



# Annex C: Operations

Annex to PREMB Puerto Rico All-Hazards Plan

September 2021



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# Foreword

The Puerto Rico Emergency Management Bureau (PREMB) Puerto Rico All-Hazards Plan: Annex C describes the response, recovery and mitigation operations that are applicable across a broad spectrum of potential threats and hazards to support the Commonwealth of Puerto Rico and their survivors. This plan provides general guidance and optionality to support the delivery of emergency management support and describes how PREMB implements the federally adopted Community Lifelines Construct and guides how PREMB applies these concepts to disaster operations.

Annex C to the Puerto Rico All-Hazards Plan was developed using all the information present in the Joint Operational Catastrophic Incident Plan that was completed in June 2021. The formatting of the new Annex C follows guidance from the Comprehensive Planning Guide 101 (CPG 101) and FEMA Operational Planning Manual (FOPM) that is distributed by the Federal Emergency Management Agency (FEMA). This Annex supersedes the previous Joint Operational Catastrophic Incident Plan.

The whole community approach reinforces the fact that PREMB is only one part of the emergency management team that includes partners at the federal, commonwealth, and local levels, non-governmental organizations such as faith-based and nonprofit groups, private-sector businesses, and citizens.

The Commonwealth response and recovery efforts must be integrated and coordinated with the other Commonwealth Government agencies, reflecting individual jurisdictional capabilities, and the unique requirements of any disaster. A common framework supported by standard operating procedures provide a basis from which multiple agencies can work together to prepare for, protect against, respond to, recover from, and mitigate all hazards.



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**Nino Correa Filomeno**  
Acting Commissioner  
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# Annex C: Operations

## 1. Situation

The Puerto Rico Emergency Management Bureau (PREMB) applies the latest Emergency Management doctrine and guidance utilizing the Lifeline Approach. The Bureau uses this methodology to increase effectiveness in disaster operations and improve the position to respond to catastrophic incidents. At the same time, it implements the use of Lines of Effort (LOEs) that represent specific missions-sets needed to stabilize lifelines, and the core capabilities that helps identify general competencies needed during response. This construction provides guidance to operators on how PREMB conducts initial response and recovery operations for Level I, II and III incidents.

### 1.1. Purpose

As a part of the Puerto Rico All Hazards Plan, this Annex defines the operational functions, roles and responsibilities of the different agencies before, during and after an incident that is or could be classified as an emergency or disaster. This plan is designed to establish a synchronized operational structure among PREMB employees at all levels to carry out preparation, response, recovery, and mitigation activities for incidents that have the potential or have caused serious damage to the population and infrastructure.

The Puerto Rico All Hazard Plan establishes the operational, logistical, and administrative procedures that will be carried out from the identification of a potential hazard to the recovery process after a disaster.

### 1.2. Operations Planning Assumptions

The assumptions identified in this section inform the concept of operations. Facts are statements of known data concerning the situation and can be substantiated. Assumptions are not predictions but instead consist of information accepted as true in the absence of facts and are only used when facts are not available. Assumptions listed in this section of the Annex are in addition to those already listed in section 1.7 Planning Facts and Assumptions of the Puerto Rico All-Hazards Base Plan.

The plan makes the following operations assumptions:

- ◆ Puerto Rico incidents will be managed by the primary agency authorized to respond to the incident.
  - If the capabilities of the primary agency are overwhelmed by the level or complexity of the incident, PREMB will activate to support response.
- ◆ If an agency is activated as an ESF, the agency's EOC may be activated as well to respond.

- ◆ Each agency's activation timeline may differ based on levels of responsibility and pre-incident coordination.
- ◆ All agencies should maintain and test communication and response coordination during steady state.
- ◆ Puerto Rico Agencies should maintain a relationship with PREMB, other Commonwealth departments/agencies, and Federal counterpart.

## 2. Mission

The Operations Annex to the Puerto Rico All Hazard Plan is to take into consideration PREMB's mission of coordinating all government resources of the Commonwealth of Puerto Rico. The annex will describe how the Commonwealth will establish a coordination structure by developing a single set of objectives; "Lifelines" using a collective, strategic approach; improving information flow and coordination; creating a common understanding of joint priorities and response with an end state: Stabilizing Lifelines and accomplishing longer-term recovery goals.

## 3. Execution

### 3.1. Lifelines, Core Capabilities, and Lines of Effort (LOEs)

Provide Lifeline stabilization by the delivery of critical services that alleviate immediate threats to life and property when communities are impacted by disasters. The construct organizes and aligns these critical services into one of seven lifelines, which help frame the way disaster impacts are identified, assessed, and addressed. Through the implementation of Lines of Effort, the operationalization of core capabilities (the ways) for response and recovery planning and operations, lifeline end state objectives should be met.

### 3.2. Lifeline Construct



**Figure 1: Community Lifelines**

The primary objective of Community Lifelines<sup>1</sup> is to ensure the delivery of critical services that alleviate immediate threats to life and property when communities are impacted by disasters. Lifelines are the

<sup>1</sup> FEMA Lifeline Toolkit 2.0 – 2019

most fundamental services in the community that, when stabilized<sup>2</sup>, enable all other aspects of society to function. Lifelines are the integrated network of assets, services, and capabilities that are used day-to-day to support the recurring needs of the community. During steady-state operations, lifeline services are provided by public, private, and non-profit entities that are organic within a community. They include a range of critical day-to-day services that communities rely on to protect life and property. While most disruptions to these services are directly resolved by the organic lifeline service providers (e.g., power and utility companies), the priority of response operations following an incident is to stabilize the lifeline services by the most effective means (e.g., contingency solutions and emergency repairs) available when they are destroyed or significantly disrupted by disasters.

The lifelines provide an outcome-based, survivor centric frame of references that assists responders with the following:

- ◆ Rapidly determining the scale and complexity of a disaster;
- ◆ Identifying the severity, root causes, and interdependencies of impacts to critical lifesaving and life-sustaining services within impacted areas;
- ◆ Developing operational priorities and objectives that focus response efforts on the delivery of these services by the most effective means available;
- ◆ Communicating disaster-related information across all levels of public, private, and non-profit sectors using a commonly understood, plain language lexicon; and
- ◆ Guiding response operations to support and facilitate their integration across mission areas.
- ◆ During steady-state operations, lifeline services are provided by public, private, and non-profit entities that are organic within a community.

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<sup>2</sup> FEMA Incident Stabilization Guide – 2019



**Figure 2: Community Lifelines and Related Core Capabilities**





Stabilization targets will provide the baseline against which lifelines can be compared. There are four (4) color operational designations to Lifelines. They are Grey, Red, Yellow, and Green. And one (1) administrative designation to Lifelines which is Blue.

Grey indicates the extent of disruption and impacts to lifeline services is unknown. Red indicates lifeline services disrupted, and no solution identified or in progress (Unstable, no solution in progress). Yellow indicates lifeline services disrupted but solution in progress with estimated time to stabilization identified (Unstable, solution in progress). Green indicates lifeline services are stabilized, re-established, or not impacted (Stable). Green Components may still be severely impacted but are stabilized in a response. Figure 5 shows an example of how responders may think through assigning lifelines a color.

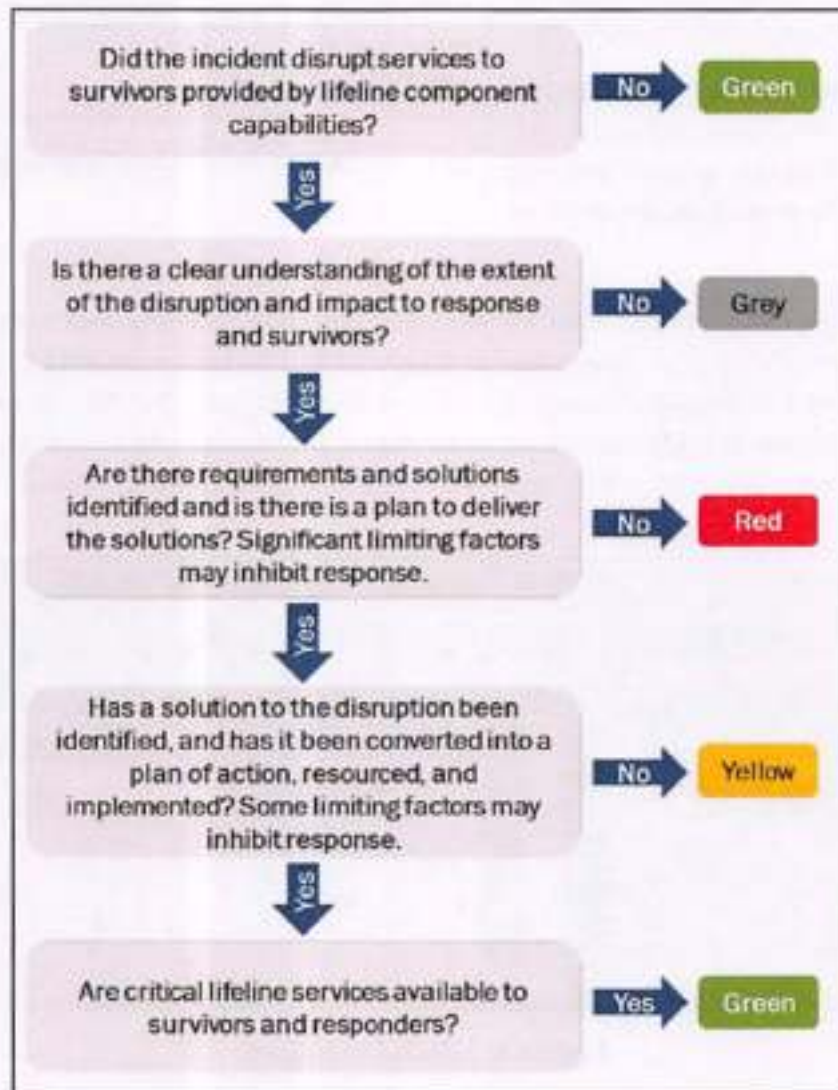


Figure 5: Lifeline Color Assignment Chart

**Table 1: Lifeline Designation**

Status	Example
Grey	Assessment teams have been unable to establish status of water infrastructure.
Red	The community's drinking water is believed to be compromised and contaminated by flood waters. Plan to provide water to survivors not yet established.
Yellow	Bottle water mission identified and resourced, but transportation issues restrict delivery.
Green	Bottle water mission supporting survivor needs until water service re-established.
Blue	Blue does not indicate an operational status or condition, it is used for administrative purposes, such as presentations and briefings.

### 3.4. Lines of Effort

The Lines of Effort (LOE) is a new concept in this version of the Puerto Rico All-Hazards Plan for all types of risks and represent a new method for implementing deliberate plans. Seventeen standard Lines of Effort have been agreed upon at the national level to be included in this Plan for all types of risks. Additional Lines of Effort from previous Commonwealth plans have been added, and these additional LOEs may be expanded or eliminated in future editions of the plan. The current LOEs have been adapted from Incident Objectives in the previous Joint Operational Catastrophic Incident Plan (JOCIP) to align with current planning doctrine. Some Incident Objectives have been excluded from this Annex as they are Recovery focused and will be included in Recovery planning annexes and plans.

**Table 2: Lines of Effort**

Applicable Standard Lines of Effort		
◆ Damage Assessment	◆ Natural and Cultural Resource Protection & Restoration	◆ Restoration of Public Infrastructure
◆ Debris Management	◆ Private Sector Coordination	◆ Search and Rescue
◆ Evacuation, Reception, Re-entry, and Return	◆ Public Information and Warning	◆ Sheltering Operations
◆ Fatality Management	◆ Repairs or Augmentation to Infrastructure	◆ Temporary Emergency Power
◆ Hazardous Materials	◆ Responder Security and Protection	◆ Temporary Housing (Repair, Rental Assistance, Direct Housing)
◆ Healthcare Systems Support		
◆ Medical Transportation		
Additional PREMB Lines of Effort		
◆ Activate Staging Areas and Resources	◆ Operational Response	◆ Operational Structure for Catastrophic Events

The LOEs, outlined as tabs in this plan, provide guidance on how assistance can be applied to help the government stabilize vital community services and set the recovery scenario. Additionally, LOEs provide guidance for other agencies' functions. They are based on establishing conditions that will drive a request for assistance and speed up and provide efficiency in the initiation of crisis action planning. The desired outcome is described in the Final State of an LOE.

A LOE is a common function that a jurisdiction must perform during emergencies to deliver core capabilities which enable the stabilization of community lifelines. Multiple LOEs may be required to stabilize a single lifeline or deliver a core capability, as shown in Figure 6.

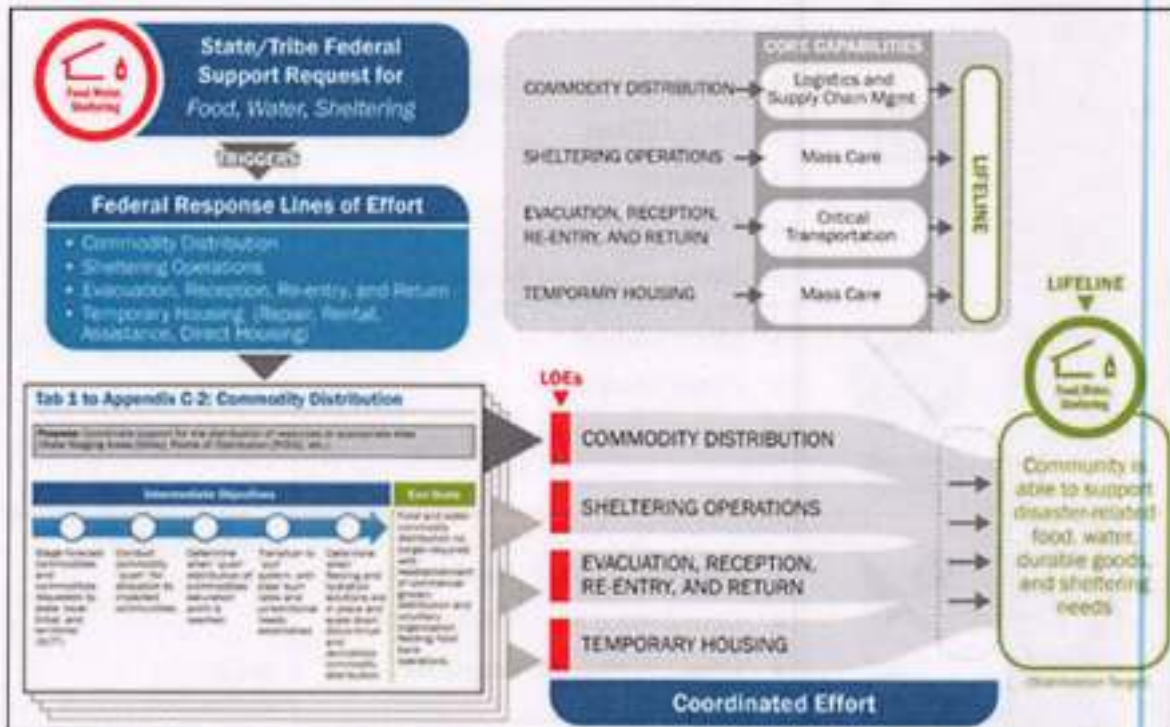























Figure 6: Relationship to Stabilization Lifelines

Table 3: Lifeline and Lifeline Components in Relation to Lines of Effort










Lifeline	Component	Sub-Component	Line of Effort
<p>Safety and Security</p>	<p>Law Enforcement/ Security</p>	<ul style="list-style-type: none"> <li>◆ Police Stations</li> <li>◆ Law Enforcement</li> <li>◆ Site Security</li> <li>◆ Correctional Facilities</li> </ul>	Private Sector Coordination
	<p>SAR Search and Rescue</p>	<ul style="list-style-type: none"> <li>◆ Local Search and Rescue</li> </ul>	Responder Security and Protection
	<p>Fire Services</p>	<ul style="list-style-type: none"> <li>◆ Fire Stations</li> <li>◆ Firefighting Resources</li> </ul>	Search and Rescue

Lifeline	Component	Sub-Component	Line of Effort
	 Government Services	<ul style="list-style-type: none"> <li>◆ EOCs</li> <li>◆ Essential Govt Functions</li> <li>◆ Govt. Offices</li> <li>◆ Schools</li> <li>◆ Public Records</li> <li>◆ Historic/Cultural Resources</li> </ul>	
	 Community Safety	<ul style="list-style-type: none"> <li>◆ Flood Control</li> <li>◆ Other Hazards</li> <li>◆ Protective Actions</li> <li>◆</li> </ul>	
 Food, Water, Shelter	 Food	<ul style="list-style-type: none"> <li>◆ Commercial food distribution</li> <li>◆ Commercial food supply chain</li> <li>◆ Food Distribution Programs</li> </ul>	Private Sector Coordination  Sheltering Operations
	 Water	<ul style="list-style-type: none"> <li>◆ Drinking Water Utilities</li> <li>◆ Wastewater systems</li> <li>◆ Commercial Water Supply</li> </ul>	Mass Care and Shelter  Pre-incident Evacuation and Sheltering
	 Shelter	<ul style="list-style-type: none"> <li>◆ Housing (e.g. homes, shelters)</li> <li>◆ Commercial Facilities (e.g. hotels)</li> </ul>	Temporary Housing (Repair, Rental Assistance, Direct Housing)
	 Agriculture	<ul style="list-style-type: none"> <li>◆ Animals and Agriculture</li> </ul>	Evacuation, Reception, Re-entry, and Return

Lifeline	Component	Sub-Component	Line of Effort
 <p>Health and Medical</p>	 <p>Medical Care</p>	<ul style="list-style-type: none"> <li>◆ Hospitals</li> <li>◆ Dialysis</li> <li>◆ Pharmacies</li> <li>◆ Long Term Care</li> <li>◆ VA Health System</li> <li>◆ Veterinary Services</li> <li>◆ Home Care</li> </ul>	
	 <p>Patient Movement</p>	<ul style="list-style-type: none"> <li>◆ Emergency Medical Services</li> </ul>	Healthcare Systems Support
	 <p>Public Health</p>	<ul style="list-style-type: none"> <li>◆ Epidemiological Surveillance</li> <li>◆ Laboratory</li> <li>◆ Clinical Guidance</li> <li>◆ Assessment/ Interventions/ Treatments</li> <li>◆ Human Services</li> <li>◆ Behavioral Health</li> </ul>	Fatality Management Medical Transportation
	 <p>Fatality Management</p>	<ul style="list-style-type: none"> <li>◆ Mortuary and post-mortuary services</li> </ul>	Responder Security and Protection
	 <p>Medical Supply Chain</p>	<ul style="list-style-type: none"> <li>◆ Blood/Blood Products</li> <li>◆ Manufacturing</li> <li>◆ Distribution</li> <li>◆ Critical Clinical Research</li> <li>◆ Sterilization</li> <li>◆ Raw Materials</li> </ul>	Activate Staging Areas and Resources
	 <p>Power</p>	<ul style="list-style-type: none"> <li>◆ Generation Systems</li> <li>◆ Transmission systems</li> <li>◆ Distribution Systems</li> </ul>	

Lifeline	Component	Sub-Component	Line of Effort
 <p>Energy (Power &amp; Fuel)</p>	 <p>Fuel</p>	<ul style="list-style-type: none"> <li>◆ Refineries/ Fuel Processing</li> <li>◆ Fuel Storage</li> <li>◆ Pipelines</li> <li>◆ Fuel Distribution (e.g. fuel points, gas stations)</li> <li>◆ Off-shore Oil Platforms</li> </ul>	Temporary Emergency Power <sup>3</sup>
			Repairs or Augmentation to Infrastructure
			Restoration of Public Infrastructure
			Restore Critical Infrastructure
 <p>Communications</p>	 <p>Infrastructure</p>	<ul style="list-style-type: none"> <li>◆ Wireless</li> <li>◆ Cable Systems &amp; Wireline</li> <li>◆ Broadcast (TV/Radio)</li> <li>◆ Satellite</li> <li>◆ Data Centers/ Internet</li> </ul>	<p>Repairs or Augmentation to Infrastructure</p> <p>Private Sector Coordination</p> <p>Public Information and Warning</p>
	 <p>Alerts, Warnings, and Messages</p>	<ul style="list-style-type: none"> <li>◆ Local Alert/ Warning Ability</li> <li>◆ Access to IPAWS (WEA, EAS, NWR)</li> <li>◆ NAWAS Terminals</li> </ul>	
	 <p>911 911 and Dispatch</p>	<ul style="list-style-type: none"> <li>◆ Public Safety Answering Points</li> <li>◆ Dispatch</li> </ul>	
	 <p>Responder Communications</p>	<ul style="list-style-type: none"> <li>◆ LMR Networks</li> <li>◆ Disaster Emergency Communications</li> </ul>	

<sup>3</sup> ESF #3 Pocket Guide 2019

Lifeline	Component	Sub-Component	Line of Effort
	 Financial Services	<ul style="list-style-type: none"> <li>◆ Banking Services</li> <li>◆ Electronic Payment Processing</li> </ul>	
 Transportation	 Highway/ Roadway	<ul style="list-style-type: none"> <li>◆ Roads</li> <li>◆ Bridges</li> </ul>	Debris Management  Damage Assessment  Repairs or Augmentation to Infrastructure  Operational Response  Operational Structure for Catastrophic
	 Mass Transit	<ul style="list-style-type: none"> <li>◆ Bus</li> <li>◆ Rail</li> <li>◆ Ferry</li> <li>◆ Barge</li> </ul>	
	 Railway	<ul style="list-style-type: none"> <li>◆ Freight</li> <li>◆ Passenger</li> </ul>	
	 Aviation	<ul style="list-style-type: none"> <li>◆ Commercial (e.g. cargo or passenger)</li> <li>◆ General</li> <li>◆ Military</li> </ul>	
	 Maritime	<ul style="list-style-type: none"> <li>◆ Waterways</li> <li>◆ Ports and Port Facilities</li> </ul>	
		 Hazardous Materials	
	 HAZMAT, Pollutants, Contaminants	<ul style="list-style-type: none"> <li>◆ Oil/ HAZMAT/ Toxic Release Incidents from non-fixed facilities</li> <li>◆ Radiological or nuclear incidents</li> </ul>	



### 3.5. All-Hazards Response and Recovery Operational Phases

This plan addresses PREMB's preparedness and response in immediate response to an emergency or disaster to quickly provide critical relief resources. The Emergency Operational phases of this plan are:

Phase 1			Phase 2			Phase 3		
Pre-Incident Operations			Post-Incident Operations			Recovery and Restoration Operations		
1a	1b	1c	2a	2b	2c	3a	3b	3c
Monitor Threat	Elevated Threat	Credible Threat	Immediate Response	Community Stabilization	Sustained Operations	Recovery Program Delivery	Long-Term Recovery Operations	Closeout

**Figure 7: All-Hazards Response and Recovery Operational Phases**

### 3.6. Phase 1: (Steady-State and Monitoring / Pre-H-120)

There are many types of incidents that occur with no-notice, which will skip Phase 1 completely and proceed directly to Phase 2. For notice events, the timing is contingent on the type of disaster where tropical storms are given in hours, civil disturbances may be monitored by days or weeks leading up to an anticipated event.

**Monitoring Phase:** This phase is divided into 3 sub-phases and applies to incidents that have a previous notification and development period, example: sever weather, civil unrest, or hurricanes.

**Sub-phase 1A-120 hours or more prior to a possible impact of an atmospheric system that could become a tropical storm.** Activities are carried out to monitor trends, potential impact areas, trajectory models, etc.

**Sub-phase 1B-Extends from 120 hours to 48 hours prior to landfall.** During phase 1B, there is an increase in risk potential for Puerto Rico local area. PREMB should routinely analyze the available information and share it with all levels of government, including Commonwealth, Municipal, Federal, NGO's, Private Sector, etc.

During this phase, PREMB emergency resources should be identified. Within 48 hours prior to the landfall, the National Weather Service (NWS) could issue a Hurricane Watch for Puerto Rico. If a tropical storm warning is issued for PR, the partial activation of the PREMB Emergency Operations Center could be ordered. Those daily activities or functions not directly related to the emergency will be suspended if necessary. All PREMB efforts will be directed to support the emergency operation.

**Sub-phase 1C- Extends from 48 hours prior to the event until the phenomenon touches down.** This phase considers the real possibility of an impact on the island. In phase 1C the NWS could issue a

tropical storm warning for Puerto Rico 36 hours before the Landfall. This phase involves activities to notify all PREMB personnel that they will be activated to possibly respond to a potential atmospheric phenomenon. At this stage PREMB will order the full activation of the Emergency Operations Center (EOC).

### **3.7. Phase 2: (Post-Incident Operations / H-hour to H+24)**

This phase is divided into three sub-phases, 2A, 2B and 2C. It applies to both announced and unannounced incidents.

Sub-phase 2A- Extends from the time the incident occurs, or in the case of a tropical storm, the incident begins with the tropical storm winds, to the next 24 hours. It requires immediate response actions and resources will be provided to protect lives and property "Pushing Resources".

Sub-phase 2B- Extends from the first 24 hours to 72 hours after impact. The threat of atmospheric disturbance has ceased. When the emergency or disaster exceeds local capacity and resources, a request for these resources to the Emergency Operations Center will be coordinated through the impacted PREMB Zone Director (s).

Sub-phase 2C- Sustained Response from the first 72 hours to 30 days after impact. During this phase the government is integrated with federal, municipal, volunteer, and private response efforts.

#### **3.7.1. STRATEGIC LEVEL OPERATIONS**

The strategic level of operations is managed at the joint commonwealth and national level and involves the sourcing and strategic placement of resources for further movement and employment during a response operation.

#### **3.7.2. OPERATIONAL LEVEL OPERATIONS**

The operational level connects the efforts of the strategic level and transitions these efforts to the tactical level.

#### **3.7.3. TACTICAL LEVEL OPERATIONS**

The tactical level of operations occurs within the impacted sites at the local level and addresses response and recovery sustainment operations.

#### **3.7.4. LAST MILE**

Generally, the local emergency management (OMME) completes the "last mile" of distribution, as supplies are taken from an assembly area and transported to their points of distributions where survivors can receive the supplies. Local emergency management in close coordination with the municipalities, non-governmental organizations and voluntary organizations active in a disaster arrange this operational concept.

### 3.8. Phase 3: (Recovery and Restoration Operations)

**Recovery** - Generally begins after the Impact and includes recovery and mitigation activities which may take months or years, depending on the magnitude of the incident and damages. Municipalities can receive assistance through their zones and expanded assistance through PREMB and other Commonwealth agencies of Puerto Rico. If the incident is serious and complex, the Commonwealth may request federal support for recovery.

### 3.9. Coordinating Structure Tasks by Phase

Annex X: Execution Checklist is a list of essential tasks to be completed by each primary and supporting agency for each ESF during each operational phase.

**Table 4: ESF Task by Phase**

Phase	Tasks by ESFs
Phase 1a – Normal Operations	<ul style="list-style-type: none"> <li>◆ Conducting continuity planning with coordinating agencies</li> <li>◆ Ensuring linkages with the ESF leaders, liaison officers, operations centers, and other departments and agencies</li> <li>◆ Conducting training and exercises in preparation for a disaster and applying lessons learned and best practices to operating procedures</li> <li>◆ Continually reaching out to other local departments and agencies to strengthen and practice communications</li> <li>◆ Ordering and verifying inventory levels of personal protective equipment and other mission-essential materials and supplies for response, recovery, and mitigation</li> <li>◆ Conducting ongoing hazard analysis, risk assessments, and risk-mitigation activities</li> <li>◆ Providing guidance and assistance for worker safety and health to local, other agencies and the private sector</li> <li>◆ Continuing to mitigate the risk through outreach, education, and coordination with Commonwealth agencies of Puerto Rico and private-sector stakeholders to better prepare for a disaster</li> </ul>

Phase	Tasks by ESFs
Phase 2a – Immediate Response/Life Safety	<ul style="list-style-type: none"> <li>◆ Ensuring efforts to save and sustain lives, reduce human suffering, and provide resources and assistance to the commonwealth.</li> <li>◆ Ensuring established governmental leadership, functions, and rule of law across affected jurisdictions</li> <li>◆ Assisting to restore critical infrastructure quickly and efficiently</li> <li>◆ Providing timely, useful, and accurate risk communications and public information to enable sustaining individuals, families, and organizations</li> <li>◆ Providing for the protection of responders to maximize their health and safety and to ensure maintenance of response capabilities</li> <li>◆ Assessing, characterizing, and mitigating environmental hazards</li> <li>◆ Providing damage assessment teams to determine whether structures are safe to occupy and establish timelines for when infrastructure may be usable</li> <li>◆ Activating and deploying on-call response elements</li> <li>◆ Activating centers and groups for coordination and operations</li> <li>◆ Activating ESFs</li> <li>◆ Collecting, analyzing, and disseminating information for situational awareness and decision making</li> <li>◆ Conducting preliminary damage assessments (PDAs) and rapid needs assessments (RNAs)</li> <li>◆ Identifying available resources for search and rescue</li> <li>◆ Identifying primary, secondary, and tertiary logistics staging areas</li> <li>◆ Providing lifesaving and life-sustaining assistance</li> <li>◆ Notifying PR and/or PREMB zones warehouses to prepare for shipment of resources to the affected area</li> <li>◆ Coordinating all air, ground, and maritime movement of resources</li> <li>◆ Placing additional response elements on standby for upcoming activations</li> </ul>

Phase	Tasks by ESFs
Phase 2b – Community Stabilization	<ul style="list-style-type: none"> <li>◆ Debris removal and damage assessments</li> <li>◆ Providing essential public-health, medical, safety, and security services</li> <li>◆ Restoring basic infrastructure, such as interrupted utilities</li> <li>◆ Reestablishing transportation routes</li> <li>◆ Providing hydration, food, and shelter for those unable to fend for themselves</li> <li>◆ Collecting data, analyzing disaster impacts, assessing the severity of damage, and providing risk analysis and mitigation guidance to support decisions for response and recovery</li> <li>◆ Stabilizing community lifelines</li> <li>◆ Providing ongoing life-sustaining assistance</li> <li>◆ Providing and tracking capabilities as requested</li> <li>◆ Deploying all available response resources from pre-incident locations to operating locations</li> <li>◆ Sustaining comprehensive logistics support</li> </ul>
Phase 2c – Sustained Response	<ul style="list-style-type: none"> <li>◆ Maintaining supply levels to sustain support of local response</li> <li>◆ Phasing out and rotating specialized response teams to minimize fatigue</li> <li>◆ Beginning demobilization of resources no longer needed</li> <li>◆ Prioritizing and planning community recovery and hazard-mitigation actions (for instance, developing a Recovery Support Strategy [RSS])</li> </ul>
Phase 3-1 Pre-Declaration Planning and Coordination	<ul style="list-style-type: none"> <li>◆ Support pre-disaster recovery planning</li> <li>◆ Develop Commonwealth government capabilities</li> <li>◆ Train and mentor incident workforce</li> <li>◆ Conduct recovery exercises, develop relationships, and build government capacity</li> <li>◆ Support joint preliminary damage assessments (PDA), and issue recommendations on disaster declaration request</li> </ul>
Phase 3-2 Scope Recovery Requirements	<ul style="list-style-type: none"> <li>◆ Assign incident leadership</li> <li>◆ Initiate deployments consistent with staffing strategies</li> <li>◆ Determine field office needs</li> <li>◆ Conduct initial planning to determine government priorities and develop incident-specific recovery objectives</li> </ul>

### **3.10. Demobilization**

As disaster operations are completed, demobilization must occur. Demobilization is the orderly, safe, and efficient return of a resource to its original location and status. Demobilization should begin as soon as possible to facilitate accountability of the resources. It should be fully coordinated with other incident management and response structures. Demobilization activities begin once the Government, in coordination with agencies leadership, determine that they have sufficient capability and capacity to serve the affected population. Demobilization actions include, but are not limited to:

- ◆ Recommending resource allocation
- ◆ Recommending timeline for return to normal operations
- ◆ Issuing demobilization orders

## **4. Administration, Resources, and Funding**

### **4.1. Administration**

PREMB personnel are activated through authorized channels, according to standard operating procedures developed by each responding local department or agency. Depending on the type of incident that occurs, PREMB will initiate mission assignments to commission other departments and agencies to provide immediate and short-term emergency response assistance.

\*Puerto Rico departments and agencies cannot be reimbursed for costs incurred while performing work under their delegated steady state authority. For incidents not utilizing annual state emergency funding (RF-113), Puerto Rico departments and agencies may utilize agency to agency support by executing inter/intra-agency reimbursable agreements, in accordance with applicable authorities.

### **4.2. 4.2 Resources**

Refer to Puerto Rico All-Hazards Base Plan

### **4.3. 4.3 Funding**

Refer to Puerto Rico All-Hazards Base Plan

## **5. Oversight and Coordinating Instructions**

Refer to Puerto Rico All-Hazards Base Plan

# Appendix C-1: Lines of Effort

## 1. Introduction

Tabs 1–20 to Appendix C-1 are PREMB’s Lines of Effort (LOE), which are required for the execution of the Puerto Rico All-Hazards Plan (PRAHP). The selected LOEs were developed from previous deliberate plans, such as the JOCIP, and incorporated new planning doctrine that is Community Lifeline based. The LOEs are organized by Phases, with the first four (4) Tabs highlighting pre-incident objectives and the remaining Tab focused on post-incident objectives.

## 2. The Information Required for Each Line of Effort

Each Line of Effort in Appendix C-1’s Tabs contains the required information shown in Table 6.

Line of Effort	Required Information
Purpose	A description of the focus of the LOE.
Intermediate Objectives and End State	An ordered list of the key activities that must be completed to achieve the desired End State. The completion of the Intermediate Objectives and the achievement of the desired End State, which are a sign of the completion of this LOE, will contribute to the overall stabilization of the LOE’s Community Lifelines.
Concept of Operations	A brief summary of the actions attributable to the LOE and certain aspects of the anticipated operational environment that this LOE will support.
Planning Assumptions and Facts	A few brief points to assist in the management of expectations, as responders prepare to support the incident.
Courses of Action (COA)	A COA is a scheme that explains how a Line of Effort can be accomplished, and what resources may be required.
Essential Elements of Information	Based narrowly on the Community Lifelines and their subcomponents, the Essential Elements of Information (EEI) provide the responding subject-matter experts with the key data required to develop and strengthen the requirements for supporting the response plan.

Line of Effort	Required Information
Damage Assessment Line of Effort Primary Organizations and Their Roles and Responsibilities	A list of the responding organizations and their expected obligations in the response component of the LOE.
Operational Assessment	A list of the key indicators and the sources of these indicators, which will be aligned with the entire LOE. These indicators serve as the preliminary measurements of success toward completing the LOE. PREMB will modify and expand these indicators, depending on the nature of the incident and its reporting requirements.
Resources	A list of resources and/or assets that could be employed through either a Mission Assignment (MA) or a department's or an agency's statutory authority.
Execution Checklist	A catalogue of the phased tasks and actions that must be initiated in order to fulfill the Intermediate Objectives and to achieve the desired End State.
Linkages	A list of the Community Lifelines, the Core Capabilities, the Emergency Support Functions (ESF), and the Recovery Support Functions (RSF) associated with an LOE and the actions of the Lead Agency or the Primary Supporting Agency.
References	A list of the Standard Operating Procedures (SOP), the guides, the manuals, and/or the reference materials related to the completion of the LOE, which could inform or influence the actions associated with the LOE.

### 3. List of Tabs in Appendix C-1

- ◆ Tab 1.1 to Appendix C-1: Operational Structure for Catastrophic Events
- ◆ Tab 1.2 to Appendix C-1: Activate Staging Areas and Resources
- ◆ Tab 1.3 to Appendix C-1: Public Information and Warning
- ◆ Tab 1.4 to Appendix C-1: Evacuation, Receptions, Re-entry, and Return
- ◆ Tab 1.5 to Appendix C-1: Responder Security and Protection
- ◆ Tab 1.6 to Appendix C-1: Damage Assessment
- ◆ Tab 1.7 to Appendix C-1: Debris Management



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Appendix C-1: Lines of Effort

- ◆ Tab 1.8 to Appendix C-1: Hazardous Materials
- ◆ Tab 1.9 to Appendix C-1: Search and Rescue
- ◆ Tab 1.10 to Appendix C-1: Repairs or Augmentation to Infrastructure
- ◆ Tab 1.11 to Appendix C-1: Sheltering Operations
- ◆ Tab 1.12 to Appendix C-1: Medical Transportation
- ◆ Tab 1.13 to Appendix C-1: Healthcare Systems Support
- ◆ Tab 1.14 to Appendix C-1: Fatality Management
- ◆ Tab 1.15 to Appendix C-1: Natural and Cultural Resources Protection and Restoration
- ◆ Tab 1.16 to Appendix C-1: Operational Response
- ◆ Tab 1.17 to Appendix C-1: Private Sector Coordination
- ◆ Tab 1.18 to Appendix C-1: Restoration of Public Infrastructure
- ◆ Tab 1.19 to Appendix C-1: Temporary Emergency Power
- ◆ Tab 1.20 to Appendix C-1: Temporary Housing (repair, rental assistance, and direct housing)

# Tab 1.1: Operational Structure for Catastrophic Events

**Purpose:** Establish the operational structure for a catastrophic event, coordinating the organized response efforts for management, administration and recovery. Maintain coordination efforts with other government agencies to ensure adequate management of available resources.



**Concept of Operations**

This objective addresses the establishment of a NIMS/ICS based Commonwealth emergency response organizational structure and achieves effective supported and supporting lines of authorities and operational coordination between the Commonwealth, municipalities, the private sector, and non-governmental organizations. The organizational structure is established by PREMB, which is composed of ten (10) zones. The operations work with the nineteen (19) Emergency Support Functions (ESFs) that receive help from the thirty-three (33) principle agencies of Puerto Rico.



**Planning Assumptions and Facts**

For this plan, the following considerations were taken or presumptions as a starting point in the planning process of this objective through the different stages of the emergency. This section should be updated to reflect changes in the environment before an event.


- ◆ The economic situation of the island still in recession.

Planning Assumptions and Facts	
◆	The Financial Oversight and Management Board for Puerto Rico has control over the budget of Puerto Rico.
◆	SAR Mission Coordination among all participating agencies and resources could benefit from improvement.
◆	Key Areas of coordination that enable efficient and effective SAR and Mass Care Mission Coordination are not fully developed.
◆	Network congestion or interruption in cellular communications.
◆	Damage to infrastructure.
◆	People are making lines in supermarkets and gas stations to receive services.
◆	Some interagency coordinators are not reported to their work area.
◆	Port Authority has truck drivers take containers out of the maritime port to ease port logistics.
◆	Congested roads, the population begins to prepare.
◆	Hospital facilities begin to discharge patients.

Courses of Action (COAs)		
COA #	Description	End State
1	Establish the operational structure for a catastrophic event, coordinating the organized response efforts for management, administration and recovery.	Operational structure is established where PREMB and other government agencies coordinate efforts for resource management.
2	EMAC from outside of Puerto Rico	
3	Use federal resources to extend geographic and functional operations	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Situational Awareness</p>	 <p>Coordination Calls and Information Sharing</p>	◆ N/A

Lifeline Essential Elements of Information			
Lifeline / Coordinating Objectives	Components	Subcomponents	
 <p>Safety and Security</p>	 <p>Government Services</p>	<ul style="list-style-type: none"> <li>◆ EOC</li> <li>◆ Essential Government Functions</li> <li>◆ Government Offices</li> <li>◆ Public Records</li> </ul>	
	 <p>Community Safety</p>	<ul style="list-style-type: none"> <li>◆ Flood Control</li> <li>◆ Other Hazards</li> <li>◆ Protective Actions</li> </ul>	
 <p>Food, Water, Shelter</p>	 <p>Food</p>	<ul style="list-style-type: none"> <li>◆ Food Distribution Programs</li> </ul>	
	 <p>Water</p>	<ul style="list-style-type: none"> <li>◆ Drinking Water Utilities</li> </ul>	
	 <p>Shelter</p>	<ul style="list-style-type: none"> <li>◆ Housing (Homes and Shelters)</li> <li>◆ Commercial Facilities (Hotels)</li> </ul>	
 <p>Health and Medical</p>	 <p>Medical Supply Chain</p>	<ul style="list-style-type: none"> <li>◆ Manufacturing</li> <li>◆ Sterilization</li> </ul>	
 <p>Communications</p>	 <p>Infrastructure</p>	<ul style="list-style-type: none"> <li>◆ Wireless</li> <li>◆ Cable systems &amp; Wirelines</li> <li>◆ Broadcast (TV/Radio)</li> <li>◆ Satellite</li> <li>◆ Data Centers/Internet</li> </ul>	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
	 <p>Alerts, Warnings, and Messages</p>	<ul style="list-style-type: none"> <li>◆ Access to IPAWS</li> </ul>
Essential Elements of Information		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>◆ Agencies resources</li> <li>◆ Responders Contact List</li> <li>◆ Inventory of available facilities</li> <li>◆ List of suppliers for contracts</li> <li>◆ Alternate communication capabilities</li> <li>◆ Commodities inventory at staging</li> <li>◆ Emergency procurement</li> </ul>		

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
DPS	Provide media information and finance and admin support
PREMB	Facilitates commonwealth response upon request
DEDC (Energy Policy Office)	Provides assessments of electrical generation and grid infrastructure
PRASA	Provides assessments of basic water utilities infrastructure
Gov	Names the State Liaison Officer and issues executive orders
DEDC	Coordinates with private sector businesses and associations
DNER	Validates pump station statuses and requirements

Primary Organizations and Their Roles/Responsibilities	
EMS	Maintains required connections for pre-positioned medical resources
GSA	Maintains contracts and purchases needed resources
Tourism Dept.	Coordinates with tourism elements on the island including hotels
NET	Provides assessment of telecommunications infrastructure

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Activation of the EOC	◆ All interagency coordinators reported to EOC on time.	◆ PREMB
Appoint State Liaison	◆ Contact person name	◆ Governor
Order resources and activate private sector liaison	◆ Pre-established contracts activated and resources are bought. Private sector liaison is present in the EOC.	◆ PREMB
Interoperable Communications	◆ Interoperable communications activated and tested.	◆ All agencies & Zones
Incident Action Plan Developed	◆ An Incident Action Plan is released and socialized	◆ PREMB & ESFs

Resources
<ul style="list-style-type: none"> <li>◆ Interagency Coordinators</li> <li>◆ Verified Communications System</li> <li>◆ Generator Power and Water Cistern/Resources Available</li> </ul>

Appendix C-1, Tab 1.1: Operational Structure for Catastrophic Events

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
≥ 120 H	5	PREMB	DPS	Activate ICS/EOC	Coordinate essential resources for the EOC
≥ 120 H	5	PREMB	DTPW, PREPA, LUMA, PRASA, Comms	Activate ICS/EOC	Coordinate verification of essential EOC utilities
≥ 120 H	5	PREMB	OMB, PRNG, Gov	Activate ICS/EOC	Coordinate assistance agreements – “Emergency Management Assistance Compact” (EMAC) with other states.
≥ 120 H	17	BEOC	PREMB	Activate ICS/EOC	Coordinate Business Emergency Operations Center (BEOC) services
≥ 120 H	7	DNER		Incident Action Plans	Check the status of pump stations (flood control)
≥ 120 H	8	DOH	PREMB	Incident Action Plans	Coordinate vaccination for responders, if necessary
-96 H	5	PREMB		Activate ICS/EOC	Identify a secondary, alternate EOC
-96 H	5	PREMB	DPS	Activate ICS/EOC	Validate credentials for emergency and EOC personnel
-96 H	5	PREMB	NWS	Activate ICS/EOC	Evaluate event trajectories for possible activation
-96 H	5	Gov		Appoint State Liaison	Name a State Liaison
-96 H	5, 7	GSA	PREMB	Order resources and activate private sector liaison	Identify resources and needed resources
-96 H	5, 7	PREMB	GSA, Contractors	Order resources and activate private sector liaison	Maintain list of local business that have the capacity to respond to emergencies with services or commodities
-96 H	17	Tourism Dept.	Hotel Association	Order resources and activate private sector liaison	Inform hotels of the situation and confirm that they activated plans

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
-96 H	5	PREMB	NET, Service Providers	Order resources and activate private sector liaison	Maintain and test communication systems	
-96 H	5	PREMB	PREMB Zones	Interoperable Communications	Revise the radio distribution inventory	
-96 H	5	PREMB	All	Incident Action Plan	Initiate the development of the IAP based on the event	
-96 H	All	PREMB	All	Incident Action Plan	Revision of base plans and Just-in-time-training about the agency plans	
-96 H	All	All	PREMB	Incident Action Plan	Ask all agencies to meet to discuss possible operational strategies in case the event occurs	
-72 H	5	Gov	PREMB, PRNG	Activate ICS/EOC	Activate PR National Guard by Executive Order	
-72 H	5	PREMB	Gov, DPS, NWS	Activate ICS/EOC	Partial activation of the EOC	
-72 H	5	PREMB	DPS, NWS	Activate ICS/EOC	Ensure that the EOC is in optimal condition	
-72 H	All	All	PREMB	Activate ICS/EOC	Verify the conditions of your agency's EOC and coordinate its partial activation	
-72 H	All	All	NET, PREMB	Activate ICS/EOC	Test the EOC's computer and communications systems	
-72 H	All	All	PREMB	Activate ICS/EOC	Confirm the energy, water and food capacities of the EOC	
-72 H	All	All	PREMB	Activate ICS/EOC	Confirm food and water capabilities for commonwealth agency responders and coordinators	
-72 H	5	PREMB	NWS	Activate ICS/EOC	Maintain direct communication with NWS for updated information every 12 hours	
-72 H	All	All	PREMB	Activate ICS/EOC	Send messages of possible activation to responders and coordinators	



Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
-72 H	5	PREMB	DPS	Activate ICS/EOC	Encourage responders and coordinators to make preparations in their homes
-72 H	5	Gov	DPS	Appoint State Liaison	Name a State Liaison
-72 H	11	PRASA, PREPA, LUMA	PREMB, OMME	Incident Action Plan	Activation of the preventative discharge program for dams
-72 H	All	All	PREMB	Incident Action Plan	Establish contact with the federal ESF
-72 H	5	PREMB	PRITS	Information Management	Evaluation of the technology platforms for information gathering and exchange
-48 H	5	Gov	PREMB, PRNG	Activate ICS/EOC	Activate pre-selected mission areas to respond to the incident.
-48 H	5	PREMB	All, NWS	Activate ICS/EOC	Incident Watch
-48 H	5, 7	PREMB	GSA, TREASURY, BEOC	Order resources and activate private sector liaison	Establish communication with the main suppliers registered in the Unique Registry of Bidders to establish alternative methods of communication after the event if necessary
-48 H	5, 7	GSA	BEOC, PREMB	Order resources and activate private sector liaison	Establish communication with registered emergency suppliers to establish alternate communication methods, post-event if necessary
-48 H	8	DOH	PREMB	Order resources and activate private sector liaison	Request through PREMB of the necessary resources in case of a catastrophic event (DMATs, NDMS, FMS, DMORT, IRCT)
-48 H	All	NET	PREMB	Interoperable Communications	Identify available resources, visual inspection, facility maintenance, generators/fuel, repeaters, antennas
-48 H	5	NET	PREMB, KP4	Interoperable Communications	Alert notification to authorized KP4 communicators

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-48 H	5	Gov	DPS	Interoperable Communications	Risk Communication to citizens on event surveillance
-48 H	All	All	All	Incident Action Plan	Discuss operational plans, review resources, identify priorities and possible resources
-36 H	All	All	NWS	Activate ICS/EOC	Issue Event Warning
-36 H	All	All	NWS	Activate ICS/EOC	Total activation of the EOC
-36 H	5	All		Activate ICS/EOC	Activate Interagency and Private Enterprise Coordinators
-36 H	17	BEOC	PREMB	Activate ICS/EOC	Activate the coordinators of the Business Emergency Operations Center (BEOC) of the telecommunications, food distribution, medicine, maritime transport, land transport, and fuel industries, among others.
-36 H	5	PREMB	Municipalities	Activate ICS/EOC	Request mitigation reports from all areas
-36 H	All	All		Activate ICS/EOC	Request reports on potential risks and vulnerabilities from Zone offices of all commonwealth agencies
-36 H	All	All	Communication Providers	Activate ICS/EOC	Conduct communication tests with all zones and agencies
-36 H	All	GSA	Contract support, business associations, BEOC, TREASURY, GAR, OMB, PREMB, DOJ	Order resources and activate private sector liaison	Order resources, activate contracts, mobilize resources, pre-position resources, emergency purchases, contact the private sector, request available resources from the private sector
-36 H	2	NET	BEOC	Order resources and activate private sector liaison	Check that company plans are activated
-24 H	5	Gov	PREMB, NWS	Activate ICS/EOC	Solicit pre-disaster declaration or pre-emergency declaration

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-24 H	All	Gov	PREMB, BEOC	Order resources and activate private sector liaison	Create Executive Order "Good Samaritan Public Employee Law REFERENCE Law 139 of 1976, as amended as Law 182 of 2012. Extended to general public employees under declaration of emergencies
-24 H	5	GSA	TREASURY, GAR, OMB, PREMB, DOJ, BEOC	Order resources and activate private sector liaison	Ask the coordinators of the private company for the list of companies that have the capacity to distribute fuel, food, water and medicine to be hired if necessary, by the commonwealth or federal support agency
-24 H	All	NET	All	Interoperable Communications	Field test and validate, Pre-positioned mobile units, and portable units
-24 H	5	PREMB	NET	Interoperable Communications	Activation of authorized KP4 communicators
-24 H	All	All	All	Interoperable Communications	Development of incident action plans for operational periods taking into account possible risks and impact

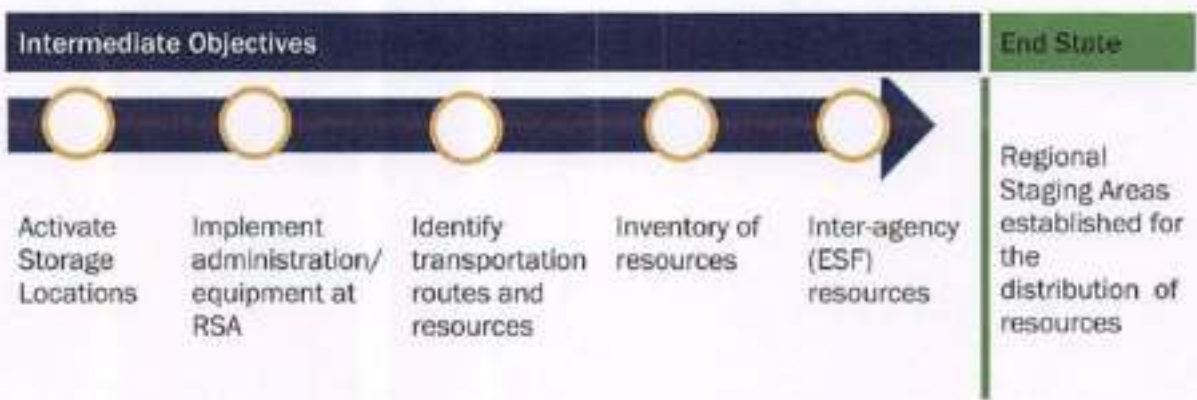
Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Situational Awareness ♦ Conduct Coordination Calls ♦ Conduct Threat Analysis	♦ Situational Awareness	<b>Lead:</b> PREMB  <b>Support:</b> ESF 2, ESF 7, ESF 8, ESF 17

## References

- ◆ Lifeline Stabilization Guide
- ◆ Puerto Rico All-Hazards Plan, Base Plan
- ◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklist

# Tab 1.2: Activate Staging Areas and Resources

**Purpose:** Establish the Regional Staging Areas (RSAs) as close to an impacted population/survivor area as the incident permits. The RSAs are identified, in coordination with the Zones for the pre-positioning of the resources and to speed up the response.



## Concept of Operations

The scope and geographic size of an incident can significantly affect the operational procedures for the movement and staging of resources. Staging areas and resource movement is a process that integrates all the support processes in the food, commodities distribution chain, supplies or resources and, donations in the jurisdiction of Puerto Rico in case of any incident, emergency or disasters. As an effective mechanism for the receipt, management and distribution of supplies, the activation of the RSA's is necessary; Points of Distribution (POD's) at the municipal level; and Community Hubs (Macros and Micros) in communities around the island. A logistic support network was developed to supply the distribution points of municipal supplies (POD's) that offer services to the citizens. The support network includes the establishment of a logistics unit, Commonwealth and Private Sector as an integral part of the network or system.



## Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency.



- ◆ Network interruption in cellular communications.

Planning Assumptions and Facts	
◆	Congestion in seaport operations that could impact the supply chain
◆	Long lines in supermarkets and gas stations with scarce essential supplies (gas, food, water)
◆	Some coordinators will not report to their work areas, as they can be victims of the event
◆	Compromised electrical grid
◆	Roads blocked by landslides and debris
◆	Hospital facilities can be severely affected
◆	Remote areas wholly isolated, out of communications
◆	Road access may be limited during transportation of resources
◆	The Supervisory Fiscal Board has control over the budget of Puerto Rico.

Courses of Action (COAs)			
COA #	Description	End State	
1	Use PREMB organic assets to provide logistical transportation and distribution	Regional staging areas established for the distribution of resources	
2	Use external logistic support to provide logistical transportation and distribution		
3	Use Federal assets to provide logistical transportation and distribution		

Lifeline Essential Elements of Information			
Lifeline / Coordinating Objectives	Components	Subcomponents	
 <p>Unified Coordination</p>	 <p>Establishing Resources</p>	<ul style="list-style-type: none"> <li>◆ Determine Initial Resources</li> </ul>	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Theater Opening and Logistics</p>	 <p>Responder Support</p>	<ul style="list-style-type: none"> <li>◆ Source Transportation</li> </ul>
 <p>Safety and Security</p>	 <p>Law Enforcement/ Security</p>	<ul style="list-style-type: none"> <li>◆ Law Enforcement</li> <li>◆ Site Security</li> </ul>
 <p>Food, Water, Shelter</p>	 <p>Food</p>	<ul style="list-style-type: none"> <li>◆ Commercial food distribution</li> <li>◆ Commercial food supply chain</li> <li>◆ Food Distribution Programs</li> </ul>
	 <p>Water</p>	<ul style="list-style-type: none"> <li>◆ Drinking Water Utilities</li> <li>◆ Commercial Water Supply</li> </ul>
 <p>Health and Medical</p>	 <p>Medical Supply Chain</p>	<ul style="list-style-type: none"> <li>◆ Blood/Blood Products</li> <li>◆ Manufacturing</li> <li>◆ Distribution</li> <li>◆ Raw Materials</li> <li>◆</li> </ul>
 <p>Energy (Power &amp; Fuel)</p>	 <p>Fuel</p>	<ul style="list-style-type: none"> <li>◆ Fuel Storage</li> <li>◆ Fuel Distribution (e.g. fuel points, gas stations)</li> </ul>
	 <p>Highway/ Roadway</p>	<ul style="list-style-type: none"> <li>◆ Roads</li> <li>◆ Bridges</li> </ul>

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
		<ul style="list-style-type: none"> <li>◆ Ports and Port Facilities</li> </ul>
Essential Elements of Information		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>◆ Evacuation routes</li> <li>◆ Capacity to transport people</li> <li>◆ Inventory of Shelters</li> <li>◆ Medical facilities resilience and sustainability</li> <li>◆ Geographical vulnerability areas susceptible to landslides</li> <li>◆ Vulnerable population: elderly/disabled</li> <li>◆ Before the incident, Inventory of basic products</li> <li>◆ Availability of resources and personnel</li> </ul>		

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PREMB	Coordinate interagency response efforts and staging areas for movement of resources
PSC	Manage transportation movement with Transportation Bureau
DTPW	Coordinate movement in conjunction with MBA,
PRNG	Provide military service and support for different government response operations
PRPD	Provide security for staging areas



Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
TREASURY	Manage MOUs and temporary changes in tax collection
EMS	Coordinate resource inventory and supply of medical supplies
FAMILIES	Coordinate resource inventory of meals & water for shelters
BEOC	Coordinate with the private sector for supply chains
GSA	Manage contracts and MOUs with key stakeholders

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Activate Storage Locations	◆ Storage locations identified	◆ PREMB/ ◆ Municipalities
Implement administration/ equipment at RSA	◆ Teams and equipment deployed to sites	◆ PREMB
Identify transportation routes and resources	◆ There are routes and resources identified	◆ DTPW
Inventory of resources	◆ Lists of resources identified	◆ PREMB
Inter-agency (ESF) resources	◆ ESFs are present with relevant information	◆ PREMB

Resources	
◆ Local Emergency Managers	◆ National Guard Logistics Personnel
◆ Logisticians	

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
Tasks						
≥120 H	5, 7	GSA	PREMB, TREASURY, OMB, GAR	Establish Logistics	Validate the MOU agreements; validate the inventories of suppliers of products for an emergency.	
≥120 H	5, 7	GSA	PREMB, TREASURY, OMB, GAR	Establish Logistics	Validate MOUs with truckers and transport companies	
≥120 H	1	PRPA	USCG	Establish Logistics	Validate that the docks can receive cargo around the island (Ceiba, Ponce, Mayagüez among others) as alternate loading access points	
≥120 H	5	PREMB	Community Hubs	Establish Logistics	Follow up on the MOUs with the Community Hubs representatives. Ask for the latest communities' demographics to determine the necessary inventory that will be delivered in case of an emergency.	
≥120 H	5	PREMB	OMME, Municipalities	Establish Logistics	Activate the (RSA's) Regional Staging Area - Regional warehouses where the Municipal authorities nearby can replenish their supplies	
≥120 H	7	GSA	PSC, PREMB, CAR, OMB	Establish Logistics	Validate contracts with fuel distributors	
≥120 H	8	DOH	PREMB, PRPD	Establish Logistics	Evaluate the elements related to medical countermeasures that may be necessary in case of a reduction in the state reserve.	
≥120 H	5	PREMB		Establish Logistics	Check inventories of PREMB's existing warehouses	
≥120 H	5	PREMB	GSA, FAMILIES, DOE,	Supply Chain	Prepare and inventory of the essential and emergency products in the state and federal warehouses. Request to FEMA the supplies as needed	
≥120 H	8	DOH		Supply Chain	Monitor aspects related to safety, availability, and	

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
					requirements of blood, blood products, and tissues.
≥120 H	7	GSA	PREMB, PRFD, HOUSING, MAPR, MIDF, BEOC	Supply Chain	Review MOU and contracts with suppliers of basic products. Print supplier lists and print contracts.
≥120 H	7	GSA	PSC	Supply Chain	Establish an MOU with suppliers and carriers
≥120 H	5	PREMB	DOH, PRFD, PSC, HOUSING, DOE	Supply Chain	Create MOUs with "food trucks" to provide hot meals in areas that have been isolated by the incident because they already have health and fire permits to operate
≥120 H	17	BEOC		Supply Chain	Request a list of pharmacies with the drugs they manufacture to prioritize the recovery support process to facilitate the supply chain of those drugs
≥120 H	5	PREMB	DOE	Supply Chain	Develop MOU with the Department of Education
-96 H	17	BEOC	PREMB, MIDF	Supply Chain	Ask a private company to verify food inventories and provide the information.
-96 H	17	BEOC	PREMB, GSA,	Supply Chain	Ask water bottling companies to verify bottled water inventories and provide the information.
-96 H	8	DOH	PREMB, BEOC	Supply Chain	Request drugstore inventories of essential drugs and provide the information.
-96 H	8	DOH	PREMB, Red Cross	Supply Chain	Monitor the inventory of available blood resources and blood products
-96 H	8	DOH	PREMB	Supply Chain	Hospitals indicate they are checking drug inventories
-96 H	8	DOH	PREMB	Supply Chain	Hospitals, hospices, care centers, 330 preventive health centers and dialysis centers verify inventories of supplies and medications

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-96 H	6	DOE	PREMB	Supply Chain	Request the Department of Education to verify their food inventories in the school cafeterias
-96 H	6	FAMILIES		Supply Chain	Request inventory at Food Program warehouses from public housing facilities operated by the Department of the Family.
-96 H	5	PREMB	DOE, GSA	Supply Chain	Request food inventory review from Mass Kitchen participants so they are prepared if necessary. The Mass Kitchen program consists of private industrial kitchens, restaurant kitchens, hotel kitchens, private school cafeterias and food trucks to provide hot meals to communities that have been isolated.
-72 H	7	PSC	PREMB	Establish Logistics	Request inventory of regular and refrigerated trucks available for cargo transportation
-72 H	5	PREMB	OMME	Establish Logistics	Activation of agreements (MOU's) with Community Hubs
-72 H	5	PREMB		Supply Chain	Request actual inventories of commodities in PREMB warehouses
-72 H	5	PREMB	PRNG, GSA, DOE	Supply Chain	Send warning of possible activation of the Distribution plan
-72 H	8	DOH	PREMB, PRPD	Establish Logistics	Review resource transportation elements related to medical countermeasures in case they need to be activated.
-48 H	5	PSC	PREMB	Supply Chain	Coordinate with carriers for meeting points and assign loading locations
-48 H	18	TREASURY	PREMB	Establish Logistics	Leave without temporary effect the collection of taxes in the docks with dispensation of up to

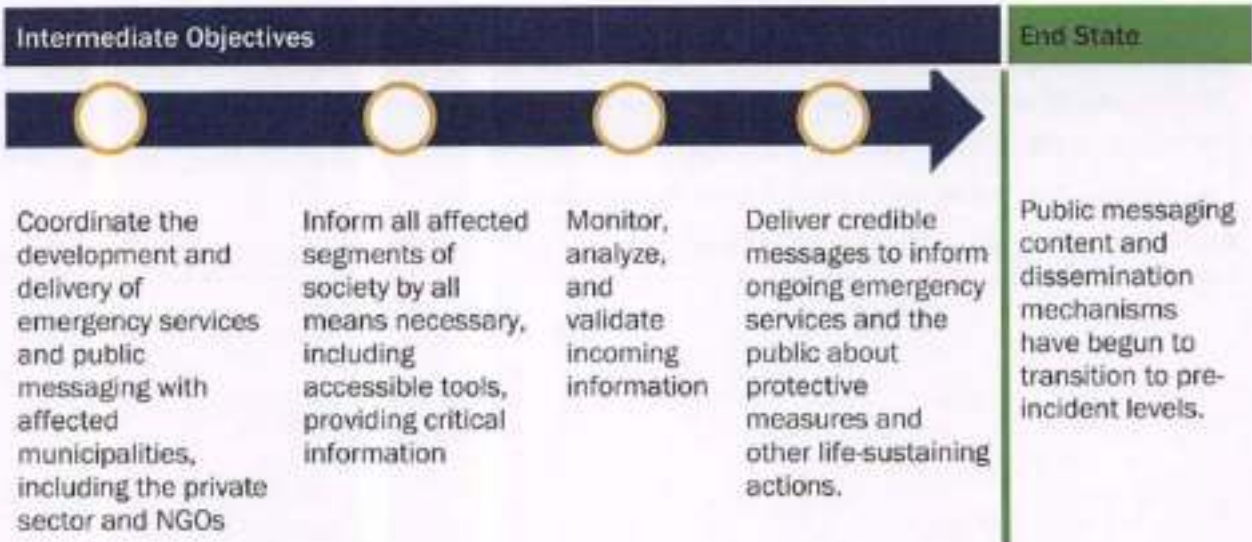
Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
					30 days to allow the quick eviction of the docks.
-48 H	1	PRPA	PSC, PREMB, TREASURY	Establish Logistics	The truckers will start taking as many containers as possible off the dock to deliver them to their owners.
-36 H	7	PREMB	GSA, All	Activation of Resource Movement	Suppliers deliver commodities
-36 H	13	PRPD	PRNG	Activation of Resource Movement	Establish access controls, provide protection and security, establish priority lists, secure the warehouse
-36 H	1	DTPW	MTA	Activation of Resource Movement	Moving boats from Vieques and Culebra (depending on maritime resources available)
-36 H	1	All	All	Establish Logistics	Bringing boats (e.g., NAADS) and government air units to safe harbor. (Ex. FURA)
-36 H	5	PREMB	MIDF, MAPR	Supply Chain	Establish direct communication with the Central EOC for possible activation of the supply chain plan
-24 H	1	DTPW	MBA	Activation of Resource Movement	Activation of MBA driver protocols for possible refugee mobilization
-24 H	1	PSC	PREMB	Establish Logistics	Mobilize fuel carriers to supply critical infrastructure generators
-24 H	1	PSC	PREMB	Establish Logistics	Pre-assign in "Stand By" mission orders to the truckers.
-24 H	7	PREMB	GSA	Establish Logistics	Mobilize products or goods purchased, receive resources from suppliers, pre-position resources

Linkages			
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)	
Unified Coordination ♦ Establishing Resources ♦ Transportation ♦ Roads ♦ Bridges	♦ Planning ♦ Operational Coordination ♦ Situational Assessment ♦ Logistics and Supply Chain Management	Lead: ESF 7  Support: ESF 1, ESF 5, ESF 8, ESF 18	

References			
♦ Lifeline Stabilization Guide ♦ Puerto Rico All-Hazards Plan, Annex D: Distribution Plan ♦ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists			

# Tab 1.3: Public Information and Warning

**Purpose:** Collect, organize, preserve and disseminate information related to disaster preparedness. Information management and distribution is essential to keep the population informed at all times. Every available method or means will be used to bring preparedness information to the attention of the public quickly, effectively, and efficiently.



**Concept of Operations**

PREMB is the Primary Agency to implement ESF 15 and occupies multiple leadership positions in the field, particularly during a disaster. Provide incident-related information through the media and other sources in accessible formats and multiple languages to individuals, households, businesses, and industries directly or indirectly affected by the incident, including those with disabilities and others with access and functional needs.

Monitor news coverage to ensure that accurate information is disseminated. Disseminate incident information through digital media (official Web sites, social networking platforms) to ensure wide delivery of lifesaving information. Integrated Public Alert and Warning System (IPAWS) provides integrated alert and warning services to Commonwealth and Municipality authorities to address the general public. In addition, the Joint Information Center Coordinates messages with Commonwealth and possible Federal government.

### Planning Assumptions and Facts


The following considerations were taken or presumptions as a starting point in the planning process of this objective through the different stages of the emergency. Lines of people in supermarkets and gas stations

- ◆ Some coordinators have not reported to work.
- ◆ Congested roads and highways.
- ◆ Hospital facilities begin a medical discharge as a preventive measure.
- ◆ Essential supplies such as gasoline, water, and food are scarce. The economy of the island continues in recession.
- ◆ JIC: Serve as a central point of coordination for incident information and public affairs activities.
- ◆ Public information and warnings are disseminated through various mechanisms, including formats for individuals with disabilities, Limited English Proficiency (LEP) populations, etc.





### Courses of Action (COAs)

COA #	Description	End State
1	<b>PREMB</b> - Leads messaging and public information efforts	Public Messaging content and dissemination mechanisms have begun to transition to pre-incident levels
2	<b>Joint Messaging (PREMB/FEMA)</b> - In case of a federal declaration, PREMB and FEMA cooperate on development of public information and warning content and strategy	

### Lifeline Essential Elements of Information

Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Situational Awareness</p>	 <p>Planning and Analysis</p>	<ul style="list-style-type: none"> <li>◆ N/A</li> </ul>



Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Safety and Security</p>	 <p>Government Services</p>	<ul style="list-style-type: none"> <li>◆ Emergency Operations Centers</li> <li>◆ Essential Government Functions</li> <li>◆ Government Offices</li> <li>◆ Schools</li> <li>◆ Public Records</li> <li>◆ Historical / Cultural Resources</li> </ul>
 <p>Communications</p>	 <p>Alerts, Warnings, and Messages</p>	<ul style="list-style-type: none"> <li>◆ Local Alert / Warning Ability</li> <li>◆ Access to Integrated Public Alert and Warning System (IPAWS) (Wireless Emergency Alerts [WEA] National Oceanic and Atmospheric Administration [NOAA] Weather Radio All Hazards [NWR])</li> <li>◆ National Warning System (NAWAS) Terminals</li> </ul>
Essential Elements of Information		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>◆ Interoperable Communications Frequencies</li> <li>◆ Copy of agreements between public agencies and non-governmental organizations (NGOs)</li> <li>◆ Maps of susceptible/vulnerable areas</li> <li>◆ Pre-written messages</li> <li>◆ List of critical infrastructures</li> <li>◆ Joint Information System procedures</li> <li>◆ Joint Information Center location</li> </ul>		

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PREMB	Coordinate response efforts and share information with key stakeholders
NET	Coordinate testing and reliability of the telecommunications systems
PRIDCO	Support with critical infrastructure on risks and mitigation strategies
DOH	Maintain situational awareness about healthcare infrastructure
Gov	Hold press conferences and release information to the public about the incident in conjunction with PREMB

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Development and delivery of emergency services and public messaging	◆ Activation of public messaging systems and key talking points	◆ PREMB
Provide information dissemination	◆ Regular press conferences and releases to the public	◆ Gov, PREMB
Monitor, analyze, and validate incoming information	◆ Validated press releases and maintained situational assessments	◆ PREMB, NWS
Deliver credible threats regarding potential risks	◆ Validated reports from local officials and inter-agency partners	◆ PREMB, JIC

Resources
<ul style="list-style-type: none"> <li>◆ ESF-15 External Affairs (EA)</li> <li>◆ ESF 17 Business and Industry Liaison</li> </ul>

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
≥120 H	5	PREMB	NWS	Threat Analysis	Monitor atmospheric systems.
≥120 H	2	NET	PREMB, NWS	Threat Analysis	Establish interagency communication channels to share information.
≥120 H	5	PREMB	BEOC	Critical Infrastructure	Establish MOUs with the critical infrastructure of high-risk private companies.
≥120 H	5	DEDC	PREMB, MAPR, BEOC	Critical Infrastructure	Identify the operations and production of the private critical infrastructure to know its criticality.
≥120 H	5	DEDC	PREMB, MAPR, BEOC	Critical Infrastructure	Understand the economic impact of the PR's Private Critical Infrastructure to establish response and recovery priorities.
≥120 H	5	DOH	Health Services Coalitions, H-BEOC, Hospital Association, Hospital Coalition	Critical Infrastructure	Monitor the status of facility profits.
-96 H	5	NWS	PREMB, Municipalities, Planning Board, DV	Threat Analysis	Identify communities susceptible to flooding for possible evacuation.
-96 H	2	PREMB	NET, NWS	Threat Analysis	Test the Integrated Public Alert & Warning System (IPAWS) and the Emergency Alert System (EAS) to be ready in case of evacuations and other emergencies
-96 H	3	DTPW	PREMB, DNER, Municipalities	Threat Analysis	Removal of debris from streets, avenues and bodies of water to prevent flooding from sewers, storm systems or bridges.
-96 H	2	PREMB	All	Critical Infrastructure	Establish communication with critical infrastructure to know status and needs.
-96 H	5	PREMB	FEMA, Planning Board	Threat Analysis	Maintain NFIP flood zone maps

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
-96 H	5	PREMB	FEMA, Planning Board	Threat Analysis	Share known and new flood zone maps with other agencies	
-96 H	8	DOH	Health Services Coalitions, Hospital Coalition, Hospital Association	Threat Analysis	Review existing maps of pre-positioned health facilities and resources.	
-96 H	5	PREMB	DNER, BEOC, DEDC, NTSP	Threat Analysis	Maintain maps of location of Fuel Racks	
-96 H	5	PREMB	All	Communication of Risks	Verify MOUs on information exchange protocols across agencies.	
-96 H	All	All	All	Communication of Risks	Test information systems.	
-96 H	All	All	All	Communication of Risks	Test telecommunication systems.	
-96 H	2	PREMB	PREMB Zones	Communication of Risks	Test the satellite communication systems of the 10 PREMB Zones.	
-96 H	2	PREMB	PREMB Zones	Communication of Risks	Test the 100-watt radio system for voice communication of the 10 Zones	
-96 H	2	PREMB	PRPD, PREMB Zones, Municipalities, PRFD, EMS	Communication of Risks	Test the Computer-Aided Dispatch (CAD) communication system	
-96 H	8	DOH	Hospitals, PREMB, OMME	Communication of Risks	Test the base radio system of all PR hospitals (private and public)	
-96 H	8	DOH	Hospitals, PREMB, OMME	Communication of Risks	Testing the PR hospitals' (public and private) alternative portable radio system	
-96 H	2	PREMB	OMME	Communication of Risks	Test the satellite internet systems of the 78 municipalities	
-96 H	2	PREMB	OMME	Communication of Risks	Test the 100-watt radio system for voice communication of the 78 municipalities	

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-96 H	13	PRPD	PREMB	Communication of Risks	Test the satellite communication systems of PRPD's 13 Command Stations
-96 H	4	PRFD	PREMB	Communication of Risks	Test the satellite communication systems in the regions of the Fire Department.
-96 H	8	EMS	PREMB	Communication of Risks	Test satellite communication systems in Emergency Medical Corps regions
-96 H	All	All		Communication of Risks	Review of existing information material and preparation of necessary material.
-72 H	5	PREMB	Gov	Threat Analysis	Analyze the potential threat and begin the Risk Communication process
-72 H	18	PREMB	Gov, NWS	Threat Analysis	Start public bulletins on potential hazards and community preparedness.
-72 H	18	PREMB	Gov, NWS	Threat Analysis	Make bulletins about potential flood or hazard locations.
-72 H	5	PREMB	DPS, DTPW., DEDC, BEOC	Critical Infrastructure	Direct notification to Critical Infrastructure about potential hazard
-72 H	5	PREMB	DPS, DTPW., DEDC, BEOC	Critical Infrastructure	Establish reports every 12 hours on the critical infrastructure's systems.
-72 H	5	PREMB	NWS	Communication of Risks	Distribution of maps with possible trajectories in vulnerable areas
-72 H	5	PREMB	HOUSING, DOE, PRPD, Municipalities	Communication of Risks	Analysis of flood maps and potential evacuation areas.
-72 H	All	All	All	Communication of Risks	Backup of critical information in external communication servers
-72 H	All	All	All	Communication of Risks	Backup critical information on portable hard disks

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-72 H	All	All	All	Communication of Risks	Identify a possible alternative information center outside the agency
-72 H	18	PREMB	Gov, JIC, DPS	Communication of Risks	Establish communication with radio, TV and Internet media for dissemination of emergency messages
-72 H	8	DOH	PREMB	Communication of Risks	Publication of information through press releases, social media and other means on public health measures and medical services.
-72 H	5	PREMB	NET	Communication of Risks	Notification to radio amateurs to communicate with the state and submit their communications plan
-36 H	15	PREMB	HOUSING, OMME, DOE	Threat Analysis	Inform about the possibility of evacuations in risk areas for the opening of shelters.
-36 H	18	PREMB	Gov, NWS, JIC	Threat Analysis	Inform about potential consequences of the event to happen.
-36 H	15	PREMB	OMME, DOE, HOUSING, Municipalities	Threat Analysis	Inform about the shelters and locations
-36 H	15	HOUSING	PREMB, HOUSING, OMME, FAMILIES, DOE, DOH	Threat Analysis	Inform about things you can take to the shelters.
-36 H	6	HOUSING	PREMB, OMME, FAMILIES, DOE, DOH	Threat Analysis	Coordinate and set up pet shelter areas
-36 H	5	PREMB	DEDC, DTPW, DOH, DPS, BEOC	Critical Infrastructure	Notify Critical Infrastructure to take mitigation measures
-36 H	5	PREMB	DEDC, DTPW, DOH, DPS, BEOC	Critical Infrastructure	Have Critical Infrastructure notify PREMB of potential off-site vulnerabilities

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
-36 H	5	PREMB	DPS, DTPW, DEDC, BEOC	Critical Infrastructure	Establish reports every 8 hours on risk status and potential hazard
-36 H	15	PREMB	NWS	Communication of Risks	Distribution of maps with possible trajectories of the updated event.
-36 H	5	All	All	Communication of Risks	Use of ICS forms to document the development of the event, risks and operational strategies.
-36 H	2	DPS	All	Communication of Risks	Establish interoperable communications
-36 H	8	DOH	PREMB	Communication of Risks	Test the hospital's radio system
-36 H	8	DOH	PREMB	Communication of Risks	Ask hospitals for bed availability
-36 H	5	PREMB	DPS	Communication of Risks	Distribute ICS 205a Communications Plan
-36 H	5	PREMB	DPS	Communication of Risks	Enable tactical channels if necessary
-36 H	18	PREMB	Gov, JIC	Communication of Risks	Hold press conferences for risk notification and mitigation measures
-36 H	2	PREMB	NWS, DPS	Communication of Risks	Activate Integrated Public Alert & Warning System (IPAWS) and Emergency Alert System (EAS) to notify an Incident Watch for Puerto Rico
-36 H	2	PREMB	NET	Communication of Risks	Activate amateur radio network to report by zones

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Communications	◆ Operational Coordination	<b>Lead:</b> ESF 15

Linkages		
◆ Alerts, Warnings, and Messages	◆ Public Information and Warning	Support: ESF 2, ESF 5, ESF 17
Safety and Security	◆ Situational Awareness	
◆ Government Services		

References
◆ National Response Framework, Fourth Edition, October 2019
◆ Response Federal Interagency Operational Plan, Second Edition August 2016
◆ Comprehensive Planning Guide 101
◆ Lifelines Stabilization Guide
◆ Puerto Rico All-Hazards Plan, Base Plan
◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists



# Tab 1.4: Evacuation, Receptions, Re-entry, and Return

**Purpose:** Provide the affected jurisdiction with possible evacuation routes and shelters.



## Concept of Operations

Provide resources, subject matter expertise, and coordination with other PREMB components and ESF 6 partners to support mass evacuation activities (inland or off island) and ensure the safe evacuation of household pets and service and assistance animals. (Note: Evacuees who have chronic medical conditions may be evacuated with the general population)

A mass evacuation, by its scope, may result in evacuees crossing jurisdictional lines. Providing mass care support to survivors at embarkation, debarkation and reception centers, evacuation transportation hubs, post-decontamination areas, etc., to make sure that basic needs are met, including hydration and feeding, tracking, and information.

If Federal evacuation support is required, the existing Federal coordinating structures will be used to provide coordination of the operation (e.g., National Response Coordination Center (NRCC), RRCC, JFO, affected jurisdiction, and host State Emergency Operations Center (EOC)).

## Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency

- ◆ Interruption in cellular communications.

### Planning Assumptions and Facts

- ◆ Some coordinators are not reported to their work area.
- ◆ Economic situation of the island still in recession
- ◆ Under the Americans with Disabilities HTA transportation providers must permit passengers with disabilities to be accompanied by their service animals.
- ◆ Resource requirements for a precautionary evacuation are based on the expected magnitude of the event and request of the Governor(s).
- ◆ Commonwealth policies and guidelines governing household pet evacuations are utilized when incorporating household pet issues into evacuations. Commonwealth planners are aware that individuals may choose to not evacuate if directed to leave their animal(s) behind.
- ◆ Residents of the evacuated area will need to return to the area post-event if possible. Plans and methods are necessary to facilitate return of evacuated residents.
- ◆ Sustainability of missions is dependent on availability of resources and commodities such as fuel, transportation, food, etc.
- ◆ There may be interruptions in feeding capability and capacity due to external factors, e.g., multiple disasters occurring, transportation or other infrastructure damage that may impede deliveries or staging.
- ◆ Augmentation of mass care capabilities within a jurisdiction may require additional resources that may take multiple days to arrive.
- ◆ Prolonged connectivity outages may prevent the population from utilizing their credit/debit cards or Electronic Benefit Transfer (EBT) cards, requiring the need for prolonged feeding operations or feeding support.
- ◆ Due to the topography of Puerto Rico, isolated communities can be created during a disaster due to other natural hazards that may impact the island

### Courses of Action (COAs)

COA #	Description	End State
1	<b>Inland-Evacuation</b> - Survivors evacuate pre-incident in-land to pre-designated sheltering or with relatives (family), based on local evacuation orders or recommendations.	Safe evacuation and re-entry of survivors is complete and Commonwealth resources are no longer required.
2	<b>Off-Island Evacuation</b> - Survivors evacuate pre-incident off island based on local evacuation orders or recommendations	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Situational Awareness</p>	 <p>Coordination Calls and Information Sharing</p>	<ul style="list-style-type: none"> <li>◆ N/A</li> </ul>
 <p>Safety and Security</p>	 <p>Community Safety</p>	<ul style="list-style-type: none"> <li>◆ Flood Control</li> <li>◆ Other Hazards</li> <li>◆ Protective Actions</li> </ul>
 <p>Food, Water, Shelter</p>	 <p>Shelter</p>	<ul style="list-style-type: none"> <li>◆ Housing (Homes and Shelters)</li> <li>◆ Commercial Facilities (Hotels)</li> </ul>

**Essential Elements of Information**

**Request for Information:** Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard.

- ◆ Evacuation routes
- ◆ Carrier Inventory
- ◆ Availability of beds in the Hospitals
- ◆ Vulnerable Areas
- ◆ Nursing home population
- ◆ Inventories of items in the shelters
- ◆ Availability of employees at the shelters

**Primary Organizations and Their Roles/Responsibilities**

Organization	Roles and Responsibilities
PREMB	Facilitates commonwealth response to evacuation and return of population

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
DTPW	Coordinates the evacuation route clearance, including critical infrastructure operations
PRNG	Provides support to evacuation measures as needed
Local Municipality (OMME)	Provides support to evacuation measures
Department of Housing	Provides sheltering resources for inland evacuations

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Assess and stage general population transportation resources.	<ul style="list-style-type: none"> <li>◆ Projected number of displaced survivors.</li> <li>◆ Current or anticipated municipality evacuation orders.</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> <li>◆ Municipality Mayors</li> </ul>
Transport and/or evacuate survivors	<ul style="list-style-type: none"> <li>◆ Number of displaced survivors projected to need government transportation to host shelters.</li> <li>◆ Evacuations are effectively conducted and coordinated (e.g., host shelter support is available).</li> </ul>	<ul style="list-style-type: none"> <li>◆ Municipalities</li> </ul>
Track evacuees from embarkation hubs to shelters.	<ul style="list-style-type: none"> <li>◆ Status of state evacuee tracking system.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Municipalities</li> <li>◆ Zones / PREMB</li> </ul>
Conduct re-entry operations.	<ul style="list-style-type: none"> <li>◆ Shelter reports reflect the decline of occupants in shelters and a reduced number of shelters.</li> <li>◆ Shelterees are returning to their residences.</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> <li>◆ Department of Housing</li> </ul>

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Demobilize transportation resources.	<ul style="list-style-type: none"> <li>◆ Transportation resources are no longer needed to support evacuations.</li> <li>◆ All survivors on manifests have been successfully moved.</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> <li>◆ Municipalities</li> </ul>

Resources	
<ul style="list-style-type: none"> <li>◆ Transportation Vehicles</li> <li>◆ Radio, IPAWS, etc. for Evacuation Messaging</li> </ul>	<ul style="list-style-type: none"> <li>◆ Personnel trained in assisting evacuees</li> </ul>

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
≥120 H	5	Planning Board	PREMB	General Population	Identification of floodable areas
≥120 H	5	Planning Board	PREMB	General Population	Identification of areas susceptible to coastal hazards, landslides, collapse, etc.
≥120 H	6	HOUSING	DOE, Municipalities, Zones, PREMB	General Population	Identification and certification of shelters
≥120 H	6	HOUSING	HOUSING, PREMB, Zones	General Population	Notification of DOH staff responsible for support and monitoring visits to shelters.
-96 H	6	HOUSING	DOE, PREMB, DPB (PBA), /OPMED	General Population	Prepare shelters
-96 H	5	PREMB	9-1-1, 3-1-1, HOUSING	General Population	Provide list of 9-1-1 and 3-1-1 shelters for outreach to callers.
-96 H	6	HOUSING, DOE	PREMB	General Population	Verification of equipment (cots) and essential services in shelter.

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-96 H	8	HOUSING	PRASA, PREMB, DOE	General Population	Clean and chlorinate of cisterns in shelters
-96 H	6	HOUSING		General Population	Identify a shelter manager and prepare shelters
-96 H	8	DOH	PREMB, Municipalities	Medical Evacuations	Identify possible Federal Medical Stations (FMS) Locations that can serve as FMS are established in advance. Compare to a check list with requirements. Pre-identified locations must be in place to have all the necessary utilities
-96 H	8	DOH	PREMB, CT	Medical Evacuations	Supply hotel availability list
-96 H	8	DOH	PREMB	Medical Evacuations	Consider if necessary, establishing medical shelters with a nursing staff in places such as the Convention Center, Pachin Vicens Stadium.
-96 H	6	CT	DOE, PREMB	Special Populations	Mobilization of foreigners and tourists
-96 H	5	9-1-1	PREMB	Special Populations	Communication system for deaf people instructions to call 9-1-1 or 3-1-1
-96 H	5	PREMB	DOH, FAMILIES	Special Populations	Carry out registration and census of special populations by municipality
-72 H	5	Gov	PREMB, NWS	General Population	Public notification of potential eviction areas
-72 H	13	PRPD	PREMB, PM	General Population	Secure and protect shelters
-72 H	6	DOE	HOUSING, PREMB	General Population	Take inventory of food in school canteens that are shelters
-72 H	6	HOUSING	FAMILIES, PREMB	General Population	Make inventories of cots and personal hygiene products in the shelter
-72 H	6	DOE	HOUSING, PSC, PREMB, PRFD	General Population	Ensure that the shelter's dining room has full gas tanks and that

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
					the gas lines are not in potential danger of being affected by a falling tree or any other object that might jeopardize their function
-72 H	6	DOE	OMME, HOUSING, PREMB	General Population	Activation of School Directors for possible opening of a shelter if necessary or requested by the Mayor
-72 H	8	DOH	PREMB, MAPR	Special Populations	DOH will check with dialysis centers to make sure they have enough supplies of essential materials for their patients for 10 days.
-72 H	5	9-1-1	PREMB, DOH, FAMILIES, 3-1-1	Special Populations	Establish phone numbers for people with disabilities to call and indicate their information and special condition requiring assistance
-72 H	5	OMME	PREMB, HOUSING, DOH	Special Populations	Notify municipalities of persons requesting evacuation service
-36 H	6	Mayors	HOUSING	General Population	Activation of shelter managers
-36 H	6	DOE	HOUSING, PREMB	General Population	Supply the shelters' canteens
-36 H	5	Gov	PREMB, PRPD, DPS	General Population	Notify vulnerable residents to be evicted
-36 H	6	DOE	Municipalities, PREMB	General Population	Activation of School Directors for possible opening of a shelter if necessary or requested by the Mayor
-36 H	6	OMME	HOUSING, FAMILIES, PREMB, PRNG	General Population	Coordinate transportation for the evacuated
-36 H	6	OMME	FAMILIES, PREMB, PRPD, PM's	General Population	Carrying out evacuation from dangerous areas and transport to shelters

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-36 H	6	HOUSING	OMME, DOH	General Population	Check at the shelter for anyone who has a condition that requires special attention
-36 H	8	DOH	PREMB, FSB	Medical Evacuations	Ask hospitals and mortuaries for current inventories of bodies in morgues
-36 H	8	DOH	Hospital Coalitions	Medical Evacuations	Identification of potential Staging Areas for pre-positioning of resources
-36 H	8	DOH	PREMB, FEMA, VA NDMS	Medical Evacuations	Verify MOUs with FEMA for medical evictions outside PR. Request pre-positioning of DMAT equipment.
-36 H	8	DOH	VA NDMS	Medical Evacuations	Pre-activation of the National Disaster Medical System
-36 H	8	DOH	PREMB	Medical Evacuations	Establish alternate communication methods with DOH and PREMB Zones
-36 H	8	HOUSING	FAMILIES, DOH, OMME	Special Populations	Offer support to the municipalities in the shelters with specialized personnel
-36 H	8	DOH	HOUSING, FAMILIES	Special Populations	Monitoring through categorization to establish the profile by population type.
-36 H	6	HOUSING	DOE, DOH, FAMILIES	Special Populations	Activate specialized personnel to report to the shelters
-24 H	2	PREMB	OMME	Medical Evacuations	OMME starts evacuation using the "Tsunami sirens" mass alert systems
-24 H	5	PREMB		Medical Evacuations	Activation of the Integrated Public Alert & Warning System (IPAWS) and the Emergency Alert System (EAS) to assist with evacuations
-24 H	8	DOH	MBA, PREMB, Trancita, Atlantis, Fresenius	Medical Services	Advance dialysis clinics to patients



Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks:</b>					
-24 H	8	DOH	Hospital Coalitions	Medical Services	Cancel Elective Clinical Procedures
-24 H	8	DOH	Health Services Coalitions	Medical Services	Advance the discharge process for patients who do not need to be in the hospital to decongest
-24 H	8	DOH	PREMB, Coalitions	Medical Services	Provide services that may be affected by e.g. the passage of a hurricane.
-24 H	8	DOH	PREMB, Coalitions	Medical Services	Health Department begins requesting information from hospital utilities
-24 H	8	DOH	PREMB, Coalitions	Medical Services	Health Department begins requesting census of hospital beds
-24 H	8	DOH	MHASA, PREMB	Medical Services	Process to delivery of methadone to patients in the methadone program in advanced

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Food, Water, Shelter ♦ Shelter Safety and Security ♦ Community Safety Situational Awareness ♦ Conduct Coordination Calls	♦ Critical Transportation ♦ Logistics and Supply Chain Management ♦ Mass Care Services ♦ On-scene Security, Protection and Law Enforcement ♦ Public Health, Health Care and Emergency Medical Services	<b>Lead:</b> ESF 6  <b>Support:</b> ESF 1, ESF 3, ESF 5, ESF 7, ESF 8, ESF 13

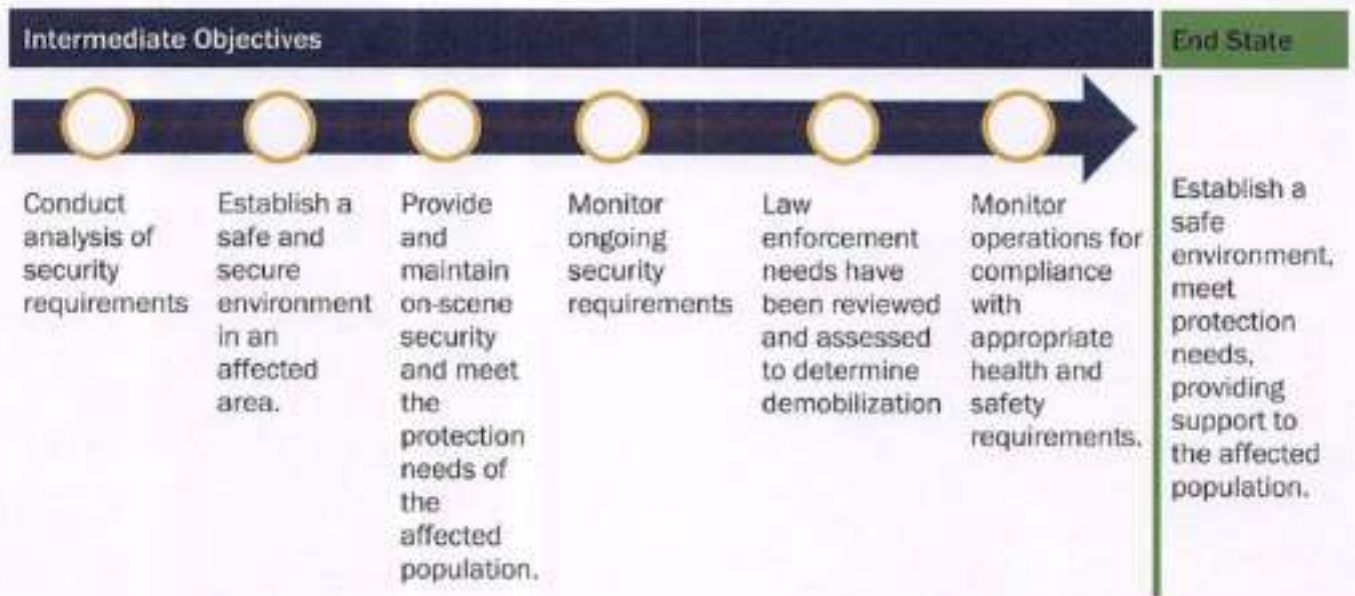
References
♦ Lifeline Stabilization Guide

**References**

- ◆ Puerto Rico All-Hazards Plan, Mass Care Annex
- ◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists

# Tab 1.5: Responder Security and Protection

**Purpose:** Establish a safe environment, meet protection needs, providing support to the affected population. Ensuring the safety, life and property, mitigate any risk of damage after the catastrophic event.



**Concept of Operations**

The Police Bureau is the ESF 13 Lead Agency, responsible for developing operational and tactical plans, and coordinating planning, training, and exercises with municipality ESF 13 Coordinators and other relevant emergency management personnel. ESF 13 provides surge capacity during the emergency or disaster. ESF 13 Field Support Teams assess the impacted area and identify resource needs and requirements.

ESF 13 support agencies continue to develop and maintain relationships with Commonwealth law enforcement officials throughout the remainder of response and recovery operations to determine any additional security or law enforcement needs. Interagency law enforcement coordination through ESF 13 continues to support the local law enforcement agency until it is capable of transitioning to full control.

The State Safety Officer and/or PROSHA will identify incident-related hazardous situations and actions to mitigate risks and hazards with the greatest potential for serious accident or injury.

### Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency

- ◆ Difficulty in getting information to the public
- ◆ Gasoline shortages
- ◆ Respondents are Victims of the Event
- ◆ Health Problems
- ◆ Collapsed Electrical Structure
- ◆ Disruption of Government Services
- ◆ Inaccessible / incommunicable rural areas
- ◆ Supplies storage reserves were impacted

### Courses of Action (COAs)

COA #	Description	End State
1	<b>ESF 13</b> – Provides full protection for commonwealth resources in the impacted area(s)	Deployed Commonwealth resources have been re-tasked upon completion of mission assignments.
2	<b>Contract Support</b> – In the event of ESF 13 shortfalls, protection capability is augmented with contract solutions.	
3	<b>PRNG</b> – Title 32 is requested to provide augmentation to commonwealth and contract force protection.	
4	<b>SOF/PROSHA</b> – monitor incident operations and advises the Incident Commander (IC) of Unified Command on all matters relating to operational safety, including the health and safety of incident personnel.	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
		◆ N/A
		<ul style="list-style-type: none"> <li>◆ Police Stations</li> <li>◆ Law Enforcement</li> <li>◆ Site Security</li> <li>◆ Correctional Facilities</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Flood Control</li> <li>◆ Other Hazards</li> <li>◆ Protective Actions</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Hospitals</li> <li>◆ Dialysis</li> <li>◆ Pharmacies</li> <li>◆ Long-term Care Facilities</li> <li>◆ VA Health System</li> <li>◆ Veterinary Services</li> <li>◆ Home care</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Epidemiological Surveillance</li> <li>◆ Human Services</li> <li>◆ Behavioral Health</li> </ul>
<b>Essential Elements of Information</b>		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>◆ Firefighting, search and rescue capabilities</li> </ul>		

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
	<ul style="list-style-type: none"> <li>◆ National Guard Capacity and Resources</li> <li>◆ PR Police, capacity and resources</li> <li>◆ Census data</li> <li>◆ Port and Airport Capacity</li> <li>◆ Health Services</li> <li>◆ Item and resource storage capacity</li> </ul>	

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PREMB	Coordinates the Commonwealth response and interagency management of the incident
PRPD	Acts as the lead ESF in coordinating security personnel, equipment, and resources
PRFD	Coordinate fire suppression activities
PRNG	Supports the lead ESF in incident security
GSA	Facilitate contract security
OSHA	Advise proper work environment to reduce risk
DTPW	Facilitate secure impacted area and ports
SOF	Monitors incidents operations

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Conduct analysis of security requirements.	◆ Assessment Gap Analysis complete	◆ PRPD
Establish a safe and secure environment in an affected area.	◆ Number of deployments of security personnel and support staff complemented.	◆ PRPD / PRNG

Operational Assessment		
Provide and maintain on-scene security and meet the protection needs of the affected population.	◆ ESF 13 liaison personnel are deployed and staffed as required.	◆ PRPD
Monitor ongoing security requirements.	◆ Number of requests, deployments, and close outs received	◆ PRPD
Law enforcement needs have been reviewed and assessed to determine demobilization	◆ Transition to municipality law enforcement	◆ PRPD
Monitor operations for compliance with appropriate health and safety requirements.	◆ Inform all responders of safety and hazardous concerns	◆ SOF/PROSHA

Resources	
◆ Trained health and security personnel	◆ Firefighting equipment
◆ Credentialing materials and equipment	◆ Waste and debris removal equipment

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
+24 H	All	All	PROSHA, DWHR	Safety of Responders and Coordinators	Assess needs for equipment and personal safety procedures for responders
+24 H	8	DOH	PROSHA	Safety of Responders and Coordinators	Evaluation of the missions to be executed to ensure the health and safety of operational teams by keeping the ICS 215A- Incident Action Plan Safety Analysis form updated.
+24 H	All	All	PROSHA, DWHR	Safety of Responders and Coordinators	Issue reports of possible risks to the health and safety of the responders

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+24 H	All	All	PROSHA, DWHR	Safety of Responders and Coordinators	Ensure the availability and use of personal protective equipment during responders' operations
+24 H	10	DNER	PRPD, PRFD, PREMB	Safety of Responders and Coordinators	Ensure that responders have all necessary personal protective equipment depending on the environmental emergency that arises
+24 H	All	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Public Safety	Impose curfew from 6pm to 6am on non-emergency civilians. (Essential Emergency Personnel: Public Health, Private and Public Safety, Transportation, Communications, Food and Drug Supply Chain, Military, Emergency Coordinators, Press and Veterinarians)
+24 H	10	DNER: Environmental Quality Office	PRPD, PRFD	Public Safety	Inform citizens of any HAZMAT event
+24 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Public Safety	Coordination of preventive patrols
+24 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Public Safety	Provide security at the fuel distribution centers in Yabucoa, Peñuelas, Guaynabo and Bayamón
+24 H	13	PRNG	PRPD, TREASURY, DNER, DPS, DOJ, GSA	Public Safety	Provide security at shelters, with contact to Police Officers if needed for interventions
+24 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Public Safety	Provide security at gas stations, ice plants, cell towers and critical infrastructure.



Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
+24 H	8	DOH	DOA, PREMB, PRASA	Food and Water Safety - Vector Control	Establish the protocol for making the water drinkable and make it known to the general public. Include water quality in wells that are not in the PRASA system.
+24 H	8	DOH	DOA	Food and Water Safety - Vector Control	Monitoring of resources and related products, as well as vector-borne diseases
+24 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Perimeter Security or Impact Area	A security perimeter at the scene
+24 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Perimeter Security or Impact Area	Report safety issues and hazards at the scene
+24 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Perimeter Security or Impact Area	Apply Credentialing protocols
+24 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Perimeter Security or Impact Area	Limit access by unrelated citizens
+24 H	13	PRPD	DTPW, PRNG, HTA PREMB	Perimeter Security or Impact Area	Establish access routes to the scene
+24 H	13	PRNG	PRPD, PRFD, PREMB	Perimeter Security or Impact Area	Establish Staging Area (Resource and Storage Waiting)
+24 H	4	PRFD	PRASA, PREMB, 9-1-1	Firefighting	Coordinate availability of water for fire fighting
+24 H	4	PRFD	PRASA, PREMB, 9-1-1	Firefighting	Carry out firefighting missions
+24 H	1	DTPW	HTA PRPD, PRNG, PREMB, Contracts, Highways	Opening of Access Routes	Report condition of critical roadway blockages and bridge collapses

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+24 H	3	DTPW	HTA Contracts	Opening of Access Routes	Activate state or private brigades for access opening
+24 H	8	DOH	PREMB, Coalitions	Medical Services	Evaluation of health facilities to determine which ones are operating with a generator. Including dialysis facilities.
+24 H	8	DOH	PREMB, Coalitions	Medical Services	Census of beds and medical services that have been affected, X-rays, dialysis, etc. are verified.
+24 H	8	DOH	PREMB, Coalitions, PRASA	Medical Services	Coordinate delivery of water to dialysis facilities that are operational but do not have water
+24 H	8	DOH	PREMB	Medical Services	The status of the critical infrastructure of the Dept. of Health is verified
+72 H	5	PREMB	GSA	Safety of Responders and Coordinators	Coordinate gasoline supply and transportation to responders.
+72 H	8	DOH	DWHR, PROSHA	Safety of Responders and Coordinators	Update relevant mission information and monitor the status of responders to provide you with the necessary protection resources.
+72 H	All	All	All	Safety of Responders and Coordinators	Coordinate food distribution to responders and employees affected by the emergency
+72 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Public Safety	Provide escort to transportation of medicines, gasoline, water
+72 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Public Safety	Coordinate protection with private companies to critical infrastructure and public
+72 H	6	PRASA	OMME, PREMB, DOH, DOA, DNER	Food and Water Safety - Vector Control	Coordinate activities for the distribution of drinking water to

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
					isolated communities, hospitals, care centers, etc.
+72 H	8	DOH	OMME, PREMB, DPS, DOA	Food and Water Safety - Vector Control	Use the available means to guide the people on prevention and care to combat zika, Chikunguña, dengue, leptospirosis, etc.
+72 H	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Perimeter Security or Impact Area	Assessing the need for safety and security services
+72 H	4	PRFD	PRASA, PREMB, 9-1-1	Firefighting	Carrying out fire missions
+72 H	3	DTPW	HTA PRPD, PRNG, PREMB, Contracts, Highways	Opening of Access Routes	Geo-locate in GIS systems and maps the obstructions in roads and highways
+72 H	3	DTPW	HTA PRPD, PRNG, PREMB, Contracts, Highways	Opening of Access Routes	Geo-locate in GIS systems and maps the obstructions in roads and paths to the "Fuel Racks" around the Island.
+72 H	3	DTPW	OMME, Contracts, PRNG, PREMB	Opening of Access Routes	Establish alternate access routes to isolated communities
≥30 D	19	PREMB	All	Safety of Responders and Coordinators	Coordinate with volunteer staff for support tasks
≥30 D	All	All	All	Safety of Responders and Coordinators	Ensure coordination of alternate human resource availability for continuity of response
≥30 D	13	PRPD	PREMB	Public Safety	Convene volunteers and auxiliary police officers for traffic management assistance
≥30 D	13	DPS	PRPD, DOJ, NIE	Public Safety	Coordinate with the Department of Justice the availability of courtrooms, judges and prosecutors for the prosecution of offenders

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
≥30 D	8	DOH	DOA, DNER	Food and Water Safety - Vector Control	Animal and pest control	
≥30 D	13	PRPD	PRNG, TREASURY, DNER, DPS, DOJ, Security	Perimeter Security or Impact Area	Demobilization of units and reassignment	
≥30 D	4	PRFD	PRASA, PREMB, 9-1-1	Firefighting	Carrying out fire missions	
≥30 D	3	DTPW	HTA OMME, Contracts, PRNG, PREMB	Opening of Access Routes	Removal of material from the tracks	

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Health and Medical ♦ Medical Care Safety and Security ♦ Community Safety ♦ Law Enforcement / Security Situational Awareness ♦ Conduct Coordination Calls	♦ Critical Transportation ♦ Logistics and Supply Chain Management ♦ On-Scene Security, Protection and law Enforcement ♦ Operational Coordination	<b>Lead:</b> ESF 13  <b>Support:</b> ESF 1, ESF 5, ESF 7, ESF 8

References
♦ National Response Framework, Fourth Edition, October 2019 ♦ Response Federal Interagency Operational Plan, Second Edition August 2016 ♦ Lifelines Stabilization Guide

**References**

- ◆ Puerto Rico All-Hazards Plan, Base Plan
- ◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists

# Tab 1.6: Damage Assessment

**Purpose:** To ensure the safety of life and property, and to mitigate any further risk of damage after the catastrophic event.



## Concept of Operations

The scope and geographic size of an incident can significantly affect the operational procedures for responders on the scene. A situational assessment is necessary to inform decision making regarding immediate lifesaving and life-sustaining activities and to engage governmental, private, and nonprofit sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery. Situational information is gathered from sources closest to the incident (e.g., first responders, NGOs, and local government officials). It is analyzed and assessed by technical specialists, transformed into products to support decision making, and submitted and disseminated to the appropriate operational element(s).

## Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency.

- ◆ Communication network collapse
- ◆ Electrical system collapse
- ◆ Ports and Airports are closed
- ◆ Bridges and Roads collapsed or blocked by debris
- ◆ Hospital facilities cannot accept more patients

**Planning Assumptions and Facts**

- ◆ Remote areas completely isolated

**Courses of Action (COAs)**

COA #	Description	End State
1	<b>Remote Technology</b> – Use aviation (rotary wing), crowd-sourcing or other technological means of assessing damage.	Decision is made on level of support required of a (Municipality, Zone, Commonwealth) through an EMAC, Federal Mission Assignment
2	<b>Preliminary Damage Assessment Teams</b> – Field teams with the use of necessary PPE perform traditional PDA functions.	
3	<b>Desktop Inspection</b> – Utilization of modeling capabilities and historic incidents that requires answering a series of questions that help alleviate need for in person teams.	

**Lifeline Essential Elements of Information**

Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Situational Awareness</p>	 <p>Coordination Calls and Information Sharing</p>	◆ Conduct Coordination Calls
	 <p>Planning and Analysis</p>	◆ Conduct Threat Analysis

**Essential Elements of Information**

**Request for Information:** Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.

### Lifeline Essential Elements of Information

- ◆ Buildings inventory
- ◆ Inventory of Roads and Bridges
- ◆ Status of Ports and Airports
- ◆ Status of Hospitals

### Primary Organizations and Their Roles/Responsibilities

Organization	Roles and Responsibilities
PREMB	Facilitates commonwealth response upon request
FAMILIES	Provides family census at shelters to determine household displacement
DTPW	Provides situational awareness of impacts to the transportation infrastructure
DOH	Provides assessments of medical infrastructure and impacts to the Health & Medical Lifeline
PREPA / LUMA	Provides assessments of electrical generation and grid infrastructure
PRASA	Provides assessments of basic water utilities infrastructure
NET	Provides assessment of telecommunications infrastructure
PRPA	Provides assessments of the ports, docks and airports

### Operational Assessment

Intermediate Objective	Key Indicator	Source of Indicator
Scope mission/conduct task analysis	◆ Evaluation of what resources are available and if they will be exceeded	◆ Damage summaries
Activate assessments for PDA information collection	◆ Size and scope of the PDA mission	◆ Requests for PDAs
Assign vehicles, personnel, communications, ICS documents, and	◆ Disaster size and scope of the PDA mission	◆ Zones & OMME requests for PDAs



Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
responder food and water to PDA staff		
Provide JITT training for the evaluation of damage	◆ On duty damage assessment personnel deployed	◆ Deployment notice to call / deploy PDA staff

Resources
<ul style="list-style-type: none"> <li>◆ Local Emergency Managers</li> <li>◆ PREMB support personnel and technical experts</li> </ul>

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+24 H	5	PREMB	Municipalities	Develop damage assessments	State and Municipalities will begin the damage evaluation
+24 H	5	PREMB Zones	Municipalities	Develop damage assessments	Monitor PDAs and schedule joint PDAs between the Commonwealth and Federal Government, if requested.
+24 H	6, 19	FAMILIES	DOE	Develop damage assessments	Perform Families Census
+24 H	All	All	All	Develop damage assessments	Assess damage of regional offices infrastructure.
+24 H	3	DTPW	HTA Municipalities, USACE	Develop damage assessments	Preliminary Damage Assessment, state highways and major arteries with priority to critical infrastructure and fuel
+24 H	3	PRASA, PREPA, LUMA, NET	PREMB	Develop damage assessments	Preliminary assessment of damage to basic utilities
+24 H	1	PRPA	USCG USACE Municipality of Ponce BEOC	Develop damage assessments	Damage assessment to ports and docks

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
			Transportation Sector		
+24 H	1	PRPA	BEOC, Transportation Sector	Develop damage assessments by Branches	Damage assessment to airports
+24 H	3	PREMB	PREPA, LUMA, PRASA, DNER	Develop damage assessments by Branches	Damage assessment to the Dams of PRASA, PREPA, LUMA, and DNER
+24 H	5	DOH	PREMB, OMME	Develop damage assessments by Branches	Perform damage assessments to hospitals, Hospice, care centers, 330 Medical centers and dialysis centers
+24 H	5	PREMB	Municipalities, FEMA	Coordination with EOC	Start the transmission of data from the municipalities to the PREMB Zones and the central EOC
+24 H	8	DOH	PREMB	Coordination with EOC	Notify all hospitals, hospice, care centers, 330 medical centers & dialysis centers significant damage and request immediate support
+24 H	11	PREMB	PRASA	Identify resources needed	Monitoring rivers levels
+72 H	3	DTPW	PREMB	Develop damage assessments by Branches	Evaluate roads, bridges, and highways
+72 H	12	PREPA, LUMA	PREMB	Develop damage assessments by Branches	Assess the damage to the electrical grid
+72 H	5	PREMB	Zone EOC	Develop damage assessments by Branches	Assess the damage to critical private infrastructure
+72 H	2	NET	PREMB	Develop damage assessments by Branches	Evaluation of Telecommunications critical infrastructure
+72 H	5	PREMB	Municipalities	Coordination with EOC	EOC will be informed of municipalities that have not yet been able to send their damage reports to then send a PREMB Zone representative that physically reach the town to

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
					search for the information first-hand
+72 H	5	PREMB		Coordination with EOC	The PREMB EOC will prioritize support to municipalities depending on their impact and criticality
+72 H	5	PREMB		Identify resources needed	Agencies should submit their preliminary damage assessment PREMB and identify the resources needed
+72 H	5	PREMB	DOE	Develop damage assessments by Branches	Perform Family census at shelters

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Situational Awareness ♦ Conduct Coordination Calls ♦ Conduct Threat Analysis	♦ Situational Awareness	<b>Lead:</b> PREMB  <b>Support:</b> ESF 1, ESF 8, ESF 12

References
♦ Lifeline Stabilization Guide ♦ Puerto Rico All-Hazards Plan, Base Plan ♦ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists

# Tab 1.7: Debris Management

**Purpose:** Puerto Rico Commonwealth is required to support clearance, removal, and disposal of debris that impacts emergency response and community functionality.



## Concept of Operations

Debris management refers to the collective operations of demolition, clearance, removal, transport, temporary storage, segregation, reduction, and, ultimately, disposal of debris. Support the commonwealth with debris management and the monitoring and assessment of stabilization and restoration activities. Coordinate with ESF 10 on the removal of debris. Provide debris removal equipment and expertise to support SAR operations, as required. Provide engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and repair of roads and bridges. Provide engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and temporary repair of essential public facilities.

## Planning Assumptions and Facts






For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency

- ◆ Debris removal activities during the response phase include immediate actions for the removal of debris to facilitate search and rescue efforts, to allow access to critical facilities, and to prevent flooding.



Tab 1.7: Debris Management

Planning Assumptions and Facts	
◆	Response operations primarily focus on the emergency access routes and main arterials.
◆	Debris removal activities, such as clearance, removal, and disposal, may be eligible for Federal Assistance providing the documentation required.

Courses of Action (COAs)		
COA #	Description	End State
1	<b>Commonwealth ESF Partners</b> – To perform route and port debris clearance	Debris management plan mission, goal, and objectives are met.
2	<b>PRNG</b> – Utilize Title 32 resources to augment route clearance capacity	
3	<b>Contract</b> – Utilize contracted resources to augment debris clearance capability	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
	 Highway/Roadway	<ul style="list-style-type: none"> <li>◆ Roads</li> <li>◆ Bridges</li> </ul>
	 Aviation	<ul style="list-style-type: none"> <li>◆ Commercial (e.g. Cargo/Passenger)</li> <li>◆ General Military</li> </ul>
	 Maritime	<ul style="list-style-type: none"> <li>◆ Waterways</li> <li>◆ Ports and Port Facilities</li> </ul>
	 Patient Movement	<ul style="list-style-type: none"> <li>◆ Emergency Medical Services</li> </ul>

Tab 1.7: Debris Management

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
		<ul style="list-style-type: none"> <li>◆ Epidemiological Surveillance</li> </ul>
Essential Elements of Information		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision- making process.</p> <ul style="list-style-type: none"> <li>◆ Major closures and major impacts of roads and bridges</li> <li>◆ Waivers needed for oversize and/or overweight restrictions</li> <li>◆ Status of route clearance (amounts in cubic yards/miles/type/location)</li> <li>◆ How many tunnels are closed</li> <li>◆ Port Status</li> </ul>		

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PRPA / DTPW	Provides resources through contracts, statutory authority for debris in navigable waterways, and technical assistance to states.
PREMB	Coordinate commonwealth response
DTPW	Ascertain and facilitate critical transportation
PRNG	Facilitate large expeditious mission requirements
NOAA	Provide Marine Debris assessment
DNER	Provide wilderness crews to clear vegetative debris

Tab 1.7: Debris Management

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Scope mission/conduct task analysis with state and Emergency Support Functions (ESFs).	◆ Resource Request is received and approved. Available resources are identified and Mission Assigned.	◆ PREMB
Develop incident-specific debris management plan.	◆ Commonwealth resources have been Mission Assigned and mobilized. Assigned ESFs have reported to Debris Task Force.	◆ DTPW/ESFs
Mobilize assets and conduct debris operations.	◆ PREMB organizations submit Resource	◆ PREMB
Identify and establish facilities for storage, reduction, and disposal.	◆ Scale of debris operations and debris	◆ DTPW /ESFs
Debris Management objectives are stabilized.	◆ Local Agency determine that the objectives are achieved and stabilized.	◆ DTPW/PREMB

Resources	
◆ DTPW	◆ PRPA
◆ DNER	◆ USCG
◆ NOAA	◆ Contractor
◆ PRNG	

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
+12 H	3	DTPW	Infrastructure Assets	Support Route Clearing	Assess route clearing and debris removal requirements.

Tab 1.7: Debris Management

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+12 H	1	USCG	PRPA	Establish Sea Bridge	Assess and repair seaports, including debris clearance, in coordination with the Puerto Rico Port Authority.
+24 H	10	PRPA	DTPW, PREMB	Support HazMat Response	DNER Strike Teams and other Oil/Hazmat Assessment, Response, and Removal teams, if needed.
+48 H	3	DTPW	Highways, OMME, PRPA, USCG,	Support Route Clearing	Issue Mission Assignment for debris removal for emergency route clearance.
+48 H	4	PRFD	PREMB, DTPW	Support Route Clearing	Mission Assign the Fire Department of Puerto Rico for route clearance support.

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Transportation ♦ Highway / Roadway / Motor Vehicle	♦ Critical Transportation ♦ Infrastructure Systems	<b>Lead:</b> ESF 3  <b>Support:</b> ESF 1, ESF 4, ESF 5

References
♦ National Response Framework, Fourth Edition, October 2019 ♦ Response Federal Interagency Operational Plan, Second Edition August 2016 ♦ ESF 3 – Public Works and Engineering Annex to National Response Framework



**References**

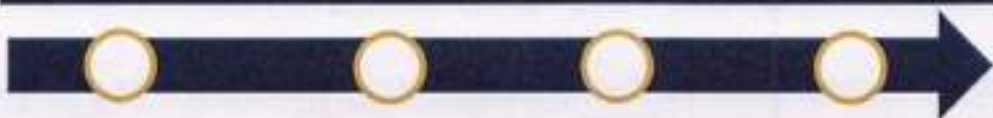
- ◆ **SAFE Port Act 2006**
- ◆ **Law 23 of 1972: Creation of the Department of Natural and Environmental Resources**
- ◆ **Lifeline Stabilization Guide**
- ◆ **Puerto Rico All-Hazards Plan, Base Plan**
- ◆ **Puerto Rico All-Hazards Plan, Annex X: Execution Checklists**

# Tab 1.8: Hazardous Materials

**Purpose:** Determine impact of damages to the population and the environment, estimate costs to mitigate damages and coordinate resources for the response. Coordinate debris removal activities according to classifications. Maintain ecological balance and avoid exposure to hazardous materials that could be toxic to the population.

## Intermediate Objectives

## End State



Coordinate activities and information with ESF 10 specific to environmental contamination, including activities associated with hazardous materials.

Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment from all hazards.

Identify, evaluate, and implement measures to prevent and minimize impacts to the Hazardous Material Lifeline.

Assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from sustained response to short-term recovery.

Appropriate plans are in place to support municipal and central officials for a smooth transition of stabilization of the Hazardous Material Lifeline.

## Concept of Operations

Hazardous Material Lifeline refers to the stabilization and protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities. ESF 10 is responsible for the determination of the appropriate hazardous material response actions and protective measures for response workers and recommend protective measures to the public. ESF 10 provides technical assistance to identify specific environmental risks and safety and health hazards throughout the duration of the response. Coordinates planning and operational analysis among public, private, and nongovernmental sector services to deliver hazardous material requirements. ESF 10 ensure plans are in place to support municipal, zone, and commonwealth officials for a smooth transition of stabilization of the Hazardous Material Lifeline.

### Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency






- ◆ Collapse of the electrical system
- ◆ Ports and Airports Closed
- ◆ Roads blocked by landslides and debris
- ◆ Remote areas completely isolated, fallen bridges out of communication
- ◆ Overflow of rivers in several municipalities
- ◆ Dead animals, sewage and septic tanks overflow, fuel and chemicals spill.

### Courses of Action (COAs)

COA #	Description	End State
1	<b>On Island</b> – Utilizing local, private, and commonwealth HAZMAT resources, regulate HAZMAT and debris utilizing on-island points of collection and disposal.	Appropriate plans are in place to support local and commonwealth officials for a smooth transition of stabilization of the Hazardous Material Lifeline.
2	<b>Off Island</b> - Utilizing Federal HAZMAT resources (EPA, USCG), regulate HAZMAT and debris utilizing off-island points of collection and disposal.	
3	<b>Blended Approach</b> - Utilizing local, private, commonwealth, Caribbean Regional Response Team (EPA, USCG, DNER), and federal HAZMAT resources, regulate HAZMAT and debris utilizing both on and off-island points of collection and disposal.	

### Lifeline Essential Elements of Information

Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Food, Water, Shelter</p>	 <p>Water</p>	<ul style="list-style-type: none"> <li>◆ Drinking Water Utilities (Intake, Treatment, Storage and Distribution)</li> <li>◆ Wastewater Systems</li> <li>◆ Commercial Water Supply Chain</li> </ul>

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
	 Facilities	<ul style="list-style-type: none"> <li>◆ Oil and HAZMAT Facilities (Chemical and Nuclear)</li> <li>◆ Oil / HAZMAT / Toxic Incidents from Facilities</li> </ul>
	 HAZMAT, Pollutants, Contaminants	<ul style="list-style-type: none"> <li>◆ Oil / HAZMAT / Toxic Incidents from Non-fixed Facilities</li> <li>◆ Radiological or Nuclear Incidents</li> </ul>
	 Public Health	<ul style="list-style-type: none"> <li>◆ Epidemiological Surveillance</li> </ul>

**Essential Elements of Information**

Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.

- ◆ Inventory of open routes with slight debris
- ◆ Inventory of machines and equipment by municipalities
- ◆ Areas with landslides
- ◆ State of the major cause of rivers
- ◆ Verify that there is no spillage of fuels where it is stored.
- ◆ Calculate the amount of vegetative material

**Primary Organizations and Their Roles/Responsibilities**

Organization	Roles and Responsibilities
PREMB	Activates ESF 10 at the central level to provide coordination, technical assistance, and response to oil and HAZMAT incidents

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
DNER	Provides support for response to hazardous materials incidents, including assessments, decontamination, and cleanup of the environment. Provides technical assistance for using environmentally sound and sustainable approaches in stabilizing infrastructure systems.
DTPW	Deliver vital public engineering services
USCG	Provides response capabilities, technical advice, documentation, and support assistance for communications and incident management activities.

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Coordinate activities and information with ESF 10 specific to environmental contamination, including activities associated with hazardous materials.	◆ Establish ESF 10 Incident Command/ Unified Commands with Municipal and Zone environmental response agency partners, as initial resources arrive on-site.	◆ DNER
Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment from all hazards.	◆ Initiate formal incident action planning and refine identification of high-priority assessment and response objectives.	◆ DNER/ SACA
Identify, evaluate, and implement measures to prevent and minimize impacts to the Hazardous Material Lifeline.	◆ Initiate initial high-priority actions to assess, prevent, minimize, or mitigate releases of oil/hazardous materials, as possible.	◆ DNER/ SACA
Assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from	◆ Assessment are completed specific to environmental monitoring and hazardous materials Lifeline stability.	◆ DNER/ SACA

**Operational Assessment**

sustained response to short-term recovery		
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**Resources**

- ◆ Inventory of Chemical Manufacturing
- ◆ Trained HAZMAT staff
- ◆ Local Emergency Planning Committee

**Execution Checklist**

H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+24 H	10	DNER: SACA	PREMB, DNER, DOH, CST	Hazardous Materials Operations (HAZMAT)	Conduct exposure and risk management assessments to control identified threats.
+24 H	10	DNER	SACA, PRFD, PSC, PRNG (CSD), USCG, CST, CAER, LEPC, OMME, Contractors, NGOs	Hazardous Materials Operations (HAZMAT)	Respond to Hazardous Materials (HAZMAT) or CBRN incidents Identification, Crisis Management, Consequence Management and Decontamination
+24 H	8	EMS	PREMB, DOH	Hazardous Materials Operations (HAZMAT)	Supporting the work of health care responders when there is suspected contamination.
+24 H	11	DOA	DNER, SACA	Removal of debris	Identify agricultural operations and provide removal assistance.
+24 H	10	DNER	SACA, PREMB	Hazardous Materials Operations (HAZMAT)	Identify and assess impact on areas affected by hazardous materials. Coordinate response activities to prevent harm to people and the environment
+72 H	10	DNER	PREMB, Contractors	Hazardous Materials Operations (HAZMAT)	Evaluate potential hazards of release of hazardous materials.

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+72 H	10	DNER	SACA, EPA	Removal of debris	Inspect affected areas and debris contents
≥30 D	8	DOH	PREMB, SACA, DNER, CST	Hazardous Materials Operations (HAZMAT)	Monitor potential risks that may affect the health and safety of responders and/or citizens
≥30 D	10	DNRA	SACA, EPA	Hazardous Materials Operations (HAZMAT)	Inspect, respond, and evaluate the impact of areas affected by spills of hazardous substances or materials as fuels.
≥30 D	10	DNRA	SACA, EPA	Removal of debris	Inspect debris collection areas
≥30 D	10	DNRA	SACA, EPA	Removal of debris	Inspect areas by type of debris to be received

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Food, Water, Shelter <ul style="list-style-type: none"> <li>◆ Water</li> </ul> Hazardous Materials <ul style="list-style-type: none"> <li>◆ Facilities</li> <li>◆ HAZMAT, Pollutants, Contaminants</li> </ul> Public Assistance <ul style="list-style-type: none"> <li>◆ Establish Public Assistance Programs</li> </ul>	<ul style="list-style-type: none"> <li>◆ Environmental Response/Health and Safety</li> <li>◆ Infrastructure Systems</li> </ul>	<b>Lead:</b> ESF 10  <b>Support:</b> ESF 4, ESF 5, ESF 6, ESF 7, ESF 8

References
<ul style="list-style-type: none"> <li>◆ Environmental Authorities               <ul style="list-style-type: none"> <li>○ National Oil and Hazardous Substances Pollution Contingency Plan, 40 Code of Federal Regulations (CFR) § 300 (2020)</li> </ul> </li> </ul>

## References

- Resource Conservation and Recovery Act of 1976 (RCRA), as amended by the Hazardous and Solid Waste Amendments of 1984, 42 U.S.C. §§ 6901- 6992k
- Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), Superfund HTA Pub. Law No. 96-510 (codified as amended at 42 U.S.C. §§ 9601-9675)
- Animal Health Protection Act (7 U.S.C. §§ 8301-8317 – veterinary services program for removal and burial of diseased animal carcasses)
- ◆ Public Authorities
  - Occupational Safety and Health Act of 1970 (Pub. Law 91-596, 29 U.S.C. §§ 651 et seq.)
  - Executive Order 12196 and 29 CFR §§ 1900-1960 (S&H for federal employees)
  - 29 CFR 1910.1096 (Ionizing Radiation)
- ◆ Public Law 171 of 2018: Reorganization Plan of the Department of Natural and Environmental Resources
- ◆ 29 CFR 1910.120 (Hazardous Waste Operations and Emergency Response)
- ◆ National Response Framework, Fourth Edition, October 2019



# Tab 1.9: Search and Rescue

**Purpose:** Search and Rescue (SAR) is the search by use of aircraft, surface vessels, specialized rescue teams for people in danger or imminent danger following a catastrophic event.



## Concept of Operations

PREMB, through ESF 9, will coordinate the whole community effort including any Non-Government Organization or private sector with search and rescue capabilities.

A Search and Rescue Task Force (SAR Task Force) is a team of individuals specializing in search and rescue, disaster recovery, and emergency triage and medicine. The Municipality SAR teams are deployed to emergency and disaster sites within six hours of notification. The commonwealth has additional Regional SAR teams that cover multiple Zones and municipalities.

Each Task Force is capable of deploying as a Type III with 28 personnel. This deployment configuration is increased if the Task Force mobilizes for a ground transport. Each task force member is a specialist in one of four areas:

- ◆ Search - locating victims of a disaster
- ◆ Rescue - extricating a victim from the location where they are trapped, usually involving removing debris from around the victim
- ◆ Technical - structural specialists who provide engineering support for the rescuers
- ◆ Medical - providing medical treatment for the team, canines and victims before, during and after rescue

### Concept of Operations

In the likely event that SAR teams and resources within the incident area are unavailable, Federal coordination will be required to perform SAR operations. The FEMA Mobile Emergency Response Support (MERS) detachments normally deploy with SAR units to provide a higher level of interoperability. SAR operations are dependent on the accessibility of the incident area (e.g., roads) and the availability of alternative modes of transportation (e.g., airlift support).







### Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency

- ◆ There are survivors trapped in damaged buildings.
- ◆ Entire community was swept away by the landslide
- ◆ The local Incident Commander (IC) maintains overall command and control of the incident within their respective municipality. This includes establishing and communicating the strategic goals and operational objectives to all responding agencies and personnel
- ◆ Inaccessible roads blocked by landslides and debris
- ◆ Completely isolated, uncommunicative remote areas
- ◆ The complexity of the incident will drive the utilization of specific resources, including possible escalation to request federal resources.

### Courses of Action (COAs)

COA #	Description	End State
1	<b>Utilize Local Teams</b> – Utilize Municipality SAR teams as a primary capability.	SAR operations have concluded, and remaining activities are transitioned to recovery operations
2	<b>Regional SAR Teams</b> – Utilized Regional typed SAR teams to augment municipality and zone capability	
3	<b>PRNG Teams</b> – Utilized PRNG USAR teams to augment municipality, zone, and PR Regional SAR teams.	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Situational Awareness</p>	 <p>Coordination Calls and Information Sharing</p>	<ul style="list-style-type: none"> <li>◆ Conduct Coordination Calls</li> </ul>
 <p>Safety and Security</p>	 <p>Search and Rescue</p>	<ul style="list-style-type: none"> <li>◆ Local Search and Rescue</li> </ul>
 <p>Health and Medical</p>	 <p>Public Health</p>	<ul style="list-style-type: none"> <li>◆ Epidemiological Surveillance</li> </ul>
Essential Elements of Information		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>◆ Evacuation routes</li> <li>◆ Availability of triage areas</li> <li>◆ Availability of trained rescuers</li> <li>◆ Availability of specialized rescue equipment.</li> <li>◆ Resource Inventories</li> <li>◆ Availability of beds in the Hospitals</li> <li>◆ Nursing homes</li> </ul>		

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PREMB	Coordinate and facilitate commonwealth response of resources to a disaster area.
PRNG	Provide additional support as requested to local and commonwealth SAR teams.
PRPD	Provide security for SAR teams
U.S. Coast Guard (USCG)	Provide air and ground lifesaving SAR capability, apart from operations for which the USCG is SAR Coordinator

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Coordinate operational efforts with Municipality, Zone, Regional, Commonwealth SAR teams.	<ul style="list-style-type: none"> <li>◆ Local SAR teams activated</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> <li>◆ OMME</li> </ul>
Conduct SAR operations to locate and rescue persons in distress, based on the requirements of Municipality and Commonwealth authorities.	<ul style="list-style-type: none"> <li>◆ Local SAR operational</li> <li>◆ Regional PRUSAR mission assigned</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> <li>◆ ESF 9</li> </ul>
Initiate community-based SAR support operations across a wide geographically dispersed area.	<ul style="list-style-type: none"> <li>◆ Local and Federal USAR operational</li> <li>◆ Rescue assets on scene</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> <li>◆ OMME</li> <li>◆ ESF 9</li> </ul>
Ensure the synchronized deployment of local, regional, and islandwide teams to reinforce ongoing SAR efforts and transition to recovery.	<ul style="list-style-type: none"> <li>◆ Need for SAR are deemed no longer necessary</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> <li>◆ ESF 9</li> <li>◆ OMME</li> </ul>

Resources
<ul style="list-style-type: none"> <li>◆ Community Emergency Response Teams (CERTs)</li> <li>◆ Type 3 SAR Task Force (35-40)</li> <li>◆ Local SAR personnel</li> <li>◆ Redundant Communication System</li> <li>◆ EMS</li> <li>◆ DOH</li> </ul>

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
+24 H	9	PREMB	PRUSAR, DNER, PRFD, PRPD, OMME, Zones, Volunteers	Search and Rescue (SAR)	Identify constraints according to the affected area and needs
+24 H	9	PREMB	PRUSAR, PRPD, Volunteers, PRFD	Search and Rescue (SAR)	Identify constraints according to the affected area and needs
+24 H	9	PREMB	PRUSAR, PRPD, Volunteers, PRFD	Search and Rescue (SAR)	Request for additional resources
+24 H	9	FAMILIES	PRUSAR, PRPD, Volunteers	Search and Rescue (SAR)	Establish Family Reunification Points in affected municipalities
+24 H	9	PREMB	PRUSAR, PRPD, Volunteers, PRFD, FEMA	Search and Rescue (SAR)	Activate municipal, state, federal and voluntary search and rescue groups
+24 H	9	PREMB	PRUSAR, PRPD, Volunteers, PRFD	Search and Rescue (SAR)	Distribution of vehicles and equipment for rescuers
+24 H	6	DOH	EMS, PREMB, NDMS, Hospitals, Ambulance Companies	Triage and Medical Surge	Ask hospitals to evaluate your hospital's physical conditions to determine if you can sustain your operations normally or if you have been affected
+24 H	6	DOH	EMS, PREMB, NDMS, Hospitals,	Triage and Medical Surge	Ask hospitals to evaluate the need to expand their hospital's capacity to receive patients after the atmospheric event

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
			Ambulance Companies		
+24 H	6	DOH	EMS, PREMB, NDMS, Hospitals, Ambulance Companies	Triage and Medical Surge	Coordinate with state EMS or private ambulance companies for patient transfers from hospital to hospital or for emergency services including air ambulance.
+24 H	6	DOH	EMS, PREMB, NDMS, Hospitals, Ambulance Companies	Triage and Medical Surge	Each hospital must establish an area for the screening of triage patients received at each hospital
+24 H	6	DOH	EMS, PREMB, NDMS, Hospitals, Ambulance Companies	Triage and Medical Surge	Consider installing Portable Hospitals if necessary outside the hospital to handle overloaded patients requiring medical assistance
+24 H	9	PRUSAR	Volunteers, Veterinarians	Dogs specialized in SAR and veterinary care	Coordinate activities where this type of critical response is needed
+24 H	6	PREMB	FSB, DOH, PRNG	Fatality Management	Coordinate body identification activities, transfer to forensic science
+24 H	5	PREMB	PRUSAR, Volunteers, Veterinarians	Search and Rescue (SAR)	Coordinate logistical movement of necessary resources for SAR (ie. Canines, etc.)
+72 H	9	PREMB	PRPD, Volunteers, DOH	Search and Rescue (SAR)	Establish a telephone communication line to make contact with family members Create a protocol for establishing a Family Assistance Center (FAC) and/or a Victims Information Center (VIC)
+72 H	9	PREMB	PRUSAR, PRPD, Volunteers, FEMA	Search and Rescue (SAR)	Coordinate with federal government for additional search and rescue equipment and materials
+72 H	6	DOH	EMS, PREMB, NDMS, Hospitals,	Triage and Medical Surge	Recommend that hospitals assign additional staff to portable hospitals to try to only

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
			Ambulance Companies		treat patients with more critical conditions within the hospital.
+72 H	9	DOH	EMS, PREMB, NDMS, Hospitals, Ambulance Companies	Triage and Medical Surge	Identify hospitals that provide emergency medical services to patients being transported to another jurisdiction
+72 H	9	PREMB	Volunteers, Veterinarians	Dogs specialized in SAR and veterinary care	Provide food, water and rest care
+72 H	9	PREMB	Volunteers, Veterinarians	Dogs specialized in SAR and veterinary care	Coordinate veterinary care for dogs
+72 H	6	PREMB	FSB, DOH	Fatality Management	Continue to coordinate activities for identification of bodies, transfer to forensic science
≥30 D	8	DOH	EMS, PREMB, NDMS, Hospitals, Ambulance Companies	Triage and Medical Surge	Provide public and private hospitals that are operating but have problems with generators, fuel, food or water supplies with all possible state or federal coordination and support to keep the hospitals operating and not putting patients' lives at risk until basic utility services are re-established
≥30 D	8	DOH	EMS, PREMB, NDMS, FEMA, Hospitals, Ambulance Companies	Triage and Medical Surge	If necessary, activate FMS.
≥30 D	8	DOH	EMS, PREMB, NDMS, FEMA, Hospitals, Ambulance Companies	Triage and Medical Surge	If necessary, activate NDMS
≥30 D	9	PREMB	PRUSAR, Volunteers, Veterinarians	Dogs specialized in SAR and veterinary care	Activate specialized search and rescue dogs

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
Tasks						
≥30 D	6	PREMB	FSB, DOH	Fatality Management	Mass Fatality Management	

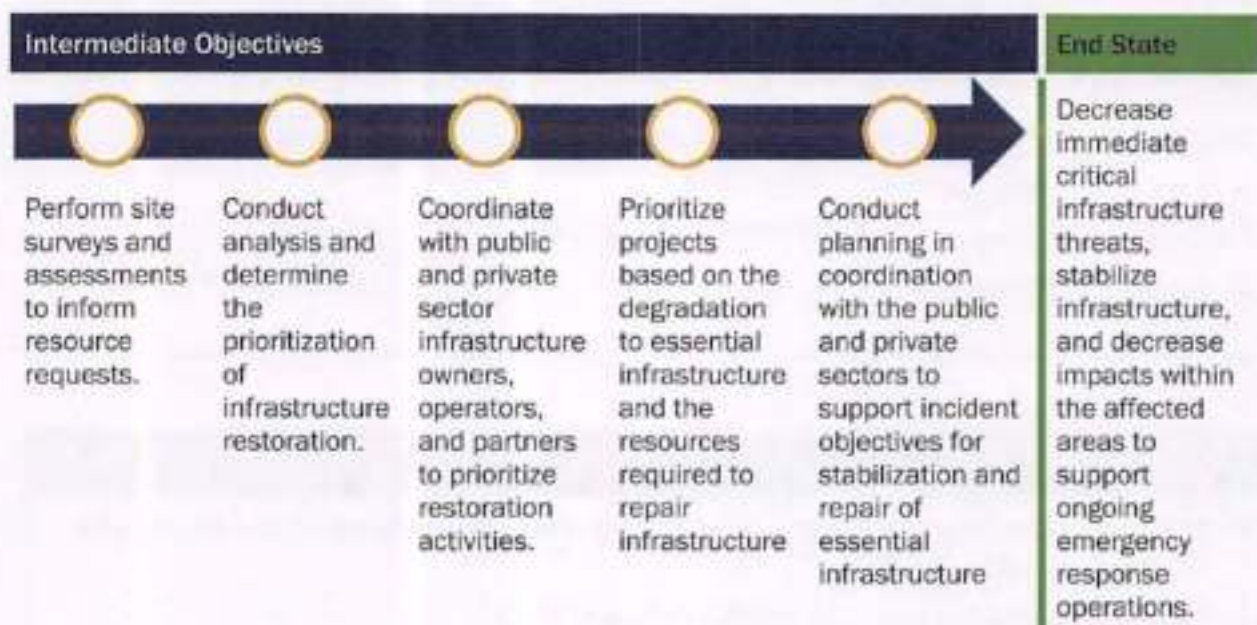
Linkages			
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)	
Safety and Security ♦ Search and Rescue Situational Awareness ♦ Conduct Coordination Calls	♦ Mass Search and Rescue Operations ♦ Operational Coordination	<b>Lead:</b> ESF 9  <b>Support:</b> ESF 5 , ESF 7	

References
<ul style="list-style-type: none"> <li>♦ National Urban Search &amp; Rescue (US&amp;R) Response System Rescue Field Operations Guide, September 2006</li> <li>♦ US&amp;R Program Directive - 2018-003, February 2018</li> <li>♦ National SAR Supplement (NSS)</li> <li>♦ CISAR Addendum to the NSS</li> <li>♦ National Response Framework, Fourth Edition, October 2019</li> <li>♦ Response Federal Interagency Operational Plan, Second Edition August 2016</li> <li>♦ Puerto Rico All-Hazards Plan, Annex X: Execution Checklist</li> </ul>



# Tab 1.10: Repairs or Augmentation to Infrastructure

**Purpose:** Stabilize, restore and reconstruct infrastructure, especially critical infrastructure and that which provides direct services to the population. Minimize security threats to restore, revitalize efficiently and permanently.



## Concept of Operations

Critical infrastructure—those assets, systems, and networks that underpin American society—is inherently interconnected, and the community involved in managing risks to critical infrastructure is wide-ranging, composed of partnerships among owners and operators: Commonwealth, and Federal governments; regional entities; non-profit organizations; and academia. Managing the response effort to assess, prioritize, secure and restore infrastructure from the impact of threats and hazards to physical and cyber-critical infrastructure requires an integrated approach across this diverse community.

- ◆ Execute emergency contract support for lifesaving and life-sustaining services.
- ◆ Support restoration of critical navigation, flood control, and other water infrastructure systems, including drinking water distribution and wastewater utilities.

### Concept of Operations

- ◆ Provide assessment and emergency response for water, wastewater treatment facilities, levees, dams, buildings, bridges, and other infrastructure.
- ◆ Provide temporary emergency power to critical facilities (e.g., hospitals, water treatment plants, shelters, fire/police stations).
- ◆ Construct temporary critical public facilities to temporarily replace destroyed or damaged facilities following a disaster (e.g., schools, local government offices, fire stations, police stations, and medical facilities) in coordination with ESF 6.

### Planning Assumptions and Facts


For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency

- ◆ Cellular and data network collapse.
- ◆ Collapse of the electrical system
- ◆ Respondents are victims of the event
- ◆ Ports and airports closed
- ◆ Roads blocked by landslides and debris
- ◆ Hospital facilities can be severely affected
- ◆ Completely isolated, incommunicado remote areas
- ◆ Essential supplies are scarce (gas, food, water)
- ◆ Puerto Rico experiences another catastrophic incident that devastates its infrastructure.
- ◆ The resources need to restore its diverse elements (infrastructure) might exceed the capacity of Puerto Rico.
- ◆ A large-scale, sustained joint response is required to fill the gaps.
- ◆ Work initially is designed to be temporary in nature.


### Courses of Action (COAs)

COA #	Description	End State
1	<b>Local Infrastructure Repair Crews</b> – Utilization of local resources to stabilize damaged infrastructure using contracts, local private company's etc.	Decrease immediate critical infrastructure threats, stabilize infrastructure, and decrease impacts within the affected areas

Courses of Action (COAs)		
COA #	Description	End State
2	<b>Local Memorandums of Understanding</b> – Utilize resources from MOUs and contracts to assist stabilization of infrastructure.	to support ongoing emergency response operations
3	<b>Federal OFA Support</b> – Utilize OFAs, such as USACE, to employ their own capabilities and contracts to stabilize infrastructure.	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
	 Task Forces and Special Groups	◆ N/A
	 Law Enforcement/Security	◆ Police Stations ◆ Correctional Facilities
	 Fire Services	◆ Fire Stations
	 Government Services	◆ Emergency Operations Centers ◆ Government Offices ◆ Schools ◆ Public Records ◆ Historic/Cultural Resources

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Food, Water, Shelter</p>	 <p>Water</p>	<ul style="list-style-type: none"> <li>◆ Drinking Water Utilities (Intake, Treatment, Storage, and Distribution)</li> <li>◆ Wastewater Systems</li> </ul>
 <p>Health and Medical</p>	 <p>Medical Care</p>	<ul style="list-style-type: none"> <li>◆ Hospitals</li> <li>◆ Long-Term Care Facilities</li> <li>◆ Veterinary Services</li> </ul>
 <p>Energy (Power &amp; Fuel)</p>	 <p>Power</p>	<ul style="list-style-type: none"> <li>◆ Generation Systems</li> <li>◆ Transmission Systems</li> <li>◆ Distribution Systems</li> </ul>
	 <p>Fuel</p>	<ul style="list-style-type: none"> <li>◆ Fuel Storage</li> <li>◆ Pipelines</li> <li>◆ Fuel Distribution (e.g., Gas Stations and Fuel Points)</li> </ul>
 <p>Communications</p>	 <p>Infrastructure</p>	<ul style="list-style-type: none"> <li>◆ Wireless</li> <li>◆ Cable Systems and Wireline</li> <li>◆ Broadcast (Television and Radio)</li> <li>◆ Data Centers/Internet</li> </ul>
 <p>Transportation</p>	 <p>Highway/Roadway</p>	<ul style="list-style-type: none"> <li>◆ Roads</li> <li>◆ Bridges</li> </ul>
	 <p>Aviation</p>	<ul style="list-style-type: none"> <li>◆ Commercial (e.g. Cargo/Passenger)</li> <li>◆ General</li> </ul>

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
		<ul style="list-style-type: none"> <li>◆ Ports and Port Facilities</li> </ul>
Essential Elements of Information		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>◆ Compare and analyze objectives: establish damage assessments and situations.</li> <li>◆ Establish measures of effectiveness to the objectives: before and after the event.</li> <li>◆ Non-traditional platforms to obtain information.</li> </ul>		

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PREMB	Coordinate and facilitate commonwealth response of resources to a disaster area
DTPW	Facilitate emergency route clearance if needed and waivers necessary to achieve resource movement
PREPA/LUMA	Coordination the emergency grid restoration
PRASA	Coordinate emergency water restoration
DNER	Facilitate needed oversight during emergency repairs
USCG	Facilitate emergency port clearance if needed
PRFD	Provide engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and repair of roads and bridges.

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Perform site surveys and assessments to inform resource requests.	◆ Surveys and resource requests completed and uploaded into WebEOC.	◆ PREMB: Operations and Planning
Conduct analysis and determine the prioritization of infrastructure restoration.	◆ Infrastructure restoration is prioritized	◆ PREMB / PREPA / LUMA / PRASA
Coordinate with public and private sector infrastructure owners, operators, and partners to prioritize restoration activities.	◆ Coordination meeting with public and private sector is completed.	◆ PREMB
Prioritize projects based on the degradation to essential infrastructure and the resources required to repair infrastructure.	◆ Resources are requested and allocated to the prioritized Infrastructure systems	◆ Logistics
Conduct planning in coordination with the public and private sectors to support incident objectives for stabilization and repair of essential infrastructure.	◆ Planning and coordination are complete and incident objectives are established.	◆ PREMB

Resources	
◆ PREPA	◆ LUMA
◆ PRASA	◆ DOE
◆ NET	◆ GSA
◆ DTPW	◆ TREASURY
◆ HTA	◆ Governor

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+24 H	2	NET	PREMB, Municipalities	Communications	Activate use of alternative methods of communication
+24 H	All	NET	All	Communications	Recommendation of the use of satellite phones in all agencies
+24 H	5	PREMB	Municipalities, FCC	Communications	Activation of the authorized KP4 communicators to transmit preliminary damage reports throughout the island.
+24 H	5	PREMB	FCC, PRNG	Communications	Coordination of KP4 communications through PREMB
+24 H	3	DTPW	Municipalities	Communications	Removal of debris obstructing access to cell towers and main communication repeater sites
+24 H	5	NET	PREMB, PREPA, LUMA, DTPW, BEOC, Municipalities	Communications	Coordination with telecommunications companies to activate their network repair brigades. (AT&T, Claro, Open Sprint, T-Mobile, etc.)
+24 H	2	NET	PREMB, PREPA, LUMA, DTPW, BEOC, Municipalities	Communications	Coordination with telecommunications companies (AT&T, Claro, Open Sprint, T-Mobile, etc.) to activate mobile communication towers
+24 H	3	DTPW	PREMB, PRPD	Other Public Works	Cleaning of roads, rehabilitation of primary bridges to allow access
+24 H	3	DTPW	PREMB, PRPD	Other Public Works	Coordinate cleaning of roads and highways to allow the flow of vehicles.
+24 H	3	DTPW	ITA	Transportation	Put into action the plan of alternate routes of collective transportation (AMA) and energizing the urban train tracks.
+24 H	5	PRASA	PREMB, DOA, DOH, SACA, FEMA	Water	Assessment of damage to reservoirs, dams, treatment plants, pumping plants and PRASA infrastructure.

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+24 H	12	PREPA, LUMA	PREMB	Energy	Evaluation of damage to the generation and distribution system
+24 H	12	PREPA, LUMA	PREMB, PRNG	Energy	Perform on reconnaissance flights as soon as time permits
+24 H	All	All	All	Government Services	Identify supervisory staff to form teams to conduct an assessment of the damage caused by the incident and make a list of resources needed to restore services as soon as possible
+24 H	All	All	All	Government Services	Initiate damage assessment to government structures and facilities
+24 H	13	DCR	PRPD	Government Services	Monitoring of individuals with electronic monitoring who were in shelters or at family members' homes for continued monitoring
+24 H	13	PRPD	PBA, OMB, PREMB, DOE, BEOC, Security	Government Services	Coordinate security services and protection of facilities using security service companies, internal security personnel, state police or state troopers
+24 H	6	DOE	DOE, PBA, PREMB, PREPA, LUMA, PRASA, PRPD, PMs	Schools	School principals must be available to open schools as additional shelters to those previously opened
+24 H	6	DOE	DOE, PBA, PREMB, PREPA, LUMA, PRASA, PRPD, PMs	Schools	Ensure that you maintain shelter security by the PRPD or PM
+24 H	6	HOUSING	DOE, PBA, PREMB, PREPA, LUMA, PRASA, PRPD, PMs	Schools	Shelter managers should be working and assessing shelter conditions and transmitting reports every 12 hours on their shelter status to the DOE and the PREMB area
+24 H	5	PREMB	DOE, PBA, PREMB, PREPA,	Schools	Coordinate assistance with electricity generators and water cisterns for schools



Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
			LUMA, PRASA, PRPD, PMs		
+72 H	2	NET	PREMB, PREPA, LUMA, DTPW, Municipalities	Communications	Maintain communication with authorized KP4 communicators to transmit preliminary damage reports throughout the island.
+72 H	2	NET	PREMB, PREPA, LUMA, DTPW, Municipalities	Communications	Maintain coordination of KP4 communications through PREMB
+72 H	5	PREMB	NET, FCC, Municipalities	Communications	Deploy and program mobile and portable communication systems, including P25 interoperable consoles and tactical channels
+72 H	2	NET	PREMB, PRPD, BEOC	Communications	Coordinate private contractors to respond and work on system restoration
+72 H	2	NET	PREMB, PREPA, LUMA, DTPW, Municipalities	Communications	Coordination to establish road cleaning and debris removal brigades that provide access to repeater points
+72 H	2	NET	PREMB, PREPA, LUMA, DTPW, Municipalities	Communications	Maintain coordination with telecommunications companies (AT&T, Claro, Open Sprint, T-Mobile, etc.) to activate their network repair brigades
+72 H	2	NET	PREMB, PREPA, LUMA, DTPW, Municipalities	Communications	Coordination with DTPW and Municipalities to open roads to cellular communication towers, radio frequencies and repeaters
+72 H	1	DTPW	MTA, USCG	Transportation	Reestablish Vieques and Culebra boat services
+72 H	1	DTPW	MBA, ITA	Transportation	Put into action the plan of alternative routes of collective transportation (AMA) and energization of the urban train tracks.
+72 H	5	PRASA	PREMB	Water	Coordination of electrical generators for pumping stations, sub-stations

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+72 H	5	PRASA	PREMB, PRPD, Municipalities	Water	Execution of a plan for the supply of drinking water to unserved communities. Activation of truck filling stations (giraffes)
+72 H	5	PRASA	PREMB	Water	Begin mobilizing resources to repair systems that have been affected by the emergency
+72 H	5	PRASA	PREMB	Water	Coordinate laboratory tests to verify the water's potability
+72 H	8	DOH	PREMB, PRASA	Water	Make risk communication about the potability of water and ways to consume it
+72 H	12	PREPA, LUMA	Gov, PREMB	Energy	Perform on reconnaissance flights as soon as time permits
+72 H	12	PREPA, LUMA	Gov, PREMB	Energy	Establish priorities for re-establishing electrical energy services, starting with the Medical Center, public or private primary hospitals, airport, port area, food distribution centers, water purification and bottling plants, fuel distribution centers, communication centers, hotels, supermarkets, pharmaceuticals, stores and residences
+72 H	12	PREPA, LUMA	PREMB, OMB, TREASURY, FEMA	Energy	Checking inventories and ordering parts for network repairs
+72 H	5	PREMB	PRIDCO, SBA, MAPR, BEOC, DHS	Critical Infrastructure	Coordinate private critical infrastructure (CI) damage assessment efforts
+72 H	5	PREMB	PRIDCO, SBA, MAPR, BEOC, DHS	Critical Infrastructure	To offer support to the companies classified as critical infrastructure so that they can have access to essential services to reestablish their operations
+72 H	All	All	All	Government Services	Initiate damage assessment to government structures and facilities

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+72 H	All	All	All	Government Services	Activate the communication process with agency employees to learn about their condition after the emergency and identify their basic needs
+72 H	All	All	All	Government Services	Document all damages incurred by the emergency and make cost estimates to submit to the agency's insurance company
+72 H	All	All	All	Government Services	Activate essential non-emergency personnel to report to their workplaces to assist in agency clean-up and utility restoration processes
+72 H	6	DOE	HOUSING, PRASA, PREMB, DOH	Schools	Assess the drinking water conditions in the shelter. Check the cistern and its conditions
+72 H	6	DOE	HOUSING, DOH	Schools	Make sure you have clean water in gallons and bottles in the school cafeteria to ensure that you can cook and supply the shelterees
+72 H	6	DOE	HOUSING, PREMB, Municipalities	Schools	Maintain control of food inventory within the school cafeteria
+72 H	6	DOE	PREMB, DTPW, Municipalities	Schools	Coordinate school debris collection.
+72 H	5	PREMB	DHS-PSA	Businesses	Communicate risk and situation to companies to activate their business continuity plans
+72 H	5	PREMB	MAPR, DHS-PSA	Businesses	Coordinate through partnerships the availability of private resources that may be needed by the government to respond to the emergency.
+72 H	5	PREMB	FEMA	Businesses	Ask the coordinators of the private company for the list of companies that have the capacity to distribute fuel, food,

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
					water and medicine to be hired if necessary by the state or FEMA
+72 H	6	DOE	HOUSING, PBA, PREMB, PREPA, LUMA, PRASA, PMs	Schools	Public Buildings Authority and Office of School Improvement verify conditions and assess damage so that classes can resume as soon as possible.
+72 H	5	PREMB	PSC	Businesses	Support and share information with companies so that they can access fuel distributors in the event that their suppliers do not respond
+72 H	7	PRPA	TREASURY	Businesses	Facilitate the process of unloading goods at the docks to supply the merchants.
+72 H	7	TREASURY	PREMB, PRPA, MBA, DTPW	Businesses	Give priority at the port and to companies that have wagons with food, water, electrical generators, mechanical parts for engines, oils and filters for engines, electrical parts and accessories, electrical cables, electrical piping, communications equipment, rescue and emergency equipment, posts of all kinds, hardware, construction material, fuel tanks and batteries, Plumbing material. Traffic light systems.  Medical equipment, laboratory reagents. Assisted medical equipment. Shipments of Mercaptan, chlorine gas and polymer, HTH, formaldehyde Safety and security equipment.
≥30 D	2	NET	PREMB, PREPA, LUMA, DTPW, Municipalities	Communications	Deploy and program mobile and portable communication systems, including P25 interoperable consoles and tactical channels

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
≥30 D	2	NET	PREMB, PREPA, LUMA, DTPW, BEOC, Municipalities	Communications	Coordinate private contractors to respond and work on system restoration
≥30 D	2	NET	PREMB, PREPA, LUMA, DTPW, BEOC, Municipalities	Communications	Coordination with telecommunications companies (AT&T, Claro, Open Sprint, T-Mobile, etc.) that activate their network repair brigades
≥30 D	5	PREMB	NET, PSC, BEOC	Communications	Support communications companies in accessing fuel for their generators where there are antennas and repeaters
≥30 D	12	PREPA, LUMA	NET, PREMB, BEOC	Communications	Establish work plan to energize locations with repeaters and antennas used by agencies, local and commonwealth governments.
≥30 D	3	DTPW	PREMB, FEMA, Municipalities	Other Public Works	Coordinate debris collection with municipalities.
≥30 D	3	DTPW	PREMB, FEMA, Municipalities	Other Public Works	Coordinate bridge and road repairs with private contractors and the Corps of Engineers.
≥30 D	1	DTPW	MBA	Transportation	Reestablish Call and Travel service
≥30 D	1	DTPW	CESCO	Transportation	Reestablish driver services and licensing
≥30 D	12	PREPA, LUMA	FEMA, USACE	Energy	Coordination with PREPA work brigades and USACE affected lines or areas of infrastructure.
≥30 D	12	PREPA, LUMA	PREMB, TREASURY, PRPA	Energy	Coordinate the collection of materials and supplies for the electric power system in the Ports.
≥30 D	5	PREMB	PRIDCO, SBA, MAPR, BEOC, DHS	Critical Infrastructure	Ask companies classified as CIs for an estimate of Business Impact Analysis and a summary of consequences of Business

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
						Interruption at the local, US and international level
≥30 D	All	All	All	Government Services		Relocate essential agency functions to alternate locations to provide services on a temporary basis if necessary
≥30 D	All	All	All	Government Services		Establish mobile service offices with alternate schedules to serve and inform the public.
≥30 D	All	All	All	Government Services		Coordination with service and product providers to deliver essential equipment and materials for agency response and recovery
≥30 D	All	All	All	Government Services		Identification of funds for payment of agency repairs and replacement of equipment
≥30 D	All	All	All	Businesses		Coordinate energization of commercial areas to start moving economic activity and help the citizens.

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Communications ♦ Communications Infrastructure Energy (Power and Fuel) ♦ Power Food, Water, Shelter ♦ Water Transportation ♦ Railway	♦ Critical Transportation ♦ Environmental Response/ Health and Safety ♦ Infrastructure Systems ♦ Operational Communications ♦ Operational Coordination ♦ Situational Assessment	<b>Lead:</b> ESF 3  <b>Support:</b> ESF 1, ESF 2, ESF 5, ESF 7, ESF 12, ESF 14, ESF 15, ESF 16, ESF 17, ESF 18

**Linkages**

- ◆ Maritime

**References**

- ◆ Response Federal Interagency Operational Plan, Second Edition August 2016
- ◆ National Response Framework, Fourth Edition, October 2019
- ◆ Puerto Rico All-Hazards Plan, Base Plan
- ◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists

# Tab 1.11: Sheltering Operations

**Purpose:** Coordinate organized response efforts for the management, administration and recovery of a disaster. Provide food, health and safety services in shelters, to people with special needs and to the general population, and safeguard pets. Establish coordination with volunteer groups and coordinate family reunification.



## Concept of Operations

This Plan addresses the coordinated and proactive response between the Commonwealth and other government agencies, with the participation of the private sector and non-governmental organizations. The operational concept of phase 2 is; response.

- ◆ Critical Activity Task: Mass Care and Shelter
- ◆ Preventive Evacuation and Shelter
- ◆ General population
- ◆ Evictions Medical Population (Ground/Air)
- ◆ Populations with Special Needs



### Planning Assumptions and Facts



For the purposes of this plan, the following considerations or assumptions were taken as a starting point in the planning process for this objective throughout the different phases of the emergency.











- ◆ Congestion in cellular and data communications.
- ◆ Collapse of the electrical system
- ◆ Respondents may be victims of the event
- ◆ Ports and airports closed
- ◆ Roads blocked by landslides and debris
- ◆ Hospital facilities can be severely affected
- ◆ Completely isolated, incommunicado remote areas
- ◆ Essential supplies are scarce (gas, food, water)



### Courses of Action (COAs)

COA #	Description	End State
1	<b>Temporary Individual Sheltering</b> - Temporary construction designed to shelter individuals or families that can be placed on survivors' properties.	Non-congregate housing alternatives have been identified to facilitate the transition of survivors from congregate shelter. Relocation assistance and/or interim housing solutions have been provided to applicable recipients.
2	<b>Hotel Room Sheltering</b> - Place Survivors in hotel rooms.	
3	<b>Congregate Shelters</b> - Large facilities designed to be stood up temporarily to shelter large populations.	

### Lifeline Essential Elements of Information

Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Situational Awareness</p>	 <p>Coordination Calls and Information Sharing</p>	<ul style="list-style-type: none"> <li>◆ Conduct Coordination Calls</li> <li>◆ Shelter Task Force Coordination</li> </ul>

Lifeline Essential Elements of Information		
 <p>Food, Water, Shelter</p>	 <p>Food</p>	<ul style="list-style-type: none"> <li>◆ Food Distribution Programs (Food Banks)</li> </ul>
	 <p>Water</p>	<ul style="list-style-type: none"> <li>◆ Drinking Water Utilities</li> </ul>
	 <p>Shelter</p>	<ul style="list-style-type: none"> <li>◆ Housing (Homes and Shelters)</li> <li>◆ Commercial Facilities (Hotels &amp; peer-to-peer lodging)</li> </ul>
	 <p>Water</p>	<ul style="list-style-type: none"> <li>◆ Wireless</li> <li>◆ Cable Systems and Wireline</li> <li>◆ Broadcast (Television and Radio)</li> <li>◆ Satellite</li> <li>◆ Data Centers/Internet</li> </ul>
	 <p>Shelter</p>	<ul style="list-style-type: none"> <li>◆ Local Alert/Warning Ability</li> <li>◆ Ability to receive Integrated Public Alert and Warning System (IPAWS) (WEA, EAS, NWR)</li> </ul>
 <p>Communications</p>	 <p>Infrastructure</p>	<ul style="list-style-type: none"> <li>◆ Epidemiological Surveillance</li> <li>◆ Assessment/Interventions/Treatment</li> <li>◆ Human Services</li> <li>◆ Behavioral Health</li> </ul>
	 <p>Alerts, Warnings, and Messages</p>	<ul style="list-style-type: none"> <li>◆ Mortuary and Post-Mortuary Services</li> </ul>
	 <p>Public Health</p>	<ul style="list-style-type: none"> <li>◆ Food Distribution Programs (Food Banks)</li> </ul>

Lifeline Essential Elements of Information		
		<ul style="list-style-type: none"> <li>◆ Drinking Water Utilities</li> </ul>
Essential Elements of Information		
<p>Request for Information: This is the information is necessary to carry out the tasks and to be able to fulfill the objectives. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible danger. The quality of information makes the difference in timely intervention, reduces response time and speeds up decision making.</p> <ul style="list-style-type: none"> <li>◆ Evacuation routes</li> <li>◆ Carrier Inventory</li> <li>◆ Availability of beds in the Hospitals</li> <li>◆ Vulnerable Areas</li> <li>◆ Nursing home population</li> <li>◆ Inventories of items in the shelters</li> <li>◆ Availability of employees at the shelters</li> </ul>		

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PREMB	Coordinate interagency response efforts.
HOUSING	Provide sheltering capabilities and support.
DOE	Coordinate and support the use of school facilities for sheltering operations and feeding operations for the shelters.
DOH	Evaluate the safety, health capabilities and conditions of sheltering facilities and provide continuous health services and support to shelter populations.
PRPD	Provide security and protective services for sheltering facilities.
FAMILIES	Perform Family census at sheltering facilities.

Primary Organizations and Their Roles/Responsibilities	
PRFD	Identify, certify, and prepare sheltering facilities to meet fire safety regulations.

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Coordinate, alert, and deploy resources to support the staffing and equipping of general population shelters.	<ul style="list-style-type: none"> <li>Resources for sheltering operations are staged and deployed</li> </ul>	<ul style="list-style-type: none"> <li>PREMB</li> <li>ESF 6</li> </ul>
Coordinate with public, private, and nongovernmental partners to gain and maintain shared situational awareness and identify resource and personnel requirements.	<ul style="list-style-type: none"> <li>Resources required for sheltering operations are imbedded with public, private, and nongovernmental partners</li> </ul>	<ul style="list-style-type: none"> <li>PREMB</li> <li>HOUSING</li> <li>DOE</li> <li>ESF 6</li> </ul>
Analyze, prioritize, and allocate resources to support sheltering operations	<ul style="list-style-type: none"> <li>Resource request are being fulfilled</li> </ul>	<ul style="list-style-type: none"> <li>PREMB</li> <li>ESF 6</li> </ul>
Coordinate the provision of reunification services to reunite family members and caregivers with those missing as a result of the incident.	<ul style="list-style-type: none"> <li>Reunification services are operational</li> </ul>	<ul style="list-style-type: none"> <li>PREMB</li> <li>FAMILIES</li> <li>ESF 6</li> </ul>
Identify non-congregate housing alternatives and facilitate transition from congregate facilities, including the provision of relocation assistance or interim housing solutions.	<ul style="list-style-type: none"> <li>Stabilization of Food Water and Shelter Lifeline</li> </ul>	<ul style="list-style-type: none"> <li>PREMB</li> <li>HOUSING</li> <li>ESF 6</li> </ul>

Resources
<ul style="list-style-type: none"> <li>◆ Puerto Rico, All-Hazards Plan, Base Plan</li> <li>◆ Puerto Rico, All-Hazards Plan, Annex X: Execution Checklist</li> </ul>

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
+24 H	6	OMME	HOUSING, MBA, EMS, PREMB	Transportation	Coordination of transportation of affected and homeless people to shelters, with municipal school transportation, MBA, ambulances, PREMB vehicles, etc.
+24 H	6	HOUSING (Local level)	Municipalities, MBA, EMS, PREMB	Transportation	Coordinate transportation and escort services for volunteers to support shelters
+24 H	6	HOUSING	Municipalities, MBA, EMS, PREMB, FAMILIES	Transportation	Coordinate relocation process of shelterees with family members
+24 H	6	PREMB, FAMILIES, PRPD	Red Cross, VOAD, Chaplain Corps, Salvation Army	Volunteer Management	Inform citizens of telephone numbers and details of the American Red Cross and the Salvation Army
+24 H	6	PREMB FAMILIES PRPD	Red Cross, VOAD, Chaplain Corps, Salvation Army	Volunteer Management	Activation of the Red Cross, Salvation Army, Voluntary Organizations Active in Disaster (VOAD), Chaplain Corps and Faith Based Organizations. Informing citizens of phone numbers and details of American Red Cross and Salvation Army
+24 H	6	HOUSING	FAMILIES, PREMB, NGOs, VOADs, ARC, Salvation Army	Shelteree tracking and family reunification	Establish lists of shelterees with all their contact information and close relatives
+24 H	6	DOE	HOUSING, PREMB, NGOs,	Feeding shelterees and others	The School Canteen Managers will keep the school canteens in optimal conditions so that they can cook and feed the

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
			VOADs, ARC, Salvation Army		shelterees and the community surrounding the shelter.	
+24 H	5, 17	PREMB	DOE, GSA, NGOs, VOADs, ARC, Salvation Army	Feeding shelterees and others	Activate Mass Kitchen participants to supply hot meals to isolated communities. The Mass Kitchen program consists of private industrial kitchens, restaurant kitchens, hotel kitchens, private school canteens and food trucks.	
+24 H	8	DOH	PREMB, HOUSING, EMS	Medical Services	Check for follow-up medications needed by the shelterees. Determine if there are shelterees who need to be transferred to hospitals	
+24 H	8	DOH	PREMB	Medical Services	Request HAVBED report availability of hospitals to treat multiple injuries.	
+24 H	6	HOUSING	FAMILIES, PREMB	Shelter services (water, cots, medicine, security)	Assess the conditions and damage to the shelter	
+24 H	6	HOUSING	DOE, PBA, OMEP, FAMILIES, PREMB	Shelter services (water, cots, medicine, security)	Assess the conditions and damage to the shelter. Report the damage to the shelter and communicate with the PREMB zones to request any resources needed in the shelter	
+24 H	6	PRASA	HOUSING, PREMB, PRNG	Shelter services (water, cots, medicine, security)	Send tanker trucks to fill tanks in the shelters.	
+24 H	5	PREMB		Volunteer Group Management	Organize volunteer groups and assign tasks to support shelters	
+24 H	5	FAMILIES	PREMB, VOAD	Donations Management	Activation of the donation management plan.	
+24 H	6	DPD	PREMB	Populations with Special Needs	Implement operational concept of Populations with Special Needs Identify, Locate and Reach Populations with Special Needs	

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+24 H	6	DPD	PREMA, Family, Housing	Populations with Special Needs	Provide support and guidance on public health issues affecting Populations with Special Needs.
+24 H	6	DPD	FAMILIES, HOUSING, DOE	Populations with Special Needs	Give priority within Populations with Special Needs to infants, pregnant women, dialysis patients, the elderly and the deaf community
+24 H	6	DPD	DOH, FAMILIES	Populations with Special Needs	Assess impact or consequences of victims identified as Populations with Special Needs
+72 H	6	HOUSING	Municipalities, MBA, CEMPR, PREMB	Transportation	Continue with the process of relocation of shelterees with family members
+72 H	6	PREMB, HOUSING, FAMILIES, PRPD	Red Cross, VOAD, Salvation Army	Volunteer Management	Assign VOAD support services in the shelters
+72 H	6	PREMB, HOUSING, FAMILIES, PRPD	Red Cross, VOAD, Chaplain Corps, Salvation Army	Volunteer Management	Coordinate volunteer services for shelter and community assistance for food, clothing, toiletries, health and mental health services
+72 H	6	HOUSING	FAMILIES, PREMB	Shelteree tracking and family reunification	Share lists of shelterees between shelters so that shelterees can find out if a family member is sheltered in another shelter
+72 H	6	HOUSING	FAMILIES, PREMB, NGOs, VOADs, ARC, Salvation Army	Shelteree tracking and family reunification	The shelter managers will send the lists of shelterees to the PREMB area and the EOC later to create a centralized database
+72 H	8	DOH	EMS, HOUSING, PREMB	Medical Services	Send epidemiology personnel to the shelters to verify possibilities of development of outbreaks (scabies, lice, conjunctivitis, gastroenteritis, etc.)

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
+72 H	6	HOUSING	FAMILIES, PREMB, NGOs, VOADs, ARC, Salvation Army	Shelteree tracking and family reunification	Verification of persons registered at shelters with housing department entry lists and identification of family members at other shelters	
+72 H	6	FAMILIES	PREMB, HOUSING, Red Cross	Shelteree tracking and family reunification	Collaborate with family reunification.	
+72 H	6	DOE	PREMB, HOUSING	Feeding shelterees and others	The shelter administrators will maintain an updated inventory of the food in the dining room and will make the necessary arrangements to maintain the food inventory according to the number of shelterees.	
+72 H	6	HOUSING	PREMB, DOE, NGOs, VOADs, ARC, Salvation Army	Feeding shelterees and others	Establish alternate plans in cases where food, water or gas is not available in school cafeterias	
+72 H	6	HOUSING	HTA PREMB, DOH, PRASA, PREPA	Shelter services (water, cots, medicine, security)	Request resources or repairs to those utilities that are essential to the well-being of the shelterees.	
+72 H	6	PREMB	Municipalities, VOAD, Chaplain Corps, PRNG, Community Hubs, Volunteer Groups	Volunteer Group Management	Organize volunteer groups throughout the PREMB areas	
+72 H	6	PREMB	HOUSING, VOAD, Chaplain Corps, PRNG, Community Hubs, Volunteer Groups	Volunteer Group Management	Coordinate volunteer services for shelter for food, clothing, toiletries, health and mental health services	
+72 H	6	DPD	DOH, EMS, HOUSING	Populations with Special Needs	Verify with the organizations that group these communities the most pressing needs of them	



Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
≥30 D	6	HOUSING	Municipalities, MBA, EMS, PREMB	Transportation	Continue coordination of relocation of shelterees with family members
≥30 D	5	PREMB	Red Cross, Salvation Army, HOUSING	Volunteer Management	Demobilization of volunteers at the end of missions
≥30 D	6	HOUSING	FAMILIES, PREMB	Shelteree tracking and family reunification	Coordinate relocation process of shelterees with family members
≥30 D	5	DOE	PREMB, DOH	Feeding shelterees and others	Establish menus taking into consideration the needs of shelterees and their food requirements
≥30 D	6	HOUSING, OMME	FAMILIES, PREMB	Shelter services (water, cots, medicine, security)	Assess how many shelterees are able to return home and make the necessary arrangements
≥30 D	6	HOUSING	FAMILIES, PREMB	Shelter services (water, cots, medicine, security)	Assess the need to keep the shelter open, consider consolidating shelters with others
≥30 D	6	DOE	FAMILIES, PREMB	Shelter services (water, cots, medicine, security)	Give priority to closing shelters that are schools in use so that classes can resume as soon as possible. If there are schools that are closed, they can already be prepared as possible shelters. While they are not being used as shelters, they can be used as emergency management training centers.
≥30 D	5	PREMB	Salvation Army, VOAD, Red Cross, TEAM Rubicon	Management of Donations.	Demobilize volunteer groups or reassign tasks.
≥30 D	5	FAMILIES	PREMB, Red Cross, VOAD, NGOs	Management of Donations.	International donations will be coordinated through the Department of Family, Ports Authority and PREMB.

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
≥30 D	5	FAMILIES	PREMB, PRPD	Management of Donations,	Coordination of protection and security for storage and distribution of donations	
≥30 D	5	PREMB	PRNG	Management of Donations.	Coordinate distribution of donations through Community hubs, American Red Cross, VOAD, churches, community organizations etc.	
≥30 D	5	FAMILIES	PREMB, Office First Lady	Management of Donations	Distribution of donations to municipalities and non-profit entities.	
≥30 D	5	FAMILIES	PREMB	Management of Donations	Maintain tracking and documentation of donations received and distributed.	
≥30 D	5	PREMB	PRNG	Points of Distribution	Re-supplying the Distribution Centers	
≥30 D	5, 17	PREMB	MIDF	Agriculture and Animal Care	Assess the locally produced food chain and support local businesses	
≥30 D	11	DOA, USDA, DNER	College of Veterinarians of PR	Agriculture and Animal Care	Estimating the damage to the economy in agriculture	
≥30 D	11	DOA, USDA, DNER	College of Veterinarians of PR	Agriculture and Animal Care	Coordination of sanitary conditions for the processing of livestock and poultry for human consumption by state and federal agencies	
≥30 D	11	DOA, USDA, DNER	College of Veterinarians of PR	Agriculture and Animal Care	Ongoing assessment of the impact on agriculture and care of domestic and farm animals	
≥30 D	8	DOH	FAMILIES, PREMB	Populations with Special Needs	Take response measures and accommodate people who have physical and mental disabilities according to their condition	
≥30 D	8	DOH	PRPD, PREMB, DPD	Populations with functional and access needs	Case management of people with cognitive disabilities or mental problems	

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
≥30 D	8	DOH	FAMILIES	Populations with Special Needs	Coordination of ongoing support services and monitoring of conditions of this population

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Health and Medical <ul style="list-style-type: none"> <li>◆ Public Health</li> <li>◆ Patient Movement</li> <li>◆ Fatality Management</li> </ul> Food, Water, Shelter <ul style="list-style-type: none"> <li>◆ Shelter</li> <li>◆ Food</li> </ul> Situational Awareness <ul style="list-style-type: none"> <li>◆ Conduct Coordination Calls</li> </ul>	<ul style="list-style-type: none"> <li>◆ Public Health, Medical and EMS</li> <li>◆ Fatality Management</li> <li>◆ Mass Care Services</li> <li>◆ Operational Coordination</li> </ul>	<b>Lead:</b> ESF 6  <b>Support:</b> ESF 8, ESF 7

References
<ul style="list-style-type: none"> <li>◆ Lifeline Stabilization Guide</li> <li>◆ Puerto Rico All-Hazards Plan, Base Plan</li> <li>◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists</li> </ul>

# Tab 1.12: Medical Transportation

**Purpose:** Provide local assistance for the stabilization of Emergency Medical Services (EMS) transport.

## Intermediate Objectives

## End State



Mobilize and stage medical transportation resources.

Coordinate medical transportation support (including patient evacuation) with other local's departments and agencies.

Coordinate patient re-entry operations with consideration for pandemic disease positive patients and recovered individuals.

Local medical transportation support has stabilized Commonwealth and the Municipalities.

Demobilizing and closure of medical transportation resources and contracts.

## Concept of Operations

Puerto Rico Department of Health (DOH) is the lead agency. Coordination of medical transportation support (including patient evacuation) with other local departments and agencies. Provides resources to assist in the movement of at-risk/medically fragile populations to shelter areas and with the sheltering of the special medical needs population that exceeds the state capacity. Coordinate private vendor and private contract ambulance support to assist in the movement of patients through the area of Response (AOR).

## Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency

- ◆ Under the Americans with Disabilities HTA transportation providers must permit passengers with disabilities to be accompanied by their service animals.
- ◆ The incident may cause significant disruption to the area's critical transportation infrastructure, hampering evacuation operations.
- ◆ Local resource requirements for a pre-determined medical evacuation are based on the expected magnitude of the event and request of the Governor(s).



### Planning Assumptions and Facts




- ◆ Commonwealth policies and guidelines governing household pet evacuations are utilized when incorporating household pet issues into evacuations.
- ◆ Residents of the evacuated area will need to return to the area post-event if possible. Plans and methods are necessary to facilitate return of evacuated residents.
- ◆ People with special needs may require additional support or assistance in certain functional areas. Sustainability of missions is dependent on availability of resources and commodities such as fuel, transportation, food, etc.
- ◆ There is a correlation between quantity of resources needed and time to mobilize due to distance, availability, etc.
- ◆ PREMB may request local assistance to support mass care services pre-incident of a major notice disaster.

### Courses of Action (COAs)

COA #	Description	End State
1	<b>Aeromedical Evacuation Contract</b> - Execute contract to provide medical transportation.	Demobilizing and closure of medical transportation resources and contracts.
2	<b>PRNG Transport</b> - Utilized PRNG ground and air ambulance capability.	
3	<b>Medical NGO Transportation</b> - Utilizing NGO Support (Such as Doctors without Borders) to assist with medical transportation resources.	

### Lifeline Essential Elements of Information

Lifeline / Coordinating Objectives	Components	Subcomponents
	 <b>Patient Movement</b>	<ul style="list-style-type: none"> <li>◆ Emergency Medical Services</li> </ul>

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
	 Public Health	<ul style="list-style-type: none"> <li>◆ Epidemiological Surveillance</li> </ul>
 Transportation	 Aviation	<ul style="list-style-type: none"> <li>◆ Commercial (e.g. Cargo/Passenger)</li> <li>◆ General</li> <li>◆ Military</li> </ul>
Essential Elements of Information		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision- making process.</p> <ul style="list-style-type: none"> <li>◆ EMS Status and location of EMS resources, prioritized at critical transportation hubs</li> <li>◆ Availability of ambulances and medical transport (public and private)</li> <li>◆ Availability of air transport (Commonwealth, Contracted, etc.)</li> <li>◆ Location and number of medical shelters</li> </ul>		

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
DOH	Coordinates patient movement requirements with supporting departments, agencies, and governments throughout the incident. Provides situational awareness of medical transportation support.
BCEM (EMS)	Provides patient movement required with supporting departments and agencies.
GSA	Facilitates contracted resources
PRNG	Assists in the movement of patients in conjunction with DOH
PREMB	Coordinates local response and resources

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
USCG	Identifies and coordinates search and rescue (SAR) resources providing urgent accessible transportation support.

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Mobilize and stage medical transportation resources.	◆ Resources have been staged.	◆ DOH
Coordinate medical transportation support (including patient evacuation) with other local departments and agencies	◆ All patients requiring evacuation transport have been transported/evacuated.	◆ DOH
Coordinate patient re-entry operations with consideration for pandemic disease positive patients and recovered individuals.	◆ All patients have been tracked to a destination and are accounted for.	◆ DOH
Local medical transportation support has stabilized Commonwealth and the Municipalities	◆ Patients still requiring medical care have a care plan established and/or have reentered their prior care area.	◆ DOH / PRNG

Resources
<ul style="list-style-type: none"> <li>◆ Aeromedical Evacuation Contract</li> <li>◆ Patient Movement Strike Teams</li> <li>◆ Fixed- and rotary-wing air assets</li> <li>◆ Commercial aircraft</li> <li>◆ Patient repatriation teams</li> </ul>

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
Tasks						
≥120 H	8	DOH		Public Health, Health Care and Emergency Medical Services	Deploy the Puerto Rico Department of Health Incident Response Coordination Team.	
≥120 H	8	DOH	PREMB	Medical Evacuations	Verification of MOUs between coalitions	
≥120 H	8	DOH	PREMB, AeroMed	Medical Evacuations	Identification of landing zones in each hospital	
≥120 H	8	DOH	PREMB, EMS, PRPA	Medical Evacuations	Evaluation of cases with the potential to require eviction from the island municipalities to the Big Island or to the US.	
-96 H	8	DOH	PREMB	Medical Evacuations	Identification of public or private hospitals with infrastructure vulnerabilities	
-96 H	8	DOH	PREMB, EMS, Private ambulances	Medical Evacuations	Identification of service capabilities of public and private hospitals	
-96 H	8	DOH	PREMB, AeroMed	Medical Evacuations	Ask each hospital for landing zone coordinates and include in GIS	
-96 H	8	DOH	EMS, VA, NDMS	Medical Evacuations	Confirm specific criteria for authorizing air evacuations	
-96 H	8	DOH	EMS	Medical Evacuations	Verify agreements with Aeromed and Medical Plans	
-96 H	8	DOH	VA, NDMS	Medical Evacuations	Establish specific criteria for conducting medical evacuations	
-96 H	8	DOH	PRNG, NDMS	Medical Evacuations	Verify MOU on Medevac with PRNG	
-96 H	8	DOH	DTPW, MTA, AeroMed, Vieques Airlink	Medical Evacuations	Evacuation of patients in Vieques and Culebra	
-72 H	8	DOH	PREMB, AeroMed	Support Repopulation	Mission Assign Aeromedical Evacuation including PRNG Patient Movement Enablers and Rotary Wing Assets	



Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-48 H	8	DOH		Support Healthcare System Restoration	Determine and coordinate the ability of Emergency Medical Services (EMS) to transport staff to shelters.
-36 H	8	DOH		Medical Evacuations	Requesting a bed availability report from hospitals the Census of Beds will be requested every afternoon from now on
-36 H	8	DOH	PREMB, EMS, PRPA	Medical Evacuations	Execution of the corresponding evacuations.
+24 H	8	DOH	PREMB	Support Repopulation	Deploy the Joint Patient Movement Team (JPMT) and Joint Patient Reporting Team (JPRT).
+24 H	13	EMS	Municipalities, Private companies	Medical Transportation	Activate collaborative agreements with private ambulance service companies and municipalities
+24 H	13	EMS	DOH, Hospital Coalition	Evacuation of Hospitals	Determine if there is a need to activate collaborative agreements between hospitals for the receipt of patients
+24 H	13	EMS	DOH, Hospital Coalition	Evacuation of Hospitals	After the emergency is stabilized, begin the process of transporting the patients
+24 H	13	EMS	DOH, Hospital Coalition	Evacuation of Hospitals	Coordination of patient transfers between hospitals due to special needs or conditions, hospital facility limitations and others. Transfers from hospitals in PR to Hospitals in the United States.
+24 H	8	DOH	PREMB, EMS	Transport of Patients	Coordination between the pediatric hospital dialysis facility and U.S. hospitals to transport pediatric dialysis patients prior to the disaster
+72 H	8	DOH	HOUSING, PREMB, MBA, Dialysis Companies	Medical Shelters	Coordinate transportation from medical shelters to dialysis centers for kidney patients

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+72 H	8	EMS	Municipalities, Private companies	Transport of Patients	Use state, municipal and private companies' ambulances for medical transportation for people in shelters with health conditions, for hospitals, health centers and emergency medical attention with government and private ambulances, etc.
+72 H	8	EMS	DOH, Hospital Coalitions	Transport of Patients	Activate collaborative agreements between hospitals for the transfer of patients
≥30 D	8	DOH	PREMB, EMS	Medical Transport	Make an assessment of existing medical transportation resources. Request resources through EMAC
≥30 D	8	DOH		Hospital Evacuations	Coordinate the corresponding activities for the reunification processes of the evicted patients.

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Health and Medical ◆ Patient Movement	<ul style="list-style-type: none"> <li>◆ Critical Transportation</li> <li>◆ Operational Coordination</li> <li>◆ Public Health, Health Care and Emergency Medical Services</li> </ul>	<p><b>Lead:</b> ESF 8</p> <p><b>Support:</b> ESF 5, ESF 6, ESF 7, ESF 9</p>

References
<ul style="list-style-type: none"> <li>◆ National Response Framework (NRF) ESF 8 Public Health and Medical Services Annex (Jan 2008)</li> <li>◆ Lifeline Stabilization Guide</li> </ul>

### References

- ◆ Puerto Rico All-Hazards Plan, Base Plan
- ◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists
- ◆ National Response Framework, Fourth Edition, October 2019

# Tab 1.13: Healthcare Systems Support

**Purpose:** To deliver Public Health, Healthcare, and Emergency Medical Services, providing lifesaving medical treatment via emergency medical services.



## Concept of Operations

Puerto Rico Department of Health (DOH) is the lead agency. The Puerto Rico Emergency Management Bureau coordinates with DOH. Planning Section Chief (PSC) and Health Care Coalition coordinates planning and operational analysis among governmental, nongovernmental, and private sector services and other mission areas to prepare for the delivery of medical care and countermeasures.





Planning Task Forces and the Health Care Task Forces are established to coordinate the actions of stakeholders to begin the temporary restoration of the healthcare system as well as to plan for permanent repairs. DOH deploys subject matter experts on hospital operations to assess supplemental local assistance, which can provide additional support for the healthcare system. Through the Emergency Management Assistance Compact (EMAC), obtains supplemental healthcare assistance for its primary-care, acute-care, and assisted-living facilities.







## Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency

Planning Assumptions and Facts	
	<ul style="list-style-type: none"> <li>◆ The healthcare system is severely impacted.</li> <li>◆ Doctors, nurses, and support staffers will be survivors</li> <li>◆ A large-scale, sustained Local Response will be necessary.</li> <li>◆ using EMAC processes</li> <li>◆ Survivors that need special care, such as dialysis patients, will be transported using the Medical Transportation Line of Effort.</li> </ul>

Courses of Action (COAs)		
COA #	Description	End State
1	<b>Support with State Resources</b> – Utilize standard DOH pathways to bolster medical infrastructure	Healthcare delivery system able to meet community patient care needs without the support of other agencies resources.
2	<b>Facilitate Support with State Resources</b> – Facilitate state-to-state resource sharing via the EMAC network.	
3	<b>Facilitate Support with Medical Reserve Corps and other Volunteers</b> – Facilitate the bolstering of medical capability via engaging established reserves corps and medical NGO's as an alternative solution	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Spiritual Awareness</p>	 <p>Coordination Calls and Information Sharing</p>	<ul style="list-style-type: none"> <li>◆ N/A</li> </ul>
 <p>Food, Water, Shelter</p>	 <p>Shelter</p>	<ul style="list-style-type: none"> <li>◆ Housing (Homes and Shelters)</li> <li>◆ Commercial Facilities (Hotels)</li> </ul>

Lifeline Essential Elements of Information		
		<ul style="list-style-type: none"> <li>◆ Hospitals</li> <li>◆ Dialysis</li> <li>◆ Pharmacies</li> <li>◆ Long-term Care Facilities</li> <li>◆ VA Health System</li> <li>◆ Veterinary Services</li> <li>◆ Home Care</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Emergency Medical Services</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Health Surveillance</li> <li>◆ Human Services</li> <li>◆ Behavioral Health</li> <li>◆ Vector Control</li> <li>◆ Laboratories</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Mortuary and Post-Mortuary Services</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Blood / Blood Products</li> <li>◆ Manufacturing</li> <li>◆ Pharmaceutical Devices</li> <li>◆ Medical Gases</li> <li>◆ Distribution</li> <li>◆ Critical Clinical research</li> <li>◆ Sterilization</li> <li>◆ Raw Materials</li> </ul>
<b>Essential Elements of Information</b>		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of</p>		

### Lifeline Essential Elements of Information

the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.

- ◆ Estimates on food safety issues
- ◆ Issues with sanitation and infectious disease outbreaks
- ◆ Number of impacted healthcare facilities by type and status
- ◆ Stabilization and restoration activities at healthcare facilities
- ◆ Total number of pharmacies in the impacted area
- ◆ Veterinary services statuses
- ◆ Blood availability and status
- ◆ Behavioral health needs and shortfalls
- ◆ Public health advisories

### Primary Organizations and Their Roles/Responsibilities

Organization	Roles and Responsibilities
DOH	Coordinates and controls all health-related personnel, resources and commodities through a broad spectrum of public and private entities
PRNG	Facilitates large, pre-scripted resources for mass care
PREMB	Coordinate local response and resources. Provides logistical support for deploying ESF 8 medical elements.

### Operational Assessment

Intermediate Objective	Key Indicator	Source of Indicator
Mobilize and stage healthcare system support resources.	<ul style="list-style-type: none"> <li>◆ Staging areas have been established and are receiving medical resources.</li> <li>◆ Requirements have been defined by the state(s) and validated by DOH.</li> </ul>	<ul style="list-style-type: none"> <li>◆ ESF 8</li> <li>◆ ESF 5</li> </ul>
Provide support for triage and patient treatment.	<ul style="list-style-type: none"> <li>◆ Patients are receiving medical treatment appropriate to their needs or established crisis standards of care.</li> </ul>	<ul style="list-style-type: none"> <li>◆ ESF 8</li> </ul>

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Resupply and conduct facility sustainment operations, including staffing.	◆ Continued medical operations are sustained without shortfalls in temporary medical care solutions.	◆ ESF 8
Reduce medical surge support and return resources to pre-incident levels.	◆ Long-term medical solutions are in place and resources are no longer required.	◆ ESF 8
Demobilize healthcare system support resources.	◆ All resources, equipment, and personnel have been demobilized.	◆ ESF 8

Resources	
◆ Laboratory Response Network (LRN)	◆ Incident Management Team (IMT)
◆ Organ and blood bank resources	◆ Rapid Deployment Force
◆ Applied Public Health Teams (APHTs)	◆ Specific pharmaceutical caches
◆ Epidemiology teams	◆ Behavioral health teams
◆ Federal Medical Station (FMS) cache and personnel	

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
≥120 H	5	PREMB	DOH	Support Healthcare System Restoration	Alert ESF 8 for potential activation to EOC and activation of ESF 8 support teams
-96 H	8	DOH	BECC	Support Healthcare System Restoration	Coordinate with medical care facilities to receive high risk patients.



Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-72 H	8	DOH	PREMB	Support Medical Evacuation	Validate healthcare facility shelter-in-place and evacuation requirements. Determine survivor access to medical treatment facilities and potential impacts to operational status.
-72 H	19	PREMB		Support Distribution of Emergency Supplies	The rostered Voluntary Agency Liaison conducts outreach to key stakeholders.
-72 H	8	DOH	PRMB	Support Healthcare System Restoration	Engage the services of the American Hospital Association and Hospital Association of Puerto Rico
-72 H	8	DOH	PREMB	Support Healthcare System Restoration	Identify the need and support for dialysis assistance and locate the emergency dialysis units for rapid need/deployment.
-72 H	8	DOH	PRNG, PREMB	Support Healthcare System Restoration	Coordinate with PRNG for possible deployment of a medical resources to mobilize for patient care.
-72 H	16	PRNG	USCG, DPPR	Support Healthcare System Restoration	Initiate coordination for possible air transportation by helicopter, including on-island landing zones.
-72 H	17	BEOC	PREMB	Support Healthcare System Restoration	Coordinate with off island resources for rapid deployment of critical equipment (HVAC, chillers, generators, pumps, lighting, Durable Medical Equipment)
-48 H	5	PREMB	DOH	Support Healthcare System Restoration	Coordinate the mobilization of additional medical staff to hospitals / clinics via EMAC.
-48 H	8	DOH	PREMB	Support Healthcare System Restoration	Determine capabilities of medical facilities to share and transport resources (personnel, equipment, medication).

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
Tasks						
-48 H	8	DOH	PRNG	Support Healthcare System Restoration	Coordinate plans for treatment of survivors with Mass Care	
-48 H	5	PREMB		Support Healthcare System Restoration	Verify facilities are provided for staff and families	
-48 H	8	DOH	PREMB	Support Healthcare System Restoration	Determine and coordinate the ability of Emergency Medical Services (EMS) to transport staff to shelters.	
+24 H	8	DOH	PREMB, NGOs, OVAD, Private companies	Medical Shelters	Activate medical and nursing staff to report to the medical shelters to which they will be assigned.	
+24 H	8	DOH	PREMB, NGOs, OVAD, Private companies	Medical Shelters	Place where people who need outlets, nurses, caregivers, and a doctor	
+24 H	8	DOH	PREMB, NGOs, OVAD, Private companies	Medical Shelters	Mobilize patients with medical needs to a medical shelter	
+24 H	13	EMS	DOH, Hospital Coalition	Evacuation of Hospitals	Ask hospitals to hold a meeting and do a Hazard Vulnerability Assessment (HVA) analysis to determine their immediate resource needs. This is being done by coalition before the emergency  A good alternative would be to conduct a "rapid damage assessment" in which structural and functional problems of the institution are identified	
+24 H	8	DOH	DOA, USDA	Monitor Public Health	Monitoring of zoonotic diseases in communities, areas, rural & animal shelters	
+24 H	8	DOH	PREMB, CDC, ASPR, FEMA	Pharmaceutical Stockpile	Evaluation of the state reserve for the identification of a decrease in resources and the need to activate SNS. SNS is	

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
					activated when the State's drug reserve drops below 30% and under a federal declaration of emergency.
+24 H	8	DOH	PREMB, Hospital Coalitions	Hospital Coalitions	Use alternative radio communication systems between DOH and public and private hospitals
+72 H	8	DOH	PREMB, NGOs, OVAD, Private companies	Medical Shelters	Give priority to kidney patients in medical shelters
+72 H	6	DOH	PREMB, NGOs, OVAD, Private companies	Medical Shelters	Identify places and personnel for the management of mental patients
+72 H	8	EMS	DOH, Hospital Coalitions, PREMB, Municipalities	Hospital Evacuations	Use hospital coalitions to assist in the process of identifying beds and spaces
+72 H	8	DOH	HOUSING, PREMB	Monitor Public Health	Activate protocols for monitoring situations that may cause outbreaks or risks to the health of the population
+72 H	8	DOH	PRPD, HHS, PMs	Pharmaceutical Stockpile	Following a Public Health Emergency Declaration and federal activation of Health and Human Services (HHS). HHS personnel are usually activated in coordination with DOH 48-72 hours before a hurricane arrives.
+72 H	8	DOH	PRPD, HHS, PMs	Pharmaceutical Stockpile	If the supply of drugs in Puerto Rico is identified as having dropped by 30%, the drug distribution plan can be activated through the PR Receive Stage and Store (RSS).
+72 H	8	DOH	PREMB, Hospital Coalitions	Hospital Coalitions	Activate agreements between the DOH and hospital coalitions to meet the demand for medical services

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+72 H	8	DOH	PREMB, Hospital Coalitions	Hospital Coalitions	Coordinate support resources such as generators and water for public and private hospitals
+72 H	8	DOH	PREMB, Hospital Coalitions	Hospital Coalitions	Establish communication and data transmission every 12 hours between hospitals and the DOH
+72 H	8	DOH	PREMB, Hospital Coalitions	Hospital Coalitions	Use alternative radio communication systems between DOH and public and private hospitals
≥30 D	8	DOH	PREMB, NGOs, OVAD, Private companies	Medical Shelters	Providing services to diabetics and oxygen-dependent patients
≥30 D	8	DOH	HOUSING, FAMILIES, NGOs	Medical Shelters	Maintain the evaluation of cases for the corresponding discharge.
≥30 D	8	DOH	PREMB	Hospital Evacuations	Do a Preliminary Damage Assessment (PDA) for public and private hospitals, including CDTs and Health Centers 330
≥30 D	8	EMS	DOH, Hospital Coalitions	Medical Transport	Use hospital coalitions to assist in the process of identifying beds and spaces (this is done at least once or twice a day after the emergency)
≥30 D	8	DOH	PREMB	Monitor Public Health	Monitoring of situations that may become outbreaks such as Leptospirosis, human scabies, dengue fever, etc.
≥30 D	8	DOH	PREMB	Monitor Public Health	Activate DOH epidemiology teams per region to evaluate shelters and monitor them
≥30 D	8	DOH	PREMB	Monitor Public Health	Establish mechanisms for nurses to identify the possibility of a potential outbreak
≥30 D	8	DOH	PREMB	Monitor Public Health	Activate regional epidemiologists

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
≥30 D	8	DOH	PREMB	Monitor Public Health	Activate epidemiologists in the EOC of Health
≥30 D	8	DOH	PREMB	Monitor Public Health	Assess the need to establish and open Federal Medical Station (50 patients per FMS)
≥30 D	8	DOH	PREMB	Monitor Public Health	Assess the need to apply for the program and activate the National Disaster Medical System (NDMS) of Veterans Affairs (20 beds per hospital are requested and doctors arrive from the USA to increase the capacity of the hospital)
≥30 D	8	DOH	PREMB	Monitor Public Health	Assess the need to apply to NDMS for air transportation through the US Air Force
≥30 D	8	DOH	NGOs	Monitor Public Health	Mental Health - Psychological First Aid Evaluations
≥30 D	8	DOH	PREMB, PRPD, HHS, PMs	Pharmaceutical Stockpile	DOH will coordinate drug routes and containers for the SNS program
≥30 D	8	DOH	DTPW, PRPD, HHS, PMs	Pharmaceutical Stockpile	The DOH will coordinate with the PRPD the escort of the trucks that go with the medicines
≥30 D	8	DOH	PRPD, HHS, PMs	Pharmaceutical Stockpile	If necessary, the DOH and its SNS team will request a 12 hour Push Package with 121 special containers through USAF aircraft. This will be done if the SNS reservation is not sufficient to meet the needs of the Island.
≥30 D	8	DOH	PREMB, Hospital Coalitions	Hospital Coalitions	Coordinate support resources such as generators and water for public and private hospitals
≥30 D	8	DOH	PREMB, Hospital Coalitions	Hospital Coalitions	Establish communication and data transmission every 12 hours between hospitals and the DOH

Linkages			
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)	
Food, Water, Shelter ♦ Shelter Health and Medical ♦ Medical Care ♦ Medical Supply Chain ♦ Public Health Situational Awareness ♦ Conduct Coordination Calls	♦ Environmental Response/Health and Safety ♦ Operational Coordination ♦ Public Health, Health Care and Emergency Medical Services	<b>Lead:</b> ESF 8  <b>Support:</b> ESF 5, ESF 6, ESF 7, ESF 15	

References
♦ National Response Framework (NRF) ESF 8 Public Health and Medical Services Annex (October 2019) ♦ Lifeline Stabilization Guide ♦ Puerto Rico All-Hazards Plan, Base Plan ♦ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists ♦ Puerto Rico All-Hazards Plan, Annex M: Pandemics ♦ Puerto Rico Department of Health, Emergency Operations Plan ♦ National Response Framework, Fourth Edition, October 2019

# Tab 1.14: Fatality Management

**Purpose:** Provide decedent remains recovery, processing, and temporary storage as well as victim identification and counseling to the bereaved.



**Concept of Operations**

Conduct scene management and security, management of hazards to human health associated with remains, support for medicolegal death investigation, search, recovery, and identification of human remains, determining a cause and manner of death, providing mortuary services personnel equipment and supplies, the reunification of remains with loved ones for final disposition of remains, and the provision of counseling services to the bereaved. Verify rosters of key fatality management personnel and update them with accurate contact information and communications.

The Forensic Science Bureau (FSB) prepares its fatality identification and family support capability with associated resources to support commonwealth requests. In addition, the FSB requests the Mortuary Response Teams, and associated equipment and supplies needed to support disaster mortuary operations in the impacted area. The FSB coordinates with Funeral Homes and ARMY Reserve Mortuary Unit to assist in the transport and processing of decedents. The FSB coordinates with medical examiners to gain a shared situational awareness of mortuary requirements.

**Planning Assumptions and Facts**

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency

- ◆ The mass fatality incident may exceed state and local capabilities.

### Planning Assumptions and Facts

- ◆ Following a mass fatality incident, there will be substantial pressure from the public to identify victims quickly.
- ◆ Other response operations, especially lifesaving and life-sustaining, will take priority over mass fatality response, possibly diverting resources and delaying action. Resource limitations may result in increased difficulties for remains identification, which may in turn lead to increased public pressure.
- ◆ The Commonwealth of Puerto Rico will have limited mortuary capability to support requests from the municipalities for mortuary resources. Thus, it may be necessary to lower the public expectations and use nontraditional means for disposition.
- ◆ Sufficient staff will be available from the local health and medical community to support the tasks.

### Courses of Action (COAs)

COA #	Description	End State
1	<b>Disaster Mortuary Operations Response Team (DMORT)</b> - Utilize DOH resources to augment fatality management capability.	Commonwealth fatality management plans have been developed and exercised, resources have been procured, and inventories have been updated.
2	<b>ARMY Reserve Mortuary Unit</b> - Utilize force capability to augment fatality management capability.	
3	<b>Facilitate Support via Professional Associations</b> - Facilitate support of professional medical examiner networks to provide PREMB mortuary support.	

### Lifeline Essential Elements of Information

Lifeline / Coordinating Objectives	Components	Subcomponents
		<ul style="list-style-type: none"> <li>◆ Mortuary Services</li> <li>◆ Post-mortuary Services</li> </ul>



### Lifeline Essential Elements of Information

#### Essential Elements of Information

**Request for Information:** Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.

- ◆ Number of fatalities (direct and indirect) and casualties
- ◆ Location and number of fatality management resources
- ◆ Status of funeral homes
- ◆ Status of morgues

### Primary Organizations and Their Roles/Responsibilities

Organization	Roles and Responsibilities
DOH/ Forensics Science Bureau	Assigns DOH personnel to address public health, medical, behavioral health, and veterinary needs.
ARMY Reserve Mortuary Unit	Provides available assistance for human fatality management services, including:
PREMB	Coordinate local response and resources
DOH/PRDA	Provide for environmental health response to affected livestock and animals

### Operational Assessment

Intermediate Objective	Key Indicator	Source of Indicator
Conduct analysis of fatality management requirements	◆ Number of fatalities, the condition of their remains, and the complexity of the incident have been determined.	◆ Forensics Science Bureau
Mobilize and stage fatality management resources.	◆ Jurisdictional threshold for numbers or complexity have been exceeded.	◆ Forensics Science Bureau

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Conduct body recovery and identification.	<ul style="list-style-type: none"> <li>◆ Human remains have been collected, retrieved, and transported to the examination location or a morgue.</li> <li>◆ The jurisdictional authority (e.g., Medical Examiner) has certified identity and cause and manner of death.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Forensics Science Bureau</li> </ul>
Provide temporary storage.	<ul style="list-style-type: none"> <li>◆ Human remains are properly stored</li> </ul>	<ul style="list-style-type: none"> <li>◆ Forensics Science Bureau</li> </ul>
Provide long-term storage	<ul style="list-style-type: none"> <li>◆ Human remains are properly stored</li> </ul>	<ul style="list-style-type: none"> <li>◆ Forensics Science Bureau</li> </ul>
Conduct temporary interment	<ul style="list-style-type: none"> <li>◆ Backlogs of human remains are rectified</li> </ul>	<ul style="list-style-type: none"> <li>◆ Forensics Science Bureau</li> </ul>
Conduct cremations	<ul style="list-style-type: none"> <li>◆ Backlogs of human remains are rectified</li> </ul>	<ul style="list-style-type: none"> <li>◆ Forensics Science Bureau/ Funeral Homes</li> </ul>
Conduct decedent family assistance services.	<ul style="list-style-type: none"> <li>◆ Immediate and ongoing services for surviving families are provided.</li> </ul>	<ul style="list-style-type: none"> <li>◆ DOH/ Forensics Science Bureau/ MHASA</li> </ul>

Resources	
<ul style="list-style-type: none"> <li>◆ Puerto Rico Department of Health: Assistance for State and Local Health               <ul style="list-style-type: none"> <li>○ Remains Identification and Processing</li> </ul> </li> <li>◆ DOH/ Mortuary Affairs Team               <ul style="list-style-type: none"> <li>○ Remains Identification and Processing</li> </ul> </li> <li>◆ Forensics Science Bureau Consultants Scientific Experts               <ul style="list-style-type: none"> <li>○ Remains Identification and Processing</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◆ Puerto Rico Department of Environment &amp; Natural Resources: DNER water/wastewater SMEs               <ul style="list-style-type: none"> <li>○ Remains Identification and Processing</li> </ul> </li> <li>◆ DOH teams               <ul style="list-style-type: none"> <li>○ Remains Identification and Processing</li> </ul> </li> <li>◆ Behavioral Health Care: MHASA mental health team(s)               <ul style="list-style-type: none"> <li>○ Crisis Counseling</li> </ul> </li> <li>◆ Puerto Rico Department of Family</li> </ul>

## Resources

- Crisis Counseling

## Execution Checklist

H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-24 H	8	DOH	ARMY Reserve Mortuary Unit, PREMB	Support Mass Fatality Management	Review and validate fatality management and mortuary operations strategies. Share these strategies with the other agencies.
-12 H	8	DOH	BEOC	Support Mass Fatality Management	Ensure the National Associations of Funeral Directors, Coroners, and Medical Examiners have been notified and asked to provide additional personnel surge capacity.
+24 H	6	FSB	DOH, PREMB, DMORT	Support Mass Fatality Management	Activate protocols in the FSB on mass fatality management as a preventive measure.
+24 H	8	DOH	Hospitals	Support Mass Fatality Management	Ask all hospitals to take a census of deaths in their hospitals every 12 hours
+24 H	8	FSB	DOH, PREMB, DMORT	Support Mass Fatality Management	Request direct and indirect event fatality reports from PREMB Zones
+24 H	8	DOH	FSB	Support Mass Fatality Management	Ask FSB for a census of bodies it is receiving every 12 hours
+24 H	8	DOH	DOH, Funeral Homes, FSB	Support Mass Fatality Management	Ask Funeral Homes to send censuses of bodies they are receiving every 12 hours
+24 H	8	DOH	DOH, Funeral Homes, FSB	Support Mass Fatality Management	Estimate necessary space for storage of corpses in hospitals, funeral homes and FSB
+24 H	8	DOH	ARMY Reserve Mortuary Unit	Support Mass Fatality Management	Request and deploy local and other agencies assets to support fatality management, if required.

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
+24 H	8	DOH	ARMY Reserve Mortuary Unit	Support Mass Fatality Management	Deploy the ARMY Reserve Mortuary Unit, as needed, due to mass casualties and/or remote areas.	
+72 H	13	DOH	DOH, FSB, Funeral Homes, PREMB	Fatality Management	Request report of direct or indirect deaths from the incident	
+72 H	13	DOH	DOH, SACA, FSB, Funeral Homes, PREMB	Fatality Management	Request a post-event funeral service report from the funeral home every 24 hours	
+72 H	13	DOH	DOH, SACA, FSB, Funeral Homes, PREMB	Fatality Management	Coordinate mass fatality management activities Identification of dead bodies	
+72 H	13	DOH	DOH, SACA, FSB, Funeral Homes, PREMB	Fatality Management	Identify alternate sites for storage of human bodies	
+72 H	6	FAMILIES	MHASA, DOH, American Red Cross, Tourism and State Department	Coordinate Establishment of Reunification Program	Coordinate hydration, meals, counseling and family reunification support as requested by Fatality Management Services Capability Group.	
+72 H	8	FSB	DOH, PREMB, DMORT	Fatality Management	Confirm the number of direct fatalities from the event by comparing the information collected through PREMB and DOH Send this information to FSB for actual accounting	
+72 H	8	FSB	DOH, PREMB, DMORT, PRNG	Fatality Management	Coordination of identification and handling of corpses, use of refrigerated trucks, morgues in hospitals, funeral homes and FSB.	
+72 H	8	FSB	DOH, PREMB, DMORT	Fatality Management	Activate DMORT units to receive potential increase of corpses in FSB facilities.	
+72 H	8	DOH	PREMB, NCF, FAMILIES	Fatality Management	Deployment of resources and preparation of the facility for activation of the Victim Information Center (VIC).	

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
≥30 D	8	DOH	FSB, PREMB, DMORT	Fatality Management	Establish contact with hospitals to report fatalities for reasons indirect to the event (deaths from lack of electricity in patients who depend on them for their livelihood, etc.)
≥30 D	8	FSB	DOH, PREMB, DMORT	Fatality Management	Conduct analysis in the FSB of how many people died for indirect reasons after the event (lack of medication, lack of oxygen or lack of treatment of pre-existing conditions)
≥30 D	11	DOA	SACA, USDA	Fatality Management	Resources for managing animal mortality.
≥30 D	13	DPS	DOH, FSB, Funeral Homes	Fatality Management	Identify procedures for management of human bodies

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Health and Medical ♦ Fatality Management ♦ Mortuary/post mortuary services ♦ Blood/Blood Products	♦ Environmental Response/Health and Safety ♦ Fatality Management Services	<b>Lead:</b> ESF 8  <b>Support:</b> ESF 5, ESF 6, ESF 7, ESF 11

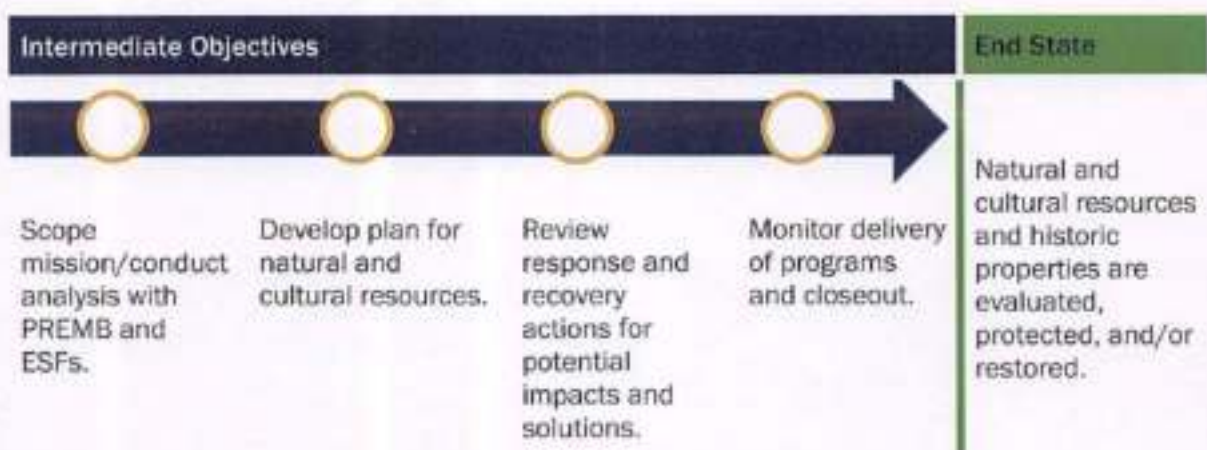
References
♦ National Response Framework (NRF), Fourth Edition, October 2019 ♦ Response Federal Interagency Operational Plan, Second Edition August 2016 ♦ National Response Framework (NRF) ESF #8 Public Health and Medical Services Annex (Jun 2016) ♦ National Disaster Recovery Framework (NDRF) Health and Social Services Recovery Support Function Concept of Operations Plan (Aug 2015)

## References

- ◆ Law 135 of 2020: Creation of the Forensics Science Institute
- ◆ Section 319 of the Public Health Service Act
- ◆ Lifeline Stabilization Guide
- ◆ Puerto Rico All-Hazards Plan, Base Plan
- ◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists

# Tab 1.15: Natural and Cultural Resources Protection and Restoration

**Purpose:** Ensure compliance with pertinent laws, regulations, and executive orders.



## Concept of Operations

The Puerto Rico Department of Natural and Environmental Resources (DNER), the Department of Agriculture, and the Institute of Culture of Puerto Rico organizes and coordinates local support for the protection of Puerto Rico's agricultural, natural, and cultural resources during emergencies. Facilitate development and application of measures and strategies to protect, preserve, conserve, rehabilitate, stabilize, and guide the recovery of natural and cultural resources and historic properties. Coordinate with ESF 10 on the removal of debris affecting natural and cultural resources and historic properties when that debris is contaminated by oil or hazardous materials. Provide technical advice on mitigating impacts of operations and recommend response actions to minimize damage to natural and cultural resources.

## Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency

**Planning Assumptions and Facts**

- ◆ Plans for the protection of natural and environmental resources are contemplated under the Multi-risk Plan of the DNER-Operational Plan for Catastrophic Incidents (2021)
- ◆ Facilitates resources in response to preserving natural resources from hazardous materials and resources for the protection and restoration of natural resources
- ◆ Natural and Cultural Resources and Historic Properties may be damaged during an incident.
- ◆ There will be damage to or loss of existing records.
- ◆ Assistance and expertise in addressing impacts to properties of traditional religious and cultural importance will be required.
- ◆ Whole community multiagency coordination with NGOs will be required to support movement of animal response resources, supplies and equipment.
- ◆ Coordinate local support for the protection of Puerto Rico’s agricultural, natural and cultural resources.
- ◆ Supply of meat, poultry, and processed egg products; may be impacted and ensure the protection of natural and cultural resources and historic properties during an actual or potential incident.
- ◆ Department of Agriculture will prepare a plan for the disposal of deceased livestock.

**Courses of Action (COAs)**

COA #	Description	End State
1	<b>Utilize Local Resources</b> – Utilize local resources as a primary capability	Natural and cultural resources and historic properties are evaluated, protected, and/or restored.
2	<b>PRNG Resources</b> – Utilize PRNG sourced resources to augment municipal, zone, and commonwealth resources	



Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Unified Coordination</p>	 <p>Activation and Deployment</p>	<ul style="list-style-type: none"> <li>◆ Deploy Liaisons</li> </ul>
 <p>Theater Opening and Logistics</p>	 <p>Establishing Resources</p>	<ul style="list-style-type: none"> <li>◆ Obtain Waivers</li> </ul>
 <p>Safety and Security</p>	 <p>Government Services</p>	<ul style="list-style-type: none"> <li>◆ Historical / Cultural Resources</li> </ul>
 <p>Health and Medical</p>	 <p>Public Health</p>	<ul style="list-style-type: none"> <li>◆ Epidemiological Surveillance</li> </ul>
 <p>Food, Water, Shelter</p>	 <p>Food</p>	<ul style="list-style-type: none"> <li>◆ Commercial Food Distribution</li> <li>◆ Commercial Food Supply Chain</li> </ul>
	 <p>Agriculture</p>	<ul style="list-style-type: none"> <li>◆ Animals and Agriculture</li> </ul>
<b>Essential Elements of Information</b>		
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p>		

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
	<ul style="list-style-type: none"> <li>◆ Reported or suspected hazardous material release incidents</li> <li>◆ Number of historic or natural landmarks in the impacted area</li> <li>◆ Emerging issues or concerns regarding endangered species</li> <li>◆ Any concerns regarding exotic animals</li> </ul>	

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PREMB	Coordinate local response and resources
DNER	Facilitates resources in response to preserving natural resources from hazardous materials and resources for the protection and restoration of natural resources.
SHPO	Facilitates coordination and protection of historic and cultural digital archives
DOA	Facilitates SMEs as well as resources for the protection and restoration of agriculture and livestock.

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Scope mission/conduct analysis with state and ESFs.	◆ Assessment of services gap analysis complete	◆ DNER
Develop plan for natural and cultural resources.	◆ Plan development implementation in progress	◆ DNER ◆ ICPR
Review response and recovery actions for potential impacts and solutions.	◆ Assessment and reprioritization of actions complete	◆ DNER
Monitor delivery of programs and closeout.	◆ Closeout of programs complete	◆ DNER

Resources
<ul style="list-style-type: none"> <li>◆ Department of Natural and Environment Resources (DNER)</li> <li>◆ Joint Information Center (JIC)</li> <li>◆ Department of Justice</li> <li>◆ The Institute of Culture of Puerto Rico</li> <li>◆ The State Office of Historic Preservation</li> <li>◆ U.S. Fish &amp; Wildlife Services</li> <li>◆ Environmental Protection Agency</li> </ul>

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
-72 H	11	DOA	PREMB	Deploy Incident Management Teams	Deploy personnel to support the IMAT, as needed, including DOA Animal and Plant Health Inspection Service (APHIS) Animal Care Technical Specialists to assist PR Department of Agriculture.
-72 H	5	PREMB	All	Operational Coordination	Determine the deployment posture for the Agency Liaisons to PREMB EOC's
-48 H	5	PR Planning Board	PREMB	Increase Sustainability and Resilience of Natural and Cultural Resources	Obtain flood insurance and sanctioned community information for Preliminary Damage Assessment.
-48 H	6	PREMB	FAMILIES	Support Feeding / Hydration Operations	Identify special dietary or cultural feeding requirements
-48 H	5	PREMB	PRNG, CAP	Information Collection plan	Mission assign USNG / CAP to assist with damage assessments
0 H	10	DNER	PREMB, SACA	Support HazMat Response	Deploy Hazardous Response Teams

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+24 H	5	TREASURY	PREMB	Obtain Waivers	Grant exemptions or waive local agency consultation requirements for evacuation and to carry personal relief supplies in support of relief efforts.
+36 H	10	DNER	PREMB	Support HazMat Response	Identify and provide locations of environmental health risks (e.g. gas, oil or other non-radioactive HAZMAT releases) that impact response operations.
+ 36 H	10	DNER	Vigilante Corps	Increase Sustainability and Resilience of Natural and Cultural Resources	Respond, rescue, and inspect potential impacts to marine ecosystems and marine mammals.
+48 H	10	DNER	PRASA, SACA	Support Water Utility Restoration	Conduct assessments of the water quality and water treatment facilities.
≥120 H	6	PREMB	FAMILIES	Support Feeding/ Hydration Operations	Support transition by ensuring nutritionally balanced meals are being produced and various cultural/medical dietary requirements are addressed.

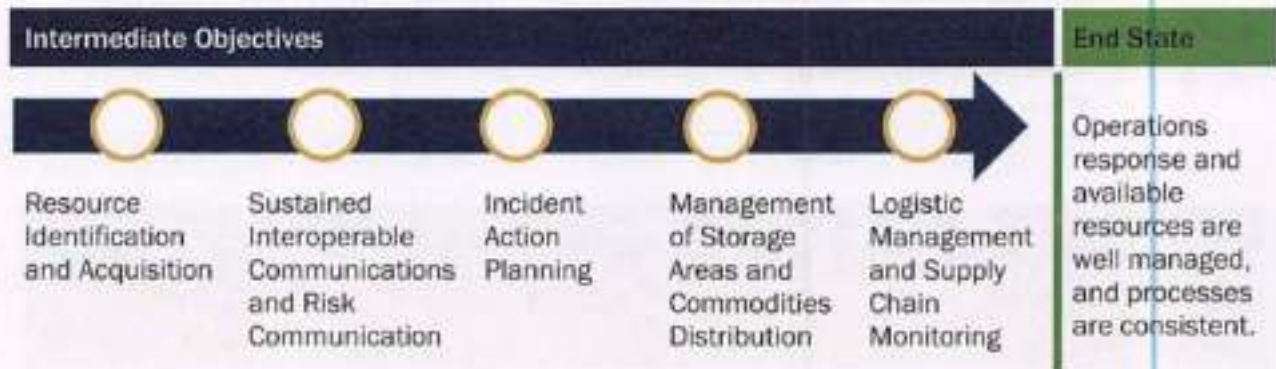
Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Unified Coordination ♦ Deploy Liaisons Theater Opening and Logistics ♦ Obtain Waivers	♦ Environmental Response/Health and Safety ♦ Critical Transportation	<b>Lead:</b> ESF 11  <b>Support:</b> ESF 1, ESF 2, ESF 3, ESF 5, ESF 6, ESF 7, ESF 10, ESF 14, ESF 15

## References

- ◆ Advisory Council on Historic Preservation
- ◆ Council of State Archivists
- ◆ Emergency Preparedness Initiative
- ◆ Intergovernmental Preparedness for Essential Records
- ◆ Foundation of the American Institute for Conservation Heritage Preservation
- ◆ Law 23 of 1972: Creation of Department of Natural Resources
- ◆ National Response Framework, Fourth Edition, October 2019
- ◆ Response Federal Interagency Operational Plan, Second Edition August 2016

# Tab 1.16: Operational Response

**Purpose:** To maintain operations in response after the catastrophic event. Consistency in the processes organized for the management, administration, and response coordination efforts with other agencies. Monitor adequate management of available resources.



## Concept of Operations

Operational response is the coordination of resources, information, and goods in support of a disaster response. A logistic support network was developed to supply the distribution points of municipal supplies (Pod's) that offer services to the citizens. The support network includes the establishment of a logistics unit, commonwealth and zone centers as an integral part of the network or system. Communication systems support the sharing of vital information and situational assessments through redundant systems that utilize commercial providers, radio towers, and satellite phones. The information provided from the logistics section and information from key stakeholders allows the creation of an incident action plan that will guide future operations in the subsequent operational period.









## Planning Assumptions and Facts

For this plan, the following considerations or assumptions were stated as a starting point in the planning process of this objective through the different stages of the emergency.

- ◆ Difficulty in supplying essential items
- ◆ Emergency Purchases
- ◆ Disturbances in the shelters
- ◆ Problem with the supply of items in the shelters
- ◆ Essential supplies are scarce (gas, food, water)

Courses of Action (COAs)		
COA #	Description	End State
1	Use organic PREMB staff to manage resources	Operations response and available resources are well managed, and processes are consistent
2	EMAC with non-Commonwealth personnel and resources to help manage resources	
3	Integrate Federal partners to assist with resource management	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Situational Awareness</p>	 <p>Coordination Calls and Information Sharing</p>	<ul style="list-style-type: none"> <li>◆ N/A</li> </ul>
 <p>Safety and Security</p>	 <p>Government Services</p>	<ul style="list-style-type: none"> <li>◆ Essential Government Functions</li> <li>◆ Government Offices</li> </ul>
 <p>Food, Water, Shelter</p>	 <p>Food</p>	<ul style="list-style-type: none"> <li>◆ Commercial Food Supply Chain</li> </ul>
 <p>Health and Medical</p>	 <p>Public Health</p>	<ul style="list-style-type: none"> <li>◆ Epidemiological Surveillance</li> <li>◆ Assessment/ Interventions/ Treatments</li> </ul>

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Communications</p>	 <p>Alerts, Warnings, and Messages</p>	<ul style="list-style-type: none"> <li>◆ Access to IPAWS (WEA, EAS, NWR)</li> </ul>
	 <p>Responder Communications</p>	<ul style="list-style-type: none"> <li>◆ LMR Networks</li> <li>◆ Disaster Emergency Communications</li> </ul>
 <p>Transportation</p>	 <p>Highway/Roadway</p>	<ul style="list-style-type: none"> <li>◆ Roads</li> <li>◆ Bridges</li> </ul>
	 <p>Maritime</p>	<ul style="list-style-type: none"> <li>◆ Ports and Port Facilities</li> </ul>
 <p>Hazardous Materials</p>	 <p>HAZMAT, Pollutants, Contaminants</p>	<ul style="list-style-type: none"> <li>◆ Oil/ HAZMAT/ Toxic Release Incidents from Non-Fixed Facilities</li> </ul>
<p><b>Essential Elements of Information</b></p> <p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>◆ Agency resources</li> <li>◆ Contact list for transporters and drivers</li> <li>◆ Inventory of available facilities</li> <li>◆ List of suppliers by contracts</li> </ul>		



Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
		<ul style="list-style-type: none"> <li>◆ Verify alternate communication capabilities</li> <li>◆ List of product storage areas</li> <li>◆ Inventory of items in the Warehouses</li> </ul>

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
GSA	Manage contracts, MOUs, and purchases of goods and resources
Gov	Share information and risks with the general population
PREMB	Manage the incident response and coordinate with supporting agencies
PRNG	Coordinate the distribution of resources and goods throughout the island
DOH	Assess risk for infections and share potential risks with key stakeholders
DNER	Assess and report possible contaminations and spills
DOA	Maintain distribution and supply of animal feed
PSC	Coordinate transportation of supplies through entry points to distribution
TREASURY	Maintain waivers of fees in order to streamline flow of goods
FAMILIES	Coordinate food purchase services

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Resource Identification and Acquisition	<ul style="list-style-type: none"> <li>◆ Requested resources are identified and sourced for distribution to impacted communities</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB/ GSA</li> </ul>

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Interoperable Communications	◆ Communications are reliable between municipalities, zones, and the Commonwealth	◆ NET
Incident Action Planning	◆ An incident action plan is developed for each operational period	◆ PREMB
Management of Storage Areas and Distribution	◆ Resources are managed, restocked, and distributed from ports of entry, to warehouses, to incident survivors.	◆ PRNG
Logistics Management and Supply Chain Monitoring	◆ Resources are tracked from RSAs and warehouses until commercial supply chain is restored.	◆ PRNG
Distribution of Information & Communication of Risks	◆ The public, agencies, and key stakeholders receive reports as key information is available	◆ PREMB/Gov

Resources	
◆ GSA	◆ Private Sector Stakeholders
◆ PRNG	◆ MIDF
◆ Local Emergency Managers	◆ PSC

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
+24 H	7	GSA	PREMB	Resource Identification	Conduct needs assessment of response resources
+24 H	7	GSA	PREMB	Resource Acquisition	Perform manual purchase order system with pre-identified

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
					purchase orders with pre-authorized numbers
+24 H	5	PREMB		Interoperable Communications	Perform radio and interoperability tests
+24 H	5	FAMILIES	PREMB	Incident Action Planning	Advance payment of food purchase services (PAN)
+24 H	5	PREMB		Management of Storage Areas and Distribution	Evaluate inventories in the resource and supply storage areas.
+24 H	16	PRNG	PREMB	Management of Storage Areas and Distribution	Begin distribution of essential materials and products to isolated communities that have been identified by municipalities
+24 H	5	TREASURY	PREMB	Logistics Management	Maintain waiver of TREASURY fees for up to 30 days to maintain flow of goods and supplies to the general population.
+24 H	5	PREMB	Community Hubs	Management of Storage Areas and Distribution	Activation and assembly of the Distribution Centers by the PREMB to the Community Hubs.
+24 H	5	PREMB	MIDF, MAPR	Supply Chain Monitoring	Needs assessment and coordination of generator and fuel equipment support to essential food distribution centers and supply chain
+24 H	All	All	All	Incident Action Planning	Locate employees who have not reported to work. Use the coordinates of their residences and send staff to verify the status of their employees
+24 H	5	Gov	PREMB	Distribution of Information & Communication of Risks	Share information among agencies and establishing risk communication systems to the public through the media
+24 H	All	All	All	Resource Identification	Process of identifying immediate needs
+24 H	All	All	All	Resource Identification	Use resources that were previously pre-positioned

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+24 H	5	PREMB	MAPR	Logistics Management	As soon as the USCG authorizes, maintain constant operations 24 hours to move the cargo out of the docks and facilitate the entry of cargo of Essential Products
+24 H	5	PREMB	MAPR	Logistics Management	Notification to trucker organizations of activation
+24 H	7	GSA	OGSP, TREASURY, GAR, Private Sector	Incident Action Planning	Activation of contracts from GSA or any other agency and/or collaborative agreements based on the first damage reports
+72 H	5	PREMB	MIDF, MAPR	Resource Identification	Evaluate inventory flow in fuel, water, food, medical, and other repair parts stores.
+72 H	5	PREMB	PRNG	Resource Identification	Open warehouses
+72 H	5	PREMB	PRNG	Resource Identification	Activation of the Staging Areas to deploy resources
+72 H	5	PREMB	PRNG	Resource Identification	Initiate distribution of Critical Equipment (Generators, water, food and fuel) to Critical Infrastructures
+72 H	5	PREMB	PSC, PRPA	Logistics Management	When the port is opened, assign Port and PSC personnel to supervise the disembarkation and movement of sea-land cargo
+72 H	5	PREMB	Community Hubs	Management of Storage Areas and Distribution	Continued operations of the Distribution Centers by PREMB to the Community Hubs.
+72 H	7	GSA	PREMB	Resource Acquisition	Follow up on emergency purchases
+72 H	7	GSA	PREMB	Resource Acquisition	Coordinate with GSA purchasing for services and resources needed during the response to the incident.
+72 H	7	GSA	All	Resource Acquisition	Carry out the process of emergency purchases.

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+72 H	7	GSA	PREMB	Resource Acquisition	If necessary, coordinate purchases with available suppliers even if they do not appear in GSA's Single Bidder Registry.
+72 H	5	PREMB		Interoperable Communications	Activate alternative communications systems such as Radio Frequency, Satellite Phones, portable repeaters and others if necessary.
+72 H	All	All	All	Interoperable Communications	Continue to test the communication system to verify functions
+72 H	5	PREMB	MAPR, Telecom	Interoperable Communications	Coordinate delivery of parts and equipment and supplies to rebuild communications towers and antennas.
+72 H	All	All	All	Incident Action Planning	Maintain the flow of incident management plans for periods as established in the EOC.
+72 H	All	PREMB	All	Incident Action Planning	Share incident management plans AIP
+72 H	All	All	All	Incident Action Planning	Coordinate and synchronize incident management plans with state and federal agency functions
+72 H	5	PREMB		Incident Action Planning	Assess resource needs and if these are not sufficient, request support from FEMA with additional resources
+72 H	All	PREMB	All	Incident Action Planning	Re-evaluate incident management plans as needed.
+72 H	5	PREMB	PRNG	Management of Storage Areas and Distribution	Relocate resource and supply storage areas if necessary, RSA
+72 H	5	PREMB	PRNG	Management of Storage Areas and Distribution	Establish an interoperable communication system with storage areas

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
+72 H	5	PREMB	PRNG	Management of Storage Areas and Distribution	Maintain flow of resources to storage areas to meet the needs of the site.	
+72 H	5	PREMB	PRNG	Management of Storage Areas and Distribution	Activation of PRNG for distribution of goods and essential items	
+72 H	16	PRNG	PREMB	Management of Storage Areas and Distribution	Coordinate support from the National Guard for the distribution of goods and essential items.	
+72 H	19	PREMB	PRNG, Community Hubs	Management of Storage Areas and Distribution	Coordinate with volunteer organizations for the distribution of goods and essential items.	
+72 H	5	PREMB	DOH, PRFD, PSC, HOUSING, DOE	Management of Storage Areas and Distribution	Activate the MOUs with food trucks that help in the preparation of food as a contingency measure but also to supply food to the general population.	
+72 H	5	PREMB	TREASURY	Logistics Management	Maintain a waiver of TREASURY fees for up to 30 days to maintain the flow of goods and supplies to the general population.	
+72 H	7	PSC	GSA, PREMB	Logistics Management	Maintain flow of carriers and freight forwarders at the docks 24/7.	
+72 H	5	PREMB	PSC, TREASURY	Supply Chain Monitoring	Supply resources so that private companies can mobilize supplies to all affected areas promptly through distributors, supermarkets, pharmacies, hardware stores, etc.	
+72 H	5	PREMB	PSC, DTPW	Supply Chain Monitoring	Maintain fuel supplies for mobilization of truckers.	
+72 H	11	DOA	PREMB	Supply Chain Monitoring	Help make animal feed available	

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
+72 H	7	GSA	All	Supply Chain Monitoring	Fueling official government vehicles at GSA fuel distribution points
+72 H	5	PREMB	PRNG	Incident Action Planning	Map coordinates of resource storage areas.
+72 H	5	PREMB	DTPW	Incident Action Planning	Map coordinates of addresses of affected public buildings, open shelters, collapsed bridges, blocked roads, dams, flooded areas, landslides, etc.
+72 H	5	PREMB	PRNG	Incident Action Planning	Map coordinates of supply distribution centers (community hubs).
+72 H	5	PREMB	PRPA, TREASURY, PSC	Logistics Management	Maintain flow of carriers and freight forwarders at the docks 24/7.
+72 H	5	PREMB		Distribution of Information & Communication of Risks	Verify areas affected by incident through preliminary damage assessment
+72 H	5	All	All	Distribution of Information & Communication of Risks	Determine level of risk to responders and the general population.
+72 H	10	DNER	PREMB	Distribution of Information & Communication of Risks	Inform about risks of contamination from chemical spills, toxins, decomposed corpses, dead animals, etc.
+72 H	5	Gov	PREMB	Distribution of Information & Communication of Risks	Inform citizens about flooded areas, fires in process, blocked roads, collapsed bridges, electric power infrastructure on the ground, etc.
+72 H	8	DOH	PREMB	Distribution of Information & Communication of Risks	Inform about possible outbreak of contagious diseases.
+72 H	5	PREMB	All	Distribution of Information &	Share risk information at all levels in the EDC, with GOB, Federal agency representatives.

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
<b>Tasks</b>						
				Communication of Risks	agency heads, mayors and others.	
+72 H	5	PREMB	All	Distribution of Information & Communication of Risks	Share risk information with press officers in the JIC to prepare press releases.	
+72 H	5	PREMB	All	Distribution of Information & Communication of Risks	Maintain flow of information about risks and general situation at all levels.	
+72 H	5	PREMB	Private Sector	Logistics Management	Provide truckers with chassis exchange areas so they can continue to operate on the dock by establishing specific points to diversify cargo and create a second distribution point outside the dock to avoid congestion	
+72 H	5	PREMB	Private Sector	Logistics Management	Coordinate with MIDF the status of its partners and storage and collection capacities of goods from the dock	
+72 H	5	PREMB	MIDF	Supply Chain Monitoring	Provide support to re-establish the supply chain of wholesalers and supermarkets	
+72 H	5	PREMB	All	Distribution of Information & Communication of Risks	Identify isolated communities and geolocate them to establish land or air distribution plan	
+72 H	9	PREMB	PRNG, PRPD, USCG, DEA	Management of Storage Areas and Distribution	Assign air missions to deliver basic necessities to isolated communities. This will be done in coordination with the municipality to provide ground support	
+72 H	5	PREMB Zone	PREMB, Municipalities	Distribution of Information & Communication of Risks	Each PREMB zone will report on isolated communities and their commodity needs	
+72 H	5	PREMB	PSC, PRNG	Logistics Management	Assign truckers to the process of moving air cargo arriving at the	



Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
					Muniz Base and Aguadilla airport.
+72 H	5	PREMB	MIDF, PSC	Supply Chain Monitoring	Maintain supervision of the supply chain through the Wholesalers
+72 H	5	PREMB	DTPW, PSC	Management of Storage Areas and Distribution	Establish distribution routes and authorized Distribution Centers
+72 H	5	PREMB	PRNG	Management of Storage Areas and Distribution	Maintain constant supervision over the distribution of food, water and medicine
+72 H	7	GSA	PREMB, OMB, TREASURY	Supply Chain Monitoring	Each purchase order issued will be recorded and monitored to ensure that the supplier fulfills the order or service requested and receives payment.

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Safety and Security ♦ Government Services Communications ♦ Responder Communications ♦ Alerts, Warnings, and Messages	♦ Planning ♦ Operational Coordination ♦ Logistics and Supply Chain Management ♦ Operational Communications ♦ Public Information and Warning	<b>Lead:</b> PREMB  <b>Support:</b> ESF 1, ESF 7, ESF 8, ESF 16, ESF 17

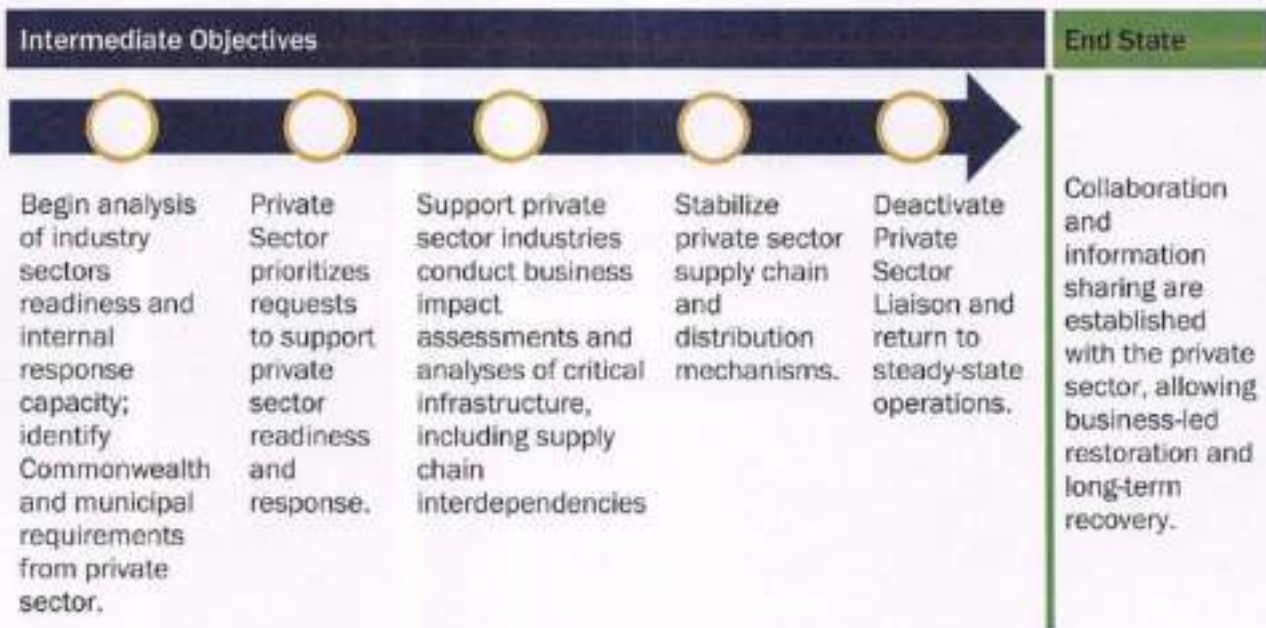
References
♦ Lifeline Stabilization Guide ♦ Puerto Rico All-Hazards Plan, Base Plan ♦ Puerto Rico All-Hazards Plan, Annex D: Logistics

References

- ◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists

# Tab 1.17: Private Sector Coordination

**Purpose:** Provide critical infrastructure data related to the sectors they represent and will be responsible for enabling efficient response and recovery operations during a catastrophic event. The Private Sector represents the following industry sectors: Transportation, Water, Energy, Financial Services, Chemical, Critical Manufacturing, Health, Food, Information Technology, Agriculture and Commerce



## Concept of Operations

The Private Sector EOC liaison (ESF 17) will coordinate all cross-sector response operations of the private sector with PREMB and municipalities consistent with all applicable laws, policies, and EOC guidance. Private sector organizations provide resources (through donations and/or with compensation) during an incident—including specialized teams, equipment, and advanced technologies—through local, public-private emergency plans, mutual aid agreements, or incident-specific requests from government and private sector volunteer initiatives.

The Private Sector EOC liaison will integrate analysis of requests for PREMB assistance to prevent cascading failures and assess the value of response assistance to sustain the private sector. The liaison will provide analytical support on private sector vulnerabilities and critical nodes to support pre-event planning and assist during events with situational

### Concept of Operations

awareness of infrastructure disruptions, modeling and simulation, and other assessment and analysis capabilities.

### Planning Assumptions and Facts


- ◆ A catastrophic event will overwhelm the Commonwealth's private sector internal response capacity requiring PREMB support and movement coordination.
- ◆ The largest customer for Temporary Emergency Power support in Puerto Rico is the water utility PRASA.
- ◆ Puerto Rico taxes goods kept in warehouses over four weeks, which limits the food inventory grocery providers keep in stock.
- ◆ Over 40% of the population relies on nutrition assistance, which depends on electricity and communications systems.
- ◆ Electrical power transmission and distribution systems are still vulnerable to any disaster or incident.
- ◆ Incidents can disrupt the Public Switched Telephone Network (PTSN), cellular networks, wide-area LMR networks and broadcast facilities that support first responder communications, internet connectivity, and broadcast transmission capability.
- ◆ Widespread road damage and debris may create difficulty in gaining access to critical government and private-sector critical infrastructure.





### Courses of Action (COAs)

COA #	Description	End State
1	<b>Private Sector</b> - Coordination within the private sector industries lead assessments pre & post-catastrophic disaster. MOUs between industries manage response efforts with PREMB coordination.	PREMB response support to the private sector will allow the return of businesses and stabilize cross-sector industries.
2	<b>Commonwealth Support</b> - The Private Sector Liaison coordinates with ESFs to identify statuses of Commonwealth agencies and companies to disseminate information and priorities resource allocation among the private sector.	

Courses of Action (COAs)		
COA #	Description	End State
3	<b>Federal Support</b> – ESF 17 coordinates with Private Sector Liaison in the Federal Incident Support structure to support industry resource requests.	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Unified Coordination</p>	 <p>Establishing Resources</p>	<ul style="list-style-type: none"> <li>Coordination is required with the Private Sector Coalition of Puerto Rico of 38 businesses and trade and professional organizations that reflect a majority of Puerto Rico's GDP.</li> </ul>
 <p>Situational Awareness</p>	 <p>Coordination Calls and Information Sharing</p>	<ul style="list-style-type: none"> <li>Conduct Coordination Calls</li> </ul>
	 <p>Planning and Analysis</p>	<ul style="list-style-type: none"> <li>Conduct Threat Analysis</li> </ul>
 <p>Safety and Security</p>	 <p>Government Services</p>	<ul style="list-style-type: none"> <li>Essential Government Functions</li> <li>Government Offices</li> <li>Historical / Cultural Resources</li> </ul>
	 <p>Food</p>	<ul style="list-style-type: none"> <li>Commercial Food Distribution</li> <li>Commercial Food Supply Chain</li> <li>Food Distribution Programs (Food Banks)</li> </ul>

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Food, Water, Shelter</p>	 <p>Shelter</p>	<ul style="list-style-type: none"> <li>◆ Commercial Facilities (e.g. hotels)</li> </ul>
 <p>Health and Medical</p>	 <p>Medical Care</p>	<ul style="list-style-type: none"> <li>◆ Hospitals</li> <li>◆ Dialysis</li> <li>◆ Pharmacies</li> <li>◆ Veterinary Services</li> <li>◆ Home Care</li> </ul>
	 <p>Medical Supply Chain</p>	<ul style="list-style-type: none"> <li>◆ Blood/Blood Products</li> <li>◆ Manufacturing</li> <li>◆ Distribution</li> <li>◆ Critical Clinical Research</li> <li>◆ Sterilization</li> <li>◆ Raw Materials</li> </ul>
 <p>Energy (Power &amp; Fuel)</p>	 <p>Fuel</p>	<ul style="list-style-type: none"> <li>◆ Refineries/ Fuel Processing</li> <li>◆ Fuel Storage</li> <li>◆ Pipelines</li> <li>◆ Fuel Distribution (e.g. fuel points, gas stations)</li> </ul>
 <p>Communications</p>	 <p>Infrastructure</p>	<ul style="list-style-type: none"> <li>◆ Wireless</li> <li>◆ Cable Systems and Wireline</li> <li>◆ Broadcast (Television and Radio)</li> <li>◆ Satellite</li> <li>◆ Data Centers / Internet</li> </ul>
	 <p>Financial Services</p>	<ul style="list-style-type: none"> <li>◆ Banking Services</li> <li>◆ Electronic Payment Processing</li> </ul>

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
		<ul style="list-style-type: none"> <li>◆ Roads</li> </ul>
		<ul style="list-style-type: none"> <li>◆ Oil &amp; HAZMAT Facilities (e.g. chemical, nuclear)</li> </ul>

### Essential Elements of Information

**Request for Information:** Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.

- ◆ Status and impacts on grocery stores
- ◆ Status and restoration details for existing food supply chains
- ◆ Status and availability of drinking water in retail stores
- ◆ Medical supply chain manufacturing status and impacts
- ◆ Commercial gas requirements and statuses
- ◆ Status of banks and electronic payment processes
- ◆ Merchant statuses in different industries

### Primary Organizations and Their Roles/Responsibilities

Organization	Roles and Responsibilities
Chamber of Marketing, Industry, and Distribution of Food (MIDF)	The Puerto Rico Chamber of Marketing, Industry, and Distribution of Food <i>Spanish: Cámara de Mercadeo, Industria y Distribución de Alimentos de Puerto Rico</i> (MIDF) is a private, voluntary, and non-profit <u>trade association</u> that advocates for the <u>food industry</u> and ancillary businesses in <u>Puerto Rico</u> .

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Asociación de Arrendadores de Bienes Inmuebles	The Association of Real Estate Lenders (AABI) is a non-profit institution founded in 1992. It was created to bring together all persons who directly or indirectly engage in the business of leasing real estate for residential and/or commercial use.
Latin American Business Council (CEAL)	The Latin American Business Council (CEAL) is a network of Latin American entrepreneurs. Its mission is to stimulate the participation of its members in trade patterns and cooperative exchanges in all areas in which the private sector can contribute to strengthening reciprocal ties and socioeconomic progress of nations. Regional integration is more likely to succeed when employers are actively involved. Thus, the institutional purpose of this organization is to stimulate private enterprise presence as an agent for change.
Puerto Rico Auto Importers Association	International Auto Importing association.
Pharmaceutical Industry Association	<i>PIA-PR gathers and represents research-based multinational pharmaceutical and biotechnology companies with operations on the island; Foster an environment that strengthens Puerto Rico's biopharmaceutical industry's <b>global competitiveness</b> and <b>improves healthcare outcomes</b> for its citizens; <u>Improve competitiveness to retain and attract operations to Puerto Rico, Improve Healthcare Outcomes, Build Social Capital, Build Strong Networks with Key Stakeholders</u> <u>Strengthen PIA's Position and Capabilities</u> <a href="https://piapr.org/">https://piapr.org/</a></i>
Puerto Rico United Retailers Association	The Puerto Rico Retailers Association (ACDET), was founded in 2010. The ACDET is the official mass retail industry association that represents a broad charter that includes an active government advocacy program, industry public relations, and numerous networking events. <a href="https://www.acdetpr.com/about-us">https://www.acdetpr.com/about-us</a>
Medicaid and Medicare Advantage Products Association of Puerto Rico	MMAPA, the Medicaid and Medicare Advantage Products Association, is a non-profit composed of the leading Medicaid and Medicare Advantage organizations in Puerto Rico: First Medical, Humana, MCS, MMM/PMC, Plan de Salud Menonita, and Triple-S Advantage. Founded in 2009, MMAPA advocates for increased government investment in the Puerto Rican health care system. <a href="https://mmapaor.org/aboutmmapa/">https://mmapaor.org/aboutmmapa/</a>



Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
Puerto Rico Shipping Association	<p>The Puerto Rico Shipping Association was founded in 1970. Following its inception, the association has grown to comprise a group of 28 companies dedicated to numerous sectors of the maritime business. Its tasks have expanded to include the representation of its membership in various socio-economic forums, as well as acting as a clearing house for numerous maritime-related initiatives.</p> <p>During the past several years, the association has focused on improving port productivity, reducing operating costs and maintaining San Juan as the premier cruise ship home port in the Caribbean. The PRSA provides a forum for discussion on legislation, tourism development, ports, safety, security and other maritime industry issues.</p> <p><a href="http://navierospr.com/about/">http://navierospr.com/about/</a></p>
Puerto Rico Hotel & Tourism Association	<p>The PRHTA is an island-wide trade association which represents, protects, promotes, educates and informs its more than 400 corporate members, who together directly and indirectly employ more than 70,000 men and women throughout Puerto Rico. As the voice of Puerto Rico's hotels, restaurants and all other segments of our island's tourism industry, we are committed to helping our members achieve their key business objectives.</p> <p><a href="https://www.prhta.org/">https://www.prhta.org/</a></p>

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Begin analysis of industry sectors readiness and internal response capacity; identify Commonwealth and municipal requirements from private sector.	<ul style="list-style-type: none"> <li>◆ Coordination structures and implementation processes for departments and agencies are in place.</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> </ul>
Private Sector prioritizes requests to support private sector readiness and response	<ul style="list-style-type: none"> <li>◆ Resource requests or MOUs are submitted or activated.</li> </ul>	<ul style="list-style-type: none"> <li>◆ ESF 17</li> </ul>

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Support private sector industries conduct business impact assessments and analyses of critical infrastructure, including supply chain interdependencies	<ul style="list-style-type: none"> <li>Contractor-provided services are limited by the capacity of the private sector to support contract needs.</li> </ul>	<ul style="list-style-type: none"> <li>ESF 17</li> </ul>
Stabilize private sector supply chain and distribution mechanisms.	<ul style="list-style-type: none"> <li>Limited resource requests to support private sector.</li> </ul>	<ul style="list-style-type: none"> <li>ESF 17</li> </ul>
Deactivate Private Sector Liaison and return to steady-state operations.	<ul style="list-style-type: none"> <li>Response efforts stabilized.</li> </ul>	<ul style="list-style-type: none"> <li>PREMB</li> </ul>

Resources
<ul style="list-style-type: none"> <li>American Red Cross (ARC)</li> <li>External Affairs (EA)</li> <li>ESF 17 Liaison</li> <li>National Business Emergency Operations Center (NBEOC)</li> <li>Voluntary Organization Active in Disaster (VOAD)</li> </ul>

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
-96 H	17	PREMB	BEOC	Situational Awareness	Begin analysis, discuss and identify additional required resources
-96 H	17	PREMB	Tourism Company	Situational Awareness	Maintain lists of local businesses that have capabilities to respond to emergencies with basic services or products

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-96 H	17	PREMB	Tourism Company, Hotel Association	Businesses	Notify the hotels of the possible incident and confirm that they have activated their plans.
-96 H	17	PREMB	BEOC, Coalitions	Monitor Supply Chain	Request to the coordinators of the private companies a list of businesses that have capabilities for the distribution of fuel, food, water and medicine to be hired if necessary, by the state or FEMA
-48 H	17	PREMB	BEOC, GSA, NET	Communications	Establish communication with the main suppliers registered in the Single Register of Bidders to establish alternate methods of communication after the event if necessary
-48 H	17	PREMB	TREASURY, Gov, BEOC, Coalitions	Monitor Supply Chain	Order price "Freeze" of essential commodities
-36 H	17	PREMB	EOC Logistics & BEOC	Monitor Supply Chain	Order resources, activate contracts, mobilization of resources, pre-positioning of resources, emergency procurement, establish contact with the private sector and them to send an inventory of essential resources
-36 H	2	PREMB	NET	Communications	Verify if the Telecommunication company's emergency operational plans are activated
-24 H	17	PREMB	GSA, FEMA	Monitor Supply Chain	Request to the coordinators of the private companies a list of businesses that have capabilities for the distribution of fuel, food, water and medicine to be hired if necessary, by the state or FEMA

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
<p>Unified Coordination</p> <ul style="list-style-type: none"> <li>◆ Determine initial resources</li> <li>◆ Support BEOC coordination</li> </ul> <p>Theater Opening and Logistics</p> <ul style="list-style-type: none"> <li>◆ Source Transportation</li> </ul> <p>Situational Awareness</p> <ul style="list-style-type: none"> <li>◆ Conduct coordination calls</li> <li>◆ Conduct Threat Analysis</li> </ul> <p>Food, Water, Shelter</p> <ul style="list-style-type: none"> <li>◆ Food</li> </ul> <p>Communication</p> <ul style="list-style-type: none"> <li>◆ Communication Infrastructure</li> <li>◆ Finances</li> </ul>	<ul style="list-style-type: none"> <li>◆ Operational Coordination</li> <li>◆ Situational Assessment</li> <li>◆ Infrastructure Systems</li> <li>◆ Logistics and Supply Chain Management</li> </ul>	<p><b>Lead:</b> ESF 17</p> <p><b>Support:</b> ESF 1, ESF 2, ESF 3, ESF 7, ESF 8, ESF 12, ESF 15, ESF 19</p>

References
<ul style="list-style-type: none"> <li>◆ Lifeline Stabilization Guide</li> <li>◆ Puerto Rico All-Hazards Plan, Base Plan</li> <li>◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists</li> </ul>

# Tab 1.18: Restoration of Public Infrastructure

**Purpose:** Coordinate, provide and maintain shelter, food, safety and health services with continuous efforts to maintain care for the population.



## Concept of Operations

Restoration of Public Infrastructure is focused on the coordinated and proactive response between the state, and municipal governments, with the participation of the private sector and non-governmental organizations. The operational concept for this objective based on Phase 3 is;

- ◆ Recovery
- ◆ Critical Activity Task: Restoring Services to the Public
- ◆ Public Health
- ◆ Mental Health
- ◆ Epidemiological Surveillance
- ◆ Food and water suitable for consumption

◆ Shelter Management


**Planning Assumptions and Facts**


For the purposes of this plan, the following considerations or assumptions were taken as a starting point in the process of planning this objective through the different phases of the emergency.

- ◆ Condition of some shelters are unhealthy
- ◆ Provide psychological assistance to refugees
- ◆ Outbreaks of vomiting and diarrhea in some shelters
- ◆ Monitoring of water bodies
- ◆ Roads blocked by landslides and debris
- ◆ Mass Vaccination
- ◆ Some item stores remain inaccessible

**Courses of Action (COAs)**

COA #	Description	End State
1	<b>Local Infrastructure Repair Crews</b> – Utilization of local resources to stabilize damaged infrastructure using contracts, local private company's etc.	Reestablish critical infrastructure within the affected areas to support ongoing emergency response operations and a transition to recovery
2	<b>Local Memorandums of Understanding</b> – Utilize resources from MOUs and contracts to assist stabilization of infrastructure.	
3	<b>Federal Support</b> – Utilize OFA support, to employ their own capabilities and contracts to stabilize infrastructure.	

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
 <p>Unified Coordination</p>	 <p>Task Forces and Special Groups</p>	<ul style="list-style-type: none"> <li>◆ Create Joint Task Forces</li> </ul>
 <p>Safety and Security</p>	 <p>Law Enforcement Security</p>	<ul style="list-style-type: none"> <li>◆ Police Stations</li> <li>◆ Correctional Facilities</li> </ul>
	 <p>Fire Services</p>	<ul style="list-style-type: none"> <li>◆ Fire Stations</li> </ul>
	 <p>Government Services</p>	<ul style="list-style-type: none"> <li>◆ Emergency Operations Centers</li> <li>◆ Government Offices</li> <li>◆ Schools</li> <li>◆ Public Records</li> <li>◆ Historic/Cultural Resources</li> </ul>
 <p>Food, Water, Shelter</p>	 <p>Water</p>	<ul style="list-style-type: none"> <li>◆ Drinking Water Utilities (Intake, Treatment, Storage, and Distribution)</li> <li>◆ Wastewater Systems</li> </ul>
 <p>Health and Medical</p>	 <p>Medical Care</p>	<ul style="list-style-type: none"> <li>◆ Hospitals</li> <li>◆ Long-Term Care Facilities</li> <li>◆ Veterinary Services</li> </ul>
 <p>Energy (Power &amp; Fuel)</p>	 <p>Power</p>	<ul style="list-style-type: none"> <li>◆ Generation Systems</li> <li>◆ Transmission Systems</li> <li>◆ Distribution Systems</li> </ul>

Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
	 <p>Fuel</p>	<ul style="list-style-type: none"> <li>◆ Fuel Storage</li> <li>◆ Pipelines</li> <li>◆ Fuel Distribution (e.g., Gas Stations and Fuel Points)</li> </ul>
 <p>Communications</p>	 <p>Infrastructure</p>	<ul style="list-style-type: none"> <li>◆ Wireless</li> <li>◆ Cable Systems and Wireline</li> <li>◆ Broadcast (Television and Radio)</li> <li>◆ Data Centers/Internet</li> </ul>
 <p>Transportation</p>	 <p>Highway/ Roadway</p>	<ul style="list-style-type: none"> <li>◆ Roads</li> <li>◆ Bridges</li> </ul>
	 <p>Aviation</p>	<ul style="list-style-type: none"> <li>◆ Commercial (e.g. Cargo/Passenger)</li> <li>◆ General</li> </ul>
	 <p>Maritime</p>	<ul style="list-style-type: none"> <li>◆ Ports and Port Facilities</li> </ul>
<p><b>Essential Elements of Information</b></p> <p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>◆ Status of Commonwealth and other Agency EOCs</li> <li>◆ Status and impacts on essential government</li> <li>◆ Status of local government facilities and systems</li> </ul>		



Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
		<ul style="list-style-type: none"> <li>◆ Status and impacts related to Commonwealth leased facilities</li> <li>◆ Commonwealth facilities and resource locations</li> <li>◆ Estimates for temporary critical public buildings</li> </ul>

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
DOH	Public Health: mass vaccination
MHASA	Mental Health: peace line works properly
DOH	Epidemiological Monitoring: occurrences of diseases
DOH / PRDA	Water and food safe for consumption: they are suitable and not expired
PRDE / PRDH	Shelter Management: they are all capable of receiving refugees
PREMB	Coordinate and facilitate local response of resources to a disaster area. The Public Assistance Program provides supplemental disaster grant assistance for debris removal and disposal; emergency protective measures; and the repair, replacement, or restoration of disaster-damaged public facilities and the facilities of certain qualified private nonprofit organizations.
DOH	Provides situational awareness regarding needs at critical health care and other CIKR sector facilities.
PREPA / LUMA	Provides information concerning the energy restoration process such as projected restoration schedules, percent completion of restoration, geographic information on the restoration, and other information as appropriate.
DTPW	Provides technical expertise and assistance for repair and restoration of transportation infrastructure. Provides engineering personnel and support to assist in damage assessment, structural inspections, and restoration of the Nation's transportation infrastructure. Administers special funding that can be used for repair or reconstruction of major highway facilities as well as grant programs for transit systems and railroads that could be used for repair and rehabilitation of damaged infrastructure.

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PRDNER	Assists in identifying critical water and wastewater needs, including personnel, electrical power, and treatment chemicals.
PRNG	Support agency for ESF #3, providing technical assistance support during response activities.

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Perform site surveys and assessments to inform resource requests, conduct analysis, and determine the prioritization of infrastructure restoration.	◆ PDA Assessments complete	◆ ESFs
Coordinate with public and private sector infrastructure owners, operators, and partners to prioritize stabilization and restoration activities.	◆ Prioritization of stabilization and restoration activities are established.	◆ PREMB ◆ ESFs
Conduct planning in coordination with the public and private sectors to support incident objectives for stabilization and repair of essential infrastructure.	◆ Emergency repairs are complete	◆ PREMB ◆ ESFs ◆ Private Sector
Identify operational efficiencies between Federal agencies to enable a more unified, effective, and efficient restoration effort.	◆ Recovery coordination begins	◆ ESFs
Identify parameters and timeline for	◆ Timeline for demobilization of response resources and	◆ PREMB

Operational Assessment		
demobilization and transition to recovery.	mobilization of recovery resources is established	

Resources
<ul style="list-style-type: none"> <li>◆ Emergency Support Functions (ESFs)</li> <li>◆ Puerto Rico Department of Transportation (DTPW)</li> </ul>

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
Tasks					
≥30 D	6	PRDH	PREMB PRPD DOH	Shelter Management	Evaluate safety, health, capacity and welfare conditions in shelters to determine relocation of refugees.
≥30 D	6	PRDH	PREMB DOH EMS	Shelter Management	Transfer people with health needs and conditions to hospitals, health and/or care centers.
≥30 D	6	PRDH	PRDH PREMB	Shelter Management	Establish contact with family members of refugees to complete the process of family reunification.
≥30 D	6	MHASA	PRDH PREMB	Shelter Management	Provide mental and emotional health services and crisis management to people in shelters.
≥30 D	13	PRPD	PRDH	Shelter Management	Coordinate 24/7 security and protection for shelter residents.
≥30 D	6	PRDH	PREMB PRPD	Shelter Management	As Soon as it is possible for people to return to their homes, begin the demobilization process and close down shelters.
≥30 D	6	PRDH	PRDH	Shelter Management	To provide government structures and/or facilities such as factories for long-term shelter for people who are unable to

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
					return home and have no family members available to relocate.
≥30 D	6	DOE	PRDH PRFD DOE	Shelter Management	Begin cleaning and conditioning of shelters, cots, restrooms, kitchens, etc., to begin use of the facilities for the school year.
≥30 D	8	DOH	PREMB	Public Health	Coordinate mass vaccination activities to prevent the spread of contagious diseases by the Department of Health, health care providers, health insurance, and preventive health care institutions.
≥30 D	11.8	DOA DOH	DOA	Public Health	Continued monitoring of zoonotic diseases in communities, areas, rural areas & animal shelters
≥30 D	8	DOH	PREMB	Public Health	Educational campaign and prevention of infection with diseases such as leptospirosis.
≥30 D	8	DOH	PREMB	Public Health	Coordinate efforts and supply of medications and vaccines with the CDC and the Department of Health.
≥30 D	6	DOH	DOH PREMB	Public Health	Monitor senior centers, infants, shelters and schools to identify needs.
≥30 D	8	DOH	PREMB	Public Health	Maintenance and support to centers for dialysis patients.
≥30 D	8	DOH	PREMB	Public Health	Use of mobile preventive health service units to visit affected communities and in remote areas
≥30 D	8	DOH	PRNG OVAD MHASA	Public Health	Post-Event Mental Health - Identifying Needs
≥30 D	8	DOH	PREMB	Epidemiological Surveillance	Collection and Reporting of Data and Information from Hospitals, Health Centers and Health Professionals.

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
≥30 D	8	DOH	PREMB	Epidemiological Surveillance	Consolidate, process and analyze data
≥30 D	8	DOH	PREMB	Epidemiological Surveillance	Make recommendations for timely intervention
≥30 D	8	DOH	PREMB	Epidemiological Surveillance	Disseminate information on disease prevention measures to the public.
≥30 D	8	DOH	PREMB	Epidemiological Surveillance	Monitor and evaluate reported conditions in Hospitals and physicians' offices.
≥30 D	8	DOH	PREMB	Water and Food Preservation	Prevent food-borne illnesses and outbreaks
≥30 D	8	DOH	PREMB DNER PRASA, PREB	Water and Food Preservation	Keep water safe, particularly water from public utilities and private wells.
≥30 D	8	DOH	DNER DOA PREPA, LUMA, PRASA, PREB	Water and Food Preservation	Water quality monitoring.
≥30 D	8	DOH	PRASA, DNER	Water and Food Preservation	Coordinate with the state and federal Departments of Health, Agriculture, and Supply.
≥30 D	8	DOH	AMSSCA CRA PRNG	Post-Event Mental Health	Coordinate and maintain for as long as necessary a crisis intervention program for people affected by the disaster in conjunction with Health, AMSSCA, CRA, VOAD, Colleges of Social Workers, Professional Counselors, Psychologists and Psychiatrists.
≥30 D	8	DOH	AMSSCA CRA PRNG JIC	Post-Event Mental Health	Provide guidance and counseling through the news media, and social networks on how to care for and manage anxiety.

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
≥30 D	8	DOH	AMSSCA CRA PRNG	Post-Event Mental Health	Debriefing with mental health support for all disaster responders and workers (meeting after a mission, activity, event or process to discharge emotions).
≥30 D	5	PREMB	OVAD	Post-Event Mental Health	Promote the participation of churches and chaplaincies in orientation activities in the communities.

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Unified Coordination ♦ Create Joint Task Forces for Emergency Work	♦ Operational Coordination	<b>Lead:</b> ESF 5  <b>Support:</b> ESF All

References
♦ National Response Framework (NRF) ESF 8 Public Health and Medical Services Annex (October 2019) ♦ Lifeline Stabilization Guide ♦ Puerto Rico All-Hazards Plan, Base Plan ♦ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists ♦ National Response Framework, Fourth Edition, October 2019

# Tab 1.19: Temporary Emergency Power

**Purpose:** Provide Temporary Emergency Power Mission support, recommend power resource allocations, forecast future requirements, and provide the temporary emergency power common operating picture.



**Concept of Operations**

PREMB and government partners will assist in providing temporary emergency power to critical facilities (e.g., hospitals, water treatment plants, shelters, fire/police stations). ESF 12 should analyze and model the potential impacts on the electric power, oil, natural gas and coal infrastructures and determine the possible impacts a disruption has on other critical infrastructure.

PREMB will coordinate with PREPA and LUMA prior to landfall to assist in scoping potential temporary power requirements.

### Planning Assumptions and Facts






For this plan, the following considerations were taken or presumptions as a starting point in the planning process of this objective through the different stages of the emergency. This section should be updated to reflect changes in the environment before an event.

- ◆ Critical transportation hubs, such as airports, ports, and roadways are accessible to allow resource delivery, though access may be limited.
- ◆ PREMB disaster support requirements allow availability of personnel and resources to manage a large-scale, long-term emergency power mission.
- ◆ Communications capabilities allow for coordination of the temporary power mission.
- ◆ Vetting and procurement strategies are in place for generator providers and contractors.
- ◆ Generators, transformers, materials, parts, and fuel are sourced locally to the greatest extent possible.
- ◆ Generator installation may not begin for approximately 72 hours or more following the incident.
- ◆ Local government generator lease agreements are in place, which include maintenance and replacement provided by the owner

### Courses of Action (COAs)

COA #	Description	End State
1	<b>Power Response Teams</b> – Coordinate with PREPA and LUMA to send response teams to provide temporary power mission capability.	Spot generation at preidentified government facilities and PREMB Zone designated sites is no longer required, and temporary power resources are reallocated or demobilized as electrical utility service is restored to all customers.
2	<b>Contract Power Grid Readiness</b> – Have contracts in place to transport and install micro grid capabilities/mega-generator and have private vendors maintain them.	
3	<b>Use of the Emergency Power Requests</b> – Order emergency measures to protect and restore the reliability of the electrical grid.	



Lifeline Essential Elements of Information		
Lifeline / Coordinating Objectives	Components	Subcomponents
	 Planning and Analysis	<ul style="list-style-type: none"> <li>◆ Conduct Threat Analysis</li> </ul>
	 Power	<ul style="list-style-type: none"> <li>◆ Generation Systems</li> <li>◆ Transmission Systems</li> <li>◆ Distribution Systems</li> </ul>
	 Fuel	<ul style="list-style-type: none"> <li>◆ Fuel Storage</li> <li>◆ Fuel Distribution (e.g. fuel points, gas stations)</li> </ul>

**Essential Elements of Information**

Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.

- ◆ Areas of power outages
- ◆ Status of power generation facilities
- ◆ Status and amounts of spot generation resources
- ◆ Status of fuel resources for generators
- ◆ Identification and prioritization of critical infrastructure
- ◆ Assess an estimated time to response and recover

**Primary Organizations and Their Roles/Responsibilities**

Organization	Roles and Responsibilities
PREMB	Facilitates commonwealth response upon request

Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
DEDC	Lead and coordinate ESF 12, based on authority of the energy policy program.
PREPA	Provides assessments of electrical generation
LUMA	Provide assessments of electrical grid transmission and distribution
Highways Authority	Transportation of temporary energy resources
HTA	Provides situational awareness of impacts to the transportation infrastructure

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Coordinate and integrate resources between affected Municipalities and/or Zones; Develop sourcing solutions and champion re-allocation recommendations.	<ul style="list-style-type: none"> <li>◆ Assess the potential effects of the damage on an energy system in one geographic area to the energy supplies, systems, and components of other regions.</li> <li>◆ Assess emergency power requirements at facilities</li> <li>◆ Assess conditions and capabilities of existing emergency power generation equipment</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> <li>◆ ESFs</li> </ul>
Conduct future operational planning to enhance and focus mission execution and determine emerging requirements	<ul style="list-style-type: none"> <li>◆ Predictive commercial power outage assessment model estimates impact to critical infrastructure based on incident-specific variables.</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREPA</li> <li>◆ LUMA</li> <li>◆ BEOC Energy Sector</li> <li>◆ ESF 17</li> </ul>
Provide timely and accurate reporting of progress of power missions and key requirements.	<ul style="list-style-type: none"> <li>◆ Temporary power requests, installation, maintenance, and de-installation are tracked and communicated</li> </ul>	<ul style="list-style-type: none"> <li>◆ DEDC: EPP</li> </ul>

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Manage input and processing of PREMB Missions/Political Injects; facilitate specialized reporting requirements.	<ul style="list-style-type: none"> <li>◆ Power restoration timeline.</li> <li>◆ Grid stability and potential for new power outages.</li> </ul>	<ul style="list-style-type: none"> <li>◆ PREMB</li> <li>◆ DEDC: EPP</li> </ul>
Power generation, transmission, and distribution infrastructure repair priorities established and coordinated among utility restoration entities	<ul style="list-style-type: none"> <li>◆ Status of power restoration</li> </ul>	<ul style="list-style-type: none"> <li>◆ DEDC: EPP</li> <li>◆ PREPA</li> <li>◆ LUMA</li> <li>◆ PREMB</li> </ul>

Resources	
<ul style="list-style-type: none"> <li>◆ DEDC: EPP</li> <li>◆ PREPA</li> <li>◆ LUMA</li> <li>◆ DTPW</li> <li>◆ PREMB</li> </ul>	<ul style="list-style-type: none"> <li>◆ EMAC Resources</li> <li>◆ Energy Industry Partners</li> <li>◆ Deployable Tactical Operations Systems for communications</li> </ul>

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-96 H	12	DEDC	PREMB, PREPA, LUMA, BEOC	Energy	Initiate Energy Sector Industry Coordination Call.
-72 H	3	DEDC	PREMB, PREPA, LUMA, Zones, Municipalities	Logistics	Confirm Zone EOC's/Alternate EOC's power capabilities.
-72 H	12	DEDC	PREMB	Energy	Activate and deploy a Senior Energy Official (with appropriate skill set) to serve as the field-level commander.

Execution Checklist					
H+/-	ESF	Agency	Support Agency	Function	Task
<b>Tasks</b>					
-48 H	3	DEDC	PREPA, LUMA, PREMB	Public Works	Deploy power planning and response teams to support temporary emergency power
-48 H	5	PREMB	PREPA, LUMA, BEOC	Plans and Emergency Management	Work with PREPA/LUMA/BEOC Energy Sector to develop fueling strategies to support transportation operations and identify required waivers.
+12 H	5	PREMB	DTPW, DEDC, PREPA, LUMA, PRASA, NET, DOH	Plans and Emergency Management	Task ESF-3 to install generators for critical infrastructure, as requested by the Zones.
+12 H	12	DEDC	PREPA, LUMA, PREMB,	Energy	Ensure utilities can execute stabilization of energy.
+24 H	12	PREPA, LUMA	DEDC, PREMB	Energy	Conduct damage assessments of the power generation and distribution system.
+72 H	12	DEDC	Gov, PREMB	Energy	Establish priorities for the restoration of electric power services.
+72 H	12	PREPA, LUMA	DEDC, PREMB, OMB, GSA, TREASURY	Energy	Check inventories and request parts for network repairs.

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Energy (Power and fuel) <ul style="list-style-type: none"> <li>◆ Power</li> </ul> Food, water, shelter <ul style="list-style-type: none"> <li>◆ Water</li> </ul> Situational Awareness <ul style="list-style-type: none"> <li>◆ Conduct threat analysis</li> </ul>	<ul style="list-style-type: none"> <li>◆ Infrastructure Systems</li> <li>◆ Mass Care Services</li> <li>◆ Operational Coordination</li> <li>◆ Situational Assessment</li> </ul>	<b>Lead:</b> ESF 3  <b>Support:</b> ESF 5, ESF 7, ESF 12

#### References

- ◆ Lifeline Stabilization Guide
- ◆ Puerto Rico All-Hazards Plan, Base Plan
- ◆ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists
- ◆ Puerto Rico Energy Assurance Plan
- ◆ PREPA Emergency Operations Plan
- ◆ LUMA Emergency Response Plan

# Tab 1.20: Temporary Housing (Repair, Rental Assistance, and Direct Housing)

**Purpose:** Conduct analysis with housing task force.



**Concept of Operations**

The Temporary Housing (Repair, Rental Assistance, Direct Housing) line of effort supports the development of an initial temporary housing strategy to transition survivors from congregate to temporary housing alternatives and provides relocation assistance or interim housing for families unable to return to their pre-disaster homes. The assessment of preliminary housing impacts/needs identifies available options for temporary housing and plans for permanent housing solutions.

**Planning Assumptions and Facts**

For this plan, the following considerations were taken or presumptions as a starting point in the planning process of this objective through the different stages of the emergency. This section should be updated to reflect changes in the environment before an event.









- ◆ Commonwealth survivors may/will require temporary housing

### Planning Assumptions and Facts

- ◆ ESF 6 will provide life-sustaining services in congregate facilities that provide a safe, sanitary, and secure environment for individuals and households displaced by disasters, as well as support to survivors sheltering in place.
- ◆ Temporary housing programs may/will be utilized.
- ◆ Financial assistance will be provided to homeowners or landlords for the repair of their primary residence, utilities, and residential infrastructure.
- ◆ Housing resources from the private sector and other Federal agencies will be available to disaster survivors, including physically accessible housing options.
- ◆ Financial assistance may/will be provided to eligible disaster survivors for the rental of a housing resource.
- ◆ Transportation may/will be provided to assist individuals and families relocating outside of the disaster area.
- ◆ Payments directly to landlords for a rental resource on behalf of disaster survivors may/will be provided.
- ◆ Hotel/Motel rooms may/will be provided for temporary accommodations for eligible displaced survivors unable to return to their pre-disaster primary residence.

### Courses of Action (COAs)

COA #	Description	End State
1	Municipalities provide temporary housing	All eligible survivors are provided relocation assistance and/or interim housing solutions
2	Puerto Rico Government (HOUSING), National Guard, and/or Tourism Company provide interim housing	
3	Federal Government provides assistance to support housing mission	

Lifeline Essential Elements of Information			
Lifeline / Coordinating Objectives	Components	Subcomponents	
 <p>Unified Coordination</p>	 <p>Establishing Resources</p>	<ul style="list-style-type: none"> <li>◆ Determine Initial Resources</li> </ul>	
 <p>Safety and Security</p>	 <p>Community Safety</p>	<ul style="list-style-type: none"> <li>◆ Other Hazards</li> <li>◆ Protective Actions</li> </ul>	
 <p>Food, Water, Shelter</p>	 <p>Shelter</p>	<ul style="list-style-type: none"> <li>◆ Housing (e.g., Homes and Shelters)</li> </ul>	
 <p>Health and Medical</p>	 <p>Public Health</p>	<ul style="list-style-type: none"> <li>◆ Assessment/ Interventions/ Treatments</li> <li>◆ Human Services</li> <li>◆ Behavioral Health</li> </ul>	
Essential Elements of Information			
<p>Request for Information: Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>◆ Amount of displaced families</li> <li>◆ Number of case workers in the field</li> <li>◆ Amounts of damaged households requiring structural repairs</li> <li>◆ Availability of temporary housing resources (hotels, motels, long-term shelters)</li> <li>◆ Amounts of displaced pet population</li> <li>◆ Commonwealth reunification system activation and registrations</li> </ul>			



Primary Organizations and Their Roles/Responsibilities	
Organization	Roles and Responsibilities
PREMB	Deliver prioritize capabilities to implement housing solutions that effectively support the needs of survivors and contribute to the sustainability and resilience of the whole community
HOUSING	Leads the housing recovery and coordinates with FAMILIES and DOE during sheltering operations until temporary housing can be established. Enforces Fair Housing Act and ensures compliance with other applicable civil rights statutes.
VA	Provides VA-backed Mortgage Assistance and other Veterans Benefits during disasters

Operational Assessment		
Intermediate Objective	Key Indicator	Source of Indicator
Establish Housing Group and conduct analysis.	<ul style="list-style-type: none"> <li>Completed housing gap analysis and needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>ESF 6</li> </ul>
Develop housing plan (shelter to temporary).	<ul style="list-style-type: none"> <li>Comprehensive plan developed</li> </ul>	<ul style="list-style-type: none"> <li>ESF 6</li> </ul>
Initiate and monitor contracts for housing resources (assessment, inspectors, etc.).	<ul style="list-style-type: none"> <li>No significant issues with contract implementation, and all housing needs are being met in a timely and organized manner</li> </ul>	<ul style="list-style-type: none"> <li>ESF 6</li> </ul>
Provide survivors with temporary housing solution.	<ul style="list-style-type: none"> <li>Time to provide all survivors with temporary housing solutions</li> <li>Within (#) (time) of an incident; (#) people requiring temporary housing</li> </ul>	<ul style="list-style-type: none"> <li>ESF 6</li> <li>ESF 7</li> </ul>
Track and monitor housing needs and support their long-term housing plans	<ul style="list-style-type: none"> <li>Successful transition from short-term/intermediate recovery to long-term recovery programs</li> </ul>	<ul style="list-style-type: none"> <li>ESF 6</li> </ul>

Resources
<ul style="list-style-type: none"> <li>◆ Temporary Housing Units (THUs)</li> <li>◆ DTPW: Temporary housing subject matter experts</li> <li>◆ Voluntary Organizations Active in Disasters (VOADs)</li> <li>◆ Contract: Loghouse, memorandums of agreement (MOAs) / memorandum of understanding (MOUs)</li> </ul>

Execution Checklist						
H+/-	ESF	Agency	Support Agency	Function	Task	
Tasks						
-72 H	ESF 6	HOUSING	PREMB, FAMILIES, FEMA	Incident Action Plan	Start to identify short- and long-term housing options to support housing needs.	
+12 H	ESF 18	HOUSING	Gov, PREMB, FEMA, Dept. of Tourism	Planning	Identify anticipated support needs impacted by cascading effectors. Support could include federal housing missions	
+12 H	ESF 6	HOUSING	PREMB, FAMILIES, HOUSING, DOH, MHASA, FEMA	Planning	Begin to transition from Mass Care to temporary housing activities and permanent housing programs	
+12 H	ESF 18	HOUSING	BEOC, OMME, PREMB, Hotel Coalitions, Tourism Company	Lodging	Report available housing not damaged to PREMB, in coordination with PREMB Zones.	

Linkages		
Community Lifelines/ Objective Functions	Core Capabilities	ESF(s)
Food, Water, Shelter ◆ Shelter	<ul style="list-style-type: none"> <li>◆ Mass Care Services</li> <li>◆ Housing</li> </ul>	<b>Lead:</b> ESF 6  <b>Support:</b> ESF 5, ESF 7

### References

- ◆ Response Federal Interagency Operational Plan, Second Edition August 2016
- ◆ Recovery Federal Interagency Operational Plan Second Edition August 2016
- ◆ Puerto Rico All-Hazards Plan, Base Plan

# Appendix C-2: Acronyms

Acronym	Department/Agency Name
9-1-1	DPS: 9-1-1 Emergency Services Bureau
BEOC	Business Emergency
DCR	Department of Corrections and Rehabilitation
DEDC	Department of Economic Development and Corrections
DNER	Department of Natural and Environmental Resources
DOA	Department of Agriculture
DOE	Department of Education
DOH	Department of Health
DOJ	Department of Justice
DPD	Defender of the People with Disabilities
DPS	Department of Public Safety
DTPW	Department of Transportation and Public Work
DWHR	Department of Work and Human Resources
EMS	DPS: Emergency Medical
Familles	Department of Families
FSB	Forensics Science Bureau
GAR	Governor's Authorized Representative
Gov	Governor's Office
GSA	General Services Administration
Housing	Department of Housing
HTA	Highway and Transportation Authority
ITA	Integrated Transport Authority
JIC	Joint Information Center
MAPR	Manufacturers Association
MBA	Metropolitan Bus Authority

Acronym	Department/Agency Name
MHASA	Mental Health and Addiction Services Administration
MIDF	Chamber of Marketing, Industry, and Distribution of Food
MTA	Martime Transport Authority
OMB	Office of Management and Budget
PB	Planning Board
PBA	Public Building Authority
PRASA	Water and Sewer Services Authority
PREMB	DPS: Emergency Management Bureau
PREPA	Electric Power Authority
PRFD	DPS: Fire Department Bureau
PRIDCO	Industrial Development Company
PRITS	Puerto Rico
PRNG	National Guard
PRPA	Port Authority
PRPD	DPS: Police Bureau
PSC	Public Service Commission
NET	Telecommunications Bureau
Tourism	Tourism Company
Treasury	Department of Treasury

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