ARIMA BOROUGH CORPORATION EMERGENCY OPERATIONS PLAN



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I. PURPOSE:

The purpose of the Arima Borough Corporation's **Emergency Operations Plan** with its annexes and other attachments is to provide the basis for a coordinated response operation before, during and after an incident/emergency or disaster affecting municipalities of the Arima Borough Corporation. The guidance contained in this plan is designed to develop a state of readiness for all types of hazards – natural and man-made. This plan also provides for the necessary coordination with the Ministry of Local Government and the Office of Disaster Preparedness and Management.

II. SCOPE:

- a) The Arima Borough Corporation's Emergency Operations Plan provides a basis for preparing for and executing emergency operations to prevent, minimize, prepare for, respond to, and recover from injury or damage that may be caused by natural or technological disasters. The Municipal Corporation must also ensure the continuity of government operations during disaster situations.
- b) This plan pre-determines, to the extent possible, actions and interactions to be taken by the Municipal Corporation and cooperating agencies to prevent and minimize disasters. These actions include reduction of the vulnerability of its citizens to disasters, protection of life and property of citizens residing in (Municipal Corporation) as well as visitors to the region/town/borough, quick and effective response to disaster occurrences and the implementation of timely recovery actions.

III. DESIGN

This Plan has two basic principal components.

a) The Basic Plan: This provides an overview of the Emergency Operations organization and policies. It states actions to be taken by the Corporation in the face of a threat or occurrence of a disaster and provides a structure for decision making immediately before a disaster, during an emergency, and a recovery period that follows.

b) Appendices:

- Organizational Charts.
- Hazard-Specific: SOP.

IV. AUTHORITIES

The following are the legislative authorities for the promulgation of this plan:

- **♣** The Municipal Corporations Act No 21 of 1990
- **♣** The Representation of the Peoples Act
- **The Public Health Ordinance**
- **♣** The Litter Act
- **♣** The Disaster Measures Act No 47 of 1978
- **♣** Trinidad and Tobago Police Service Act Chapter 15:01
- Trinidad and Tobago Fire Service Act Chapter 35:50
- **♣** Trinidad and Tobago Defense Force Act Chapter 14:01
- Trinidad and Tobago Prisons Act Chapter 13:01
- The Occupational Health and Safety Act
- **♣** The Factories Act Revised Ordinance 1950 Chapter 30 No 2
- **♣** Regional Health Authority Act 1994
- **♣** Town and Country Act 1960 Chapter 35 01
- Constitution of Trinidad and Tobago

V. POLICY STATEMENTS

STATEMENT OF INTENT

a) Limitations:

Due to the nature of emergency response, the outcome is not easy to predict. Therefore, it should be recognized that this plan is meant to serve as a guideline and that the outcome of the response may be limited by the scope, magnitude and duration of the event.

b) Suspension of Routine Activities and Availability of Employees:

Day to day functions that do not contribute directly to the disaster operation may be suspended for the duration of an emergency. Efforts normally required for routine activities may be redirected to accomplish emergency tasks. During an emergency response, Corporation employees not otherwise assigned emergency/disaster related duties will, unless otherwise restricted, be made available to augment the work of their department, or other Corporation departments, if required.

c) Households of Emergency Response Personnel:

Corporation employees may not be at peak efficiency or effectiveness during a disaster if the status of their households is unknown or in doubt. Employees who are assigned disaster response duties are encouraged to make arrangements with other employees, friends, neighbors or relatives to check on their immediate families in the event of a disaster and to communicate that information to the employee through the (Municipal Corporation) Emergency Operations Centre.

d) Non-Discrimination:

All local activities will be carried out in accordance with Equal Opportunities Act (2000 part IV). It is the (Arima Borough Corporation) policy that no service will be denied on the basis of race, religion, national origin, age, sex, marital status, political affiliation, sexual orientation or the presence of any disability.

e) Citizen Preparedness:

This Plan does not substitute government services for individual responsibility. Citizens are expected to be aware of developing events and take appropriate steps to respond in a safe and timely manner. The (Arima Borough Corporation) will make every effort to provide information to the public, via the media to assist citizens in dealing with an emergency.

VI. REVIEW AND UPDATE:

- a) An update of this plan, including a review of the (Arima Borough Corporation) responsibilities and procedures, will be conducted by the Arima Borough Corporation's Chief Executive Officer and the Disaster Management Unit annually or as is otherwise necessary.
- b) Additional revisions or enhancements required following activation of the (Arima Borough Corporation) Emergency Operations Centre or as the result of the findings resulting from exercises may also be added.

VII. SITUATIONS AND ASSUMPTIONS

SITUATIONS:

I. Hazards:

The Arima Borough Corporation is vulnerable to a number of hazards such as

- Floods
- Landslides
- Fires
- Civil Disorders
- Drinking Water Contamination
- Earthquakes
- Hurricanes
- Power Failures
- Hazardous Materials Accident
- Transportation Accidents

The Arima Borough Corporation patterns of existing land use in the area reveal that residential development is a major land use activity. While vacant and partially used land appears to be fairly significant, several hectares consist of steep slopes (1:6) and over 50% is committed for residential.

Industrial use is concentrated in the southern part of the Expanded Borough area with smaller sites situated in other areas. Commercial lands use activities tend to be concentrated mainly in the Central Business District (CBD) and are also scattered along major arterials.

Mixed-used sites are significant feature of the land use, which occurs primarily along the main roads, notably Tumpuna, and Cocorite Roads; and in the Malabar sub-area.

The system of open space companies widely dispersed parks, a few recreation grounds, basketball courts, and areas reserved for riverside development. Two major open space sites located in the town are the Arima Velodrome / Municipal Stadium, and the recently constructed Larry Gomez Stadium at Malabar.

Institutional uses can be found throughout the Borough, but a greater number of institutions sited are located in the Old/Original Borough subarea and forestry and agricultural uses account for less than 10% of land within the area.

II. Characteristics of Municipal Corporation:

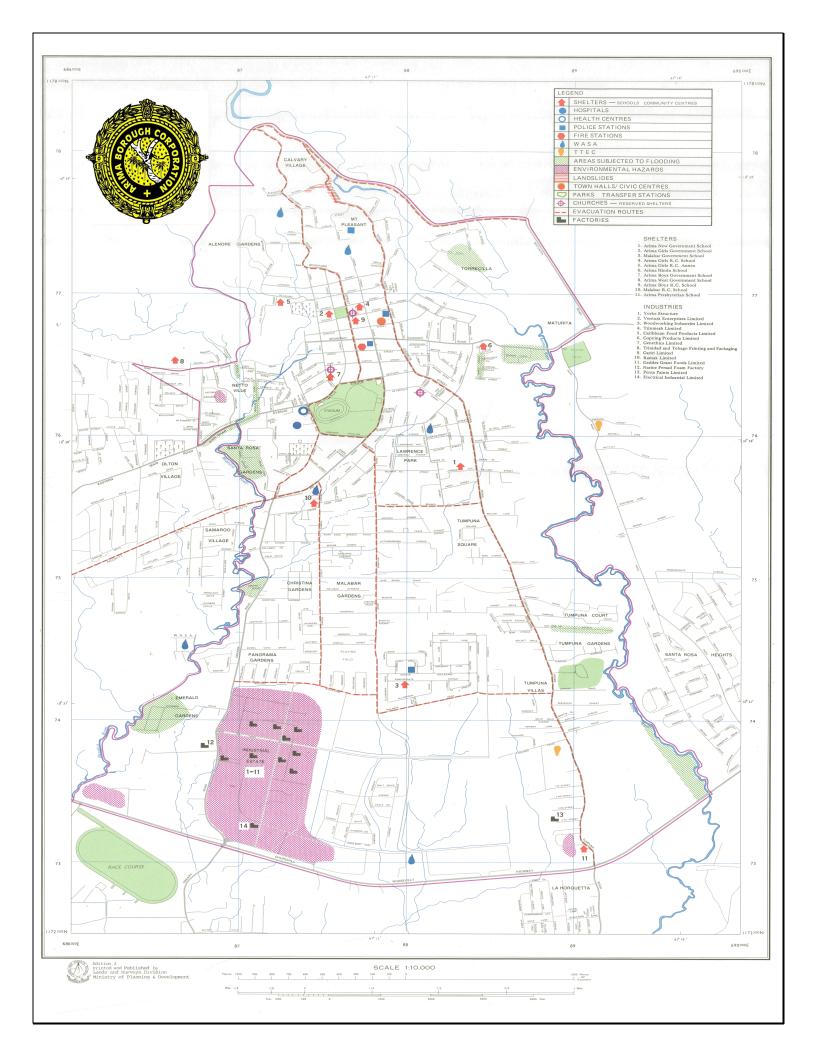
HISTORY OF ARIMA

Arima by its very name reveals the memory of its earliest inhabitants, the Amerindians. It is claimed that Arima is of Amerindian origin, but that it does not mean "water" – a meaning that is popularly ascribed to the word and linked to the Arima, Mausica and other rivers, which are located in the town.

Rather, it is said to refer to the giant-sized (-ma) Hairari (Ari-) trees which flourished in the district.

The year 1888 was indeed a significant one in the development of Arima, for it was in that year that Arima became a Royal Chartered Borough through the grant of a Royal Charter of Incorporation by Queen Victoria. The request originated from her Majesty's subjects resident in Arima who saw themselves as part of a distinct cultural community entitled to exercise the rights that the new political status afforded them. (The Royal Borough n.d.)

Arima has been designated as a sub-regional center in Trinidad (re: National Physical Development Plan 1984). It is therefore expected to provide high-level social services and to function as an administrative center within the island. As such, a development strategy is of vital importance in order to direct future growth, ensure the equitable treatment of all burgesses of the Borough, as avert anticipated future planning problems. Possible planning problems within Arima include the inadequate provision of housing, social facilities, infrastructural facilities, and transportation networks as well as the lack of awareness and conversion of sites of historic or cultural value that undoubtedly be of benefit to future generation



The location of Arima at the eastern end of the Capital Region gives it a significant advantage for development as an important market center.

Agricultural areas to the south of the Churchill Roosevelt Highway and at Wallerfield in the east could provide agricultural produce and raw material for marketing and the development of agro processing industries.

Secondly, its proximity to the Piarco International Airport provides an incentive especially for industries geared towards the export market.

Thirdly, relatively easy access is provided from Arima to the North Coast beaches and also the Asa Wright Nature Center at Blanchisseuse.

Finally, the Cleaver Woods Forest/Picnic Park, situated just on the outskirts of the Borough provides some relief from the intense urban landscape.

ELEVATION:

GENERAL CHARACTERSTICS

The Borough of Arima stands at an altitude of 800 feet above sea level. It is generally characterized by smooth terrain. However, in the north of the town,

the three hundred foot contour foothill of the northern range constrains the availability of usable land space in that area and therefore prevents further in that direction.

SIZE:

The Royal Chartered Borough of Arima, which extends over approximately 4 square miles, is comprised of the area, which is bounded as follows:

On North by a line which begins at the 11/4 Mile Mark on the northern side of Blanchisseuse Road proceeding in a south-easterly direction to the point of intersection with Cocorital Road also known as Maturita Trace. The three hundred foot contour or the foothills of the northern range forms the limits in the area.

On the East by the eastern side of the Cocorital Road / Maturita Trace from the Arima Bye-Pass Road proceeding southwards along the eastern side of the Cocorital Road towards the southern of the Eastern Main Road; then in a south-westerly direction towards the eastern bank of the Arima River; and then to the Churchill - Roosevelt Highway.

On the South by the southern side of the Churchill -Roosevelt Highway from the Arima River in a westerly direction towards the Mausica River.

On the West by the left bank of the Mausica River from the Churchill Roosevelt Highway to the northern boundary of the Eastern Main Road; and eventually proceeding North – easterly along an imaginary straight line to the 1 Mile Mark on the Blanchisseuse Road which is at the point of commencement. (Arima Borough Corporation's Act 1990).

POPULATION:

Today the Borough of Arima extends over an area of approximately 4 square miles and has a population of over thirty-two thousand, two hundred and seventy-eight persons (32,278). It is a growing modern, commercial and industrial municipality. The population is comprised of a "rainbow" of ethnic groups and mixtures. This mixture of ethnic groups contributes significantly to the cultural complexity of the Borough.

III. MAJOR ROADWAYS:

There are (28) twenty-eight major main roads and one (1) highway or that provide ingress and egress to the Arima Borough Corporation.

- Churchill Roosevelt Highway
- John Shaw Avenue
- O'Meara Road
- Tumpuna Road
- Demerara Road
- Arima Bye Pass Road
- Arima Blanchisseuse Road
- Woodford Street
- Hollis Avenue
- Pro Queen Street
- Cocorite Road
- Calvary Road
- Guanapo Road
- Arima Old Road
- Cocorite Street
- Queen Street
- Broadway Street
- Robinson Circular Road
- King Street
- Queen Mary Avenue
- Railway Street
- Subero Street

- Malabar Road
- Lennox Harewood Expressway
- Eastern Main Road
- Mt Pleasant Road
- Prince Street
- St Joseph Street
- Nelson Street
- Loubon Street

IV. WATERWAYS:

Several rivers are found within Arima. These include: the Arima River; the Mausica River; the Aripo River, the Guanapo River and the Oropuna River. Some areas along the Mausica and Arima rivers are prone to flooding. Likely causes include the occurrence of major built development within the flood plain of these rivers, poor drainage e.g. at Malabar housing development; poor maintenance of rivers and associated channels and also poor alignment of rivers in certain areas.

The policy for a 45m wide riverside reserve along the Mausica and Arima Rivers also attempts to prohibit development in hazardous areas, which could adversely impact upon the environment. This policy seeks to protect the steep river slopes, which are susceptible to erosion and to limit the likelihood of flooding in the immediate area and areas further south

V. Chemical Using Facilities & Chemical Producing Facilities - See Appendices

Drinking Water Sources/Intakes: See Appendix

The Municipality gets its water supply from STATE LOCATIONS.

VI. Special Population: See Appendix

B. ASSUMPTIONS:

- VII. Arima Borough Corporations will respond to all emergency situations.
- VIII. Arima Borough Corporations will have established Memorandum of Understanding with the key stakeholders in their respective regions that speak to the rendering of assistance in times of need.
 - IX. Arima Borough Corporations will have established Memorandum of Understanding with each other to assist in times of need when one's capacity and capability becomes overwhelmed or depleted.
 - X. Assistance would be made available from the Office of Disaster Preparedness and Management should the local government entities deplete their resources or require equipment or expertise which they do not presently have available.
- XI. MOU to be developed See Appendix

VIII. CONCEPT OF OPERATIONS:

A. GENERAL:

- I. It is the responsibility of the Arima Borough Corporation to provide for a comprehensive emergency management programme that meets the needs of those who may have been or might be affected by an emergency or major disaster.
- II. The CEO will initiate the Emergency Operations Plan as necessary. In the absence of the CEO, the deputy CEO will initiate the plan. If either of these persons is unavailable the responsibility lies with the next senior officer so designated.
- III. To the extent possible, initial emergency management response will be conducted by the Arima Borough Corporation. It is recognized that the nature of certain disaster agents does not allow for any warning or lead-time prior to the occurrence. When this happens, or when the duration of an incident is expected to be relatively short, the management of the emergency operations will be directed at or near the site. For emergencies for which there is lead time or for those that are expected to be lengthy in duration, management of the operations will be from the Arima Borough Corporation Emergency Operations Centre located Garage Workshop O'Meara Road Arima.
- IV. Response to a disaster will parallel normal day-to-day functions as closely as possible and will utilize the Arima Borough Corporation's resources to the extent possible before seeking assistance from other Arima Borough Corporations, the Ministry of Local Government, and the National Disaster Management Agency ODPM.
- V. The ODPM is guided by the Caribbean Disaster Emergency Management Agency (CDEMA) explanation of levels of emergencies. These are as follows:

Level I

A Level 1 incident can be described as a localized emergency/event dealt with within the regular operating mode of the protective and health services in the Borough Corporation. In this instance, the DMU's at the local level respond to the incident(s) and coordinates the activity locally with the efforts of the Borough Corporation's resources and the additional resources of other Corporations and the inter-agency and inter-ministerial resources that are in close proximity to the event. The Field Officers and Community Emergency Response Team (CERT) 'volunteers' are responsible for coordinating the response with the other members of the emergency and rescue services and relaying the information to the Mayor of the Municipal Corporation and the Town Clerk/CEO of the Corporation.

After Action Reports (AAR) and all documentary evidence from the event must be concluded and disseminated to the Town Clerk/CEO within 24 hours of the event. The AAR must be completed so that interim mitigation planning can be undertaken in an acceptable time frame for the short term and long term prioritized restoration and recovery of services, facilities and infrastructure for public and private use. The DMU collaborates with the ODPM and any other Municipal Corporation/s for the response to a Level 2 incident.

Level II

A Level 2 incident can be described as any Emergency/Disaster/event(s) that overwhelm the capacity of the resources in the Municipal Corporations, but, which do not overwhelm the capacity of the national resources to respond and recover. Such impact area(s) can be declared Disaster Areas. In this event, the Disaster Management Unit Coordinator, Town Clerk/CEO and / or the Mayor or the Borough Corporation extends the call to the ODPM and other Emergency and Rescue Service officials, if in their opinion the severity of the event overwhelms their resources and the ability of the Borough Corporation to respond adequately.

At the national level the ODPM's officials and the other Emergency and Rescue service officials will determine the official responsible for the incident command. This individual/agency will take the lead role and have the responsibility for the direction and management of the emergency.

After Action Reports (AAR) and all documentary evidence from the event must be concluded and disseminated to the Disaster Coordinator within 24 hours of the event. The AAR must be completed as indicated, so that interim mitigation planning can be undertaken in an acceptable time frame for the short term and long term prioritized restoration and recovery of services, facilities and infrastructure for public and private use.

Level III

This indicates that the emergency/disaster events have overwhelmed the capacity of the national resources to respond and recover and external assistance is required. On the advice of the Prime Minister, the President can make a Proclamation declaring a disaster area (*Disasters Measures Act 1978 sec 2(1)*).

At this stage the National Emergency Operations Centre is fully activated and will lead in coordinating the regional and international relief efforts.

After Action Reports (AAR) and all documentary evidence from the event must be concluded and disseminated to the Disaster Management Coordinator and the CEO of the ODPM within 24 hours of the event. The Aar must be completed as indicated, so that interim mitigation planning can be undertaken in an acceptable time-frame for the short term and long term prioritized restoration and recovery of services, facilities and infrastructure for the public and private use.

• Appendix - Disaster Management Policy of the Ministry of Local Government Disaster Management Unit

ACTION STATEMENTS FOR THE PHASES OF EMERGENCY MANAGEMENT

<u>MITIGATION</u>

The Arima Borough Corporation will mitigate against all hazards within its jurisdiction by using its internal resources e.g. human, financial and mechanical to assist the burgesses of Arima.

The cleaning and maintaining of drains, recreational grounds, parks, historical sites, monuments, cremation sites, and the produce and meat markets etc., supports proper mitigation practices for advance development throughout the community

PREPAREDNESS

The Arima Borough Corporation will **prepare** the citizenry and staff by engaging in training, educational and Community sensitization programs through the coordinating efforts of first responding agencies (see appendices). Shelter management training, First Aid, CPR and Fire Safety are some practices that

RESPONSE

The Arima Borough Corporation is responsible for responding to level 1(localized event) and II disasters (partnering with neighboring Municipal Corporations and First Responding Agencies) within its region. Coordination and Control of all resources is imminent and collaboration with the necessary first responding agencies is essential in the event of a disaster.

RECOVERY

The Arima Borough Corporation will engage in **short term** recovery through rehabilitation of necessary utilities.

The Arima Borough Corporation will engage in <u>long term recovery</u> through the coordination and reconstruction of buildings and homes, with other partnering agencies to ensure that normalcy has been restored.

PREVENTION

The Arima Borough Corporation through awareness programs will seek to inform the burgesses how **to prevent** manmade disasters.

B. Phases of Emergency Management:

I. Actions performed during an emergency management process fall into one of the following categories:

Prevention:

Mitigation: The mitigation process involves the prevention or reduction of the probability of a disaster occurring and attempts to minimize the undesirable effects of unavoidable hazards.

Preparedness: The preparedness process develops the response capabilities needed in the event an emergency should arise.

Response: The response process occurs after the onset of an emergency, or directly preceding the onset given enough lead-time. This process serves to reduce disaster damage and possible casualties and to expedite the recovery process.

Recovery: The recovery process consists of both a short term and a long term process.

- **Short Term**: Operations that seek to restore vital services to the community, while providing for the basic needs of the public.
- **Long Term**: Operations that strive to restore the community to its normal or improved status.

PLANS TO ADDRESS THIS - See Appendix

C. **Direction and Control:**

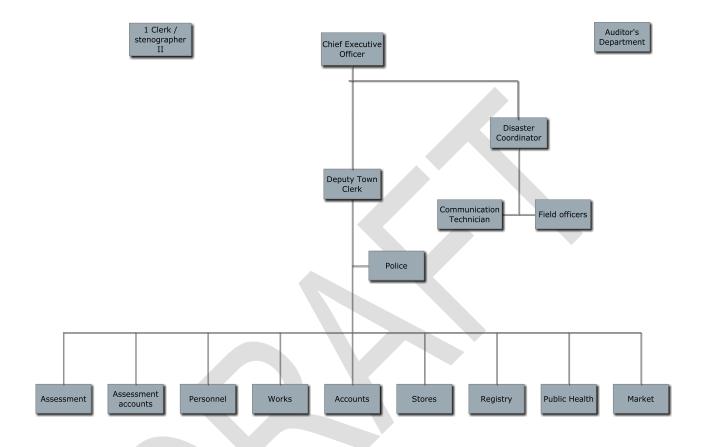
Arima Borough Corporation Mayor's Office:

- a) The Mayor of the Arima Borough Corporation has the authority to issue a Local State of Emergency within the region and if necessary, order evacuation of the community, or affected areas. In the absence of the Major, the Deputy Major will assume responsibility for the direction and control of an incident
- b) The CEO authorizes the implementation of the Arima Borough Corporation's Emergency Operations Plan and, as needed, authorizes the Emergency Operations Centre to be activated.
- c) In the absence of the CEO, action by Council is required to issue a Local State of Emergency; order evacuation; implement the Arima Borough Corporation's Operations Plan; or activate the Emergency Operations Centre.

EVACUATION PROCEDURE - See Appendix

ORGANISATIONAL STRUCTURE

CONTINUITY OF GOVERNMENT OPERATIONS



IX. ARIMA BOROUGH CORPORATION EMERGENCY OPERATIONS CENTRE (EOC):

- a) The Arima Borough Corporation Emergency Operations Centre, when activated, will operate using the ODPM's standard for its NEOC with command staff designated to direct, control and coordinate the Arima Borough Corporation's response and recovery operations.
- b) The CEO or Deputy will serve as the EOC Director and will be responsible for the planning, direction, and coordination of all emergency activities within the Region. The CEO or Deputy will direct these activities through coordination with the Ministry of Local Government EOC, and with assistance of the MOLG EOC, CEO or Deputy will direct the planning for and performance of emergency operations within the regularly constituted governmental structure, augmenting it where necessary. The Disaster Coordinator will serve as the Operations chief overseeing the management of the Operations Room.
- c) In organizing the initial response to the incident and staffing of the Arima Borough Corporation EOC, the EOC Director will consider the needs of the incident. The number of staff personnel and the organizational structure are dependent upon the size and complexity of the incident. There is no absolute standard – As the incident dictates, the response operation grows and additional staff, as required, will be activated.
- d) Arima Borough Corporation EOC staff position assignments (EOC Organization Chart) and Position Checklists see appendix.
- e) Arima Borough Corporation EOC primary location is the Garage Workshop O'Meara Arima.
- f) As a back-up emergency operations facility, an alternate EOC is the Arima Town Hall.
- g) The Arima Borough Corporation EOC is the general coordination point for complete emergency operations. All major changes, decisions and actions will be reported to this control point. The EOC director's staff will report to the EOC where the Director or his/her designee will coordinate the plan and the Region's response operations among the designated EOC staff. Any questions or "alterations" in this plan should be reported to the EOC immediately.
- h) Administrative Forms, provides forms, as needed, for 24-hour operations scheduling, sign-in for Arima Borough Corporation EOC staff and visitors, Event Action Log, Message Form, and Message Log (See appendix)
- i) Summary Reports, provides five ICS Summary Record forms designed to assist in maintaining accurate documentation of emergency related costs (reproduce forms locally as needed). Completed forms must be submitted to the Administration/Finance Section Chief after termination of the response operation. Each form includes an instruction page, however, if you have any

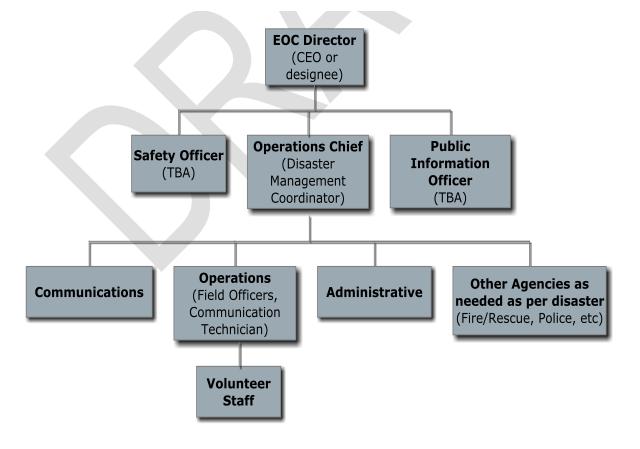
questions, contact the Administration/Finance Section Chief or the Financial Specialist for assistance.

The Summary Records are:

- 1. * Force Account Labour Summary Record: used to record personnel costs
- 2. Applicant's Benefits Calculation Worksheet: used to calculate fringe benefits paid on an employee's salary.
- 3. * Force Account Equipment Summary Record: used to record equipment costs.
- 4. Material Summary Record: used to record supplies and materials that you either purchase or taken out of existing stock.
- 5. Rented Equipment Summary Record: used to record the cost of rented or leased equipment.
- 6. Contract Work Summary Record: used to record the cost of work done by contract.

ORGANISATIONAL STRUCTURE

EMERGENCY OPERATIONS CENTER



X. REQUESTS FOR ASSISTANCE:

- a. The EOC Director or CEO or Deputy may request assistance from voluntary and private sector groups by mutual aid agreements, letter of understanding or contact by telephone to any number of such agencies.
- b. The EOC Director or CEO or Deputy may request assistance from another Arima Borough Corporation either via a MOU with the entity, or through the Ministry of Local Government Chief Disaster Coordinator.
- c. Should assistance be required beyond the capabilities of Arima Borough Corporation and MOLG, the MOLG Permanent Secretary will request necessary assistance from the CEO ODPM.

XI. CONTINUITY OF GOVERNMENT: (COOP)

Continuity of Arima Borough Corporation local government is critical. The council's ability to maintain and preserve its lawful leadership and authority under threat or after the occurrence of any catastrophic natural or man-made event is done through the Arima Borough Corporation. The purpose of COG is to reduce or mitigate disruptions to normal council/ government operations. Specifically, COG achieves a timely and orderly recovery from an emergency and ensures the restoration of full council services to the residents by:

- 1. Preserving lawful leadership and authority
- 2. Preventing the unlawful assumption of authority
- 3. Preserving vital government documents
- 4. Assuring that mechanisms and systems necessary for continued government direction and control are in place prior to the crisis
- 5. Assuring that government services are essential to the continued welfare of the public can be delivered during an emergency
 - a. **Lines of Succession**: There is an established list of those entitled to succeed one another under emergency situations. The alternatives to other key positions are maintained in each department.
 - b. **Pre-Delegation of Authority**: The Arima Borough Corporation shall ensure officials in leadership positions are prepared to respond to emergency conditions.
 - c. **Emergency Operations Centers (EOC)**: Arima Borough Corporation Garage Workshop as the EOC. This centre serves as a centralized facility for the direction and control of disaster operations. Upon notification of an actual or impending disaster, the CEO, or Deputy

- activates the EOC and declares the emergency response phase of operation to be in effect.
- d. **Preservation of Records**: Each Arima Borough Corporation department shall develop and maintain procedures to preserve essential records, files and reference materials.
- e. **Identification and Protection of Key Government Resources, Facilities and Personnel**: The Arima Borough Corporation, with the advice of department supervisors, will act as necessary to disperse resources, facilities and personnel in a manner that facilitates sufficient redundancy to ensure that Arima Borough Corporation can contribute to function during emergency conditions.

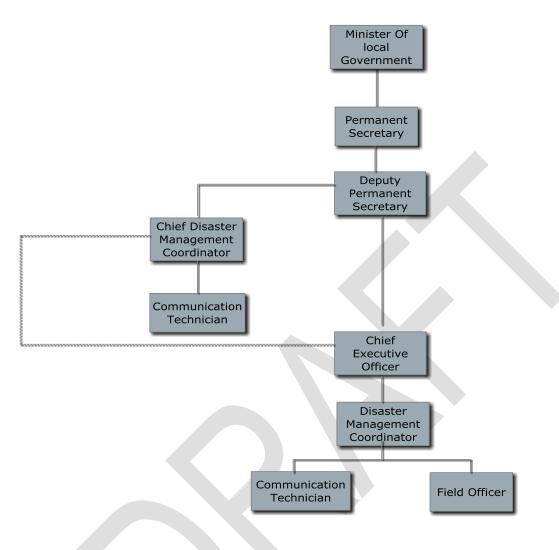
f. Continuity of Government/ Municipal Corporation Responsibilities:

- 1. Arima Borough Corporation CEO:
 - a. The CEO or Deputy CEO will be responsible for the continuity of the Arima Borough Corporation and the capability of the RC to function during periods of an emergency situation or disaster. The ultimate responsibility for the effectiveness of the RC emergency operations, in conjunction with the normal demands of providing services to its community, is that of the CEO.
 - b. During normal office hours, and when existing conditions permit, the CEO's office, as well as the Council Hall, will remain open and will continue to provide normal services. The Disaster Coordinator and staff will provide up to date information on the status of the existing or impending emergency situation.
 - c. As the need may dictate and at the discretion of the CEO or Deputy, the CEO's office will be manned during other hours it is not normally open, to receive inquires from the public and to relay pertinent information to the Arima Borough Corporation EOC.
 - d. The CEO or Deputy will define and detail emergency responsibilities for all employees.
 - e. The CEO or Deputy will identify all essential Arima Borough Corporation services that must be maintained and those activities that may be temporarily suspended.

- f. The CEO or Deputy will coordinate all efforts, prior to the activation of the Arima Borough Corporation EOC, with the MOLG EOC concerning forecasts and warnings of impending emergencies or disasters.
- g. The CEO or Deputy will be responsible for coordinating the assessment of damage occurring within the Corporation, resulting from a disaster.

ORGANISATIONAL STRUCTURE

CONTINUITY OF GOVERNMENT OPERATION



2. **Municipal Police:**

The purpose of the Arima Borough Police is to maintain law and order within the Arima Borough Corporation; to provide early first line warning as to the severity and of existing conditions of an impending disaster or emergency situation; to provide an on-going status report of conditions; to limit access to an affected area; to assist with evacuation; and to provide security for an affected area.

MAJOR TASK	RESPONSIBILITY
Alert the CEO on emergency situation status	D.M.C. Disaster Management Coordinator
Provide the Municipal Corporation EOC with updated reports of scene status	Disaster Management Coordinator
Maintain law and order within the Region	Municipal Police Inspector
Limit public access to affected area(s)	Municipal Police Inspector
Execute an evacuation order in hazmat areas, in an orderly manner	Municipal Police Inspector
Ensure the overall security of the Region	Municipal Police Inspector
Provide radio communications at the Municipal Corporation EOC	Disaster Management Coordinator Communication Technician

3. Fire Department:

The function of the Fire Service is to provide fire fighting and search and rescue services, as well as, where necessary, assist with the evacuating and transporting of persons to safe zones and to emergency medical facilities.

MAJOR TASK	RESPONSIBILITY
Alert the CEO on emergency situation status	Disaster Management Coordinator
Provide the ABC Corporation EOC with updated reports of scene status	Disaster Management Coordinator
Provide radio communications at the ABC EOC	Disaster Management Coordinator Communication Technician Field Officer

4. Health Department:

The purpose needs to be identified here followed by a table depicting the major tasks and persons or positions assigned the responsibility.

MAJOR TASK	RESPONSIBILITY
Alert the CEO on emergency situation status	Chief Medical officer of Health
Provide the A.B.C. Corporation EOC with updated reports of scene status	Chief Medical officer of Health
	Chief Medical officer of Health
Limit public access to affected area(s)	Chief Medical officer of Health

5. Building Inspector

MAJOR TASK	RESPONSIBILITY
Alert the CEO on emergency situation status	Building Inspector
Provide the A.B.C. Corporation EOC with updated reports of scene status	Building Inspector

XII. IDENTIFICATION REQUIREMENTS:

- a. Identification will be required during emergency operations in order to control the movement of individuals within areas of the Arima Borough Corporation affected by the disaster.
- b. Arima Borough Corporation identification will be provided for workers.
- c. Individuals requiring access to the area will be required to present one of the following forms of identification:
 - i. Essential Personnel: Arima Borough Corporation issued employee identification card.
 - ii. Press Personnel: Valid and Current Press Pass.
 - iii. Homeowners/Business Owners: Valid Drivers' Permit (with Arima Borough Corporation address), a copy of a bill or a recent utility bill (including telephone bill) that indicates an Arima Borough Corporation address.

XIII. OPERATIONS BY TIME FRAME - (PHASES):

- a. In order to minimize the effects of a disaster, provide emergency response capabilities and to facilitate recovery efforts, the various departments of the Arima Borough Corporation shall endeavor to provide services in the areas of mitigation, preparedness, response and recovery from disasters to the best of their ability during all operational time phases.
- b. The following colour-coded checklist for the phases of emergency preparedness and response within the Arima Borough Corporation will be used as a basis for preparing for and responding to disaster events. There are four preparedness/response phases identified below by description and corresponding colour. From the lowest to the highest, the phases and colors are
- c. The Municipal Corporation of Arima is vulnerable to a number of hazards

CIVIL DISORDER

Definition:

Civil Disorder is described as an unlawful assembly that constitutes a breach of peace or any assembly of persons where there imminent danger of collective violence, destruction of property of other unlawful acts. During a civil disorder, the Disaster Management Unit's main responsibility is to assist the Police Department and any other government agencies that may be active in returning order to the Borough of Arima and assisting in time if their need. The Disaster Management Unit maintains liaison with dissident during this event with:

- Group Members
- Neighborhood and civic organizations
- Minority group leaders

To obtain information and to explain the Agency's policies and procedures in relation to civil disorder. By soliciting the cooperation of these individuals and groups, tensions are reduced and the restoration of peace and order is facilitated.

PROCEDURES

The officer on the scene of a civil disturbance should:

- **1.** Observe the situation from a safe distance to determine if the gathering is currently or potentially violent.
- **2.** Notify the communications center of the nature and seriousness of the disturbance, particularly the availability of weapons. Request the assistance of the necessary authorities.
- **3.** If approaching the crowd would not present the necessary risk, instruct the gathering to disperse.
- **4.** Attempt to identify crowd leaders and any individuals personally engaged in criminal acts.
- **5.** Liaise with Officer in Charge as to how the Unit can be of more assistance to the Incident Commander.

When the Incident has been brought under control, the Incident Commander shall ensure that the following measures are taken

- 1. All law enforcement officers engaged in the incident shall be accounted for and an assessment made of personal injuries
- 2. All necessary personnel shall be debriefed as required
- 3. Witnesses, suspects and others shall be interviewed or interrogated

AFTER

Follow up should be done to ensure that normalcy has been restored and appropriate reports submitted.

LANSLIDES

A Landslide is a rapid downward movement of earth, rock and other debris. Landslides may be very small or very large and can move at slow to very high speeds. Slope material that becomes saturated with water may develop a flow of debris or mud and may pick up trees, cars, houses and other debris causing blockages and can lead to flooding.

During a landslide the Disaster Management Unit's main responsibility is to assist the Incident Commander in restoring order and normalcy to the affected area.

PROCEDURES

Officers on the scene should

- 1. Observe and assess the situation from safe distance
- 2. Organize search and rescue teams
- 3. Coordinate emergency rescue equipment
- 4. Coordinate emergency medical assistance for the injured
- 5. Set up Emergency shelters for the homeless

6. Coordinate delivery of emergency supplies to affected persons

AFTER

Follow up should be done to ensure that normalcy has been restored and appropriate reports submitted.

FLOODS

Floods occur in plains when there is prolonged rainfall over several days, intense rainfall over a short period of time, because of debris jams in river and water courses or as a result of hurricane s or tropical cyclones. As a result, flooding can disrupt transportation and damage portable wastewater systems an occupancies within the plain.

During a Flood the Disaster Management Unit's main responsibility is to assist the Incident Commander in restoring order and normalcy to the affected area.

PROCEDURE

Officers on the Scene should:

- 1. Assess the situation and imminent damages
- 2. Liaise with the Incident Commander on how the Unit may offer further assistance
- 3. Remind citizens and other officers about the dangers of driving through flood waters
- 4. Check with suppliers for possible disruptions to utility services and deliveries
- 5. Reduce consumption of supplies known to be limited
- 6. Take status reports from affected citizens
- 7. Establish emergency shelters for affected persons
- 8. Assist with coordinating cleanup efforts

AFTER

Follow up should be done to ensure that normalcy has been restored and appropriate reports submitted.

CONTAMINATION OF WATER SUPPLY

The water supply can be contaminated in many ways. There is contamination due to flooding, waste run off from factories and homes, leaking of the sewer system and many others.

The role of the Disaster Management Unit is to collaborate with the Incident Commander to ensure that a potable water source reaches affected residents.

PROCEDURE

The Officer on the scene should:

- 1. Liaise with the Incident Commander on duty to identify source of contamination
- 2. Assist with sourcing temporary potable water source for affected persons.
- 3. Assist with distribution of potable water
- 4. Take incident reports
- 5. Assist where necessary with clean up and purification of contaminated water

AFTER

Follow up should be done to ensure that normalcy has been restored and appropriate reports submitted.

EARTHQUAKES

An earthquake is a result of a sudden release of energy in the Earth's crust that creates seismic wave. Earthquakes are caused mostly by rupture of geological faults, but also by volcanic activity, landslides, mine blasts and nuclear experiments.

During an Earthquake the Disaster Management Unit's main responsibility is to assist the Incident Commander in restoring order and normalcy to the affected area.

PROCEDURE

The Officer on the scene should:

- 1. Liaise with Incident Commander
- 2. Check for fires and fire hazards and notify appropriate authority
- 3. Prepare residents for aftershocks
- 4. Identify potable water sources and direct affected persons
- 5. Establish emergency shelters foe affected persons
- 6. Assist in maintaining order and restoring calm amongst residents

AFTER

Follow up should be done to ensure that normalcy has been restored and appropriate reports submitted.

HURRICANES

Definition

Hurricanes and tropical storms are cyclones with tropical origins, when the sustained winds of a tropical storm (winds 39 to 73 MPH) reach a constant speed of 74 MPH or more, it is called a hurricane. Hurricane winds blow in a large spiral around a relatively calm center known as the "eye." The "eye" is generally 20-30 miles wide, and the storm may have a diameter of 400 miles across. A hurricane can bring torrential rains, high winds and storm surge as it nears land. More dangerous than the high winds of a hurricane is the storm surge – a dome of ocean water that can be 20 feet high and 50 to 100 miles wide.

Before, during and after a hurricane the Disaster Management Unit's main responsibility is to assist the Incident Commander in restoring order and normalcy to the affected area.

PROCEDURES

In the event of a Hurricane warning/watch, the Disaster Management Team should:

- 1. Track the progress of the Hurricane to the immediate area.
- 2. Assign team members to specific tasks/areas.
- 3. Ensure that there are adequate emergency supplies such as food, water, fuel etc. to assist immediate affected persons.
- 4. Check that all equipment including generators, telecommunications devices, vehicles etc are in good working order.
- 5. Inform residents that all furniture, equipment and valuables are secured in safe locations.
- 6. Identify possible venues for emergency shelters.
- 7. Activate the Emergency Operating Center.

During the Hurricane the Disaster Management Team should liaise with National Emergency Operating Center.

After the hurricane, the Disaster Management Team should:

- 1. Search for immediate danger and take reports of missing persons and immediately inform relevant authorities.
- 2. Identify downed power lines/broken water mains and inform relevant authorities.
- 3. Ensure affected persons stay clear of immediate dangers, inform them not to eat food affected by flood water, and boil all water until informed that the water supply is potable.
- 4. Coordinate emergency medical relief to all injured persons.
- 5. Move affected persons into emergency shelters.

Final follow up should be done to ensure that normalcy has been restored and appropriate reports submitted.

FIRE

Definition

Fire is the rapid oxidation of a material in the chemical process of combustion, releasing heat, light and various reaction products. There are many different types of fires that may affect the area. Bush/Forest Fires, Residential fires, Industrial fires etc.

In the event of a fire the Disaster Management Unit's main responsibility is to assist the Incident Commander in restoring order and normalcy to the affected area.

PROCEDURES

The officers on scene should:

- 1. Notify personnel of fire and advice on location of the fire.
- 2. Notify local emergency responders (fire, police).

- 3. Locate fire extinguishers and deploy as needed, but do not compromise your safety or the safety of others to extinguish the fire
- 4. Assist with the evacuation of affected buildings and areas and gathering persons into designated muster area.
- 5. Coordination of emergency medical attention for injured persons.
- 6. Do not re-enter affected area until deemed safe by emergency responders.

AFTER

Final follow up should be done to ensure that normalcy has been restored and appropriate reports submitted.

USE OF A FIRE EXTINGUISHER

During instances of small fires, a fire extinguisher can be used to assist in extinguishing the flames. Employees should be trained in how to use a fire extinguisher and take the time to locate the extinguisher closet to their work area before a fire emergency occurs.

Each fire extinguisher is rated based on its ability to be effective against certain types of fire.

These ratings are:

- Type A: Wood or paper fires only.
- Type B: Flammable liquids or grease fires
- Type C: Electrical fires
- Type ABC: Rated for all types of fires

A simple acronym can help you remember how to use a fire extinguisher:

PASS

- P- Pull the safety pin
- A- Aim at the base of the fire (approach no closer than 8 feet)
- S- Squeeze the activation handle while holding extinguisher upright
- S- Sweep back and forth, covering the area of the fire

If you are unable to extinguish a fire in 15 seconds using a portable fire extinguisher, leave the area. If possible, close off the area.



HAZARDOUS MATERIAL ACCIDENTS

Definition

Hazardous materials are solids, liquids, or gases that can harm people, other living organisms, property, or the environment. They are often subject to chemical regulations. Dangerous goods include materials that are radioactive, flammable, explosive, corrosive, oxidizing, asphyxiating, toxic, pathogenic, or allergenic.

A chemical spill or hazardous material can quickly cause injury if not properly addressed.

If used by terrorist, most chemical agents have fast-acting properties and pose an increased inhalation risk to personnel in the immediate area. Implementing the fundamentals of Time, Shielding and Decontamination should always be followed when determining your response to such a situation.

In the event of a spill/release the Disaster Management Unit's main responsibility is to assist the Incident Commander in restoring order and normalcy to the affected area.

PROCEDURES:

In the event of an **outdoor release/spill**, the following procedures should be implemented:

- 1. Conduct scene assessment and liaise with incident commander.
- 2. Notify all affected persons to stay away from the affected area and to seek shelter indoors, if possible.
- 3. Close all windows and doors
- 4. Turn off the heating, ventilation and cooling (HVAC) systems.
- 5. Secure and don protective equipment if available. If not available, soak cloth in water and cover mouth and nose.
- 6. Move all persons to interior rooms within the facility.
- 7. Monitor persons within area for symptoms of exposure.
 Assist with decontaminating any exposed persons with water and ensuring they receive emergency medical attention.

In the event of an **indoor release/spill**, the following procedures should be implemented:

- 1. Conduct scene assessment and liaise with incident commander.
- 2. All affected persons to stay away from affected area.
- 3. Remain calm and evacuate the affected area immediately.
- 4. Instruct affected persons to control breathing, cover mouth and nose from harmful fumes and evacuate immediately
- 5. Ensure that ELEVATORS ARE NOT USED
- 6. Monitor persons for symptoms of illness.

7. Assist with decontaminating any exposed persons with water and ensuring they receive emergency medical attention.

AFTER

Final follow up should be done to ensure that normalcy has been restored and appropriate reports submitted.

SUMMARY

Disaster Management is an enormous task. Disasters are not confined to any particular location; neither do they disappear as quickly as they appear. Therefore it is imperative that there is proper management to optimize efficiency of planning and response. Due to limited resources, collaboration efforts at the governmental, private and community levels are necessary. This level of collaboration requires a coordinated and organized effort to **mitigate against, prepare for, respond to, and recover from** emergencies and their effects in the shortest possible time.

- Mitigation and Preparedness (Normal) = Green
- Readiness = Yellow
- Increased Readiness = Orange
- Response = Red
- 1. **MITIGATION AND PREPAREDNESS PHASE CODE GREEN:** This phase consists of ROUTINE MITIGATION AND PREPAREDNESS activities conducted by the Arima Borough Corporation staff and it's Mitigation Planning Team on a routine basis.
- 2. **READINESS PHASE CODE YELLOW:** This phase consists of READINESS activities during the period when Tropical Storm Force Winds/Hurricane Force Winds are forecast to arrive within three to five days (HURRICANE WATCH PERIOD).
- 3. **INCREASE READINESS PHASE CODE ORANGE**: This phase consists of INCREASED READINESS activities during the period when Tropical Storm Force Winds/Hurricane Force Winds are forecast to arrive within two to three days (HURRICANE WARNING PERIOD)
- 4. **RESPONSE PHASE CODE RED:** This phase consists of RESPONSE activities during the period of the hazard impact.

d. With the departure of a tropical wave, severe weather system (or other effects), the RECOVERY PHASE brings and includes actions related to emergency relief from the effects of the event.

Recovery activities include, but are not limited to:

- 1. Assist with life-saving operations and with the restoration of essential services
- 2. Assess the needs of the community and complete detailed damage assessments that will be the basis for requesting National disaster assistance
- 3. Compile and submit required forms and documentation required to request assistance from the recognized authorities like Ministry of Social Development
- 4. Represent the Arima Borough Corporation on National Preliminary Damage Assessment (PDA) Teams and facilitate their access to damaged areas
- 5. Prioritize recovery projects and assign functions accordingly
- 6. Coordinate recovery efforts and logistical needs with supporting agencies and organizations
- 7. Preserve and file all documentation of the event, including events log, cost analyses and estimated recovery costs
- 8. Facilitate the establishment of Disaster Assistance Centers, when necessary, to assist private businesses and citizens with individual recovery
- 9. Incorporate emergency plans from other entities into recovery and reconstruction activities

XIV. WARNING AND ALERT

- a. The purpose of the warning process is to provide efficient alerting and warning to the Arima Borough Corporation's elected officials, the various department heads, the responding emergency personnel in the Region and the community, of an actual or impending emergency situation. The CEO or Deputy will have the primary responsibility for the warning process.
- b. The primary method of public notification and information of situations requiring prompt action such as evacuation or sheltering-in-place will be through the use of a Public Address System, Radio, Television, and Field Officers.
- c. When required, Arima Borough Police and Fire Divisions/Stations personnel will alert members of the community via loudspeakers and making door-todoor contacts. The use of private owners of loudhailers will also be considered.

MAJOR TASK	RESPONSIBILITY
Alerting A.B.C. Corporation Officials	Disaster Management Coordinator
Alerting Ministry of Rural Development and Local Government Chief Disaster Coordinator	Chief Executive Officer
	Disaster Management Coordinator
Alerting the Office of Disaster Preparedness and Management	Chief Executive Officer
	Disaster Management Coordinator
Alerting and warning the community	Chief Executive Officer
	Disaster Management Coordinator
Alerting the community when an emergency necessitates the activation of A.B.C.	Chief Executive Officer
Corporation's Emergency Operating Center	Disaster Management Coordinator

XV. EVACUATION:

- a. This process provides for the evacuation of people in the Arima Borough Corporation from areas where hazards from a natural or technological disaster threatens their safety and health. The CEO or Deputy C.EO has the primary responsibility for the safe evacuation and sheltering for the citizens of Arima Borough Corporation.
- b. Prior to any order for evacuation, the Chief Executive Officer- ABC or Deputy Chief Executive Officer-ABC will contact the Ministry of Local Government, the Chief Disaster Coordinator, and Disaster Management Coordinator-ABC & Office of Disaster Preparedness and Management(ODPM) to discuss and coordinate the intentions of evacuation before any such evacuation takes place.

MAJOR TASK	RESPONSIBILITY
Issue evacuation order when a disaster necessitates	Disaster Management Coordinator
Coordinate with Ministry of Rural Development and Local Government, ODPM and agencies	Disaster Management Coordinator
Ensure the community is kept informed	Disaster Management Coordinator

XVI. SHELTERING:

This function provides for the use of local facilities for the purpose of sheltering people who need to be evacuated due to a natural or a man-made disaster, and to provide for their congregate care and basic human needs.

The entities that must work together to ensure these needs are properly identified and provided for are the Ministry of Social Development and the Ministry of Local Government. See Appendix.

EMERGENCY SHELTERS

SCHOOL	ADDRESS
Arima New Government	Simone Gardens, Cocorite Road, Arima
Primary School	
Malabar Secondary School	Flamingo Boulevard, Phase IV, Malabar, Arima
Arima Boys Government	King Street, Arima
Primary School	
Arima Government Primary	Pommegante Avenue, Malabar Phase 1, Arima
Arima Girls Government	#5 St. Joseph Street, Arima
Upper Malabar Community	Malabar Main Road, Arima
Centre	
Malabar Phase IV Community	Holly Beautedier Drive, Arima
Centre	
Mt Pleasant/Calvary	Calvary Hill, Arima
Community Centre	

MAJOR TASK	RESPONSIBILITY
Designate a shelter	Chief Executive Officer
	Disaster Management Coordinator
Coordinate sheltering and request additional shelters to be opened if needed	Disaster Management Coordinator
Notify appropriate agencies to assist with operations	Disaster Management Coordinator

Open, staff and manage shelters	Disaster Management Coordinator
Shut down, clean up, submit keys to	Center Manager
owner and submit final report	(post vacant)

XVII. DAMAGE AND NEEDS ASSESSMENTS:

- a. The overall objectives of damage/needs assessments can include the following:
 - 1. Determine the immediate needs and priorities of the disaster victims
 - 2. Determine the damages to housing, agriculture, lifelines, and critical facilities
 - 3. Identify stoppages, i.e. obstacles or interruptions to emergency operations or impediments to relief efforts
 - 4. Identify secondary threats, for example unsafe buildings still occupied, areas at risk to rising floodwaters, etc.
 - 5. Estimating the economic impact of the disaster, especially damages to commerce and industry, loss of jobs and work, and the effect insurance may or may not have on mitigating losses
 - 6. Monitoring public health
 - 7. Determining the resources available to respond to the disaster and identifying the gaps between that need to be filled from outside resources
- b. The composition of each Damage Assessment Team will vary depending on the type and severity of the damage and the availability of personnel. Each team will have a Team Leader who ensures that the team members have the proper forms, equipment and transportation.
- c. Depending on the disaster, two distinct types of assessments may be conducted as follows:
- 1. Initial Assessment: IDA activities are the responsibility of the Damage Assessment Coordinator assigned to the Arima Borough Corporation EOC **See Appendix**.
- 2. Report forms required for compiling and submitting damage assessment data are included.
 - Is conducted immediately in the early and critical stage of a disaster, as soon as the conditions allow survey personnel to operate
 - Determines relief and immediate response requirements
 - Is broad in scope and focuses on overall patterns and trends
 - Identifies:
 - ▲ Magnitude of the disaster (without necessarily delivering exact figures)
 - ▲ Impact of the disaster on society

- ▲ People's capacity to cope
- ▲ Most urgent relief needs and potential methods for delivery
- ▲ Priorities for action
- ▲ Utilization of resources for immediate response
- ▲ Need for detailed assessment of specific geographical areas or substantive sectors
- ▲ Level of continuing or emerging threats
- ▲ Need for National assistance
- 3. Detailed Assessment: Detailed damage assessment activities are the joint responsibility of the CEO or Deputy as follows:

MAJOR TASK	RESPONSIBILITY	
Assemble and designate damage assessment team	Town Superintendent Field Officer	
Identify areas to be assessed and assign	Town Superintendent Field Officer	
Conduct detailed damage assessment	Works Supervisor I & II	
Conduct detailed assessment of the Municipal Corporation's capabilities and report this to the POC	Town Superintendent Field Officer	
Compile damage assessment reports for submission to: ✓ Ministry of Local Government Emergency Operation Center ✓ Office of Disaster Preparedness and Management ✓ National Emergency Operation Center	Town Superintendent Field Officer	
Determine unsafe buildings, structures and facilities	Building Inspector Disaster Management Coordinator Field Officer	
Keep the public informed of unsafe areas	Chief Executive Officer Disaster Management Coordinator Field Officer	
Provide assistance to Sectoral and	Chief Executive Officer	

National Assessment officials	Disaster Management Coordinator
	Field Officer
	Field Officer

- 4. Aims at determining the long-term recovery and development requirements
- 5. Conducted days to weeks after a disaster, depending on the accessibility of the affected areas
- 6. Covers critical areas in terms of the Arima Borough Corporation's future economic and social development strategy
- 7. Carried out by specialists within the affected areas
- 8. Identifies:
 - Recovery program options
 - Estimates on financial and material recovery requirements
 - Estimates on value of loss due to damages
 - Damage to the social structure
 - Links between relief and development
 - Continuing need for relief assistance
 - Need for National assistance
- 9. Both the Initial and Detailed Assessments will contain:
 - A situation assessment that depicts a picture of the situation by describing the magnitude of the disaster and the impact on the population and infrastructure of the Arima Borough Corporation
 - A needs assessment that defines the level and type of assistance required for the affected population of the Arima Borough Corporation (What needs to be done?)
- 10. During Joint Damage Assessment activities involving the National entity, the Arima Borough Corporation will designate a representative to assist.

XVIII. PUBLIC INFORMATION:

Providing prompt, authoritative and easily understandable emergency information to the community during all hazardous events is an essential responsibility of the Disaster Management Unit. Emergency Public Information activities are the responsibility of the Public Information Officer assigned to the Arima Borough Corporation Emergency Operation Center. EPI activities will be accomplished in accordance with the instructions provided in Appendix.

The following telephone numbers and other information are provided for your convenience to obtain up-dated status report of impending emergency situations; to report situations that need to come to the attention of the Arima Borough Corporation EOC and the CEO's office. (Police and Fire emergencies should be directed to the 999 and 990 centers respectively). See Appendix

Vital information and instructions can also be obtained from these telephone numbers before, during and after an emergency situation. **See Appendix**

XIX. MUNICIPAL CORPORATION RADIO FREQUNCIES see appendices

XX. TELEPHONE DIRECTORIES:

TELEPHONE DIRECTORY FOR ARIMA BOROUGH CORPORATION - See Appendix