



# Government of Saint Lucia

## Volume 2: Standard Operating Procedures

### For The National Emergency Operations Centre

*Document of the Saint Lucia National Emergency Management Plan*

*Revised: August 7, 2004 | February 10, 2005*

*Based on the  
Model Standard Operating Procedures Guidelines  
Produced by the Caribbean Disaster Emergency Response Agency - 1995*

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## **SAINT LUCIA**

### **STANDARD OPERATING PROCEDURES GUIDELINES**

#### **1.0 PURPOSE OF THE STANDARD OPERATING PROCEDURE (SOP) GUIDELINES**

These guidelines are meant to provide a standard methodology for the organization and management of National Emergency Operations Centers (NEOCs).

It must be stressed that these guidelines represent an ideal 'target system', which will not be immediately feasible in most cases, but one which should be consistently pursued.

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#### **2.0 PURPOSE OF THE NATIONAL EMERGENCY OPERATIONS CENTER (NEOC)**

To provide centralized coordination and control of emergency/disaster response and relief operations on a 24 hour-per-day basis if necessary.

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#### **3.0 PURPOSE OF STANDARD OPERATING PROCEDURES (SOPS)**

- To organize the NEOC for emergency/disaster operations;
  - To specify duties and responsibilities for personnel in the NEOC during emergency/disaster operations;
  - To establish procedures for emergency/disaster operations to fulfill responsibilities assigned by the Minister responsible for Disaster Preparedness.
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#### **4.0 CONCEPT OF DISASTER OPERATIONS**

The Minister responsible for Disaster Preparedness will direct disaster operations through the NEOC.

The National Disaster Coordinator (DIRECTOR - NEMO) will maintain the NEOC, by ensuring that all policy decisions are properly executed.

When, in the judgment of the DIRECTOR - NEMO, an emergency situation is of such gravity and magnitude as to require centralised coordination and control of disaster response and relief

operations, he/she will request that representatives from appropriate Government and Volunteer relief organisations report to the NEOC to coordinate the disaster operations of their respective disaster functions under his/her direction.

If the situation warrants, as an extension of the NEOC, Divisional EOC's (DEOCs) may be established in the affected area or at such other locations as may be designated and will operate under the overall direction of the divisional director. Appropriate Government and volunteer relief and response organizations will be requested to send representatives to the DEOCs to assist in the coordination of disaster relief and response operations within the divisions.

This SOP deals with the role of the emergency operations center, its physical layout, personnel, responsibilities, resources and its procedures for presenting a coordinated response to a crisis.

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## **5.0 PHASES OF DISASTER**

There are three phases of a disaster.

a. Alert phase

Services/authorities will be placed on an alert when a disaster is imminent, suspected or possible.

b. Response phase

Services/authorities are committed to combating a disaster and its effects, either directly or indirectly.

c. Recovery phase

A disaster is over and disaster response organizations have completed their tasks. Clean up and debris removal have commenced, essential services and life-line systems are restored, and efforts are made to return a community to normality.

Some disasters such as earthquakes and chemical spills, explosions, volcanic eruptions and air crashes are designated "No Warning" disasters and will understandably not have an alert phase.

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## **6.0 ORGANIZATION OF THE NEMO**

The NEMO is divided into three basic functional areas:

Functional components

- Decision Makers
- Operations or Management
- Public Information and Education

#### a. Decision Makers

The Decision Makers exercise overall direction and control of disaster operations. This group makes decisions, whether strategic or policy, which is beyond the authority of the Director - NEMO and comprises:

- The Prime Minister (Chairman)
- The Permanent Secretary in the Prime Minister's Office (Deputy Chairman)
- The Director – NEMO
- The Deputy Director – NEMO
- The Permanent Secretary, Ministry of Planning
- The Permanent Secretary, Ministry of Establishment
- The Permanent Secretary, Ministry of Foreign Affairs
- The Commissioner of Police
- The Chief Fire Officer
- The Chief Medical Officer
- The Director Meteorological Officer
- Chairman, Damage Assessment and Needs Analysis
- Chairman, Health and Welfare
- Chairman, Supply Management
- Chairman, Tele Communications
- Chairman, Transportation
- Chairman, Works and Rehabilitation
- Chairman, Information

#### b. Operations

The Operations group functions under the direction of the Operations Officer, who may be the Deputy DIRECTOR - NEMO, or the DIRECTOR - NEMO himself, under certain circumstances. The Communications Officer will often act as Assistant Operations Officer/Emergency Coordinator, depending on the severity of the emergency and the availability of staff. The operations group is responsible for providing emergency or relief services and normally comprises the following:

- Operations Officer (Ops O)
- Asst. Operations Officer/Emergency Coordinator (EC)
- Communications Officer (CO)
- Admin. and Support Officer (ASO)
- Logistic Officer (LO)
- Radio Operator (RO)
- Commissioner of Police
- Chief Fire Officer
- Coast Guard Commander
- Chief Engineer, Ministry of Works

- Ministry of Transport rep
- General Manager, Cable and Wireless
- General Manager, Water and Sewerage Authority
- General Manager, Saint Lucia Electricity Services
- Local Government Officer
- Fire Department rep
- Representative of Service Clubs
- Permanent Secretary, Ministry of Public Service
- Permanent Secretary, Ministry of Health
- Saint Lucia Red Cross

The operations room is equipped with the necessary maps, displays, status and situation boards, plans and procedures.

The communications center is established, maintained and operated under the direction of the designated Communications Officer. In addition to the radio equipment and operators of the National Communications Coordination Center (NCCC) within the NEOC, other emergency agencies such as the Police, Cable and Wireless or HAMs, may position their own radios and operators in the NCCC for communication of instructions on their respective networks. The Administrative and support services will cater for finance, procurement, administration and welfare, to include cooking, dining and rest facilities for personnel working in the NEOC.

#### c. Public Information and Education

It is important that the public is kept informed of the emergency/disaster in a manner that is both timely and factual through the Public Information Center. The media, both print and electronic, will be the most important pipeline to the public at large, in disseminating news. It is therefore imperative that they are kept informed of facts on an on-going basis with briefings and bulletins. The DIRECTOR - NEMO will determine and regulate the rules of engagement with the media, for the PIEO and any other Officer authorized to communicate with the media.

The Public Information and Education Officer (PIEO) and staff will gather information from the operations staff and prepare it for dissemination to the public at large. Vital or significant information is accurately prepared and released in a timely manner in order to be of value to the public.

The Public Information and Education center is an area in which at least the following are located:

- Public Information, Education and Training rooms
- Media center and briefing room.

#### d. Job Descriptions

NEOC personnel must ensure a coordinated response to the crisis. Since they are not at the disaster site, they must:

- Control and coordinate actions generated as a result of orders from the executive.
- Provide direction and support to the disaster site manager.
- Arrange for logistic support to site personnel and
- Plan ahead to meet the requirements that will follow the disaster

Although the Government has the overall responsibility for responding to a disaster, a country or community effort is invariably needed if the overall effect is to be minimized. It is part of the responsibility of the NEOC staff to ensure that a coordinated effort is made to avoid fragmentation and alienation.

The responsibilities of key NEOC personnel are outlined in Section 2: SOP

#### e. NEOC Location and Layout

A number of factors need to be considered when deciding where to locate your NEOC. Vulnerability and convenience are the primary considerations. Available facilities and budgetary restraints are other important factors. Potential hazards must be carefully analyzed before locating an NEOC. For example, there is little sense in locating an NEOC in a flood plain if there is a potential flood threat.

Ideally, the NEOC should be survivable against all natural and manmade disasters. Therefore, it should be a self contained, self sufficient facility that can operate independently for a reasonable amount of time with its own electrical generator, an independent water supply and sewerage disposal system, and adequate ventilation. Security and portability should also be considered.

The environment of the NEOC should be suitable for people working closely together. It should at least contain the following separate areas:

##### (1) Executive Area

Preferably this will be a separate facility from the rest of the NEOC but located near operations. The executive room will house elected officials, whose authority will give direction to the response effort.

(2) Operations Room

This is the largest room in the facility and should be designed so management can effectively coordinate a response to the crisis

(3) Communications Room

Separate from the activities of the operations room, this area is the heart of the NEOC. From here, communications between the NEOC, the site and external entities will flow. It is also the location of communications equipment for the rest of the NEOC.

(4) Security Area

Security is an important part of the NEOC plan. Facilities must be located in an area where security personnel can manage and control people entering and leaving the NEOC, particularly the operations room.

(5) Rest Area

Stress and fatigue are natural consequences of disaster management. It is therefore imperative to include an area in the NEOC where personnel can rest.

(6) Briefing Room/Media Center

This part of the NEOC is for the media. It is the Public Information center from which news of the disaster will be disseminated to the public via both print and electronic media through press conferences. Periodic NEOC staff briefings will also be held in this room.

(7) Kitchen/Food Storage Facilities

An area must be included in which food can be stored in advance, and also prepared in the event of a disaster.

(8) Training room

There may be need for various forms of rapid disaster training for NEOC staff. This should be done in a fairly secluded training area.

(9) Wash rooms (male and female)

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## 7.0 NEOC RESOURCES

The operation of the NEOC will be much like the operation of a very busy office. Consequently,

a wide range of supplies will be needed. Ideally, all supplies, equipment and data for the effective and efficient running of the NEOC should be stored on site in lockers or cabinets until actually needed. Under no circumstances should these supplies be available for everyday use. It should be assured that items needed under disaster conditions are readily available when required.

The possibility exists that disaster conditions may make it impossible or at least impractical for operations to be conducted from a pre-designated NEOC. The entire NEOC should be prepared to move to another location at short notice. That need suggests that supplies, data and small equipment should be stored in boxes or other containers suitable for quick packing and easy movement from the NEOC to trucks or vehicles for transportation to an alternate NEOC site. The packing and transportation should be done in such a way as to enable the new NEOC facility to be set up, equipped and made operational in a short time.

It would be a good idea to keep a duplicate set of all supplies, data and equipment needed to establish an NEOC in another location. If the pre-designated NEOC is hit by the disaster, there may be nothing to move to the alternate site.

Material may have to be gathered from other sources to create an entire new operation.

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## **8.0 COMMUNICATIONS**

One of the critical reasons for creating an NEOC is the consolidation of the National Communications Network. Without proper communications, the effectiveness of the NEOC would be severely limited. As mentioned before, one of the primary concerns of the NEOC is the efficient movement, assimilation and dissemination of information from disaster sites to the resource managers and to the public at large.

### **a. Disaster site to NEOC**

In order for the NEOC to have an accurate picture of the situation at the site, it must make use of all available resources for communicating. It may be possible for the Emergency Site Manager (ESM) to establish a telephone link with the NEOC from the site. While this is a most desirable link, it may not be a viable one, depending on the nature of the disaster and possible damage to the telephone system. It is therefore essential that other means of communication are established.

Some alternative means are:

- Police radios
- Fire radios
- Cellular telephones
- CBers
- HAMs
- Fax

- Telex
- E-mail

b. Within the NEOC and to other EOCs

Once the information is received at the NEOC, it is vital that it is efficiently handled. Telephone will be the primary means used for inter EOC communications, but radio will have to be used in many instances where telephone lines are down.

c. NEOC to Public

The NEOC should be able to issue disaster warnings and give direction to the public, which may necessitate the installation of remote broadcast connections through radio and television stations. Advance hookups at the NEOC for remote broadcast capability may be possible to arrange with radio and/or television stations.

Special bulletins or newsletters from the NEOC may also be appropriate. Communications procedures and net diagrams are described in the EMERGENCY TELECOMMUNICATIONS PROCEDURES MANUAL, Document 0103 of the Saint Lucia National Emergency Management Plan.

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## **9.0 WARNING AND ALERTING SYSTEMS**

Warnings of impending or actual emergency/disaster situations may be received by the DIRECTOR - NEMO in a number of ways, depending upon the type of situation. Warnings will, however, normally be received from one or more of the following sources:

a. Weather situations including hurricanes and flooding

- The Meteorology Office.

b. Flooding caused by dam failure

- WASCO
- Public
- Media

c. Marine emergencies

- Coast Guard
- Harbour Master
- Port Authority

d. Hazardous fire situations

- Fire Authority
- Public
- Media

e. Major human health problems

- Ministry of Health

f. Veterinary health problems

- Veterinary division, Ministry of Agriculture

g. Industrial/Traffic accidents

- Police
- Public
- Media

h. Air craft Accidents

- Airport

i. Other situations

- General public
- Media

Warning information may be received by any of the following means:

- Telephone
- Fax
- Radio
- Teletype
- E-mail
- Personal contact

j. Initial action

On receipt of a warning of a potential or the report of an occurrence of an actual emergency / disaster, the DIRECTOR - NEMO will:

- Obtain all possible and relevant information

- Advise the lead agency and all other agencies likely to be affected or involved in the emergency/disaster.
- The lead agency will immediately dispatch an officer to the scene, if appropriate, who will make an initial assessment of the situation and report the results to the DIRECTOR - NEMO and his headquarters using the initial assessment form ;
- If an officer from the NEOC is dispatched to the scene before the lead agency's officer, he/she will assume command of the emergency/disaster site until relieved by the lead agency.

k. Subsequent action

On receipt of a report from the officer dispatched to the scene, the appropriate agency and/or the DIRECTOR - NEMO will take the following actions:

- Pass the details of the SITREP to all other affected agencies.
  - Advise all agencies of the name of the on-site commander
  - Advise appropriate agencies of any requests for assistance from the on-site commander.
  - Issue necessary warnings, survival information or evacuation instructions to the affected population by all available means.
  - Further action determined as the situation develops
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## **10.0 ACTIVATING/DE-ACTIVATING THE NEOC**

### **10.1 ACTIVATION LEVELS**

#### **EOC ACTIVATION LEVELS**

Emergency Operations Center (EOC) Activation Levels are established to appropriately respond to the various degrees of emergencies and disasters that can affect the island.

A **Level 1 Activation** begins with the first indication of a potential problem. Examples of conditions that may require activation at this level are hurricane watches, severe thunderstorm warnings, or an intelligence report indicating a possible civil unrest. During a Level 1 Activation the Telecoms Committee is positioned in the Communications Center to closely monitor activity and is prepared to call a Level 2 Activation at a moments notice.

A **Level 2 Activation** is called for when a situation is present, or is imminent, that will require a coordinated response on the part of government and selected members of NEMO. Examples of conditions that may require activation at this level are hurricane warnings, widespread power outages, or civil disturbances. During a Level 2 Activation certain government agencies, utilities and social service organizations will automatically send personnel to the Emergency Operations Center to coordinate activities. A Level 2 Activation indicates that government has the capability to effectively respond to the situation without, or with little, regional assistance.

A **Level 3 Activation** involves every department and agency of government and its partners, all utilities and social service organizations. The incident causing a Level 3 Activation will be catastrophic in nature and will require significant assistance from regional partners.

# EOC ACTIVATION LEVEL 1

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## **Situation:**

A condition exists which requires close monitoring.

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## **Agencies Required:**

Emergency Management

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## **Actions Taken:**

Monitor situation.

Prepare Emergency Operations Center for Level 2 activation.

Activate appropriate warning & notification systems.

Notify Level 2 agencies of Level 1 activation.

# EOC ACTIVATION LEVEL 2

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## **Situation:**

An emergency or disaster within the capabilities of government

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## **Agencies Required:**

Emergency Management  
Law Enforcement  
Fire  
Saint Lucia Red Cross  
Hospital  
EMS  
Government Information Service  
Ministry of Works  
Ministry of Health  
Utilities  
Other agencies as needed

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## **Actions Taken:**

Coordinate actions to minimize the loss of life and property.  
Recommend increase to Level 3  
Initiate recovery.

# EOC ACTIVATION LEVEL 3

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## **Situation:**

A catastrophic event beyond the capabilities of government

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## **Agencies Required:**

All Government Agencies  
Full activation of NEMO  
CDERA mechanism

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## **Actions Taken:**

Coordinate the response of all agencies.  
Keep the public informed of actions being taken, available assistance, health issues.  
Continue recovery.

## 10.2 ACTIVATING THE NEOC

In activating the NEOC, the DIRECTOR - NEMO in effect has called for the transformation of pre-determined facilities in the NEOC. This could mean the changing of existing offices, halls, lounges, etc. into Executive, Operations, Communications, Public Information, Rest and Security areas.

Boxes of emergency food, office supplies, additional telephones, logs, status boards, and other material and equipment necessary for the NEOC should be readily accessible. Individual action lists in the disaster plan will outline specific responses to NEOC personnel.

### a. During duty hours

Upon receipt of a severe weather warning or notification of the actual occurrence of an emergency/disaster during normal working hours, which requires centralized coordination of response and relief operations, the DIRECTOR - NEMO will initiate notification and "call-up" procedures using a "fan-out" method and alert lists. Appropriate agencies will send representatives to the operations room.

### b. Non duty hours

In the event that a warning or notification of an emergency/disaster is received during non-duty hours, the incoming notification will be automatically switched to the home phone or pager of the DIRECTOR - NEMO or his/her deputy. The duty officer will immediately notify the DIRECTOR - NEMO. If the DIRECTOR - NEMO cannot be immediately contacted, his/her deputy will take the necessary actions to activate the NEOC.

### c. Twenty four hour operations

When the disaster situation requires the NEOC to operate on a 24-hour basis, as soon as possible after activation, a minimum of two 12-hour shift schedules should be prepared by each NEOC section and posted on the bulletin board. Relief shifts should arrive 30 min. early so that briefings can be conducted on what has occurred, what decisions have been reached, and what problems remain. Timings should be as follows:

- shift 1 ... : ... to ... : ... hrs
- shift 2 ... : ... to ... : ... hrs

The day shift (shift 1) will be under the direction of the Operations officer, while the night shift (shift 2) will be under the direction of the DIRECTOR - NEMO.

### **10.3 DE-ACTIVATING THE NEOC**

When the NEOC Director is satisfied that the recovery phase of operations is sufficiently advanced and being effectively managed, he should recommend to the Prime Minister that the NEOC be stood down. The recommendation should include a period of time during which NEOC Operations should be phased out.

The Logistics Officer and Director NEMO will be jointly responsible for ensuring a phased, orderly and systematic stand down of the NEOC. The NEOC Director must indicate in writing his agreement to the Stand Down of the NEOC when the deadline imposed by the Prime Minister has been reached.

The Logistics Officer and Director NEMO in Standing Down the NEOC must ensure that the following actions are executed:-

- a. The taking of a closing inventory of supplies, materials and equipment
- b. The submission of a draft report

The NEOC Director will highlight the major actions taken during the NEOC operations, major needs outstanding and recommended follow up actions.

Provided the decision had been taken to stand down the NEOC, all relevant Local, Regional and International Officials and Agencies must be informed in writing.

Equipment on loan should be secured, returned, signed/accounted for before Stand Down is complete. When the NEOC is Stood Down normal governmental procedures would resume and will signal the start of any recovery and rehabilitation phase.

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### **11.0 SECURITY AND SIGN-IN**

Depending on the nature of the emergency/disaster, the DIRECTOR - NEMO may decide to establish special security for the NEOC, in which case the police would be responsible for the physical security of the NEOC and its critical systems. In such an event, the police shall establish an NEOC roster and sign in sheet as conditions require or at the request of the DIRECTOR - NEMO.

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## 12.0 MESSAGE CONTROL

### a. Incoming messages

#### (1) Radio messages

All emergency radio messages received in the NCCC will be delivered by messenger to the message controller for his routing. The message form described in the EMERGENCY TELECOMMUNICATIONS PROCEDURES MANUAL, *Document 0103 of the Saint Lucia National Emergency Management Plan*, will be used for recording radio messages.

The Emergency Coordinator (message controller), under supervision of the Operations officer, will take the following actions upon receipt of an emergency message:

- Enter a message number at the top of the form. The message number should begin with a two letter agency identifier and then a number. Incoming messages should be numbered consecutively. Examples:

DC-1 First message received by DIRECTOR - NEMO

CO-3 Third message received by the communications officer.

Section identifiers could be as follows:

DC DIRECTOR - NEMO

CO Communications officer

OO Operations officer

PF Police Force

WA Water authority

Assign a priority number from 1 (highest) to 4 (lowest) as follows:

#### **Priority 1 Lives endangered immediate response required**

Priority 2 Lives endangered fast response required

Priority 3 Timely operational response required

Priority 4 Routine data and logistics messages

- Review the nature of the message and assign the problem for action to the appropriate agency representative in the operations room. Since many emergency actions or problems do not fall within the area of responsibility of a single agency, the message controller has flexibility in assigning responsibility and can, to some degree, balance the work load among the agencies.
- Log the message in the NEOC journal incoming message log indicating which agency is assigned the message for action.
- The agency assigned responsibility for the message will take the required action, indicating on the bottom half of the message form the action taken and time taken, and return a copy to the message controller.

- The message controller will see that a summary of the message and actions taken are posted on the status or action board, as appropriate and follow up until the problem is solved or until no further action is necessary.
- After posting, the message controller will ensure that the journal clerk files the message for use in compiling the after action report and for historical purposes.
- Carbon copies of messages may be made in cases where multiple agency action is frequently required, in order to avoid excessive photocopying.

## (2) Telephone messages

Telephone messages may be received by a number of people in the NEOC. The person receiving the message will record the message on the message form. The message will then be delivered to the message controller. The message controller will handle the message in the same manner as a radio message.

### b. Outgoing messages

The drafter of an outgoing message will write the message in the upper half of the message form, assign a priority at the top of the form and deliver a copy to the message controller.

The message controller will review the contents, assign a priority, and determine the best means to transmit the message, after which he/she will pass it to the journal clerk for logging on the outgoing message log.

Due to the urgency of the situation, agency representatives may transmit disaster information directly by telephone either to their headquarters or operating units in the field. In such cases, agency representatives should capsule the essence of the message when time permits and provide the message controller with a copy for posting and filing. The journal clerk will maintain the message file.

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## 13.0 DAMAGE ASSESSMENT

Damage assessments will be coordinated by the Damage Assessment and Needs Analysis Committee. This is a vital area of disaster coordination as there will be tendencies for some assessors to underestimate, and for others to overestimate damage and needs. As such, assessments from as wide a range of assessors as possible is usually desirable.

As described in the National Damage Assessment Plan of the Saint Lucia National Emergency Management Plan

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## 14.0 SITUATION REPORTS (SITREPS)

A standardized format for situation reports is desirable in an emergency, and is in most cases attainable, e.g. casualties, physical damage, needs, etc., but a degree of flexibility is always necessary.

The writer of a situation report requires:

- The ability to carry in his mind a comprehensive and accurate picture of the situation.
  - The ability to distinguish between, and concentrate upon the important facts, however small they may be, and the trivial, however large they may be.
  - The ability to write clearly and concisely.
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## 15.0 DISPLAYS

Because the disaster operation center's major purpose is accumulating and sharing information to ensure coordinated and timely disaster response, display devices must be maintained so that agencies can quickly comprehend what actions have been taken and what resources are available.

Display needs will vary with the nature and scope of the disaster, but the following charts are the core of the NEOC display system whenever the facility is activated.

### a. Problem Log

All major problems should be entered on the Log as they are received. The log is a large plastic covered or white board with pre-assigned columns for problem #, nature of problem, response agency, response and remarks. This log is maintained by the journal clerk.

### b. Event Logs

All major and significant events resulting from or affecting the disaster in any way should be displayed for all to see. These are maintained by the journal clerk.

### c. Damage Assessment Chart

This chart contains columns for the city, towns and villages reported damage, time of report and extent of reported damage. This chart is maintained by the plotter.

### d. City/Town/Village/Rural Map

The following information is particularly important to all agencies in the NEOC and should be posted immediately:

- Transportation routes closed or impeded

- Areas of major damage
- Locations of medical treatment and shelter facilities open.
- Expected inundation areas (flood emergencies)
- Limits of evacuation areas, control points and evacuation routes.

This map is maintained by the plotter

e. Weather Map

This map should show current forecasts and wind patterns as well as used for plotting fallout in appropriate cases. This map is maintained by the plotter.

f. Planning Map

This is a duplicate of the master ops maps kept in ops room.

g. Briefing Maps

These are large and small scale maps for briefing or specific purposes.

h. Medical Facilities Chart

This chart must show current information on the status of permanent and temporary medical facilities, including locations, beds available, blood and other critical supply needs, manpower requirements and communications links. It is particularly important to note locations of temporary medical facilities so that the public information officer and other NEOC elements can instruct the public. This chart is maintained by the rep from the Ministry of Health.

i. Shelter Facility Chart

This chart includes information on shelter locations, spaces still available and communications links. It is maintained by the shelter representative.

j. Law Enforcement Resources Chart

This chart provides information on numbers, status and locations of full time, reserve and auxiliary manpower. It is maintained by the Police rep in the ops room.

k. Fire Resources Chart

This chart displays current deployment and availability of fire. It is maintained by the Fire representative in the ops room.

l. Transportation Resources Chart

This chart displays the current status and availability of all public and private transportation. It is maintained by the Administrative and support department.

m. Other Displays

These may include:

- i. Evacuation route maps for crisis relocation
- ii. Utility system maps
- iii. Blackout block assignments

- iv. Fault line, soil, and landslide potential maps
- v. Maps of predicted inundation in tsunami areas and below dams
- vi. Flood plain maps
- vii. Locations of hazardous materials and storage sites
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## **16.0 BRIEFINGS AND CONFERENCES**

Briefings for the DIRECTOR - NEMO, the Local Committees and the Public Information officer should be scheduled at six-hour intervals. The DIRECTOR - NEMO will post a briefing schedule on the bulletin board. NEOC section heads should be prepared to participate in these briefings with a three minute summary of their section's progress. The briefings by each section will include:

- Unresolved problems
- Major new problems during previous six hours
- Assistance needed from other agencies or outside organizations.
- Information developed by the section that should be passed to other NEOC sections or to the public.

Additional briefings may be organized at the request of the DIRECTOR - NEMO. These may include VIP, news media briefings, and situation reviews for newly arrived agency representatives.

Conferences of key NEOC personnel may be convened at any time by the DIRECTOR - NEMO to discuss and resolve major issues. These conferences will be held in the conference room.

The DIRECTOR - NEMO is responsible for ensuring that any decisions reached at conferences are quickly relayed to all NEOC personnel.

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## **17.0 REPORTS**

### **a. NEOC Reporting**

The Ops officer is responsible for ensuring that all required reports are forwarded to the back-up EOC on time. He/she is also responsible for preparing and sending any special reports on damages, threats or assistance needed.

The PIEO is responsible for informing all NEOC sections of special information needed by personnel in the field in order to respond to citizens inquiries. Locations and services offered at temporary medical, feeding, or shelter facilities in particular, should be rapidly disseminated to all disaster workers in the field.

### **b. After Action Reports**

An after action report must be completed on deactivation of the NEOC, which signals the official end of the response. This report will be used in a debrief of the operations, which is vital for learning lessons, good and bad, which are meant to continuously improve disaster response.

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## **18.0 OTHER TOPICS**

### **a. Stress management**

Some people will find responding to disasters quite stressful. Others will find it extremely stressful. Often, members of the NEOC work 20-30 hr shifts without adequate rest. In the event of a major disaster, it is recommended that a counselor be made available to conduct a stress debriefing. This debriefing must be incorporated in the plan, to allow for an open discussion of the feelings, frustrations and anxieties experienced by crisis personnel. Failure to do this can result in a form of aftershock, with stress and depression presenting themselves shortly after the crisis.

It is vitally important that everyone, including the DIRECTOR - NEMO, gets adequate rest and relief. Therefore all agencies and/or committees will be responsible for ensuring that a proper relief system exists within their respective agencies while operating in the NEOC.

The operations, logistics and assistant operations officers should have adequate relief to enable the NEOC to continue running effectively throughout each 24 hr period. As set out in The Saint

Lucia Stress Management Response Management Team Plan of the Saint Lucia National  
Emergency Management Plan

***(NO PERSON SHOULD WORK ANY LONGER THAN 12 HOURS)***

b. Managing Public Information

Below are some useful guidelines for managing public information:

As recommended in the CDERA Disaster Information Kit for the Media of May 1995.

- Hold the first news conference as soon as possible after the event
- Set media guidelines regarding accessibility to information, length of question periods, conference/briefings, site tours, etc.
- Ensure good communications with frequent updates on the bulletin board or white board.
- Ensure a messenger is available to assist the media where possible.
- Media pooling is the practice of selecting a small number of media personnel from different media houses to represent print and electronic news personnel on the disaster site. A good practice is to have the media select (from their own ranks) one print journalist, one stills photographer, one video camera man and one audio technician. Media pooling is used when access to the disaster site is limited. Otherwise the media will expect full access to the site.
- Ensure monitoring of print and electronic coverage for rumour control and awareness. This can either be done by contracting monitoring to an outside company, or by installing in-house electronic equipment and monitoring personnel.
- Ensure expert spokespersons are available for credibility
- Ensure bilingual capabilities, as appropriate. Certain circumstances may warrant professional translation services.

c. Rumour Control

One of the necessary items to consider in preparing for an emergency/disaster is rumour and information. Monitoring of both the news media and incoming public calls will enable awareness of rumours and innuendoes, which could both have negative consequences for public safety and should be corrected promptly.

d. Disaster Management vs. Programmed Management

Some essential differences between disaster and programmed (normal) management are outlined below. It is important that disaster managers are aware of these differences, to mitigate adverse responses to stress and fatigue.

**PROGRAMMED DISASTER**

- Peacetime • Combat zone
- Scope of authority & legal base • Scope of authority & legal base defined often in question

- Paid workers • Volunteers
  - Resources largely in house • Resources often not in house & MOUs needed
  - Deal with problems at onset • Often inherent job after first response
  - Resources largely known • Resources often unknown
  - Predictable nature • Highly emergent nature
  - Life directing "get around" • Life threatening & time to it "dependent"
  - 8-hour day • 12-hour shift
  - Physically easy • Physically demanding
  - Long term goals • Short term goals
  - Known staff • New staff
  - May or may not have high public visibility • High public visibility & public visibility or pressure for results
  - Known turf • New country
  - Decision making centralized • Decision making decentralized
  - Traditional, approved leaders, managers, organizationally • No traditional or approved leaders, managers
- e. Common Mistakes in NEOC Management

Below are some common mistakes and weaknesses experienced by disaster managers over time. Awareness of these failings may help to prevent them in future. They are:

- Lack of a viable disaster plan
- Lack of knowledge of the availability of disaster resources by disaster personnel
- Lack of visible leadership
- Making incorrect decisions that lead to deterioration of the situation.
- Trying to obtain too much information whilst not establishing control of the information flow
- Focusing on the insignificant
- Unknown NEOC staff
- Physical fatigue and "burnout"
- Information void
- Lack of flexibility
- Un-preparedness for likely litigation to follow
- Not avoiding unknowns
- Negative dealings with the media
- Inability to keep "people statistics"
- Not remembering who we are working for
- Post disaster letdown
- Doing a half hearted job.

## **19.0 Annex A NEOC JOB DESCRIPTIONS**

Appendix 1  
to Annex A

### **MINISTER RESPONSIBLE FOR DISASTER PREPAREDNESS**

#### 1. General responsibilities

- Formulates policy and operational guidelines in support of policy for the conduct of disaster operations.
- Approves general policy for disaster operations as set forth in the national disaster plan.
- Ensures that information and directions are given to the general public and that contact is maintained with the appropriate levels of government.
- Overall management of the Nation's survival and recovery efforts, working through the ministers and parish constituency offices.

#### 2. Alert phase

- Ensure that the public has been fully informed of the steps to be taken in the disaster.
- Ensure that every effort has been made to enhance the capacity and quality of public shelters.
- Ensure that all government departments with operational roles are prepared to respond.
- Ensure that all available means are used to warn the public and that people are given explicit instructions regarding the actions they should take to increase their chances of survival.

#### 3. Response phase

- Maintain public morale by informing the population of actions being taken for their welfare and safety.
- Receive assessments of damage suffered by the communities during the disaster.
- Review plans for recovery and post-disaster establishment of medical and welfare systems, and the restoration of vital facilities.
- Receive estimates of the time required to execute recovery plans and the number of men and equipment needed over that which is available.
- Declare National Disaster if the situation warrants.
- Consult with the Governor General and declare a State of Emergency if the situation warrants.
- Issue evacuation order if required.
- Maintain contact with the appropriate departments of government, receive update situation reports, and respond to requests for assistance, if possible.

4. Recovery phase

- Assist National Emergency Operations Centre [NEOC] operations by personal announcements to the public to ensure orderly recovery from the disaster.
- Ensure the continuity of authority in all major government departments and agencies, and in all major institutions, business and industry.
- Ensure that steps are taken for the conservation, use, and distribution of any resources that are made available by Regional or international agencies and/or Governments.

**END OF PROCEDURE**

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## **MEMBERS OF PARLIAMENT**

### 1. General responsibilities

- a. Attend all meetings held by the District Disaster Committee or ensure representation at such meetings.
- b. To have access to all information/ reports from the District Disaster Committee.
- c. Supports policy for the conduct of disaster operations.
- d. Agrees with general policy for disaster operations as set forth in the national disaster management plan.
- e. Ensures that contact is maintained with the appropriate levels of government.
- f. Cooperates with the management of the nation's survival and recovery efforts, working through NEMO or District Disaster Committee.
- g. Ensure the authority of NEMO and the District Disaster Committee is maintained.
- h. Liaising with the District Disaster Committee to ensure that every effort has been made to enhance the capacity and quality of public shelters.

### 2. Alert phase

- a. Ensure the authority of NEMO and the District Disaster Committee is maintained.
- b. Liaising with the District Disaster Committee, to ensure that constituents have been fully informed of the steps to be taken during the event.
- c. Confirm with the District Disaster Committee the capacity and quality of public shelters.
- d. Liaising with the District Disaster Committee ensure that all available means are used to warn the public and that people are given explicit instructions regarding the actions they should take to increase their chances of survival.

### 3. Response phase

- a. Ensure the authority of NEMO and the District Disaster Committee is maintained.
- b. Maintain public morale by informing the population of actions being taken for their welfare and safety by NEMO and Government.
- c. Liaising with the District Disaster Committee to review plans for recovery and post-disaster establishment of medical and welfare systems, and the restoration of vital facilities.
- d. Ensure that any reports that the MP may receive is shared with NEMO and the District Disaster Committee
- e. Liaise with the District Disaster Committee, to receive from the Committee the estimates of the time required to execute recovery plans and the number of men and equipment needed over that which is available, with the aim of complimenting the available resources.
- f. Liaising with the District Disaster Committee to maintain contact with NEMO. Provide NEMO with update situation reports, and respond to requests for assistance, if possible.

4. Recovery phase

- a. Ensure the authority of NEMO and the District Disaster Committee is maintained.
- b. Liaising with the National Emergency Operations Centre [NEOC] [housed at NEMO] and the District Disaster Committee, assist NEOC operations by personal announcements to constituents to encourage and ensure orderly recovery from the disaster.
- c. Provide the District Disaster Committee with the assistance to ensure that steps are taken for the conservation, use, and distribution of any resources that are made available by Regional or International agencies and/or Governments.

**END OF PROCEDURE**

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## **DIRECTOR - NEMO**

### Alert phase

1. Serve as primary contact between NEOC, District Sub-Committees, Regional and Divisional coordinators.
2. Ensure that the public has been fully informed of the steps that should be taken in the event of a disaster.
3. Review disaster shelter and evacuation plans with Chairman of Health and Welfare Sub Committee.
4. Ensure that the NEOC is staffed with trained personnel, that communications are operational and that appropriate pre-positioned data and aids are available in the NEOC.
5. Check operational readiness of alert and warning systems and improvise means of warning areas not currently covered by the system.
6. Review with the Telecommunications Chairman the mechanics of alerting and warning.
7. Check with Director to determine whether all positions in sections have been manned. If not, take appropriate action to fill these positions:

- NEOC director
- Operations Officer (OpsO)
- Public Information and Education Officer
- Asst. Operations Officer/Emergency Coordinator (EC)
- Communications Officer (CO)
- Admin. and Support Officer
- Logistic Officer
- Radio Operator
- Police rep
- Coast Guard
- Public Works rep
- Transport Authority rep
- Cable and Wireless
- WASCO
- LUCELEC
- Fire rep
- Health Ministry rep
- Red Cross rep
- PS Personnel
- Admin. and support staff

8. Determine through the Director or Operations Officer that the police, fire, public works, welfare, shelter medical emergency/disaster organizations and other appropriate agencies are alerted and ready to be deployed.
9. Request that the Chief Executive make appropriate announcements to the public over broadcast facilities, as necessary and available.
10. • Ensure that the operations officer has reviewed current operational policy for each of his sections.
11. Check through the DIRECTOR - NEMO the type of problems being experienced during the alert phase, and confirm that proper liaison is effected between communications center and operations room personnel.
12. Check deployment of disaster response personnel to Forward Command posts if applicable.
13. Review with the Director or Operations Officer the operational status of emergency operating sites established by utility and industrial plants.
14. Determine whether communications exist between these sites and the NEOC.
15. Check the deployment of manpower, vehicles and equipment of the various utility and industrial organizations and their availability for operational assignments.
16. Determine that emergency shutdown procedures have been implemented.
17. Review the responses that have been made by utilities and industry and that they have been coordinated with the proper services/authorities in the NEOC.
18. Review with the military liaison officer the availability of aid from military sources. Ensure that communications exists to the nearest source of military assistance.

## 2. Response phase

1. Refer to the Chief Executive all problems that require the exercise of emergency powers or changes and interpretation of policy.
2. Brief the Chief Executive on the situation that exists throughout the country including a summary of major emergencies that have occurred or are under review by the staff in the operations room.
3. Post on the executive bulletin board any announcements affecting the conduct of the disaster operations.
4. Ascertain whether the Director and Operations Officer are receiving pertinent and timely reports from the field and disaster areas.
5. Ensure that an analysis of field data is being made and that the information is posted on the situation and action boards and operations map.
6. Review and keep abreast of the operational activities ordered, or being taken, by the various agencies in the operations room.
7. Check with the Public Information officer to determine whether information on survival action is being broadcast to the sheltered population.
8. Make sure that broadcasts include assurance by the OECS and other key government officials that information available at the NEOC regarding the disaster situation is made known to the public; that the public be advised to remain in shelters until it is determined safe to return to their communities and homes, and to obey the instructions of the shelter managers.

### 3. Recovery phase

1. Determine when it is safe for the population to leave shelters.
2. Maintain surveillance over post-shelter deployment.
3. Closely monitor the establishment of the emergency medical and welfare systems and the clean up activities.
4. Ensure that the Public Information and Education officer informs the public of the details of shelter emergencies, particularly with regard to instructions to restrict entry into specified areas.
5. Monitor the implementation of plans for the restoration of vital services.
6. Ensure the conservation, proper use and distribution of vital supplies and materials made available by outside sources and international relief organizations and/or Governments.
7. Determine whether vital communications links have been disrupted and ensure that either communications are restored or that prescribed reports are delivered by alternate means.
8. Ensure that reports are made to the appropriate government officials.

**END OF PROCEDURE**

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## **NEOC DIRECTOR**

### 1. General responsibilities

1. Chief Advisor to the Executive
2. Responsible to the Executive for all strategic issues affecting both the activities of the incident and supportive functions of the NEOC. (e.g. Liaise with donor agencies)

### 2. Alert phase

1. Ensure members of the NEOC have been alerted
2. Determine which staff officers are present and when the others will report
3. Open telephone log
4. Begin long range planning

### 3. Response phase

1. Direct NEOC operations
2. Obtain briefings from Operations Officer
3. Prepare briefings for the executive
4. Monitor information displayed

### 4. Recovery phase

1. Ensure NEOC properly deactivated.

**END OF PROCEDURE**

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## **PUBLIC INFORMATION AND EDUCATION OFFICER (PIEO)**

### 1. General responsibilities

1. Advises the Director about media related activities.
2. Gathers facts on the crisis and prepares for dissemination of safety bulletins/clips to the media and public.
3. Ensures the availability of 'expert' spokespersons as required.
4. Ensures the monitoring of print and electronic media coverage of the event.

### 2. Alert phase

1. Check personal telephone
2. Open log and record date and time of arrival
3. Check for any messages which relate to your function/responsibilities prior to your arrival
4. Report to the Director and receive briefings
5. Be aware of alternative methods of public information in the event that 'mass' media is not available. (i.e. loud hailers)
6. Brief the Executive on procedures:
  - By which decisions and guidelines for public information purposes will be issued from the executive authority; and
  - for the staff to follow in answering inquiries or issuing public statements and news releases.
7. Identify official 'expert' spokespersons for the news media. (In most cases this should be restricted to the CE, DIRECTOR - NEMO, and the PIEO).
8. Meet with the management and staff of the news media (newspaper, radio and television stations) to review emergency public information plans and procedures.
9. Develop measures for authenticating the source of information before broadcast or publication.
10. After securing approval from the executive, issue news releases announcing preliminary steps the government is taking for increasing preparedness and readiness.
11. Direct broadcast, publication and release of information on:
  - Individual and family protective measures
  - Available public shelters
  - Recommended routes to public shelters and other traffic control arrangements;
  - Ways to improve private shelters or improvise shelters where none exist.
  - Supplies which individuals should take to public or private shelters and how supplies can be obtained.

12. Activate the media center from which to brief media representatives on a periodic basis and ensure that the following are set up in the media room:

- Furniture
- Communications equipment
- Stationery and supplies
- Photocopy machine
- Manual typewriters
- Battery powered calculators
- Battery powered radio receivers

### 3. Response phase

1. Prepare first news release to the public and include:

- What happened (cause and effect)
- A request for people to stay away from the emergency/disaster area
- Any other relevant information

2. Monitor display boards and situation maps and consult with the Director to keep informed of local situations about which the public should be provided information and advice.

3. Monitor radio broadcasts.

4. Schedule periodic press conferences for the media and general public to keep them informed of the situation. This should include, but need not be limited to:

- Information, advice or instructions related to living in shelters for the duration of the disaster (sanitation, food preparation and conservation)
- Weather conditions
- Estimate of length of time before emergence from shelters can take place
- How the communities are faring.

### 4. Recovery phase

1. Continue to issue information as required to assist the population in recovering from the effects of the disaster with particular emphasis on:

- The kinds of relief available
- The agency's responsibilities for providing the relief and where it may be obtained.

**END OF PROCEDURE**

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## **OPERATIONS OFFICER**

### 1. General responsibilities

1. Operations advisor to the NEOC director
2. Responsible for the operational and tactical plans for the deployment of resources to the emergency/disaster scene. (Coordination of emergency/disaster operations)

### 2. Alert phase

1. Review the operational status of the NEOC
2. Obtain a communications status report
3. Review the operational status of each department
4. Appoint an incident site manager and establish direct communications with him
5. Review the status of the emergency/disaster operation plans and procedures and ensure they are current.
6. Confirm that agency representatives have been notified and/or have arrived at the NEOC.
7. Check that personnel assigned to the operations room are trained in:
  - Internal operating procedures
  - Policy guiding emergency/disaster operations
  - Report forms
  - Distribution and message routing
  - Displays
  - Internal and external communications.
8. Ensure that the following tasks are completed:
  - Set up furniture
  - Set up communications equipment
  - Set up charts and display materials
  - Install phones, fax, computers, radios and scanners
  - Distribute stationery supplies to each desk
  - Inspect generator, antennas, food and water stocks, and fuel supply
  - Set up chalkboards/white boards.
  - Set up photocopier machine
  - Set up manual typewriters
  - Take out battery powered calculators
  - Take out battery powered radio receivers
  - Take out box of message and report forms
  - Take out stationery and supplies (see list at annex C)
  - Take out emergency/disaster plans and agreements.

9. Designate an alternate NEOC if necessary and ensure setup is completed as above.

### 3. Response phase

1. Ensure that rapid, well coordinated and effective responses are made to the emergency/disaster situations referred to the operations group.
2. Ensure that response actions are treated on the basis of their seriousness.
3. Note whether action is deferred to later time periods, where possible, in favour of activity that must be taken immediately.
4. Anticipate problems and take remedial action before large problem situations develop.
5. Ensure that coordinated activity is taking place within the operations room and with the executive group and communications center.
6. Refer to the Director or DIRECTOR - NEMO those decisions requiring the exercise of extraordinary emergency powers, departure from the operational policy guidelines, and interpretations of policy.
7. Brief the Director or DIRECTOR - NEMO periodically on the status of the situation and immediately on vital emergency/disaster operations and major problems.
8. Brief all new arrivals

### 4. Recovery phase

1. Continue to coordinate the recovery activities.
2. Prepare and consolidate After Action Reports. (See Appendix 2/Annex B)
3. Deactivate the NEOC

**END OF PROCEDURE**

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## **ASSISTANT OPERATIONS OFFICER/EMERGENCY COORDINATOR**

### 1. General responsibilities

- Acts as primary message controller to ensure smooth information flow within the NEOC
- Takes action to provide and coordinate assistance and relief requested by the parishes and communities through the appropriate agency representative or volunteer agency in the operations room.

### 2. Alert phase

- Test standby power unit
- Ensure all radios, telephones, fax machines etc. are activated
- Ensure a ready supply of logs, forms, maps, etc. are in the operations and communications area.
- Report operational status to the Operations Officer

### 3. Response phase

- Receive and record initial disaster reports, and divisional and local situation reports.
- Ensure that maps, displays, logs and registers are correctly maintained.
- Keep the Operations Officer and Director apprised of the situation.
- Exercise direction over shift #2 when the NEOC is operating on a 24-hour basis.

### 4. Recovery phase

- Deactivate the NEOC as follows:
  - Store furniture
  - Clean and store displays
  - Disconnect and store communications
  - Inventorise and store supplies
  - Replenish supplies

**END OF PROCEDURE**

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## **COMMUNICATIONS OFFICER**

### 1. General responsibilities

- Acts as message controller/Emergency Coordinator in the absence of the Assistant Operations Officer
- Supervises operations of the communications center
- Receives and disseminates warnings to regions, parishes and communities as directed by the Operations Officer or Director.
- Establishes and maintains radio communications (National, Regional and International)

### 2. Alert phase

- Check personal telephone
- Open personal log and record date and time of arrival
- Ensure a ready supply of message forms and logs at all work stations.
- Check for any messages which relate to your function or responsibilities, delivered prior to your arrival
- Open in/out message register
- Switch on all radios, fax machines, telephones etc.
- Conduct a complete operational check of all available radio networks
- Assign radio operators to location as required
- Establish radio communications with site
- Open radio logs
- Report communications status to Operations Officer

### 3. Response phase

- Coordinate establishment of communications in the disaster area.
- Arrange for additional communications, with capability as directed by the Operations Officer.
- Ensure communications and backup equipment is fully operational.
- Maintain communications status board

### 4. Recovery phase

- Prepare communications portion of after action reports.

**END OF PROCEDURE**

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## **ADMINISTRATION AND SUPPORT OFFICER**

### 1. General responsibilities

- Provides administrative support for the NEOC including the following as required:
  - Billeting
  - Transportation
  - Food
  - Supplies and material, to include fuel for auxiliary power generator
  - Personnel augmentation from outside sources
  - Printing and reproduction
  - Funding and purchasing required for emergency/disaster operations
  - Maintenance and upkeep of disaster directory and work schedules.
  - Obtain additional facilities as required
  
- Fiscal functions:
  - Maintain financial records for emergency/disaster operations
  - Perform emergency funding and emergency purchasing actions
  - Prepare financial portion of after action report

**END OF PROCEDURE**

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## **LOGISTICS OFFICER**

### 1. Alert phase

- Check personal telephone
- Open personal log and record date and time of arrival
- Check for any messages which relate to each individual's function or responsibilities delivered prior the individual's arrival.
- Obtain brief from Operations Officer on all available information on the emergency/disaster including resources committed and held in reserve
- Begin compilation of needs assessment.
- Brief operations Officer on logistics status and provide a situation report on the mechanisms in place to collect data on emergency/disaster relief requirements.

### 2. Response phase

- Ensure logistics related information displayed
- Coordinate damage assessment in terms of identifying and obtaining critical emergency/disaster relief requirements.
- Coordinate surveys in disaster areas to determine damage to property and repair or reconstruction requirements.
- Prioritize and arrange for immediate repair of buildings and infrastructure to ensure speedy rehabilitation of the population to normal activity in the shortest possible time.
- Coordinate transportation of emergency/disaster supplies from air and sea ports of entry to the main distribution center
- Establish a center for the storage and distribution of emergency/disaster supplies.
- Arrange the necessary transportation required for distributing the emergency/disaster supplies from the central warehouse into the districts or villages affected.
- Procure the necessary essential emergency/disaster materials/food supplies and services that may be required.
- Answer the immediate needs of the emergency/disaster.

**END OF PROCEDURE**

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## **POLICE/MCW&T/FIRE/UTILITIES REPRESENTATIVES**

### 1. General responsibilities

- Operational planning, decisions and coordination within services or committees represented. (e.g. Fire, Information & Evaluation Sub-Committee, Health & Welfare Sub-Committee, etc.)
- Operational support to the disaster response with continued service to unaffected areas of the country.
- Police to provide security for the NEOC

### 2. Alert phase

- Check personal telephone/desk
- Open personal log and record date and time of arrival
- Check for any messages which relate to your function or responsibilities delivered prior to your arrival.
- Check the operational guidelines of the service represented.
- Establish communications with the service represented.
- Report operational and communications status to Operations Officer.
- Obtain brief from Operations Officer on all available information on the emergency/disaster including resources committed and held in reserve
- Begin long range planning

### 3. Response phase

- Brief operations Officer on Departmental status and provide a situation report on the emergency/disaster. Highlight problem areas or unusual resource requirement.
- Answer the immediate needs of the emergency/disaster

### 4. Recovery phase

- Hand over to normal Government/Commercial agencies.

**END OF PROCEDURE**

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## **HEALTH REPRESENTATIVE**

### 1. General responsibilities

- Operational planning, decisions and coordination within services or committees represented. (E.g. Military, Fire, Damage assessment committee, Shelter committee, etc.)
- Operational support to the disaster with continued service to unaffected areas of the country.

### 2. Alert phase

- Check personal telephone/desk
- Open personal log and record date and time of arrival
- Check for any messages which relate to your function or responsibilities delivered prior to your arrival.
- Obtain brief from Operations Officer on all available information on the emergency/disaster including resources committed and held in reserve
- Check operational status of the Ministry of Health and all other medical services.
- Report operational status to the Operations Officer.
- Establish communications with other Health and medical officials.
- Check with hospitals to determine any unusual problems or needs.
- Alert any Health clinics in the immediate area of the emergency/disaster or hazard and offer assistance in relocating patients or residents.
- Report any immediate or future communications needs to the Communications Officer.
- Begin long range planning

### 3. Response phase

- Brief Operations Officer on departmental status and provide a situation report on the emergency/disaster. Highlight problem areas or unusual resource requirement.
- Answer the immediate needs of the emergency/disaster

### 4. Recovery phase

- Hand over to normal Government/Commercial agencies.

**END OF PROCEDURE**

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## **RADIO OPERATOR**

### 1. General responsibilities

- Operates assigned radio frequencies
- Maintains accurate in/out message logs under the direction of the Communications Officer
- Monitors and documents alternate frequencies.

**END OF PROCEDURE**

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## **PLOTTER**

### 1. General responsibilities

- Maintains maps, charts and status boards, and posts situations as required to keep current.
- Becomes familiar with identifying codes and symbols of agencies in the operations room.
- Ensures that sufficient map symbols are available and marked properly.
- Ensures that actions are entered on the status board and action board, and that these boards are kept current.

**END OF PROCEDURE**

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**RUNNER/MESSENGER**

1. General responsibilities

- Maintains prompt flow of information within the NEOC as directed by the assistant Operations or Communications Officer
- Picks up and distributes messages within the NEOC
- Reproduces the required number of copies of messages on duplicating equipment.

**END OF PROCEDURE**

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## **RECEPTIONIST/TELEPHONE OPERATOR**

### 1. General responsibilities

- Receives all visitors, determines their business and informs appropriate member of the NEOC staff.
- Maintains visitors register
- Handles incoming telephone calls and informs the called individual through the intercom system (if available) or other ring-down means.
- Keeps a record of incoming calls not completed and routes information to called individual through messenger

**END OF PROCEDURE**

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## **JOURNAL CLERK**

### 1. General responsibilities

- Maintains the NEOC operations journal
- Records incoming and outgoing messages in the journal.
- Files one copy of each message and report with the journal.

**END OF PROCEDURE**

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**SENIOR STAFF CLERK**

1. General responsibilities

- Ensures sufficient clerical support staff for operations, services and committees at all times.
- Correlates and reproduces records pertaining to the emergency/disaster.

**END OF PROCEDURE**

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**OTHER CLERKS**

1. General responsibilities

- Dictation, typing, filing of information as directed by the senior clerk
- Assists operations/services and/or committees in the NEOC with clerical needs
- Operates photocopier and other office equipment as required

**END OF PROCEDURE**

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## **DIVISIONAL COORDINATORS**

### 1. General responsibilities

- Evaluates the situation
- Assesses requirements for assistance
- Represents the DIRECTOR - NEMO on parish disaster committees
- Keeps the DIRECTOR - NEMO advised of the situation and conditions in the division.

**END OF PROCEDURE**

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**FORMS**

The NATIONAL RESPONSE FORMS are stand alone document and forms part of the National Response Plans

**END OF PROCEDURE**

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**22.0 Annex C - NEOC RESOURCE LIST**Appendix 1  
to Annex C

## Equipment

The following items of equipment are ideally held in the NEOC:

- Tables
  - Desks
  - Chairs
  - Clocks
  - Photocopy machine
  - Manual and electric typewriters
  - Computers/modems
  - Video cameras
  - Television sets
  - VCRs
  - Tape recorders
  - Cameras
  - HF radios
  - VHF radios
  - UHF radios
  - SW radios
  - Portable satellite terminal
  - Commercial radios
  - Telephone switchboards
  - Telephones (listed and unlisted numbers)
  - Telephone jacks for additional phones to be installed
  - Radio station remote hookups
  - Telephones for press/public
  - Projection screens
  - Film, slide and OHP's
  - Easels with flip charts
  - Blackboards
  - White boards
  - Events display boards
  - Local, parish, country and regional maps
  - Aerial photos
  - Coffee machine
  - Stove
  - Food storage cabinets
  - Refrigerator/freezer
  - Dishwasher
  - Beds/cots
  - Flashlights
  - Auxiliary power (generator)
  - Air conditioners
  - Extractor fans
-

## Supplies

The following supplies are ideally needed in the NEOC:

- Food/beverage supplies
  - Juices
  - Coffee pots and cups
  - Tea kettles
  - Paper cups
  - Water pitchers
  - Glasses
  - Paper towel dispensers
  - Paper towels
  - Food preparation/serving equipment
  - Eating utensils
  - Coffee maker filters
  - Sheets/pillowcases
  - Towels
  - Soap (personal, detergent, laundry, dishes)
  - Toilet paper
  - Coat racks/hangers
  - Coveralls for change of clothes
  - Extension cords
  - Light bulbs
  - Garbage bags
  - Matches
  - Medical supplies
  - Batteries/bulbs for flashlights
  - Film/ashes for cameras
  - Ash trays
-

## Stationery

The following items of stationery will be required in the NEOC:

- In/out registers
  - Operations log sheets
  - Note pads
  - Message pads
  - Message forms
  - Mutual aid request forms
  - Situation report forms
  - Overhead projection materials
  - Audio cassettes
  - Video cassettes
  - Reels for tape recordings
  - File folders
  - Typewriter ribbons
  - Paper and supplies for duplicating machine
  - Adding machine tape
  - Rubber stamps/ink pads
  - Felt tip markers
  - Washable markers
  - Chalk and erasers
  - Paper for easel charts
  - Poster board for signs
  - Map tack
  - String
  - Typing paper (standard and legal size)
  - Envelopes of various sizes
  - Scrap paper
  - Waste paper baskets
  - Pens
  - Pencils
  - Scissors
  - Staplers/staples/staple removers
  - Glue sticks
  - Scotch tape
  - Scotch tape dispensers
  - Rubber bands
  - Erasers
  - Thumb tacks
  - Organization and name tags
  - Waste baskets
  - Filing cabinets
  - Adding machines/calculators
  - Pencil sharpeners
  - Telephone books
  - In/out boxes
  - Calendars
  - Paper clips
  - Paper fasteners
-

## Propositioned data and analytical aids

- The following documents and aids are pre-positioned in the operations room to assist the DIRECTOR - NEMO and NEOC staff:
    - National and local emergency/disaster operations and preparedness plans:
    - Hurricane/tropical storm
    - Earthquake
    - Flooding
    - Oil spill
    - Chemical spill/explosion
    - Explosion
    - Ships fire
    - Major fire
    - Marine accident
    - Aviation accident
    - Civil disturbance
    - Volcanic eruption
    - Others
  
  - Maps of the Islands/countries, parishes and major towns and communities showing physical features, land use and population densities.
  - Data on parishes and major communities including their population, resources, and any mutual aid agreements that may exist.
  - Roster of key local government and private officials including their organizations, business and home addresses, and telephone numbers.
  - NEOC SOPs
  - Emergency/disaster communications plan and SOPs
  - Mutual aid agreements (Local, Regional and International)
  - National Emergency Legislation
  - Agency emergency/disaster response plans (police, fire etc.)
  - Agency organization charts.
  - National evacuation plan
  - Emergency/disaster plans for neighbouring Communities/Towns/Parishes
  - Current list of locations and descriptions of dangerous goods within the Town/Parish/Country.
  - Relevant documentation of dangerous goods
  - Resource inventories
  - Reference library (inventory of documents)
  - Distribution lists
  - Other
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## Files

Below are some files that are normally maintained in the NEOC.

- Status reports
  - Estimate of situation
  - News releases
  - Police incident reports
  - Message file
  - Journal file
  - Damage assessment file
  - Needs assessment file
  - Pledges file
  - Dispatches file
  - Receipts file
  - Distribution and use file
  - Other
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### Equipment & supplies for Public Info Center

The following items are required for the Public Information and Education center:

- Separate entrance/exit for the PIEO
- Desks
- Chairs
- Folding tables
- Filing cabinets
- Telephones
- Tape recorders
- Video camera
- TV monitor
- VCR
- Slide/sound carousel
- Computer
- Photocopier
- White board
- Bulletin board
- Coat rack