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# Anguilla: National Progress Report on the Implementation of Hyogo Framework for Action (2011-2013)

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Organization: Department of Disaster Management

Title/Position:

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#### Outcomes 2007-2009

1. Integration of disaster risk reduction into sustainable development policies and planning

# Outcomes:

The CDM programme provides for the integration of Disaster Risk Reduction measures into sustainable development policies and vulnerability reductions through the function of the National Disaster Management Committee (NDMC) and the National Disaster Management Advisory Committee (NDMAC).

A 2010 review of the Disaster Act revealed several discrepancies which require correction and it was agreed at this time to wait for the results of the CDEMA legislative review before Anguilla adopts suitable regulations that will support an amended Disaster Act.

2. Development and strengthening of institutions, mechanisms and capacities to build resilience to hazards .

# Outcomes:

The Department of Disaster Management (DDM) has continued to provide information programmes in a variety of formats in an effort to instigate risk reduction through behavioural change. A focus for 2011 was the development of protocols and plans to reduce risk from various hazards, such as tsunami which has facilitated Anguilla in being awarded the recognition of Tsunami Ready.

3. Systematic incorporation of risk reduction approaches into the implementation of emergency preparedness, response and recovery programmes.

#### Outcomes:

Anguilla CDM strategy is implemented through the following programmes: -

The Public Outreach & Direction Plan & Plan & Strategy The Hazards Inspection Programme & Prategy The Mitigation Risk Reduction Framework

#### Strategic goals

1. Integration of disaster risk reduction into sustainable development policies and planning

#### Strategic Goal Statement 2009-2011:

The goal for Anguilla Comprehensive Disaster Management (CDM) Strategy is for Disaster Management plans to be fully integrated in the development and management of projects, fully institutionalized within a supportive and effective Government structure and grounded in community support to make Anguilla a centre of excellence for CDM.

2. Development and strengthening of institutions, mechanisms and capacities to build resilience to hazards .

#### Strategic Goal Statement 2009-2011:

To provide for the effective organisation of the preparedness, management, mitigation of, response to and recovery from emergencies and disasters, natural and man-made, in Anguilla and for related purposes.

To conduct programmes of public information and education on the mitigation of, preparedness for, response to and recovery from emergencies and disasters; conduct investigations, studies, surveys, research and analyses relating to ecological systems and environmental quality, and to document and define changes in the natural environment as these relate to the likelihood of disasters in Anguilla.

3. Systematic incorporation of risk reduction approaches into the implementation of emergency preparedness, response and recovery programmes.

#### Strategic Goal Statement 2009-2011:

To co-operate with non-government organizations and other private sector entities to develop and draw up a comprehensive plan for response to and recovery from emergencies and disasters in Anguilla.

To devise procedures for coordinating an organised recovery after an emergency or disaster has impacted upon Anguilla.

# **Priority for action 1**

1. National policy and legal framework for disaster risk reduction exists with decentralised responsibilities and capacities at all levels.

#### Level of Progress achieved:

4

### Description:

Disaster Act 2007 and associated policies provides for the decentralization of responsibilites and capacities at all levels. There is on going policy development in respect of DRR and draft regulations are still in progress to supplement the legal framework.

#### Context & Constraints:

The MER mechanism is based on RBM and is utilized to generate feedback to assess policy and legal framework implementation. The inclusion of the Director DM on the Land Dev. Comm. has been a success. Copies of sector strategy plans are available upon request to the NDMC.

### Related Attachments:

> Disaster Management Act (2007)

http://www.preventionweb.net/files/28641\_155962505disastermanagementbilljuly.doc [DOC 190.50 kB]

2. Dedicated and adequate resources are available to implement disaster risk reduction plans and activities at all administrative levels

#### Level of Progress achieved:

4

#### Description:

Strong support for institutionalising DRR, movement in educational committeent, harmonisation committee for environmental, disaster and planning agencies led by the Deputy Governor and Permanent Secretaries. Although as elements of DRR are carried out under various departments it is difficult to quantify the percentage of budget that is allocated to reduction versus relief components.

A number of regional projects provide support the implementation of DRR plans such as CDEMA, OECS, UNDP, PAHO. Global C Envelope Regional Risk Reduction Initiative.

#### Context & Constraints:

The severe economic downturn for our tourism dependent island has continued throughout the reporting period, consequently there is limited staffing across the Government and there is a very limited internal budget. DDM is primarily donor dependent but has used a CCRIF payment to fund a new EOC and stockpile warehouse which supplements DRR throughout the Island.

# 3. Community Participation and decentralisation is ensured through the delegation of authority and resources to local levels

#### Level of Progress achieved:

4

# Description:

The Public Outreach and Education Plan and Strategy and The Hazard Inspection Programme and Strategy both operate throughout communities.

NGO's such as the Red Cross and Soroptomists are available to work with communities during times of disaster.

#### Context & Constraints:

Anguilla does not have local governments due to its size. The budget is obtained from two sources, a small internal budget and any CCRIF payment.

# 4. A national multi sectoral platform for disaster risk reduction is functioning.

# Level of Progress achieved:

4

#### Description:

The platform for DRR comprises of the Governor implementing the policy, CDM strategy which defines activities to be implemented to achieve the goals of the policy, Disaster Act 2007 which provides the legal framework, Monitoring, evaluating and reporting procedures, Sector specific policies such as the Health Sector Plan, Specific Authorities and Committes with responsibility for implementing DRR.

# **Context & Constraints:**

Staff evaluations transitioning to performance monitoring and results based award programme. There are limited staff in Government and the knowledge and committment of critical department management toward what is seen as additional work is improving slowly. Workshops and training courses are improving this area.

# **Priority for action 2**

# 1. National and local risk assessments based on hazard data and vulnerability information are available and include risk assessments for key sectors.

# Level of Progress achieved:

3

#### Description:

Pilot of HRV assessment approach undertaken and it is anticipated a further two models will be tested before a final decision is taken to roll out an appropriate model in the community.

Multi risk assessments are not currently in place. A comprehensive assessment of all schools, Clinics, and other critical facilities has been completed however the results are fragmented throughout various government departments.

In the case of the Physical Planning Department and Coastal Zone Management, development regulation on the coast is based on the 100-year storm surge inundation line, and coastal setbacks are measured based on distance from this benchmark.

An aerial recognizance exercise facilitated on a recent visit by HMS Argus enabled the DDM to see areas of land mass that are prone to landslides in an initial attempt to map these zones.

Caribbean Risk Atlas is being developed in conjunction with the Department of Physical Planning and UWI

All GIS data was obtained through the R3i project and Hazard Vulnerability data has guided our intervention in communities

#### Context & Constraints:

A comprehensive hazard, risk and vulnerability assessment is ongoing and expected to be completed shortly. From previous studies the results identified that base information is old and was developed as a part of larger regional initiatives which was not applicable to a local study.

It is anticipated that by November 2013 the Environmental Protection Act and amendments to the Planning Act will be enacted which will shape how developers must incorporate EIA in their planning proposals.

In the built environment, the ability to enforce the Building Code would make legislative demands mandatory. Accelerated enactment of the Building Code and the enforcement mechanism must be an integral part of any short to medium-term implementation plan for hazard and risk assessments.

Time constraints are also present.

# 2. Systems are in place to monitor, archive and disseminate data on key hazards and vulnerabilities

# Level of Progress achieved:

3

#### **Description:**

Will be improved with HRV assessments and R3i, GIS and Hazard Mapping Initiatives

A storm surge and wave model for a north west hurricane is still required.

Programme in place to share risk information with large developers and this initiative is maturing.

Data is collected at the national disaster office by way of damage assessment reports in post disaster events and incident logs. However there is no financial element ascribed as yet; a proposal to value critical structures to allow for financial loss to be estimated and recorded has yet to be completed.

#### Context & Constraints:

Staff, time and experience

### 3. Early warning systems are in place for all major hazards, with outreach to communities.

### Level of Progress achieved:

7

#### Description:

The Anguilla Warning System is a comprehensive set of technologies which encompass leading edge abilities to provide information to all residents of the island before, during as well as after a disaster event occurs.

The system includes but is not limited to: Internet Popup (BAMBox), email, FM radio interrupt, smartphone application and RDS receivers.

As there is no local Meteorological Office, the DDM contracts weather monitoring services from the Antigua Meteorological Service and their meteorological alerts are used with the Anguilla Warning Systems.

Additionally there is strong support from the community and community leaders for disadvantaged

residents and to persuade the small element that waits until the last minute to take any action.

A National Communications Policy and Plan has been drafted. The Disaster Web Page is also expected to be launched shortly although the public can already sign up for the alerts and blackberry app etc.

A duplicate radio system is to be installed at the DDM and the department awaits the selection and delivery of radios with the intention to offer these for the public to purchase.

#### Context & Constraints:

Extremely limited staff and limited technical knowledge of systems outside the director, communications officer and an IT technician. however staff and community training courses are beginning to address this issue.

#### Related Attachments:

> Tsunamiready evacuation map

http://www.preventionweb.net/files/28641\_cfakepathanguillatsunamievacuationm.png [PNG 933.42 KB]

4. National and local risk assessments take account of regional / trans boundary risks, with a view to regional cooperation on risk reduction.

#### Level of Progress achieved:

3

# Description:

Relationships have been formed via the tripartite with Dutch Sint Maarten and Saint Martin. Progress is continuing on this via an EU funded intitiative put together by the OCTs. Maritime Search and Rescue Plan available upon request to NDMC. Oil Spill Plan, Regional Representative for mainstreaming DRR and CLimate Change. FCO Audit, CDEMA Audit, HFA, BAT, OECS BTool, CDEMA ICA, CDM Annual Status, CDEMA Annual Coutry Report and Workplan.

Programmes are also in place to reduce communicable diseases example H1N1 and Dengue. The Ministry of Health is in partnership with the PAHO and WHO to prepare for and respond to related threats. There is ongoing monitoring at the community and national levels, data from which is included in regional and sub-regional arrangements and protocol, in keeping with international standards.

# Context & Constraints:

Travel budgets and need for committment of resources from other agencies. Copies of strategies and plans are available upon request to the NDMC.

# **Priority for action 3**

1. Relevant information on disasters is available and accessible at all levels, to all stakeholders (through netwoirks, development of information sharing systems etc)

# Level of Progress achieved:

4

#### Description:

**News Papers** 

Mitgation Outlook Newsletter.

Radio Interviews

radio Soap Opera

Plays

**Brochures** 

Posters

Flyers

Displays

News paper Pull Out

Direct Mail

Radio Quizes

School Games

AWS element of web page has already been launched and the DDM is busy compiling information to launch webpage. launchthe remainder of the website; anticipated date of launch to be year end 2012. Library available, Information on Disasters also available at the Museum.

#### **Context & Constraints:**

All levels of govt, populations and sectors.

# 2. School curricula, education material and relevant trainings include disaster risk reduction and recovery concepts and practices.

#### Level of Progress achieved:

4

#### Description:

DRR Begins in School Campaign, Riskland Games, Whistles and pencils

DRR incorporated into Social Studies and Humanities Curriculum from Kindergarten to Yr 6. Teachers have received training via Cdema workshop. Tackling what to do in emergencies, drills etc.

#### Context & Constraints:

Staff time and budgets.

#### Related Attachments:

> Education and Outreach Policy

http://www.preventionweb.net/files/28641\_15596ddmdraftpublicawarenesspolicy.doc [DOC 410.50 KB]

# 3. Research methods and tools for multi-risk assessments and cost benefit analysis are developed and strenghtened.

### Level of Progress achieved:

3

#### Description:

Pilot of one village completed and working to add in climate change and adopt the assessment from a community based level.

An aerial and geodetic survey has been completed in Anguilla, which has provided a digital terrain model, various GIS layers.

This data, as well as the training received, is being used by the Dept of Disaster Management to produce flood hazard models and maps, conduct a national hazard, risk and vulnerability assessment (HRVA), develop a national emergency response, water and land search and rescue map book, and prepare a damage assessment base map for critical infrastructure and buildings. It will also be incorporated into the early warning system (EWS) to delimit warning zones.

#### Context & Constraints:

Project in process and an improved base data is being obtained.

# 4. Countrywide public awareness strategy exists to stimulate a culture of disaster resilience, with outreach to urban and rural communities.

#### Level of Progress achieved:

4

# Description:

Community meetings and discussions held to discuss best practices for mitigation. Beacon Lights installed in Fishing Channel and roof to church repaired.

Public outreach and education materials, radio, newspaper and television. Public testing of the National Warning System. All Hazard Risk Reduction and Safety Fair. Summer Library Camp for 100 Children 5-15 yrs. Business Continuity Initiative has commenced and is able to reach private sector businesses and community members although the initial response from the sector is slow..

Community has received radio training, some hazard identification report training, practical fire training and first aid.

#### Context & Constraints:

Time & amp; Budgets

#### **Priority for action 4**

1. Disaster risk reduction is an integral objective of environment related policies and plans, including for land use natural resource management and adaptation to climate change.

# Level of Progress achieved:

4

#### Description:

The Climate Change Green paper has been passed. The Department of Environment has received funding from CDB and is currently working with its partners to produce draft Environmental Protection Act and Physical Planning legislation. Anticipated completion date November 2013. These revised acts will allow for a "one stop shop" approach for service users.

#### Context & Constraints:

Ownership issues between departments with regard to environmental related risk have improved through consultation and cooperation.

2. Social development policies and plans are being implemented to reduce the vulnerability of populations most at risk.

#### Level of Progress achieved:

2

#### Description:

Vulnerable populations are tracked to some degree by several agencies, none are coordinated to any large degree.

Emergency cash budget for Social Development and DRR.

#### Context & Constraints:

Time and budget constraints are hindering progress with this element.

3. Economic and productive sectorial policies and plans have been implemented to reduce the vulnerability of economic activities

#### Level of Progress achieved:

4

#### Description:

Economic development plans are in the process of being developed for individual sectors. Anguilla does not have a national sustainable development plan as yet but is aware of the need. Country Poverty Assessments have recently been made public and the government is in discussions with several development agencies toward obtaining a poverty reduction strategy policy.

The DDM is drafting partnerships with banks and insurance organisation to improve the safety net for poorer households in an attempt to improve access to insurance policies.

#### **Context & Constraints:**

Time and severe budget constraints

4. Planning and management of human settlements incorporate disaster risk reduction elements, including enforcement of building codes.

# Level of Progress achieved:

4

#### Description:

The addition of the Director Disaster Management on the Land Development Control Committee greatly enhanced the understanding of settlement and location issues as well as giving a voice to climate change and mitigation of risk to environment.

Although Building codes are available they are still not enforceable in their current form.

# Context & Constraints:

Land Ownership in Anguilla is an emotive topic with much resistance to the enforcement of building standards and setbacks which in turn becomes a political issue, progress is slowly being made towards the implementation of Land Use Legislation. There are no utilities right of ways which is currently an issue being studied by the LDCC and the Essential Services Sub Committee.

The National Technical Sub Committee who, via CDEMA and CROSQ were working towards model building codes taking into account seismic as well as CUBIC is not presently functioning owing to a matter outside of Anguilla control, which is delaying progress with building codes enforcement.

Significant investment required to mitigate the flooding issues with the Valley areas especially being the center of ecomonic activity in Anguilla.

# 5. Disaster risk reduction measures are integrated into post disaster recovery and rehabilitation processes

### Level of Progress achieved:

3

#### Description:

This element is part of the new Mitigation Risk Reduction Framework Programme however progress has proven difficult.

#### Context & Constraints:

Work needs to be done on recovery and rehabilitation, an EU project will hopefully information this area is limitation.

6. Procedures are in place to assess the disaster risk impacts of major development projects, especially infrastructure.

#### Level of Progress achieved:

4

#### Description:

The Mitigation Risk Reduction Framework begins to address this area along with enforcement of large developers via the LDCC (Land Development Control Committee ) by withholding planning approval until agreements to adhere to mitigation and risk reduction requirements were achieved.

The DDM has produced a kit with models of potential impact from storm, wind hazards etc., to educate developers about the risks to their intended project. This information has allowed developers to redesign projects to mitigate hazards.

#### **Context & Constraints:**

The models of potential impact kit has been a successful programme and the large developers, and small ones doing at risk services, have all complied readily and welcomed the opportunity to show they cared about risk management and the safety of their employees, resources and properties.

# **Priority for action 5**

1. Strong policy, technical and institutional capacities and mechanisms for disaster risk management, with a disaster risk reduction perspective are in place.

#### Level of Progress achieved:

4

### Description:

Some progress has been made but additional capacity required. Presently schools are working towards drafting emergency procedures but as there is no mandate to do so, it is being done on an adhoc basis.

### Context & Constraints:

additional staffing needed to enhance this area

2. Disaster preparedness plans and contingency plans are in place at all administrative levels, and regular training drills and rehearsals are held to test and develop disaster response programmes.

# Level of Progress achieved:

4

# Description:

A complete set of National and Sectoral Disaster Management Plans to form one comprehensive suite of Plans in a National Plan format; comprising:-

National Disaster Plan

National Response Plan

Functional and Hazard Plans which are in many formats and are updated and reviewed annually.

Relief Distribution Plan

Maritime Search and Rescue Plan

Shelter Plan

International Airport Emergency Plan

**Essential Services** 

Relief Distribution Plan

Shelter Managers Guide

Pandemic Plan

Oil Spill Plan

Media Coordination

Tourism Sectoral Plan

Relief Managers Guide

Individual Shelter Plans

Damage Assessment and Needs Analysis - Statistics

Mass Casualty

Anglec (Utilities) Plan

Land Based Search and Rescue Plan

Major Incident Plan

**Evacuation Plan** 

Exercises carried out during reporting period.

NEOC Position Review and Section Coordination

Relief Tabletop exercise

**R31 Project Meetings** 

Annual All Hazard, Risk Reduction and Safety Fair

Live Functional Relief Exercises - HMS Manchester

Essential Services Field Operations Exercise

NEOC Essential Services Walk/Talk Through

NEOC Functional Tabletop exercise.

Waterbourne Incident

AirCrash

Relief

Utilities

Mass Casualty

DANA

Hurricane

Radio

**Public Information Officer Training** 

Confined Space Training

Disaster Immersion Training

Computer Operations Training.

A EOC and NPRP overview and position familiarisation training for second shift staff.

CARIBE WAVE

### **Context & Constraints:**

As a fairly new department significant progress has been made but significant progress is still needed. Very limited staffing have made limited progress in this area.

Request copies of the plans from melissa.meade@gov.ai as they are large and contain some information considered sensitive.

# 3. Financial reserves and contingency mechanisms are in place to support effective response and recovery when required.

# Level of Progress achieved:

4

# Description:

EC\$ 200,000 per year that if not incident utilised can go to outfit the NEOC, shelters, relief, dana etc.

CCRIF Insurance Payment available for recovery and a private donations programme is in place.

# Context & Constraints:

Budget was set aside by forward thinking and understanding of risk mitigation by the Executive

Council.

# 4. Procedures are in place to exchange relevant information during hazard events and disasters, and to undertake post-event reviews

#### Level of Progress achieved:

4

#### Description:

DANA assessments are undertaken post event and the creation of a database is intended. At present the DANA form, procedures and the protocol requires some modification to ensure the findings can be presented in a format that can be utilized by all sectors particularly economic development and relief. A working group is tackling this issue. Copies of plans are available with a request to NDMC.

#### **Context & Constraints:**

Time & amp; Staff

Data collected by way of damage assessment reports in post disaster events and incident logs has no financial component. A proposal to value critical structures to allow for financial loss to be estimated and recorded has yet to be completed.

# **Drivers of Progress**

# 1. a) ♦ Multi-hazard integrated approach to disaster risk reduction and development

#### Levels of Reliance:

2 - Partial/ some reliance

>Do studies/ reports/ atlases on multi-hazard analyses exist in the country/ for the sub region? Do studies/ reports/ atlases on multi-hazard analyses exist in the country/ for the sub region?: Yes

If yes, are these being applied to development planning/ informing policy?: Yes

#### Description (Please provide evidence of where, how and who):

The CDM strategy is committed to preparation, mitigation, response, and recovery. The Director of DDM sits on the LDCC and provides feedback on proposed projects. There is a recognized lack of enforcement of building codes and progress is being made to rectify this issue.

#### 2. b) Gender perspectives on risk reduction and recovery adopted and institutionalized

#### Levels of Reliance:

1 - No/little reliance

#### Description (Please provide evidence of where, how and who):

Human and gender rights programme currently being developed by the GOA via the Gender Affairs Coordinator. Gender issues are considered in the Shelter Plan but severe financial constraints are limiting progress in other areas

Efforts are currently underway to develop a Gender Policy Framework for Anguilla including the establishment of a Gender Affairs Unit.

# 3. c) Capacities for risk reduction and recovery identified and strengthened

# Levels of Reliance:

2 - Partial/ some reliance

# Description (Please provide evidence of where, how and who):

Progressing via HRV assessments, mitigation programmes and hazard inspection programmes. Training programmes for individuals throughout the Gov are routinely implemented.

# 4. d) Human security and social equity approaches integrated into disaster risk reduction and recovery activities

# Levels of Reliance:

1 - No/little reliance

#### Description (Please provide evidence of where, how and who):

Some legislation has taken DDR into consideration but does not necessarily call it by name.

# 5. e) Engagement and partnerships with non-governmental actors; civil society, private sector, amongst others, have been fostered at all levels

#### Levels of Reliance:

2 - Partial/ some reliance

#### Description (Please provide evidence of where, how and who):

Good partnerships in place with some large tourism developments, Utilities, Red Cross, Rotary Club, Lions and Soroptomists etc. Hurricane Earl identified that there are still areas that need consideration particularly with private sector organisations. Business continuity programme initiated with Insurance Sector and Chamber of Commerce members is attempting to address these matters.

#### 6. Contextual Drivers of Progress

#### Levels of Reliance:

2 - Partial/ some reliance

#### Description (Please provide evidence of where, how and who):

Government buy in from all levels including Executive Council and the Assembly. Support for the concept however, severe economic downturn has meant DDM is competing hard for attention and funds.

#### **Future Outlook**

#### 1. Integration of disaster risk reduction into sustainable development policies and planning

#### Overall Challenges:

Resource (staff, time, finances, specialised training) constraints have limited the advances made in increasing the Culture of Safety and Risk Reduction by the Department. Although focus was placed on the development of plans and policies for hazards of lower frequency but high risk such as tsunami and strengthening the early warning capability through enhancement of the Anguilla warning System policy.

Increased work in risk reduction through business continuity, safety workshops has slowly highlighted the importance of disaster management.

### **Future Outlook Statement:**

With the development of a CDM policy and revision of our stategy and an updated legislation the Department seeks to fill the gaps of missing plans and programmes to enhance the resilience of the populace in Anguilla through increased access to information; and increased risk and disaster management initiatives integrated into sectors and increased awareness of early warning mechanisms. Greater working relationships with our partners in the Disaster Community in other territories so that best practices can be shared and resources to fully garner the benefits.

# 2. Development and strengthening of institutions, mechanisms and capacities to build resilience to hazards .

### Overall Challenges:

The downturn in the economy has caused for creative ways in endearing volunteerism and limited funding to provide the appropriate skill set to community emergency response teams have restricted the number of communities worked in.

#### **Future Outlook Statement:**

With an increased awareness of DRR key sectors will embrace this initiative and hopefully become champions for this initiative increasing the avenues by which the message is spread and accomodated. Continued sensitisation workshops and training and mechanisms established should facilitate this.

# 3. Systematic incorporation of risk reduction approaches into the implementation of emergency preparedness, response and recovery programmes.

# Overall Challenges:

A paradigm shift in realising there are several methods to achieve the same outcome versus one singular methodology.

#### **Future Outlook Statement:**

Enhanced awareness through success stories and legislation may increase the adoption process and embracing of different initiatives.

4. The United Nations General Assembly Resolution 66/199, requested the development of a post-2015 framework for disaster risk reduction. A first outline will be developed for the next Global Platform in 2013, and a draft should be finalized towards the end of 2014 to be ready for consideration and adoption at the World Conference on Disaster Reduction in 2015

Please identify what you would consider to be the single most important element of the post-2015 Framework on Disaster Risk Reduction:

Legally based instruments for disaster risk reduction is a major component where accountability is clear. Reality of the populace that DRR must be taken seriously and cannot truly succeed without everyone becoming DRR practitioners.

#### **Stakeholders**

Organizations, departments, and institutions that have contributed to the report.

- \* Department of Disaster Management () Melissa Meade Director
- \* Department of Disaster Management () Susan Hodge (COPE)
- \* Department of Disaster Management () Damian Barker Communications Officer
- \* Department of Disaster Management () Jerry Richardson Community Outreach
- \* Department of Education () Rhonda Connor Chief Education Officer
- \* Ministry of Tourism () Gina Brooks
- \* Tourism Board () Chantel Davis Deputy Director
- \* Fire Services () Martin Richardson Chief Fire Officer
- \* Department of Physical Planning () Vincent Proctor Director
- \* Department of Environment () Karim Hodge Director
- \* Ministry of Finance () Anthea Ipison Economic Development
- \* Soroptomists () Blondell Rogers Volunteer
- \* Ministry of Health () Lynrod Brooks Health Planner
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