples/staple removers	4	
Glue sticks	6	
Scotch Tape	6 rolls	
Masking Tape	30 rolls	
Rubber bands	4 pkt	
Erasers	6	
Pencil sharpeners	6	
Telephone directory	6	
Paper clips	6 pkt.	
Calendars	4	
Fax paper	10 rolls	
Toner cartridges for printer/photocopier	4 each	