



Government of Saint Lucia

The Hospitality Industry Crisis Management Plan

Developed as a collaborative effort between
the Saint Lucia Tourist Board
the Saint Lucia Hotel & Tourism Association
the Saint Lucia Groundhandlers Association
and the

National Emergency Management Organization (GOSL)

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1. Introduction

The National Emergency Management Organization (NEMO) is the state-appointed agency charged with the responsibility to prepare the nation and mobilize 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. Despite NEMO's best efforts, it is recognized 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 cooperation of all relevant actors. These are therefore the key factors upon which this plan is based.

Authority

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, and by the Saint Lucia Hotel and Tourism Association on and by the Cabinet of Ministers by ***Cabinet Decision #1149 of 1996***. It now stands as Section 12 of the National Disaster Plan.

Objectives

The Hospitality Industry Crisis Management Plan (HICMP), is aimed at achieving the following:

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

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 (CMC) comprising a Crisis Management Unit (CMU) and a Communications Unit (CU).
- iii. The establishment of operational guidelines for these Units.
- iv. The establishment of procedures for the coordinated handling of visitors by Hotels and ground handlers.

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 six (6) sub-committees dealing with Emergency/Public works (infrastructure), Evaluation/Information, Supply Management, Health/Welfare, Telecommunications, and Transportation.

The day-to-day functioning of NEMO is coordinated by a full time professional, the National Disaster Coordinator who has a staff of three (3). A number of volunteer committees operate at the grass-roots level, and every major community, village or town has its own Disaster Preparedness committee. The management of National Disasters takes place at the National Emergency Operations Centre (NEOC) located in the Red Cross Building at Vigie.

NEMO has responsibility for ALL disaster management nationally. However, given the Saint Lucian reality its efforts are concentrated on the management of emergencies caused by hurricanes. In this regard it provides information bulletins on the probability of severe weather

affecting the island. The frequency, timing and response action is dependent on the nature, size, speed and intensity of the threat.

2. HOSPITALITY INDUSTRY CRISIS MANAGEMENT COMMITTEE (CMT):

An eleven-person committee to plan for and coordinate disasters/crises has been appointed. The committee will have a NEMO Liaison who be the industry's representative at the Decision Making Level of the NEMO, and one representative and an alternate (listed second) on each of the six NEMO central operations committees (Details of their functions within this plan are outlined in Appendix 1.) The committee comprises:

Coordinator/Chairperson - Roger Joseph, SLTB
Head Crisis Management Unit - Felix Finisterre, SLTB
Head Communications Unit - Maria Fowell, SLTB
NEMO Liaison - Agnes Francis/Hilary Modeste, SLTB/SLHTA
Evaluation/Information - Louis Lewis/Denise St Hilaire, SLTB
Emergency Works/Rehabilitation - (alternate)/Tracey Warner, SLHTA/SLTB
Supply Management - Phyllis Regis/Eileen Paul, SLHTA
Health/Welfare - Cletus Felix/Tanya Warner, SLTB
Telecommunications - Roger Joseph/Angelina John, SLTB
Transportation - Christian Husbands/Marie Ange Williams, SLTB
Ground Handlers - Pauline Barnard/(alternate), Saint Lucia Reps
Office of Disaster Preparedness - Timothy James, National Disaster Coordinator

The CMT will hold scheduled, planning meetings twice annually. One meeting in January to review the previous year's operations and plan for the new year, and a second meeting to be convened in April to review plans prior to the hurricane season. (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 annually.
- Organise simulation exercises to test the plan.
- Prepare and maintain inventory of resources (financial, human, material).
- Store and control emergency equipment and other relief supplies.
- 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.
- In collaboration with the Office of Disaster Preparedness, identify shelter and refuge areas close to tourism plants.

Alert:

- 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.
- Designated members move to the Crisis Management Centre to monitor preparations.
 - * Check communication with the NEOC.
- Liaise with the NEMO on evacuation of hotel guests.

Response:

- In consultation with the NEMO, provide coordination and management functions during and after a national disaster from the Crisis Management Centre. (Details of these functions are listed within the Crisis Management Unit section later on in this document.)

3. HOSPITALITY INDUSTRY CRISIS MANAGEMENT CENTRE (CMC):

A Crisis Management Centre, from which the specific needs of the hospitality industry during crises or national disasters will be coordinated will be established. The Centre will comprise a Crisis Management Unit and a Communications Unit and will be equipped with a portable generator, telecommunications facilities, radio communications and other emergency supplies. In keeping with procedures established by NEMO, as soon as an alert is issued or as the need arises, the CMC will be activated and manned as needed until the situation returns to normal.

Location:

The CMC requires a location with the following attributes:

- A relatively safe area, not prone to flooding.
- One which 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 new Cultural Centre Building at Barnard Hill, and the OECS building, Morne Fortune have been identified.

Resources:

A detailed list is provided in Appendix 2.

Crisis Management Unit (CMU):

The Crisis Management Unit is one part of the Crisis Management Centre. Its primary functions are the management of, and response to, crises/disasters on behalf of the hospitality industry viz:

- 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 sea ports and movement of guests.

The Saint Lucia Tourist Board's Deputy Director/Product Development & Administration, Felix Finisterre, heads the CMU and the unit will be manned by a minimum of four persons working in shifts. Further details of the operations of the CMU are outlined within the section entitled Operational Guidelines for the Crisis Management Centre.

Communications Unit:

The Communications Unit is the other part of the Crisis Management Centre and will operate in a room adjacent to the CMU. Its primary function is to ensure dissemination of information to relevant groups, press and travel trade. The Saint Lucia Tourist Board's Deputy Director for Marketing, Maria Fowell, heads the CU. It will be manned by her team of Marketing Officers.

4. OPERATIONAL GUIDELINES FOR THE CRISIS MANAGEMENT CENTRE (CMC):

Where advanced warnings are possible (e.g. severe weather) the Crisis Management Centre will operate according to the following Emergency Alert System as established by the NEMO.

Emergency Alert System:

For a Tropical Storm/Hurricane, the Emergency Alert System is in three phases.

Phase 1. Advisory: On detecting that a tropical storm/hurricane is in the area.

Phase 2. Storm/Hurricane Watch: When there is a threat of storm/hurricane conditions affecting the area within 24-36 hours.

Phase 3. Storm/Hurricane Warning:

Alert 1: When storm/hurricane conditions are expected to affect the island within 24 hours.

Alert 2: When storm/hurricane conditions are expected to affect the island within 12 hours.

Alert 3: When storm/hurricane conditions are expected to affect the island within 6 hours.

Action to Be Taken at Each Phase:

Phase 1 - Advisory:

Coordinator CMT :

* Liaise with the National Disaster Coordinator.

* Alert Crisis Management Committee.

Head CMU:

- * Contact office where Crisis Management Centre is located and arrange for check of facilities.

Head of Communications Unit:

- * Inform all relevant industry partners of advisory.
- * Together with Head CMU check Communications Unit facilities.

Information/Evaluation:

- * Determine occupancy levels of other islands or hotels in the event evacuation becomes necessary.
- * Obtain a list of all visitors on the island including country of origin, emergency contact numbers etc.
- * Check availability of flights, ground and sea transportation.

Telecommunications:

- * Liaise with standby HAM radio to ensure availability.
- * Contact source/supplier for communication equipment to ensure availability.

Phase 2 - Storm/Hurricane Watch (more than 24 hours before arrival):

Coordinator CMT:

- * Call meeting of Crisis Management committee.
- * Get status reports from committee members.
- * Review emergency procedures and responsibilities.

Head CMU:

- * Report on status of CMU.
- * Prepare a roster of staff for manning the CMU in shifts.
- * Ask staff on first shift to take necessary emergency precautions at home then report back to office.

Head of Communications Unit:

- * Inform all relevant industry partners of watch status.
- * Report on status of Communications Unit.
- * Check availability of contact/spokes persons at the various hospitality concerns.
- * Advise hospitality concerns to review emergency procedures with guests.

Information/Evaluation:

- * Circulate updated list of employee phone numbers.
- * Report on evacuation possibilities.

Supply Management:

- * Check emergency supplies for condition and usability.
- * Ensure that all keys for warehouse/storeroom are available to the CMU.
- * Report on inventory of emergency supplies and meal plans for the Crisis Management Centre.

Health/Welfare:

- * Check and report on status of relevant shelters.

Telecommunications:

- * Begin arrangements to secure communication equipment and activate telephone lines.
- * Report on telecommunications status.

Transportation:

- * Report on inventory of on-island transportation available for evacuation.

Phase 3 - Storm/Hurricane Warning:

Alert 1: 12 - 24 Hours before expected impact:

NEMO Liaison:

- * Ensure communication links to NEOC are established.
- * Participate in pre-hurricane meeting of NEMO and discuss evacuation options.

Head CMU:

- * Collect all necessary keys for Crisis Management Centre and activate the centre.
- * Ensure that all emergency equipment and supplies are brought to the centre, checked and are operable and usable.
- * Post a list of emergency procedures at the Centre.
- * Source materials for securing Crisis Management Centre (tape for glass windows, boards to block up openings, plastic or polyethylene to cover equipment etc.).
- * Check emergency generators for proper operation, fill fuel tanks and containers.
- * Ask first shift on roster to report to the CMU to assist in preparations.

Head Communications Unit :

- * Activate the Communications Unit.
- * Ensure that there is a communication link between the Communications Unit, the CMU and the NEOC.
- * Advise hospitality sector of warning status and plans for evacuation.

Information/Evaluation:

- * Liaise with Ground handlers, Shelters and Transportation committee members to prepare a list of available air, land and sea transportation and destinations (on or off island) for evacuation.

Supply Management:

- * Requisition and arrange delivery of all necessary supplies for the CMC.
- * Arrange purchase of additional stocks and emergency supplies if necessary.

Telecommunications:

- * Secure communication equipment and deliver to CMC.
- * Get HAM radio and operator to CMU and arrange set up of equipment.
- * Ensure communication links between CMC and NEOC are functioning.

- * Ensure all batteries for communication equipment are fully charged or placed on charge.
- * Distribute communication equipment to relevant persons.

Transportation:

- * Advise all hospitality sector concerns to fill tanks of all suitable transportation and have drivers on stand by, especially if evacuation is a distinct possibility.

Alert 2: 6 - 12 Hours before expected impact:

NEMO Liaison:

- * Liaise with NEOC to decide on evacuation of tourists.

Head CMU:

- * Go through check list of procedures to ensure all responsibilities have been fulfilled or assigned.
- * Ensure all windows are taped up and openings which are not going to be used are boarded up.
- * Ensure emergency generators and fuel containers are secure.

Head Communications Unit:

- * Provide information as needed.
- * Go over check list for Communications Unit to ensure all is in place.
- * If decision is to evacuate, advise all relevant concerns.

Alert 3: 3 - 6 Hours before expected impact:

All Crisis Management Committee Members:

- * Double check all necessary arrangements, secure the CMU and Communications Unit and go home to sit out the storm/hurricane.

Action after a Storm/Hurricane:

Coordinator CMT:

- * Liaise with NEOC for all clear signal.
- * Advise all Crisis Management committee members.
- * Report to the CMU.

NEMO Liaison:

- * Report to the NEOC.

Head CMU:

- * Check status of CMC.
- * If CMC is secure, ask all rostered staff to report to the CMU and Communications Unit.
- * If CMC is insecure or unsafe, organise set up of back up CMC.
- * Ensure CMU receives, collates and respond to reports or requests for assistance.
- * Liaise with Coordinator of the Crisis Management committee for assistance from NEMO.

- * Provide status reports to the Head of the Communications Unit, relevant contact or spokespersons, ground handlers and tour operators.

Head Communications Unit:

- * Report immediately to the Communications Unit after All Clear is given.
- * Activate Communications Unit.
- * Liaise with Head CMU for status reports.
- * Provide information to the press and prepare to receive press at appropriate time.

All Crisis Management Committee Members:

- * Report to the CMC as soon as all clear is given.
- * Report to the NEOC as necessary.

Evacuation Procedures:

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 NEMO in consultation with industry representatives. For crises or disasters which are specific to the industry, the decision on evacuation will be taken by the Crisis Management Committee.

For off island evacuation the following procedures will apply.

- * The decision and other relevant information (which exit point, what time(s) etc.) will be communicated to all relevant concerns by the CMU.
- * Guests must be asked to take all belongings.
- * Ensure all guests are accounted for.
- * 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 CMU.
- * Guest must be asked to secure their belongings and take only what is absolutely essential.
- * Ensure all guests are accounted for.
- * 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.
- * The CMC 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.

For Disasters for Which No Warnings Are Possible (Rapid On-Set):

- * The CMC and Communications Unit will be activated as soon as is possible or once the all clear signal has been given.
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5. 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 should 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 Disaster Management 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 which 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 April to November.
- * When the threat of a disaster is imminent General Managers should reassure guests by holding frequent meetings with them.
- * When a disaster 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.
- * Table-top and simulation training exercises are recommended as methods for 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.

Communication:

With respect to equipment, every hotel needs CB/ two-way radios to create a communication network linking themselves 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 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.

APPENDIX 1: Roles and Responsibilities of Crisis Management Committee Members

Coordinator:

- * Chair the Crisis Management Committee and coordinate its activities.

NEMO Liaison:

- * Be the industry's representative at the Decision Making Level of the National Emergency Management Organisation.
- * During a crisis, be the liaison between the Crisis Management Unit and the NEMO.
- * Liaise with NEMO and relevant industry partners to decide on the need for evacuation and relay the decision to the CMC.

Head Crisis Management Unit:

- * Coordinate the activities of the Crisis Management Unit (as outlined under that section), including ensuring its set up and readiness for activation.
- * During a crisis, be responsible for the management of the crisis and response efforts.

Head Communications Unit:

- * Ensure each hotel or industry partner has appointed a spokesperson through whom all information should be channeled.
- * Prepare a list with numbers for these contact/spokespersons and circulate to the Crisis Management Unit.
- * Coordinate the activities of the Communications Unit in the dissemination of information to the press and travel trade.
- * Ensure that all information disseminated on the hospitality industry during a crisis is certifiably correct and is the approved version of the industry.
- * After a crisis or disaster provide feedback to ground handlers, tour operators/travel agents on the exact number, and status of visitors on the island.
- * At the approved time, following a crisis or disaster, make arrangements for press conferences or media visits as necessary.

The Crisis Management Committee representatives on the six operational sub-committees of the NEMO have responsibilities at the national level which are spelt out in the National Disaster Management Plan, and which they will be called upon to perform during national crises or as the need arises. At the level of the Hospitality Industry Crisis Management Plan, their specific roles and responsibilities are as follows:

Information/Evaluation:

Pre Crisis

- * Liaise with the SLHTA and maintain a system whereby a list of all visitors on the island, numbers, origin, contact in case of an emergency is readily available.
- * Liaise with Ground handlers, Shelters and Transportation committee members to prepare a list of available air, land and sea transportation and destinations (on or off island) if evacuation becomes necessary.

Response

- * Assist in the status assessment of the hospitality sector.

Emergency Works/Rehabilitation:

Pre Crisis

- * Maintain a list of light and heavy equipment available within the hospitality sector (from chain saws to tractors or bulldozers).
- * Maintain a list of voluntary personnel for assisting in immediate response efforts.

Response

- * Coordinate work crews from the list of voluntary personnel to assist in the prompt restoration of essential services.

Supply Management:

Pre Crisis

- * Identify sources for procuring, and keep a stock of, food, water, clothing and medical supplies.
- * Identify appropriate storage areas for, and maintain an updated inventory of relief supplies.
- * Ensure that systems are in place for the disbursement of relief supplies to the CMC as needed and the distribution of supplies to the hospitality sector immediately following the crisis.

Response

- * Develop plans for the speedy disbursement of relief supplies to shelters.
- * Liaise with committee representatives responsible for Health/Welfare and Transportation to ensure distribution of supplies as need.

Health/Welfare:

Pre Crisis

- * Identify and maintain an inventory of all national shelters in the vicinity of hotels and their state of readiness.
- * Identify and maintain an inventory of areas within the hospitality sector which can serve as shelters in the event of a crisis.
- * Develop a plan for the management of the identified shelters within the hospitality sector.
- * Liaise with the committee member responsible for Supply Management to develop meal plans for shelters. *(> Response
- * Activate shelters as needed.
- * Keep a detailed list of all persons in shelters.
- * Ensure that food, water and other necessary items are supplied to the shelters as needed. *(>

Telecommunications:

Pre Crisis

- * Develop a plan to ensure that an adequate communications system is in place to serve the needs of the Crisis Management Centre before and during a crisis or disaster, and throughout the response effort.
- * Identify a Ham Radio and operator which will be available to the CMC as needed.
- * Identify a source for two-way radios to meet the needs of the CMC and the committee and establish a system for the procurement of these radios as needed.

Response

* Ensure that all communication links and equipment are functioning satisfactorily and where necessary ensure restorative measures are taken.

Transportation:

Pre Crisis

- * Maintain an inventory of all land and sea transportation available within the hospitality sector.
- * Develop a transportation plan for the movement of persons if evacuation is necessary.

Response

- * Manage the transportation of persons in an evacuation.

APPENDIX 2: Resources for Crisis Management Centre

The Crisis Management Centre must be equipped to operate in a scenario where there may be no electricity from the mains and no telephone service. The centre must also be equipped to be self sufficient for at least 3- 5 days. The necessary resources for the centre has been divided into three categories - Supplies, Stationery and Equipment as follows:

<p>Supplies:</p> <p>Item Quantity Cost</p> <p>Food/beverage supplies</p> <p>Juices</p> <p>Thermos Flask (large) 2</p> <p>Disposable cups 100</p> <p>Disposable plates, forks 100</p> <p>Water 10 cases</p> <p>Paper Towels 10 rolls</p> <p>Toilet paper 1 bale</p> <p>Soap 6 bars</p> <p>Electrical extension cords (110V & 220V)/long and short 2 of each</p> <p>Light bulbs 4</p> <p>Garbage Bags 1 box</p> <p>Matches 1 pkt</p> <p>Candles 2 doz</p> <p>Batteries (Size D and AA) 2 boxes each</p> <p>Bulbs for flashlights 1 box</p> <p>Film for still camera 5 rolls</p> <p>First Aid kit 1</p> <p>Fuel for generator (containers) 15 gals</p>	<p>Equipment:</p> <p>Item Quantity Cost</p> <p>Portable generator 1</p> <p>Hand Held radios (VHF) 21</p> <p>VHF Base stations 2</p> <p>Ham radio 1</p> <p>Telephone switchboard 1</p> <p>Telephone lines 7 (5 for switchboard, 2 direct)</p> <p>Fax lines 2</p> <p>Internet lines 1</p> <p>Fax machines 2</p> <p>Desk top computers 2</p> <p>Lap top computers 1</p> <p>Laser Printer 1</p> <p>Portable transistor radios 2</p> <p>Large Flashlights 6</p> <p>Electric Kettle 1</p> <p>Still camera 1</p> <p>Rubber boots 10 pairs</p> <p>Clocks 2</p> <p>Easels with flip charts 3</p> <p>White Boards 2</p> <p>Stove 1</p> <p>Refrigerator 1</p> <p>Tables 3</p> <p>Desks 6</p> <p>Chairs 12</p> <p>Adding machine (with paper) 1</p>	<p>Stationery:</p> <p>Item Quantity Cost</p> <p>In/Out trays 4</p> <p>Note pads 12</p> <p>Message pads 10</p> <p>Message forms</p> <p>Situation/Damage Assessment report forms</p> <p>File folders 20</p> <p>Paper (letter/legal) 10/2 pkt.</p> <p>Adding machine paper 5 rolls</p> <p>Rubber stamps/ink pads 3</p> <p>Erasable markers for white boards 6</p> <p>Paper for easel 4</p> <p>Bristol Board 20 sheets</p> <p>Thumb tacks 4 boxes</p> <p>Envelopes (various sizes) 2 pkt each</p> <p>Pens 2 doz</p> <p>Pencils 2 doz</p> <p>Scissors 4</p> <p>Staplers/staples/staple removers 4</p> <p>Glue sticks 6</p> <p>Scotch Tape 6 rolls</p> <p>Masking Tape 30 rolls</p> <p>Rubber bands 4 pkt</p> <p>Erasers 6</p> <p>Pencil sharpeners 6</p> <p>Telephone directory 6</p> <p>Paper clips 6 pkt</p> <p>Calenders 4</p> <p>Fax paper 10 rolls</p> <p>Toner cartridges for printer/photocopier 4 each</p>
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