



GOVERNMENT OF SAINT LUCIA

**MINISTRY OF HOME AFFAIRS, CRIME PREVENTION AND PERSONS WITH
DISABILITIES**

TERMS OF REFERENCE (ToR) - Individuals

ENHANCING THE RESILIENCE OF THE SAINT LUCIA FIRE SERVICE PROJECT:

**CONSULTANCY SERVICES FOR DEVELOPMENT OF A MAINTENANCE ACTION
PLAN (MAP)**

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1. BACKGROUND

The Government of Saint Lucia (GOSL) has received financing from the Caribbean Development Bank (CDB) towards the cost of the Enhancing the Resilience of the Saint Lucia Fire Service Project and intends to apply a portion of the proceeds to eligible payments under this contract. The Ministry of Home Affairs Crime Prevention and Persons with Disabilities (MOHACPPwD) is the Executing Agency of this Project and now wishes to procure consultancy services for Development of a Maintenance Action Plan (MAP).

Enhancing the Resilience of the Saint Lucia Fire Service: Maintenance and Resource Management Strategy

This initiative encompasses several key deliverables, including but not limited to the procurement of goods, design and construction of infrastructure, and specialised consultancies aimed at strengthening the operational capacity of the Saint Lucia Fire Service (SLFS).

Current Fire Service Infrastructure and Expansion Efforts

The SLFS currently manages and operates nine fire stations, including its Headquarters in the capital city and Crash Fire Halls at Hewanorra International Airport and George F.L. Charles Airport. To enhance emergency response coverage along the West Coast, an additional fire station is being established. Ensuring adequate accommodation for fire-fighters that meets operational health and safety standards, as well as efficient resource management of critical equipment, tools, and machinery, remains a top priority.

Given the increasing demands placed on emergency response services due to population growth and evolving global climatic conditions, the SLFS is actively expanding and modernising its fleet of emergency fire and rescue vehicles, firefighting equipment, and IT systems. Additionally, ongoing repairs and maintenance of operational infrastructure, including plants, machinery, and critical assets, are required to sustain efficiency and effectiveness.

The Need for a Strategic Maintenance Action Plan

To ensure long-term sustainability and resource optimisation, the SLFS urgently requires a structured maintenance and asset management strategy. This is particularly critical given the high costs associated with specialised emergency vehicles, tools, and equipment, as well as the need to

safeguard IT infrastructure, which plays a pivotal role in risk mitigation, data collection, and operational analysis.

SLFS facilities also serve as secured command centres during natural disasters, such as hurricanes, and are continuously exposed to climatic hazards and wear-and-tear from 24-hour operations. Consequently, regular inspections, preventative maintenance schedules, and a proactive action plan are necessary to preserve asset integrity.

Scope of the Maintenance Action Plan

- The Maintenance Action Plan must be comprehensive and strategic, covering all SLFS assets and operational infrastructure. The plan should incorporate:
- Systematic investigation and assessment of assets
- Periodic reviews and preventative maintenance measures
- Pre-emptive and post-maintenance evaluations
- Structured feedback mechanisms from end-users and contracted service providers

By implementing a robust maintenance framework, the SLFS will enhance its operational resilience, extend the lifespan of critical resources, and ensure effective emergency response capabilities for the safety and security of Saint Lucia's population.

To address these challenges, it is critical to enhance the SLFS's capacity to improve emergency response services, mitigate risks, and effectively manage future emergencies across Saint Lucia.

2. OBJECTIVE OF THE ASSIGNMENT

The objective of the consultancy is a Maintenance Action Plan (MAP) developed to ensure the systematic upkeep of assets, infrastructure, and equipment. The Plan must incorporate a comprehensive asset assessment and maintenance schedule that is readily accessible, adaptable to periodic reviews, and aligned with industry standards and operational health and safety guidelines, both of which are subject to continuous updates.

Given the dynamic nature of emergency response operations, the maintenance schedule must accommodate unforeseen emergencies, ensuring minimal disruption to specialised unit deployments, rescue missions, and emergency operations that may coincide with scheduled maintenance activities. The action plan should take a strategic approach to addressing:

- Infrastructural challenges
- Preventative maintenance of movable assets
- Depreciation of equipment and tools
- Upgrading of furniture and IT systems

Additionally, the plan must incorporate monitoring, evaluation, and response mechanisms, as well as post-review processes to prevent the recurrence of reported issues. These elements will enhance service quality, operational efficiency, and long-term benefits for end users.

The Consultant will report to the Permanent Secretary (PS) in the MOHACPPwD and the Project Coordinator (PC), while working in close collaboration with the Chief Fire Officer, SLFS. The PC will act as the liaison for consultations between the Consultant(s) and the relevant Government agencies and other key stakeholders throughout the duration of the assignment.

METHODOLOGICAL APPROACH

The Maintenance Action Plan has to be strategic in response to infrastructural issues associated with ageing and relatively new stations of operation, preventative maintenance of moveable assets including fleet of vehicles, equipment and tools which undergo accelerated wear and tear and depreciation due to the constant deployment and use, and the required upgrading of furniture and IT equipment. The Plan shall include components for effective monitoring, evaluation, response, and post review to mitigate resurgence of reported issues, and provide a basis for quality instruction and increased extended benefits to end users.

The Consultant is required to therefore perform investigative and analytical work, employ participatory, instructional consultations with SLFS's, Mechanical Engineering unit, IT unit, relevant technical officers, Station Commander and other critical stakeholders, in coordination with the Project Consultant. The meetings shall be documented, and findings and recommendations reported accordingly.

Working focus groups would be essential to orient stakeholders on facility maintenance and management, examination of physical and when necessary structural integrity of stations, for health, safety and security of users, security and responsiveness of IT and communication systems, and operational integrity of equipment, tools and appliances. An additional component of the consultancy is to manage risk reduction and mitigating opportunity costs when selecting maintenance issues that may arise under extenuating circumstances.

The consultancy should provide action plan that entails provisions for preventative maintenance services, corrective maintenance or support service, emergency repair, installation and commissioning of equipment, tools and appliances with the necessary related technical services, consultations, training, review and feedback.

The Maintenance Action Plan will serve as a strategic framework to enhance the SLFS's operational resilience, service effectiveness, and long-term sustainability in alignment with national and international best practices.

The Project will be implemented in accordance with the Procurement Policy for Projects Financed by CDB (November 2019) and the Procurement Procedures for Projects Financed by CDB (January 2021).

3. GENERAL SCOPE OF SERVICES

The Consultant will support the Ministry of Home Affairs, Crime Prevention, and Persons with Disabilities (MOHACPPWD) and the Saint Lucia Fire Service (SLFS) in developing a comprehensive Maintenance Action Plan under the Enhancing the Resilience of the Saint Lucia Fire Service Project.

This Strategic Plan will encompass facility reviews, operational system evaluations, and asset management strategies to ensure optimal functionality, efficiency, and longevity of SLFS infrastructure, equipment, and critical resources.

Key Components of the Maintenance Action Plan

The plan will cover assessment, testing, inspection, repair, maintenance, replacement, and installation of:

- Electrical systems, including standby generators and switching systems
- Fire detection equipment
- Heating, ventilation, and air conditioning (HVAC) systems
- Carpentry and masonry works
- General grounds keeping
- Painting
- Plumbing and mechanical water systems (pumps, valves, fixtures)
- Roofing
- Breathing apparatus systems
- Bunker gear equipment
- IT and communications systems
- Garage facilities
- Vehicle servicing schedules (including fire trucks, ambulances, and all SLFS vehicles)

Consultant Responsibilities

The **Consultant** will be responsible for delivering the following:

1. Assessment & Review

- Analyse existing documentation, including Standard Operating Procedures (SOPs), maintenance agreements, service contracts, work orders, warranties, IT and communication protocols, and facility security guidelines.

- Evaluate the roles and responsibilities of assigned officers for fault reporting and escalation protocols, ensuring clear accountability and response mechanisms.
- Conduct a Needs Assessment and review the Master Asset Management Report, identifying gaps and recommending industry best practices to mitigate maintenance-related risks.
- Perform a skills assessment of SLFS personnel responsible for maintenance, identifying training, refresher courses, or certification requirements to enhance efficiency.

2. Development of the Maintenance Action Plan

- Preventative Maintenance Services: Establish scheduling for system controls, inspections, diagnostics, repairs, and cleaning of stations, equipment, and machinery.
- Corrective Maintenance & Support Services: Define procedures for fault reporting, troubleshooting, and replacement recommendations to minimise operational disruptions.
- Emergency Repairs: Develop response mechanisms for urgent and unexpected equipment failures, damage, or breakdowns, ensuring continuity of operations.
- Installation & Commissioning: Outline technical requirements, setup, system synchronisation, training, licensing, and warranty provisions for new equipment and system upgrades.

3. Implementation & Training

- Plan, distribute, train, and monitor the implementation of the Maintenance Action Plan to ensure effective adoption.
- Conduct practical, interactive workshops for administrators, technical support staff, and custodians to enhance their understanding of maintenance responsibilities.
- Promote risk awareness by highlighting the impact of poor maintenance practices on health, safety, and operational efficiency.
- Recommend a cost-effective maintenance management system or software for tracking, evaluating, and reporting maintenance activities.
- Organise on-site visits where trainees actively identify existing maintenance issues, ensuring cross-functional exposure across departments (e.g., IT, facilities, and engineering).

4. Evaluation & Monitoring

- Establish key performance indicators (KPIs) to measure the effectiveness and efficiency of the implemented Maintenance Action Plan.

- Provide recommendations for continuous improvement based on monitoring outcomes.

By executing this consultancy, the SLFS will enhance the reliability and sustainability of its infrastructure, resources, and emergency response capabilities, ensuring long-term resilience and operational excellence.

4. CONSULTANT COMMENTS AND RECOMMENDATIONS

The Consultant(s) shall provide any observations and suggestions for improvements to these Terms of Reference (ToR).

5. OUTPUTS & DELIVERABLES

The Consultant(s) shall deliver **five (5) copies** of each report—**four (4) copies** to the Client and **one (1) copy** to the Caribbean Development Bank (CDB). Additionally, reports must be submitted in PDF format as finalised documents, along with editable versions in Microsoft Word, Excel, or any other applicable formats used in their creation.

All electronic data utilised in the preparation of the reports shall be provided to the MOHACPPWD & the SLFS in formats that enable further analysis. A **two-week period** will be allocated for SLFS review and feedback, followed by an additional **two (2) weeks** for submission of revised reports incorporating the received comments.

These deliverables will ensure a structured, well-documented, and actionable approach to incorporating sustainability into SLFS operations.

All reports, data, and related information shall remain the exclusive property of the MOHACPPWD & the SLFS. The required reports and their submission timelines are as follows:

- **Inception Report:** Within **one (1) week** of commencement of the assignment, detailing the methodology/approaches and timelines to be applied for the execution of consultancy assignment, with a list of stakeholders to be consulted. The MOHACPPWD, SLFS, PC and CDB will provide feedback upon receipt of the report.
- **Draft Maintenance Action Plan:** The draft maintenance action plan shall incorporate the use of standard templates, forms, and/or tools for identifying, recording, notifying and reporting maintenance issues. The draft shall provide details on outcomes from stakeholder engagement, proposals of workshop and seminar training. A presentation for validation and initial endorsement will be required within **two (2) weeks** of the assignment and in keeping with the details presented in the Methodology. The MOHACPPWD, CDB, SLFS and PC will provide feedback upon receipt of the draft report.

- **Report on training seminars:** The report shall detail outcomes of the practical training seminars conducted with feedback from participants. Identified shortfalls and or training requirements. This report should be submitted within **one (1) week** of the conclusion of the training seminars.
- **Conduct review of draft final Maintenance Action Plan:** Prior to submission of a final draft action plan, a closing meeting is to be held with MOHACPPwD and PC, after which the consultant shall present for review within **two (2) weeks** the draft monitoring, evaluation and scheduling plan of action that form the basis for progressively stringent management and maintenance plan to cover the aforementioned scope of service.
- **Final Operational Manual:** The MOHACPPwD and PC would have reviewed and provided feedback on the draft action plan which would inform any amendments and adjustments to be made on the subsequent update of the draft final Maintenance Action Plan. The final Maintenance Action Plan together with all the relevant annexures/templates will be presented no later than **fifteen (15) working days** before the end of contract.

6. PROJECT DURATION

- The Consultant's services will be required for a period of four (4) consecutive months to execute the various activities outlined in Section 2-6 of the ToR.
- The Consultant shall provide all necessary equipment, and resources to fulfil the assignment. The Consultant is also responsible for obtaining any supplementary information required for the execution of the services. Furthermore, the Consultant is expected to proactively communicate any implementation challenges, risks, or unforeseen issues to the MOHACPPwD and SLFS and take appropriate measures to address them in accordance with professional standards.

7. QUALIFICATIONS, EXPERIENCE, AND COMPETENCIES

QUALIFICATIONS:

- Education: A Bachelor's Degree in Civil, Structural, Mechanical, Electrical, or Architectural Engineering, Facilities Maintenance Management, Business Management, Strategic Management or Operations Management, or a Bachelor's degree closely related to the primary area of education from a recognised accredited University or,
- A Post Graduate Degree in Civil or Structural Engineering, Mechanical, Electrical or Architectural Engineering, Facilities Maintenance Management, Business Management, Strategic Management or Operations Management, or a post graduate degree closely related to the primary area of education from a recognised accredited University and a

- Professional Qualification or accredited certification in Facilities Maintenance Management, Business Management, Strategic or Operations Management, or in any of the following disciplines, Civil, Mechanical, Electrical or Architectural Engineering and at least 120 hours of certified training.

EXPERIENCE:

- A minimum of seven (7) years with a BSc, or four (4) years with a Postgraduate (MA or MSc) of proven general working experience.
- A minimum of five (5) years' professional experience in design, construction of buildings, development of operational or facility management plans.
- Demonstrated Sound understanding of principles management and operational standards and guidelines.
- Demonstrated Analytical capability in identifying and resolving managerial procedural issues,

COMPETENCIES:

The Consultant must demonstrate the following core competencies:

- **Professionalism-** Proven ability to adhere to high standards of engineering and project management best practices.
- **Collaboration & Stakeholder Engagement-** Ability to establish and maintain effective working relationships with key stakeholders.
- **Communications-** Strong written and verbal communication skills, including the ability to articulate complex information clearly and concisely.
- **Report Preparation-** Demonstrated experience in preparing clear, well-structured reports.
- **Technical Proficiency-** Proficiency in common office software and project management tools.
- **Attention to Detail-** Ability to meticulously review technical and contractual documents.
- **Language Proficiency-** Fluency in written and spoken English.
- **Self-motivated** with the ability to work independently and adapt to flexible working hours.
- **Strong interpersonal skills** with the ability to develop and maintain effective professional relationships with stakeholders and counterparts

8. DUTY STATION

This role is hybrid; however, the selected Consultant is expected to report to the PC and work closely with personnel of the Saint Lucia Fire Service. Accordingly, the Consultant must be physically present to conduct on-site assessments, facilitate discussions and meetings, provide recommendations, and lead training seminars at the respective Fire Stations. Where necessary,

these activities will be carried out in collaboration with the implementing agency, the MOHACPPwD.