

## Chapter I

### DISASTER PREPAREDNESS

1. Disaster preparedness means preparing the community to react promptly to save lives and protect property if it is threatened or hit by a disaster or major emergency of any kind. In order to do this, planning must be done before there is even the threat of an emergency. This involves the assignment of responsibilities, classification and cataloguing of resources, practice drills and evaluation of experiences.

2. The role of the Central Emergency Relief Organisation in Barbados is not seen simply as that of rendering “salvation after the storm”. Instead, its role is one of activating the community to be prepared to deal with any type of disaster. Its aim is to encourage, equip and accustom the people in all walks of life to work together for their own preservation.

3. The function of the Central Emergency Relief Organisation with respect to emergencies can conveniently be divided into the following categories:

*Informing* – the development and dissemination of information will enhance the capability of the individual or the private organisation to avoid or reduce risk, to cope with emergencies or to get help when needed.

*Warning* – the analysis for forecasting of the nature of potential emergencies and the development and operation of systems designed to maximize warning and precision for the benefit of both victims and helpers.

*Co-ordinating* – the development of systems to enable resources to be effectively applied to emergencies.

*Providing* – the provision and maintenance, when necessary, of extraordinary resources as well as the diversion of normal resources to meet emergency needs and thus to promote the rehabilitation of any area affected by disaster.

*Evaluating* – the review of the performance of the Organisation with a view to its improvement.

4. Disaster preparedness is a continuous exercise – it is a year round pre-occupation not only for members of C.E.R.O., but also for every citizen.

Government agencies and private organisations alike are required to prepare their own internal disaster plans and these must be reviewed every year in order that they may be kept up-to-date.

5. It is therefore the responsibility of every citizen to become familiar with C.E.R.O. and to be so versed in the roles which he is expected to play in the event of a disaster that, should action be necessary, the response would be instinctively orderly rather than merely a panic-stricken reaction. Everyone must be involved in increasing the country's degree of preparedness. Everyone must see himself as a disaster worker.

## TYPES OF DISASTER

6. This booklet concentrates mainly on procedures to be followed in the event of a hurricane, since hurricanes every year pose the most likely threat to Barbados. There are however, several types of disasters which occur, and as Barbados becomes more and more built-up the degree of risks increases. These can be categorised as follows:

*Natural:* Earthquake, drought, hurricane, landslide, flood, epidemic and tidal wave.

*Man-made:* Fire, explosion, pollution, power failure, civil strife, invasion, nuclear fallout and aircraft accident.

7. C.E.R.O. does not ignore the less frequent and less familiar disasters. However, since all disasters have much in common in their resulting needs for shelter, warmth, food, medical attention and first aid, passable roads and transport, preparing a community to cope with the more familiar types will help it to adopt emergency procedures which will be useful in dealing with other types.

8. It is to be noted here that, in keeping with international requirements, a well developed plan for coping with aircraft accidents is maintained at Grantley Adams International Airport under the direct responsibility of the Technical Director, Civil Aviation. All measures to deal with aviation accidents and emergencies (e.g. unlawful interference with aircraft, bomb threats against aircraft) are provided for in accordance with the Barbados Search and Rescue Manual. The resources of C.E.R.O. are available in whole or in part as necessary to assist in the event of any such occurrence.

## HURRICANE

9. The official hurricane season in the Gulf of Mexico, the Caribbean Sea and the Atlantic Ocean runs from June to November. However, the record shows that hurricanes have occurred outside of this period. It is important that the public should be well advised of precautions to be taken before the actual hurricane season as well as measures to be taken during the occurrence of a hurricane or in the after-math of any such disaster. Above all, C.E.R.O. bases its activities on the belief that self-help is the best help and the quickest as well.

## **Chapter II**

### **THE CENTRAL EMERGENCY RELIEF ORGANISATION**

1. The general direction and control of the Organisation resides with the Prime Minister.

*Coordinating Advisory Council.* This Council is responsible for ensuring that the functions of the Organisation as a whole are effectively and efficiently carried out

2. Membership of the Council is as follows:

Permanent Secretary to Prime Minister	—	Chairman
Chief Establishments Officer	—	Deputy Chairman I
Chief Electoral Officer	—	Deputy Chairman II
Chief Fire Officer		
Commissioner of Police		
Chief Technical Officer, Ministry of Transport and Works		
Chief Information Officer		
Chief Education Officer		
Chief Welfare Officer		
Chief Agricultural Officer		

Chief Medical Officer

Director of Culture

Chief of Staff, Barbados Defence Force

Director, Meteorological Services

Technical Director, Civil Aviation Department and/or  
Airport Manager

General Manager, Barbados Port Authority

Representative of Chamber of Commerce

Representative of Barbados Christian Council

Representative of St. John Ambulance Brigade

Representative of Barbados Red Cross Society

3. The Supervisor of Emergency Services will be Secretary to the Advisory Council.

4. All correspondence concerning the Organisation should be addressed to

The Chairman or the Secretary  
Central Emergency Relief Organisation  
Prime Minister's Office.

5. The Coordinating Advisory Council has the responsibility of preparing the nation for emergencies and disasters and the establishment of means for reducing the impact of these events.

The duties are as follows:

- (a) To ensure that all disasters and emergency preparedness means are adequate;

- (b) To mobilise, direct and coordinate adequate response mechanisms for all disaster and emergency situations;
- (c) To promote and monitor emergency preparedness, prevention and response activities by all organisations and persons in agencies and voluntary organisations with disaster functions;
- (d) To acquire and disseminate adequate public information and to promote and implement education and training activities on emergencies and disasters;
- (e) To promote the study, control and prevention of disasters and the evaluation and operational research on emergency situations.

6. The Coordinating Advisory Council will meet quarterly.

7. The Council will normally carry out its supervisory functions through the Executive Committee of the Organisation; i.e. the Chairman, Deputy Chairmen and the Secretary.

8. The Executive Committee will meet monthly or as required.

9. Much of the work of the planning will be done through the Standing Committees. These Standing Committees are established to promote coordination of effort and are not intended to affect in any way the responsibilities allocated to individual Ministries/Organisations.

10. The Chairmen of these Committees are appointed by the Executive Committee of C. E. R. O. and they have the powers to coopt. Each Chairman of the Standing Committees should provide his own secretarial arrangements. Half yearly reports on the Standing Committees should be submitted to the C. E. R. O Secretary.

### *Emergency Services Committee*

The Commissioner of Police or his nominee

The Chief Fire Officer or his nominee

The Chief Medical Officer or his nominee

The Chief of Staff, Barbados Defence Force or his nominee

### *Functions*

To ensure that National Emergency Plans are formulated to deal with all types of disasters.

### *Duties:*

- to coordinate the preparation of a national disaster plan and its subsequent updating.
- to plan and organise simulation exercises.
- to advise the Coordinating Advisory Council on all emergency matters.
- to be responsible for identification of personnel.

A nominee of the Ministry of Finance & Planning who is to be identified will attend as Financial and Budgetary Advisor to this committee.

### *Public Media*

\*Chief Information Officer

Caribbean Broadcasting Corporation (Television)

Caribbean Broadcasting Corporation (Radio)

Barbados Rediffusion

Voice of Barbados

CANA

The Advocate News

The Nation

The Beacon

Meteorological Department

Barbados Broadcasting Service

Caribbean Broadcasting Union

### *Functions*

To ensure that the Public has access to relevant and vital information before, during and after a disaster.

*Duties:*

- Devise a system for reaching the widest audience
- Mobilise personnel to ensure continuous disaster preparedness information
- Dissemination of information before, during and after a disaster.

*Public Awareness Committee*

\*Chief Information Officer  
Meteorological Department  
St. John Ambulance Association  
Barbados Red Cross Society  
Ministry of Culture  
District Organisations  
Audio Visual Aids Department  
Ministry of Education  
Barbados Chamber of Commerce  
Public Health Officer

*Function:*

To ensure that the public is informed and educated about disasters and its role in disaster preparedness.

*Duties:*

- devise a public information and public relations plan.
- monitor the implementation of the public relation plan.
- evaluate the effectiveness of such a plan.
- coordinate all public relation and information activities.

*Telecommunications Committee*

\*Government Telecommunication Engineer  
\*Royal Barbados Police Force  
Amateur Radio Society  
Citizen Bands Radio Association  
Caribbean Broadcasting Corporation (Television)  
Caribbean Broadcasting Corporation (Radio)  
Cable and Wireless  
Transport Board



Barbados Rediffusion/Voice of Barbados  
Barbados Defence Force  
Barbados Port Authority.  
Barbados Telephone Company  
Fisheries Department  
Director Civil Aviation  
Director of Meteorological Services  
Fire Service Department  
Barbados Broadcasting Services

*Function:*

To ensure that an adequate communications system is established and maintained to cope effectively in a disaster.

*Duties:*

- to monitor existing telecommunications systems
- to investigate ways of improving such systems
- keeping up-to-date with changes in telecommunications and recommending changes and modification to the present system
- conduct an annual appraisal of existing system in light of changes in personnel and functions.

*Damage Statistics Committee*

\*Director of Statistical Services  
Director of Data Processing  
Chief Electoral Officer  
Commissioner of Valuation  
National Housing Corporation  
Ministry of Transport and Works

*Function:*

To ensure that information is collected in a scientific way.

*Duties:*

- to devise a system for the collection and collating of damage statistics
- to provide the Telecommunications network and key sectors of a disaster operation with information regarding damage statistics and intelligence.
- to process any data about the disaster as the need arises.

*Health Services*

\*Chief Medical Officer  
Barbados Red Cross Society  
St. John Ambulance Association  
Private Hospitals  
Barbados Defence Force

*Functions:*

To ensure that all health facilities are adequate to meet the need of the society in an emergency.

To ensure that medical and paramedical personnel are informed of the national disaster plan and their role in a disaster.

*Duties:*

- coordinate the activities of the voluntary groups and private medical agencies.
- compile a list of medical supplies and equipment required in an emergency.
- ensure that first aid stations are established adequately staffed and equipped.

### *First Aid Training Committee*

#### **\*Co-ordinator**

Deputy Co-ordinator I

Deputy Co-ordinator II

Barbados Red Cross Society

St. John's Ambulance Association

Barbados Registered Nurses Association

Barbados Defence Force

Barbados Chamber of Commerce

#### *Function:*

Ensure that sufficient persons in the community are trained in first-aid.

#### *Duties:*

- Set up first-aid training programmes among key groups.
- coordinate with the Health Services Committee to ensure that first-aid is adequately provided for, in the event of a disaster.
- ensure that first aid supplies are available at all times.
- ensure that every district organisation has an adequate cadre of trained first aiders.

### *Welfare Services Committee*

#### **\*Chief Welfare Officer**

Caribbean Council of Churches/DERAW

Salvation Army

Barbados Red Cross Society

Seventh Day Adventist

Voluntary Organisations

Ministry of Education

Barbados Christian Council

#### *Function:*

To ensure that proper facilities and supplies exist to cater to the needs of the population before, during and after a disaster.

*Duties:*

- coordinate all activities of volunteer groups who can perform welfare services in the event of an emergency.
- ensure that the welfare of evacuees is met.
- liaise with supplies and shelter committees to ensure that the welfare requirements in shelters are adequately provided for.

*Food and General Supplies Committee*

\*Chief Agricultural Officer  
Commission Merchants  
Provision Merchants  
Barbados Chamber of Commerce  
Ministry of Trade  
Ministry of Agriculture  
Chief School Meals Officer  
Barbados Agricultural Development Corporation

*Function:*

To ensure that adequate supplies of food are available in the event of a disaster.

*Duties*

- To make sure that proper arrangements are made for the transportation of food supplies.
- the establishment and staffing of food centres throughout the island.

*Public Utilities*

\*Chief Technical Director, Ministry of Transport and Works  
Barbados Telephone Company  
Barbados Water Authority

Barbados Light and Power Company  
National Petroleum Corporation  
Transport Board

*Function:*

- To ensure that the uses of the utilities services are restored as soon as possible after the disaster.

*Duties.*

To assist with the evacuation of persons from premises that are partly damaged or otherwise potentially dangerous.

- To provide emergency transport services as needed.
- To make arrangements to interrupt or discontinue services to all or any given areas when considered to be necessary in the interest of public safety.

To provide emergency supplies of public utilities, where necessary and where practicable, e.g. emergency lighting, emergency water supplies, etc.

*Tree Trimming and Road Clearance*

\*Chief Technical Director, Ministry of Transport and Works  
or nominee

Barbados Telephone Company  
Sanitation Service Authority  
Barbados Defence Force  
Barbados Light and Power Company  
National Petroleum Corporation  
Barbados Rediffusion  
Barbados Fire Service  
National Conservation Commission

*Function:*

To ensure that obstacles blocking major highways are removed soon after a disaster.

### *Duties.*

- To coordinate the work of the utility companies and Ministry of Transport and Works with regard to the removal of debris, trees, stones etc. which may pose danger to houses or utility poles.
- To draw up plans for the effective clearing of roads made impassable during a disaster.
- To plan a tree-trimming programme, and to remove any debris, trees or stones which may pose a hazard.
- To pump off flood waters and assist in the rescue operation.

### *Shelters Committee*

\*Chief Education Officer  
National Housing Corporation  
Barbados Association of Professional Engineers  
Welfare Department  
Barbados Christian Council of Churches  
Barbados Red Cross Society

### *Functions:*

To ensure that adequate arrangements are made to house evacuees before and after a disaster.

### *Duties:*

- check shelters to make sure they are in suitable condition
- ensure that they are properly marked
- ensure that the community knows their location
- assist in arranging for staffing to man them

- liaise with welfare and supplies committees to ensure that arrangements are made to provide for the comfortable accommodation of evacuees

11. \*The Chairmen of these Committees are appointed by the Executive Committee of C.E.R.O. and they have the powers to coopt. Each Chairman of the Standing Committee should provide his own secretarial arrangements.

## **Chapter III**

### **PRE-DISASTER PLANNING**

1. The main function of the Central Emergency Relief Organisation is to ensure that the community is in a state of preparedness at all times. Its areas of planning will therefore include –

- Collaboration with the United Nations Disaster Relief Organisation (UNDRO) and similar bodies, whether regional or national.
- Coordination of the Central and the District Emergency Relief Organisations.
- Arrangements for relief aircraft and ships, including customs and visa clearance for relief supplies and personnel.
- Storage and control of reserve equipment, fuel, drugs, medical equipment, food, radios, and other relief supplies.
- Public information and press briefings.
- Warning systems, warning dissemination, responsibility for and control of broadcasting.
- Evacuation plans, shelter and refugee areas, including promulgation of these plans.



- Transport and equipment requirements.
- Direction of labour.
- Entry control of non-essential visitors.
- Anticipatory orders under the Emergency Powers Act.
- Post-disaster reconnaissance and reports.
- Post-disaster demolition and repair.

## RESPONSIBILITIES OF GOVERNMENT AGENCIES

2. Each Government agency is responsible for drawing up its own internal disaster manual. These manuals must provide for the security of the department as well as service to the public.

3. All plans must be submitted to the Chairman of C.E.R.O. not later than 28th April.

4. Guidelines to assist in drawing up a disaster plan are given at Chapter XV.

5. As a general rule, government agencies and officers will continue to exercise their normal functions during a disaster, but in some cases, special additional responsibilities will be assigned.

6. It is important to note the following:

- (1) In cases where a Department or Statutory Body is assigned specific responsibilities in this booklet, ultimate responsibility rests with the Permanent Secretary of the Ministry concerned. The Permanent Secretary must ensure that all members of staff

involved are familiar with the national and departmental plan.

- (2) Where more than one agency is involved in the same area of activity, it is the responsibility of the first listed Permanent Secretary or Head of Department, unless otherwise indicated herein, to arrange meetings to arrive at a common line of action.
- (3) Where an agency has to liaise with another organisation it must make sure that inter-communication is well established e.g. by exchange of telephone numbers of relevant personnel and a code word for recognition.

7. Some of the actions which will be required to be performed and which should be detailed in departmental disaster plans are as follows:

*(a) Police Department*

- to protect property and prevent vandalism
- to control traffic to and from emergency areas and hospitals
- to control crowds
- to supervise evacuation of buildings where necessary
- to see after warning stations and warning flags
- to provide emergency telecommunications

- to coordinate operations of the Amateur Radio Society of Barbados and the Barbados Citizens Band Radio Association
- to protect food stores and other emergency centres.

*(b) Fire Service*

- to manage all fire-fighting operations
- to assist in rescue work
- to pump off flood waters.

*(c) Barbados Defence Force*

- to assist with telecommunications
- to provide task forces
- to maintain security of shores
- to assist police in provision of security forces
- to establish with the collaboration of private boat owners a service to provide small boats when necessary.

*(d) Ministry of Transport and Works*

- to trim trees
- to provide adequate drainage system
- to keep wells in good order
- to clear roads

- to demolish buildings
- to transport relief supplies.

*(e) Transport Board*

- to make arrangements for emergency transport between shelters, clinics, etc.

*(f) Ministry of Education*

- to select shelters and appoint their staff in areas where the local organisations are unable to do so. (N.B. Where the District Emergency Officer is responsible, the Senior Shelter Warden nevertheless must be approved by the Chief Education Officer who is the Chief Shelter Warden)
- to review every year the manual for shelter wardens
- to train shelter staff
- to assist the District Emergency Organisations where necessary with selection of assistant shelter wardens
- to arrange with suppliers for adequate stocks of blankets etc., or as required.
- to assist District Emergency Organisations in ensuring that First Aid boxes are delivered to Emergency Shelters.

*(g) Ministry of Health*

- to equip first aid stations (excluding emergency shelters) with first aid boxes and other medical supplies

- to assist the District Emergency Organisations in obtaining first aid training and in any other matter affecting health or safety
- to care for the injured and the elderly
- to maintain a proper ambulance service
- to educate the public in matters concerning public health
- to arrange for prevention and/or control of any outbreak of disease resulting from the disaster
- to investigate the potability of water supplies
- to arrange that hospitals and health centres make and practise disaster plans
- to establish procedures for collaboration with the Red Cross Society, St. John Ambulance Brigade and private hospitals.
- to arrange for mass casualties.
- to organise temporary morgue.

*(h) Ministry of Agriculture*

- to maintain adequate food centres throughout the country
- to assign personnel to work in these centres in the event of an emergency
- to collaborate with Provision Merchants and Commission Merchants in the maintenance of adequate stocks of food etc. before the hurricane season

- to coordinate with the Ministry of Transport and Works and Transport Board to ensure adequate distribution of food
  - to arrange for Fisheries Département to safeguard fishing fleet.
  - to design rationing systems
  - to advise measures for the safety of livestock
- (i) Ministry of Trade*
- bulk supplies – including reception and storage in the event of an emergency
- (j) Ministry of Foreign Affairs*
- to relay information on pre-disaster planning to local and foreign Missions
  - to provide advice to Barbados Overseas Missions, etc.
  - to request Overseas Assistance
- (k) Ministry of Information & Culture*
- to arrange with Caribbean Broadcasting Corporation, Barbados Rediffusion, Advocate News, The Nation, CANA and the Director, Meteorological Services for keeping the public informed about disaster preparedness
  - assist in the dissemination of information during and after disaster
  - to publicise Awareness Programmes including District Organisations' activities
  - to monitor Telecommunications System
  - to publicise the locations of Emergency Shelters and First Aid posts and ensure that these are well known to the public

*(l) Welfare Department*

- to oversee the distribution of welfare supplies (other than food)
- to assist with Disaster Preparedness plans for Senior Citizens.

*(m) Central Purchasing Department*

to assist the Welfare Department in maintaining stocks of emergency supplies (other than food).

*(n) Statistical Services Department*

to arrange in collaboration with the Data Processing Department, the Organisation and Management Division and National Housing Corporation Division systems for

- (1) collecting and maintaining damage statistics,
- (2) estimating the amount of funds needed for rehabilitation; and
- (3) processing of data about the disaster.

*(o) Ministry of Civil Aviation & Tourism*

to make arrangements through collaboration of airport authorities and the Director, Meteorological Services and after consultation with the Chairman, C.F.R.O., for

- (a) closure and reopening of airport at appropriate time;
- (b) emergency telecommunications;

- (c) disaster relief arrangements at airport; and
- (d) emergency operation procedures.
- (e) to alert and advise the tourist industry

*(p) Fisheries Department*

- to alert fishing community by Caribbean Broadcasting Corporation and Rediffusion/VOB and request to stay at their normal anchorage unless sea conditions do not permit.
- to ask crews to stay on the alert in the vicinity and to make sure that their boats are supplied with fuel, water and a good supply of rope
- to give tractors an extra service to make sure that they are fully operational
- to fuel tractors fully and provide extra fuel at suitable points
- to call on tractor drivers to stand-by for duty and if possible provide back-up drivers
- to collaborate with the Manager, Barbados Port Authority to ensure that boat-lifting facilities are available at the Deep Water Harbour and other locations
- to liaise with Coast Guard

*(q) Barbados Port Authority*

- to provide additional emergency telecommunication links
- to assist Fisheries Department with boat lifting facilities available at the Shallow-draft.



## **Chapter IV**

### **PUBLIC UTILITY SERVICES**

**Responsibilities of the Public Utility Companies and Organisations are as follows:**

- arrangements to interrupt or discontinue services to all or any given areas when considered to be necessary in the interest of public safety
- provision of emergency supplies of public utilities where necessary and where practicable, e.g. emergency lighting, emergency water supplies, etc.
- removal of debris, trees etc. which may pose danger to houses or to utility poles or wires
- restoring use of utility services as soon as possible after the disaster.

**(a) Barbados Light & Power Company**

- endeavour to maintain the electricity supply for as long as possible during the watch and warning periods
- maintain contact with C.E.R.O. through a designated officer who will advise on action which the Company will be taking as the hurricane progresses
- shut down the Spring Garden Steam Station as the hurricane approaches the island in order to take the necessary precautions to protect the plant

progressively trip feeders as wind speed increases and public safety requires it. Shut down the remainder of the Spring Garden Plant at this stage

- thereafter the Company will endeavour to maintain supply to the Queen Elizabeth Hospital and the Belle Pumping Station with limited generation from the Garrison Hill Plant for as long as possible
- in the event that total generation has to be shut down for safety reasons, supply will be restored to the Queen Elizabeth Hospital as soon as the all clear has been given and the Barbados Light and Power equipment can be made operational
- priority in restoring supply will be given to the Bridgetown Harbour and BICO Cold Storage as soon as possible after any disaster
- supply will be restored progressively to other areas as soon as generation and distribution feeders can be repaired.

(b) Barbados Telephone Company

- Hurricane bars, if not already in existence, must be provided for all exchanges. People working at outside exchanges must ensure that the bars are fitted before leaving the building each day
- Stores Drill for fitting skylight covers to the back of the stores should be carried out immediately to ensure that bolts are not rusted and covers are intact
- Any problems with bars or skylight covers should be reported to the designated officer for corrective action to be taken

- In the event of hurricane warning arrangements have been made to man the following stations:

Liaison Officer to the Government  
Windsor Lodge Exchange  
Windsor Lodge Test Desk  
Windsor Lodge Stores and Transport  
Windsor Lodge Transport  
Christ Church Exchange  
Grazettes Exchange  
St. Philip Exchange  
St. John Exchange  
St. James Exchange  
Speightstown Exchange  
St. Lucy Exchange

- Personnel assigned will attend to open manholes, tents, etc. and work in progress
- All Supervisors with transport will report to Windsor Lodge to be assigned to jobs as required
- Off duty staff should call in for instructions. All other staff are asked to report as soon as possible to their various stations, the designated heads there being responsible for the adequate staffing of stations
- Should it become necessary, volunteers for extra miscellaneous duties would be most welcome
- No employee will be expected to follow the above instructions at the risk of his own safety or that of his dependants
- If an emergency occurs during regular working hours, employees are asked to remain at work. An employee

not performing emergency work may be released from duty at the discretion of the Plant Manager or Supervisor to whom he reports

- If the emergency warrants, management personnel will make every effort to notify employees personally. However, should all means of communication fail, the employee must use his own judgment in reporting to his assigned location and duty.

(c) National Petroleum Corporation

- Woodbourne operators will be asked to turn off supplies to the Transmission System (Woodbourne to Belle), after consultation with C.E.R.O.
- Gregg Farm operators will close off their supply
- All members of the Technical staff will be allowed to see to their families needs having rendered work sites as safe as possible by the removal of loose equipment (e.g. drums, signs, etc.)
- All vehicles will be returned to their stations after having been topped up
- Any member of staff who is unable to get home is welcome to remain on the premises
- All electrical main switches at main stations will be turned off
- Hurricane provisions and equipment for Gregg Farm should be sent up and the key handed over to designated officers

- When the all clear has been sounded all members of the technical staff **SHALL REPORT OR RETURN TO WORK** as soon as possible
- All overland lines shall be checked as soon as supplies are restored –
  - (1) Woodbourne to Belle Line
  - (2) Belle to Gregg Farm Line
  - (3) Glendairy Line
  - (4) Adams Castle Line
  - (5) Graeme Hall Line
- All leaks reported must be attended to promptly
- All members of the technical staff must be prepared to work until normal service has been restored
- All provisions used will be replenished by stores
- In preparation for the hurricane season –
  - equipment boxes are to be checked and updated
  - provision boxes are to be checked and updated
  - all radio sets are to be checked and updated
  - all buried valves are to be checked and updated
  - An adequate supply of batteries is to be kept in stock
- (d) Water Authority
  - Each Engineer or Superintendent assisted by a Foreman, is responsible for a section of the island under the overall control of the Chief Engineer

- Stocks of pipes, fittings and equipment for repairs are held at key locations (16) on an island-wide basis
- Extra stocks of chlorine are held during the hurricane season
- Certain large pumping stations (4) have installed in them on a permanent basis diesel generators which are to be used in case of prolonged power cuts from the power company, especially during a hurricane when it is anticipated that the normal power will be switched off. The diesel alternators at these stations can carry the load of the station and are fed by underground diesel tanks. During the hurricane, it is a duty to make sure that these tanks are kept filled. There are also two large portable diesel alternators.
- Key staff are provided with kits which easily measure the chlorine content (hence the purity of the water). This information is fed back to the Chief Engineer who decides whether the water in that area is fit for drinking or not, and whether it should be shut off
- The Chief Medical Officer of Health has overall responsibility for the purity of the water. The Chief Engineer liaises very closely with him in informing the public of the quality of the water and whether it needs to be purified by boiling
- The Department owns two water tankers and arrangements have been made with Barbados Sugar Producers Association to have six of their molasses tankers thoroughly cleaned at the end of the crop season, and kept in readiness for use by Water Authority in taking tank water to all sections of the island

- The expenses of keeping these six tankers in readiness during the crop season is borne by the Sugar Producers Association as a public gesture
- This Department is one of ten in the Caribbean which has agreed to a more or less informal mutual assistance programme in case of emergencies

(e) Transport Board

- The Emergency Plan Committee, comprising the General Manager, Chief Engineer, Chief of Security, Traffic Manager, Personnel Manager and Financial Controller shall be responsible for the formulation of procedures and execution of such procedures to ensure –
  - the safety of the Board's fleet, stores, equipment, material, cash and other property
  - the allocation and parking of vehicles at safe locations identified for this purpose
  - the security of units parked at sites other than the Board's Depots
  - the organisation of task forces to ensure effective transportation between clinics, shelters and food depots
  - the quick return to normal scheduled services after the emergency
- The Committee will ensure that all personnel are ready to implement plans, that buses and other units are allocated to pre-determined safe sites, and crew are made aware of emergency functions

Each operational head will meet with emergency personnel to complete final arrangements for

- (a) evacuation of depots prone to flooding
  - (b) provision of emergency lighting
  - (c) the refuelling of all units
  - (d) the removal of all unserviceable units to Mangrove Depot
- Stocks of equipment and other materials at Weymouth should be removed to Mangrove. Workshop equipment at Weymouth must be secured from flooding and shelters and other protective implements must be available for ready use
  - Depending on information issued by the Director of Meteorological Services, the General Manager after consultation with the Permanent Secretary, Ministry of Transport and Works and the Chairman of C.E.R.O. will determine the point at which normal bus services will be suspended
  - Final instructions will thereafter be issued to crews concerning the pre-determined sites for buses and transportation of crew from these sites
  - Buses to be used in Emergency Transportation Programme will be held at —
    - Mangrove Depot — St. Philip
    - District 'C' Police Station — St. Philip



- Chance Hall Depot (M.T.W.) – St. Lucy
- District ‘E’ Police Station – St. Peter
- Garrison Parade Square – St. Michael
- U.W.I. Cave Hill – St. Michael

(f) Cable & Wireless

- Arrangements for emergency communications with outside world.

## **Chapter V**

### **ROLE OF VOLUNTARY AGENCIES AND SERVICE CLUBS**

Junior Jaycees	–	Assist C.E.R.O. Secretariat with collating papers, identification cards, distribution of booklets, posters and leaflets, preparing packages for District Emergency Organisations, etc.
Jaycees	–	Assist District Emergency Organisations
Lions	–	Assist public awareness programmes
Rotarians	–	Assist with first aid, relief supplies
Seventh Day Adventist Church	–	Provide relief meals and supplies
Salvation Army	–	Provide relief supplies
CCC/DERAW	–	Assist with rehabilitation
Red Cross Society	–	Assign first aiders to stations and shelters

	—	Trace missing persons
St. John Ambulance Brigade	—	Assist with first-aid and first-aid training
B.R.N.A.	—	Assist with first-aid training
A.R.S.B.	—	Assist with telecommunications at essential service points. See Chapter II
B.C.B.R.A.	—	Assist with field communications
B.A.P.E.	—	Assist with survey of shelters
Boy Scouts Girl Guides A.Y.P.A. C.L.B.	—	Provide messengerial services between areas and shelters
	—	Give assistance at shelters and first-aid posts
	—	Meet District Emergency Organisations to settle details before hurricane season

## Chapter VI

### EMERGENCY ALERT SYSTEM

1. The Emergency Alert System will be activated by the Director of Meteorological Services. On detecting that a hurricane is in the area he will prepare the text on an "Advisory" press release and will call the Chairman of C.E.R.O. for approval before broadcasting.

#### PHASE I – ADVISORY

Chairman C.E.R.O.	–	Will put the Organisation on ALERT by initiating the chain of calls set out in Appendix B
CIO/GIS	--	Monitor press announcements with a view to ensuring that the public is accurately informed and not driven to panic
Amateur Radio Society	–	Standby frequencies of 3.805 Mhz (night) 7.185 Mhz (day) and or VHF repeater frequencies of 146.31 Mhz, or in case of repeater failure 146.52 simplex
	–	Check assignments of members
Citizens Band Association	--	Standby on Channel 7

- Tune transceivers to Channel 9 for information on progress of hurricane
- Check assignments of members
- Permanent Secretaries  
Heads of Departments  
Heads/Statutory Boards
  - Ensure that all personnel are ready to implement emergency operations plan with a minimum of delay, should this be necessary
- Private Sector
  - Managers are advised to ensure that their emergency plans can be implemented without delay and to be alert for public announcements from C.E.R.O.

## **Chapter VII**

### **PHASE II – WATCH**

- |  |   |  |
|--|---|--|
| <b>Chairman and Deputy<br/>Chairman C.E.R.O.</b> | – | Maintain contact with Meteorological Department  |
|  | – | Ensure that members of Emergency Operations Team I have all been alerted   |
| <b>Chief Medical Officer</b>                     | – | Ensure that all emergency first aid stations, excluding first-aid Emergency Shelters, are prepared and ready to function if needed |
|  | – | Ensure that all staff assigned to Health Centres, Clinics and first aid stations have been alerted                                 |
|  | – | Collaborate with the District Emergency Organisations  |
|  | – | Coordinate activities with Red Cross Society, St. John Ambulance and St. Joseph Hospital   |
| <b>Hospital Director</b>                         | – | Ensure that emergency medical supplies are in order  |

- Ensure that Emergency Ambulance Service is on the alert
- Ensure that hospital personnel are ready to respond, in event of disaster, in accordance with the hospital disaster plan
- Permanent Secretary, Education – Check emergency shelters for safety conditions
- Chief Education Officer – Ensure that personnel assigned to man emergency shelters have been alerted
- Prepare to issue directive to Head Teachers to close or open schools as necessary
- Chief Welfare Officer – Check adequacy of emergency (non-food) supplies
- Cooperate with Ministry of Education on preparation of shelters
- Permanent Secretary, Trade – Ensure that imported food supplies are available
- Permanent Secretary, Agriculture – Ensure that local foods are available and to arrange for distribution of food to food depots and shelters

Permanent Secretary, Transport and Works	—	Arrange with Manager, Transport Board that the emergency transport services are in readiness
Permanent Secretary, Labour	—	Standby to advise on opening of shops as necessary. Assist with the recruitment of emergency casual labour
Chief Electoral Officer	--	Maintain contact with District Emergency Organisations
Director of Culture	—	Maintain contact with voluntary organisations
Airport Manager Technical Director (Aviation)	—	Brief airlines, Government and other agencies at the airport on possible closure of the airport, ensuring that all units complete their preparations
Heads of Departments	—	<p>Note that it is at this stage that all services should stand by to put disaster plans into action with a minimum of delay if necessary, including —</p> <ul style="list-style-type: none"> <li>(i) securing the building, its furniture, equipment and materials at risk</li> <li>(ii) alerting of all personnel</li> <li>(iii) ensuring that key personnel are conversant with what is required</li> </ul>



- (iv) checking stocks of emergency supplies
- (v) keeping in touch with progress of hurricane through Caribbean Broadcasting Corporation or Barbados Rediffusion

Fisheries Officer

- Advise via radio West Coast fishermen to proceed to the Deep Water Harbour and to leave fishing gear on land at a position well away from sea;
- in the shallow draft harbour see that as many boats as possible be lifted from the water and distributed within the Port area with the help of the Port Authority;
- see that East coast boats are hauled from the water as high up as possible;

Amateur Radio Society

- Radio operators assigned to the following points should make preparations to move to those points as soon as possible after the hurricane is issued

Police Headquarters

Airport – Control Tower

Airport – Meteorological Office

Caribbean Meteorological  
Institute

Ministry of Agriculture

Ministry of Education

Transport Board – Haggatts

Speightstown

Weymouth

Mangrove

Private Sector

--

Managers are advised to follow  
directions given to Heads of  
Government Departments.

## **Chapter VIII**

### **PHASE IIIA – WARNING**

- |  |   |
|--|---|
| Commissioner of Police                   | <ul style="list-style-type: none"><li data-bbox="824 554 1494 682">— Assign personnel to provide security force to protect property and to guard against potential vandalism</li><li data-bbox="824 724 1494 898">— Prepare to erect emergency directional and detour signs as called for under evacuation and traffic control plans</li><li data-bbox="824 940 1494 1073">— Assign security personnel to protect key areas such as hospitals, air and sea ports etc.</li><li data-bbox="824 1115 1494 1203">— Prepare to arrange hoisting of warning flags</li><li data-bbox="824 1245 1494 1377">— Check auxiliary generators and other power and lighting equipment</li><li data-bbox="824 1461 1494 1633">— Contact members of Emergency Control Teams on request of Chairman, C.E.R.O., to set up an Emergency Operations Centre</li></ul> |
| Chief of Staff Barbados<br>Defence Force | <ul style="list-style-type: none"><li data-bbox="824 1717 1494 1801">— Assist police in security measures at key points</li></ul>   |

Permanent Secretary Ministry of Transport & Works	—	Check auxiliary generators and other power and lighting equipment
Permanent Secretary Foreign Affairs	—	Advise Barbados Overseas Missions of impending hurricane
Chief Education Officer	—	Advise Headteachers and Senior Shelter Wardens to stand-by to close or open schools as necessary
Permanent Secretary Ministry of Agriculture, Food and Consumer Affairs	—	Arrange for loading of food supplies on to trucks for delivery when necessary to areas most likely to be cut off in a hurricane
Technical Director (Aviation)	—	Issue NOTAM for closure of airport.
Airport Manager	—	Inform airline managers, government agencies and concessionaires about closure
Fisheries Officer	—	to warn again not to cook nor smoke on board the boats
	—	to request by radio all fishermen to check that their boats are as safe as possible and that fishing gear is in a safe place on land
	—	to advise that no fishing vessels should be in the Careenage and that any who remain in do so at their own risk

- to send Fisheries Department staff to their homes, if the emergency occurs during working hours and to instruct them to return to the Fisheries Headquarters as soon as the all-clear is sounded or they hear such instructions on radio
- to send the Fisheries tractors and the landrover, previously stocked with fuel, fresh water, spare parts, tools and rope to a place of safety well inland to await the passage of the hurricane
- liaise with Coast Guard and Port Authority

#### PHASE IIIB – TWO HOURS BEFORE HURRICANE STRIKES

- |  |  |
|--|--|
| Chairman, C.E.R.O.<br>Emergency Control<br>Team I        | — Report to Emergency Operations Centre, Police Headquarters (See Chapter IX)  |
| All Permanent<br>Secretaries and Heads<br>of Departments | <ul style="list-style-type: none"> <li>— Ensure that communication between key personnel and Emergency Operations Centre is adequate</li> <li>— Put emergency operations plan into action as directed</li> </ul> |
| Chief Education<br>Officer                               | — Arrange for opening of Shelters  |

- |  |   |   |
|--|---|---|
| <b>Barbados Rediffusion<br/>Caribbean Broadcasting<br/>Corporation</b> | — | Move mobile broadcasting equip-<br>ment to the Emergency Opera-<br>tions Centre, Police Headquarters  |
| <b>Boy Scouts<br/>Girl Guides<br/>C.L. Brigade<br/>A.Y.P.A.</b>        | — | Report to their Headquarters or<br>other station as instructed in<br>accordance with pre-arranged<br>assignments  |
| <b>B.C.B.R.A.</b>  | — | Report to hurricane shelters and<br>first aid stations with assign-<br>ments as pre-arranged  |
| <b>Amateur Radio Society</b>   | — | <p>Members to take up positions<br/>(assignments as pre-arranged) at<br/>the following points:</p> <ul style="list-style-type: none"> <li>— Government Headquarters</li> <li>— Police Headquarters</li> <li>— Airport — Control Tower</li> <li>— Airport Meteorological Office</li> <li>— Caribbean Meteorological In-<br/>stitute</li> <li>— Ministry of Education</li> <li>— Ministry of Agriculture</li> <li>— Transport Board Depots —</li> </ul> |

**Haggatts  
Speightstown  
Weymouth  
Mangrove**

## **Chapter IX**

### **THE EMERGENCY OPERATIONS CENTRE**

1. In the event of a hurricane threat (or threat of any major disaster) an Emergency Operations Centre will be set up to coordinate all emergency services and activities and to supervise all communications to the public. The Centre will be set up in the Control Room of Police Headquarters on Coleridge Street and will be manned by three teams working in rotation. The teams will be constituted as follows:

#### **TEAM I**

Chairman of C.E.R.O.	—	Chief Executive Control Officer
Dep. Chairman I	—	Emergency Control Officer I
P.S., Ministry of Housing & Lands	—	Liaison Officer I
Director, Statistical Services	—	Intelligence Officer I
Chief Information Officer	—	Public Relations

#### **TEAM II**

Deputy Chairman II	—	Emergency Control Officer II
Deputy Permanent Secretary Prime Minister's Office	—	Asst. Emergency Control Officer

Dep. Chief Electoral Officer	—	Liaison Officer II
Chief Town Planner	—	Intelligence Officer II
Dep. Chief Information Officer	—	Public Relations

#### TEAM III

Permanent Secretary, Legal Affairs	—	Emergency Control Officer III
Chief Personnel Officer	—	Asst. Emergency Control Officer
Chief Welfare Officer	—	Liaison Officer III
Director, Data Processing Department	—	Intelligence Officer III
Senior Information Officer	—	Public Relations

2. These Teams will be supported by the Heads of the following services or by senior officers assigned by them:

- Police
- Fire Service
- Health
- Education (shelters)
- Public Utilities
- Supervisor of Emergency Services
- Asst. Supervisor of Emergency Services
- Chief Technical Officer, MTW

3. Other members of these services like other members of the Public Service will report at their Headquarters or at such other



stations as has been pre-arranged by the Heads of the respective services according to the departmental plan.

#### *Arrangement of Duty*

4. Team 1 will assemble at Police Headquarters approximately two hours before onset of hurricane and should be relieved four to six hours after the “all clear” signal. Subsequently, each team will work in eight to twelve hour shift – the actual times of relief being agreed by the Emergency Control Officers in the light of existing circumstances.

#### FUNCTIONS AND RESPONSIBILITIES OF THE CONTROL TEAMS

- (i) To get such Cabinet directives as may be necessary
- (ii) To give general directives on emergency control operations
- (iii) to keep full record of all damage and all action taken or ordered
- (iv) to regulate the release of information about the state of affairs

#### *Action – Before the Impact*

5. Team 1 will –
- (1) ensure that all key personnel have been alerted (Medical Services, Public Works, etc.)
  - (2) notify every Permanent Secretary of the impending disaster and instruct him to inform his staff and to activate their respective plans

- (3) ensure that individual agencies have activated respective disaster plans
- (4) ensure that there are adequate means of communication between the Control Centre and key services
- (5) liaise with Caribbean Broadcasting Corporation and Barbados Rediffusion Service, requesting them to move their broadcasting equipment to the Control Centre from which thereafter all broadcasts to the public will be issued
- (6) issue instructions, warnings and other information to the public
- (7) alert members of Cabinet to stand-by in case there is a need for emergency legislation
- (8) alert voluntary organisations
- (9) test radio-communication services offered by members of Amateur Radio Society and C.B'ers Club and that they are in their assigned positions
- (10) ensure that Cable and Wireless are alerted and prepared to assist in external communication.

*Action – During the Hurricane*

6. The team will collect information as far as possible on the extent of damage being done, such as:—

- disruption of utility services;
- any threat of fire
- any accidental release of toxic, caustic or other noxious chemicals.

It will therefore determine critical problem areas and those which are likely to be threatened. This Centre, under the control initially of Team 1, will provide reliable and continuing direction and coordination of all emergency operations. It will therefore be necessary to maintain a very close surveillance of the situation and to maintain a central point of contact where individuals can also get information regarding danger areas, traffic movement etc.

*Action – After the Hurricane*

7. The Team will –

- (1) instruct issue of the all clear signal after consultation with Director, Meteorological Services
- (2) phase out emergency operations
- (3) reduce or remove restrictions in disaster areas
- (4) prepare reports for press and official records