Annex C: Operations
Annex to PREMB Puerto Rico All-Hazards Plan

September 2021
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Division Director, Preparedness Division

Negociado para el Manejo de Emergencias y Administración de Desastres
PO Box 194140
San Juan, PR 00919-4140
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.

Nino Correa Filomeno
Acting Commissioner
Puerto Rico Emergency Management Bureau
Government of Puerto Rico
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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.
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♦ 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](image)

The primary objective of Community Lifelines¹ 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

¹ FEMA Lifeline Toolkit 2.0 – 2019
most fundamental services in the community that, when stabilized², 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.

² FEMA Incident Stabilization Guide – 2019
### Community Lifelines* | Related Response Core Capabilities**

**Safety and Security**
- On-scene Security, Protection, and Law Enforcement
- Fire Management and Suppression
- Mass Search and Rescue Operations
- Public Health, Healthcare, and Emergency Medical Services
- Fatality Management Services
- Environmental Response/Health and Safety
- Infrastructure Systems

**Food, Water, Sheltering**
- Mass Care Services
- Logistics and Supply Chain Management
- Infrastructure Systems

**Health and Medical**
- Public Health, Healthcare, and Emergency Medical Services
- Fatality Management Services
- Environmental Response/Health and Safety
- Infrastructure Systems

**Energy (Power & Fuel)**
- Infrastructure Systems

**Communications**
- Operational Communications
- Infrastructure Systems

**Transportation**
- Critical Transportation
- Infrastructure Systems

**Hazardous Waste**
- Environmental Response/Health and Safety
- Infrastructure Systems

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*Community Lifelines: The manner emergency managers assess and prioritize employment of capabilities to achieve stabilization.

**Core Capabilities: An interoperable means to characterize capabilities that may be assessed, built, or validated during preparedness or applied to response operations.

Figure 2: Community Lifelines and Related Core Capabilities
3.3. Deconstructing Community Lifelines

Each lifeline is composed of multiple components and subcomponents that help define the services that make up that lifeline:

- Components represent the general scope of services for a lifeline
- The components are further divided into relevant subcomponents that provide a granular level of enabling functions for the delivery of services to a community

Lifelines and components are fixed, but the subcomponents may be adjusted as necessary. It is important to note that not every incident will impact all lifelines or components.

Complementary products continue to be developed that can be used at any level to assist operations. These tools can simplify the situational awareness process in a response and visually display areas of focus for operations and logistics. Through the "Lifeline Mapping Tool" the current incident situation can be easily presented utilizing operational color coding that represents the current state of each lifeline, component and sub-component which facilitates the incident stability process. (Refer to Figure 4).

3.3.1. Assigning a Lifeline Condition

Assess lifeline conditions as incident circumstances evolve and over the course of response operations. A color designation represents a snapshot in time for that response operational period.
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.

![Lifeline Color Assignment Chart](#)

**Figure 5: Lifeline Color Assignment Chart**
Table 1: Lifeline Designation

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

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

<table>
<thead>
<tr>
<th>Applicable Standard Lines of Effort</th>
<th>Additional PREMB Lines of Effort</th>
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<tbody>
<tr>
<td>♦ Damage Assessment</td>
<td>✦ Natural and Cultural Resource Protection &amp; Restoration</td>
</tr>
<tr>
<td>♦ Debris Management</td>
<td>✦ Private Sector Coordination</td>
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<tr>
<td>♦ Evacuation, Reception, Re-entry, and Return</td>
<td>✦ Public Information and Warning</td>
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<tr>
<td>♦ Fatality Management</td>
<td>✦ Repairs or Augmentation to Infrastructure</td>
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<td>♦ Hazardous Materials</td>
<td>✦ Responder Security and Protection</td>
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<td>♦ Healthcare Systems Support</td>
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<td>♦ Medical Transportation</td>
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<td></td>
<td><strong>Operational Structure for Catastrophic Events</strong></td>
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<td><strong>Operational Response</strong></td>
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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

<table>
<thead>
<tr>
<th>Lifeline</th>
<th>Component</th>
<th>Sub-Component</th>
<th>Line of Effort</th>
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<tbody>
<tr>
<td>Law Enforcement</td>
<td>Law Enforcement</td>
<td>♦ Police Stations</td>
<td>Private Sector Coordination</td>
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<td>Safety</td>
<td>Site Security</td>
<td>♦ Law Enforcement</td>
<td>Responder Security and Protection</td>
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<td>Services</td>
<td>Correctional Facilities</td>
<td>♦ Site Security</td>
<td>Search and Rescue</td>
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<td>SAR</td>
<td>Local Search and Rescue</td>
<td>♦ Correctional Facilities</td>
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<td>Fire Services</td>
<td>Fire Stations</td>
<td>♦ Local Search and Rescue</td>
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<td>Firefighting Resources</td>
<td>♦ Fire Stations</td>
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<td>Lifeline</td>
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<td>Sub-Component</td>
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<td>Private Sector Coordination</td>
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<td>✦ Commercial food supply chain</td>
<td>Sheltering Operations</td>
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<td>✦ Food Distribution Programs</td>
<td>Mass Care and Shelter</td>
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<td>✦ Drinking Water Utilities</td>
<td>Pre-incident Evacuation and Sheltering</td>
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<td>✦ Wastewater systems</td>
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<td>✦ Commercial Water Supply</td>
<td>Temporary Housing (Repair, Rental Assistance, Direct Housing)</td>
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<td>✦ Housing (e.g. homes, shelters)</td>
<td>Evacuation, Reception, Re-entry, and Return</td>
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<td>✦ Commercial Facilities (e.g. hotels)</td>
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<td>✦ Animals and Agriculture</td>
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<td>Responders Security and Protection</td>
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<td>• Mortuary and post-mortuary services</td>
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<td>• Blood/Blood Products</td>
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<td>Medical Supply Chain</td>
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<td>Power</td>
<td>• Generation Systems</td>
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<td></td>
<td></td>
<td>• Transmission systems</td>
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<td></td>
<td></td>
<td>• Distribution Systems</td>
<td></td>
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<tr>
<td>Lifeline</td>
<td>Component</td>
<td>Sub-Component</td>
<td>Line of Effort</td>
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</tr>
<tr>
<td>Energy (Power &amp; Fuel)</td>
<td>Fuel</td>
<td>• Refineries / Fuel Processing</td>
<td>Temporary Emergency Power³</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fuel Storage</td>
<td>Repairs or Augmentation to Infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Pipelines</td>
<td>Restoration of Public Infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fuel Distribution (e.g., fuel points, gas stations)</td>
<td>Restore Critical Infrastructure</td>
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<td></td>
<td></td>
<td>• Off-shore Oil Platforms</td>
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</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td>• Wireless</td>
<td>Repairs or Augmentation to Infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cable Systems &amp; Wireline</td>
<td>Private Sector Coordination</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Broadcast (TV/Radio)</td>
<td>Public Information and Warning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Satellite</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Data Centers / Internet</td>
<td></td>
</tr>
<tr>
<td>Alerts, Warnings,</td>
<td>911</td>
<td>• Local Alert / Warning Ability</td>
<td></td>
</tr>
<tr>
<td>and Messages</td>
<td></td>
<td>• Access to IPAWS (WEA, EAS, NWR)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• NAWAS Terminals</td>
<td></td>
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<tr>
<td>911 and Dispatch</td>
<td>911 and Dispatch</td>
<td>• Public Safety Answering Points</td>
<td></td>
</tr>
<tr>
<td>Responder</td>
<td></td>
<td>• Dispatch</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td>• LMR Networks</td>
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</tr>
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<td></td>
<td></td>
<td>• Disaster Emergency Communications</td>
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</tr>
</tbody>
</table>

³ ESF #3 Pocket Guide 2019
<table>
<thead>
<tr>
<th>Lifeline</th>
<th>Component</th>
<th>Sub-Component</th>
<th>Line of Effort</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Financial</td>
<td>Banking Services</td>
<td></td>
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<td></td>
<td>Services</td>
<td>Electronic Payment Processing</td>
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<tr>
<td></td>
<td>Highway/</td>
<td>Roads</td>
<td>Debris Management</td>
</tr>
<tr>
<td></td>
<td>Roadway</td>
<td>Bridges</td>
<td>Damage Assessment</td>
</tr>
<tr>
<td></td>
<td>Mass</td>
<td>Bus</td>
<td>Repairs or Augmentation to Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Transit</td>
<td>Rail</td>
<td>Operational Response</td>
</tr>
<tr>
<td></td>
<td>Transportation</td>
<td>Ferry</td>
<td>Operational Structure for Catastrophic</td>
</tr>
<tr>
<td></td>
<td>Railway</td>
<td>Barge</td>
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<td></td>
<td></td>
<td>Freight</td>
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<tr>
<td></td>
<td></td>
<td>Passenger</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Commercial (e.g. cargo or passenger)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>General</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Military</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Waterways</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ports and Port Facilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maritime</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oil &amp; HAZMAT Facilities (e.g. chemical, nuclear)</td>
<td>Hazardous Materials</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oil/HAZMAT/ Toxic Release from Facilities</td>
<td>Natural and Cultural Resource Protection &amp; Restoration</td>
</tr>
<tr>
<td></td>
<td>Hazards Materials</td>
<td>Oil/ HAZMAT/ Toxic Release Incidents from non-fixed facilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facilities</td>
<td>Radiological or nuclear incidents</td>
<td></td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Incident Operations</td>
<td>Post-Incident Operations</td>
<td>Recovery and Restoration Operations</td>
</tr>
<tr>
<td><strong>1a</strong></td>
<td><strong>2a</strong></td>
<td><strong>3a</strong></td>
</tr>
<tr>
<td>Monitor Threat</td>
<td>Elevated Threat</td>
<td>Long-Term Recovery Operations</td>
</tr>
<tr>
<td><strong>1b</strong></td>
<td><strong>2b</strong></td>
<td><strong>3b</strong></td>
</tr>
<tr>
<td>Credible Threat</td>
<td>Immediate Response</td>
<td>Recovery Program Delivery</td>
</tr>
<tr>
<td><strong>1c</strong></td>
<td><strong>2c</strong></td>
<td><strong>3c</strong></td>
</tr>
<tr>
<td>Immediate Response</td>
<td>Community Stabilization</td>
<td>Sustained Operations</td>
</tr>
<tr>
<td><strong>3a</strong></td>
<td><strong>3b</strong></td>
<td><strong>3c</strong></td>
</tr>
<tr>
<td><strong>Closeout</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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: severe 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

<table>
<thead>
<tr>
<th>Phase</th>
<th>Tasks by ESFs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1a -</td>
<td>✷ Conducting continuity planning with coordinating agencies</td>
</tr>
<tr>
<td>Normal Operations</td>
<td>✷ Ensuring linkages with the ESF leaders, liaison officers,</td>
</tr>
<tr>
<td></td>
<td>operations centers, and other departments and agencies</td>
</tr>
<tr>
<td></td>
<td>✷ Conducting training and exercises in preparation for a disaster</td>
</tr>
<tr>
<td></td>
<td>and applying lessons learned and best practices to operating procedures</td>
</tr>
<tr>
<td></td>
<td>✷ Continually reaching out to other local departments and agencies to</td>
</tr>
<tr>
<td></td>
<td>strengthen and practice communications</td>
</tr>
<tr>
<td></td>
<td>✷ Ordering and verifying inventory levels of personal protective</td>
</tr>
<tr>
<td></td>
<td>equipment and other mission-essential materials and supplies for response,</td>
</tr>
<tr>
<td></td>
<td>recovery, and mitigation</td>
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<tr>
<td></td>
<td>✷ Conducting ongoing hazard analysis, risk assessments, and</td>
</tr>
<tr>
<td></td>
<td>risk-mitigation activities</td>
</tr>
<tr>
<td></td>
<td>✷ Providing guidance and assistance for worker safety and health</td>
</tr>
<tr>
<td></td>
<td>to local, other agencies and the private sector</td>
</tr>
<tr>
<td></td>
<td>✷ Continuing to mitigate the risk through outreach, education,</td>
</tr>
<tr>
<td></td>
<td>and coordination with Commonwealth agencies of Puerto Rico and private-</td>
</tr>
<tr>
<td></td>
<td>sector stakeholders to better prepare for a disaster</td>
</tr>
<tr>
<td>Phase</td>
<td>Tasks by ESFs</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Phase 2a - Immediate Response/Life Safety       | ✷ Ensuring efforts to save and sustain lives, reduce human suffering, and provide resources and assistance to the commonwealth.  
    | ✷ Ensuring established governmental leadership, functions, and rule of law across affected jurisdictions  
    | ✷ Assisting to restore critical infrastructure quickly and efficiently  
    | ✷ Providing timely, useful, and accurate risk communications and public information to enable sustaining individuals, families, and organizations  
    | ✷ Providing for the protection of responders to maximize their health and safety and to ensure maintenance of response capabilities  
    | ✷ Assessing, characterizing, and mitigating environmental hazards  
    | ✷ Providing damage assessment teams to determine whether structures are safe to occupy and establish timelines for when infrastructure may be usable  
    | ✷ Activating and deploying on-call response elements  
    | ✷ Activating centers and groups for coordination and operations  
    | ✷ Activating ESFs  
    | ✷ Collecting, analyzing, and disseminating information for situational awareness and decision making  
    | ✷ Conducting preliminary damage assessments (PDAs) and rapid needs assessments (RNAs)  
    | ✷ Identifying available resources for search and rescue  
    | ✷ Identifying primary, secondary, and tertiary logistics staging areas  
    | ✷ Providing lifesaving and life-sustaining assistance  
    | ✷ Notifying PR and/or PREMB zones warehouses to prepare for shipment of resources to the affected area  
    | ✷ Coordinating all air, ground, and maritime movement of resources  
<pre><code>| ✷ Placing additional response elements on standby for upcoming activations |
</code></pre>
<table>
<thead>
<tr>
<th>Phase</th>
<th>Tasks by ESFs</th>
</tr>
</thead>
</table>
| Phase 2b - Community Stabilization | ♦ Debris removal and damage assessments  
♦ Providing essential public-health, medical, safety, and security services  
♦ Restoring basic infrastructure, such as interrupted utilities  
♦ Reestablishing transportation routes  
♦ Providing hydration, food, and shelter for those unable to fend for themselves  
♦ Collecting data, analyzing disaster impacts, assessing the severity of damage, and providing risk analysis and mitigation guidance to support decisions for response and recovery  
♦ Stabilizing community lifelines  
♦ Providing ongoing life-sustaining assistance  
♦ Providing and tracking capabilities as requested  
♦ Deploying all available response resources from pre-incident locations to operating locations  
♦ Sustaining comprehensive logistics support |
| Phase 2c - Sustained Response | ♦ Maintaining supply levels to sustain support of local response  
♦ Phasing out and rotating specialized response teams to minimize fatigue  
♦ Beginning demobilization of resources no longer needed  
♦ Prioritizing and planning community recovery and hazard-mitigation actions (for instance, developing a Recovery Support Strategy [RSS]) |
| Phase 3-1 Pre-Declaration Planning and Coordination | ♦ Support pre-disaster recovery planning  
♦ Develop Commonwealth government capabilities  
♦ Train and mentor incident workforce  
♦ Conduct recovery exercises, develop relationships, and build government capacity  
♦ Support joint preliminary damage assessments (PDA), and issue recommendations on disaster declaration request |
| Phase 3-2 Scope Recovery Requirements | ♦ Assign incident leadership  
♦ Initiate deployments consistent with staffing strategies  
♦ Determine field office needs  
♦ Conduct initial planning to determine government priorities and develop incident-specific recovery objectives |
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. Resources
Refer to Puerto Rico All-Hazards Base Plan

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.

<table>
<thead>
<tr>
<th>Line of Effort</th>
<th>Required Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>A description of the focus of the LOE.</td>
</tr>
<tr>
<td>Intermediate Objectives and End State</td>
<td>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.</td>
</tr>
<tr>
<td>Concept of Operations</td>
<td>A brief summary of the actions attributable to the LOE and certain aspects of the anticipated operational environment that this LOE will support.</td>
</tr>
<tr>
<td>Planning Assumptions and Facts</td>
<td>A few brief points to assist in the management of expectations, as responders prepare to support the incident.</td>
</tr>
<tr>
<td>Courses of Action (COA)</td>
<td>A COA is a scheme that explains how a Line of Effort can be accomplished, and what resources may be required.</td>
</tr>
<tr>
<td>Essential Elements of Information</td>
<td>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.</td>
</tr>
<tr>
<td>Line of Effort</td>
<td>Required Information</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Damage Assessment Line of Effort Primary Organizations and Their Roles and Responsibilities</td>
<td>A list of the responding organizations and their expected obligations in the response component of the LOE.</td>
</tr>
<tr>
<td>Operational Assessment</td>
<td>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.</td>
</tr>
<tr>
<td>Resources</td>
<td>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.</td>
</tr>
<tr>
<td>Execution Checklist</td>
<td>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.</td>
</tr>
<tr>
<td>Linkages</td>
<td>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.</td>
</tr>
<tr>
<td>References</td>
<td>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.</td>
</tr>
</tbody>
</table>

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
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.

Intermediate Objectives

- EOC activation using ICS structure
- Appoint State (Governor) Liaison
- Order resources and activate the private sector
- Interoperable communications established

End State

Joint incident action plan: release information and coordinating instructions

Operational structure is established where PREMB and other government agencies coordinate efforts for resource management.

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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Establish the operational structure for a catastrophic event, coordinating the organized response efforts for management, administration and recovery.</td>
<td>Operational structure is established where PREMB and other government agencies coordinate efforts for resource management.</td>
</tr>
<tr>
<td>2</td>
<td>EMAC from outside of Puerto Rico</td>
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<tr>
<td>3</td>
<td>Use federal resources to extend geographic and functional operations</td>
<td></td>
</tr>
</tbody>
</table>

Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>✶ N/A</td>
<td>✶ N/A</td>
<td>✶ N/A</td>
</tr>
<tr>
<td>Lifeline / Coordinating Objectives</td>
<td>Components</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Government Services</td>
<td></td>
</tr>
<tr>
<td>Community Safety</td>
<td>Flood Control, Other Hazards, Protective Actions</td>
<td></td>
</tr>
<tr>
<td>Food, Water, Shelter</td>
<td>Food Distribution Programs</td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>Drinking Water Utilities</td>
<td></td>
</tr>
<tr>
<td>Shelter</td>
<td>Housing (Homes and Shelters), Commercial Facilities (Hotels)</td>
<td></td>
</tr>
<tr>
<td>Health and Medical Medical Supply Chain</td>
<td>Manufacturing, Sterilization</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>Wireless, Cable systems &amp; Wirelines, Broadcast (TV/Radio), Satellite, Data Centers/Internet</td>
<td></td>
</tr>
</tbody>
</table>
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><img src="image" alt="Alerts, Warnings, and Messages" /></td>
<td>Access to IPAWS</td>
</tr>
</tbody>
</table>

### 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.

- Agencies resources
- Responders Contact List
- Inventory of available facilities
- List of suppliers for contracts
- Alternate communication capabilities
- Commodities inventory at staging
- Emergency procurement

### Primary Organizations and Their Roles/Responsibilities

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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS</td>
<td>Maintains required connections for pre-positioned medical resources</td>
</tr>
<tr>
<td>GSA</td>
<td>Maintains contracts and purchases needed resources</td>
</tr>
<tr>
<td>Tourism Dept.</td>
<td>Coordinates with tourism elements on the island including hotels</td>
</tr>
<tr>
<td>NET</td>
<td>Provides assessment of telecommunications infrastructure</td>
</tr>
</tbody>
</table>

### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activation of the EOC</td>
<td>✦ All interagency coordinators reported to EOC on time.</td>
<td>✦ PREMB</td>
</tr>
<tr>
<td>Appoint State Liaison</td>
<td>✦ Contact person name</td>
<td>✦ Governor</td>
</tr>
<tr>
<td>Order resources and activate private sector liaison</td>
<td>✦ Pre-established contracts activated and resources are bought. Private sector liaison is present in the EOC.</td>
<td>✦ PREMB</td>
</tr>
<tr>
<td>Interoperable Communications</td>
<td>✦ Interoperable communications activated and tested.</td>
<td>✦ All agencies &amp; Zones</td>
</tr>
<tr>
<td>Incident Action Plan Developed</td>
<td>✦ An Incident Action Plan is released and socialized</td>
<td>✦ PREMB &amp; ESFs</td>
</tr>
</tbody>
</table>

### Resources

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

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>PREMB</td>
<td>NET, Service Providers</td>
<td>Order resources and activate private sector liaison</td>
<td>Maintain and test communication systems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PREMB</td>
<td>PREMB Zones</td>
<td>Interoperable Communications</td>
<td>Revise the radio distribution inventory</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PREMB</td>
<td>All</td>
<td>Incident Action Plan</td>
<td>Initiate the development of the IAP based on the event</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All</td>
<td>PREMB</td>
<td>All</td>
<td>Revision of base plans and Just-in-time-training about the agency plans</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All</td>
<td>All</td>
<td>PREMB</td>
<td>Incident Action Plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gov</td>
<td>PREMB, PRNG</td>
<td>Activate ICS/EOC</td>
<td>Activate PR National Guard by Executive Order</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PREMB</td>
<td>Gov, DPS, NWS</td>
<td>Activate ICS/EOC</td>
<td>Partial activation of the EOC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PREMB</td>
<td>DPS, NWS</td>
<td>Activate ICS/EOC</td>
<td>Ensure that the EOC is in optimal condition</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All</td>
<td>All</td>
<td>PREMB</td>
<td>Activate ICS/EOC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All</td>
<td>All</td>
<td>NET, PREMB</td>
<td>Activate ICS/EOC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All</td>
<td>All</td>
<td>PREMB</td>
<td>Activate ICS/EOC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All</td>
<td>All</td>
<td>PREMB</td>
<td>Activate ICS/EOC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PREMB</td>
<td>NWS</td>
<td>Activate ICS/EOC</td>
<td>Maintain direct communication with NWS for updated information every 12 hours</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All</td>
<td>All</td>
<td>PREMB</td>
<td>Activate ICS/EOC</td>
</tr>
<tr>
<td>Tasks</td>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
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<td>--------</td>
<td>---------------</td>
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<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>DPS</td>
<td></td>
<td>Activate ICS/EOC</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>Gov</td>
<td>DPS</td>
<td></td>
<td>Appoint State Liaison</td>
</tr>
<tr>
<td>-72 H</td>
<td>11</td>
<td>PRASA, PREPA, LUMA</td>
<td>PREMB, OMME</td>
<td></td>
<td>Incident Action Plan</td>
</tr>
<tr>
<td>-72 H</td>
<td>All</td>
<td>All</td>
<td>PREMB</td>
<td></td>
<td>Incident Action Plan</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRITS</td>
<td></td>
<td>Information Management</td>
</tr>
<tr>
<td>-48 H</td>
<td>5</td>
<td>Gov</td>
<td>PREMB, PRNG</td>
<td></td>
<td>Activate ICS/EOC</td>
</tr>
<tr>
<td>-48 H</td>
<td>5</td>
<td>PREMB</td>
<td>All, NWS</td>
<td></td>
<td>Activate ICS/EOC</td>
</tr>
<tr>
<td>-48 H</td>
<td>5, 7</td>
<td>PREMB</td>
<td>GSA, TREASURY, BEOC</td>
<td></td>
<td>Order resources and activate private sector liaison</td>
</tr>
<tr>
<td>-48 H</td>
<td>5, 7</td>
<td>GSA</td>
<td>BEOC, PREMB</td>
<td></td>
<td>Order resources and activate private sector liaison</td>
</tr>
<tr>
<td>-48 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td></td>
<td>Order resources and activate private sector liaison</td>
</tr>
<tr>
<td>-48 H</td>
<td>All</td>
<td>NET</td>
<td>PREMB</td>
<td></td>
<td>Interoperable Communications</td>
</tr>
<tr>
<td>-48 H</td>
<td>5</td>
<td>NET</td>
<td>PREMB, KP4</td>
<td></td>
<td>Interoperable Communications</td>
</tr>
<tr>
<td>Tasks</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
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<td>-------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>-48 H</td>
<td>5</td>
<td>Gov</td>
<td>DPS</td>
<td>Interoperable Communications</td>
<td>Risk Communication to citizens on event surveillance</td>
</tr>
<tr>
<td>-48 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Incident Action Plan</td>
<td>Discuss operational plans, review resources, identify priorities and possible resources</td>
</tr>
<tr>
<td>-36 H</td>
<td>All</td>
<td>All</td>
<td>NWS</td>
<td>Activate ICS/EOC</td>
<td>Issue Event Warning</td>
</tr>
<tr>
<td>-36 H</td>
<td>All</td>
<td>All</td>
<td>NWS</td>
<td>Activate ICS/EOC</td>
<td>Total activation of the EOC</td>
</tr>
<tr>
<td>-36 H</td>
<td>5</td>
<td>All</td>
<td></td>
<td>Activate ICS/EOC</td>
<td>Activate Interagency and Private Enterprise Coordinators</td>
</tr>
<tr>
<td>-36 H</td>
<td>17</td>
<td>BEOC</td>
<td>PREMB</td>
<td>Activate ICS/EOC</td>
<td>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.</td>
</tr>
<tr>
<td>-36 H</td>
<td>5</td>
<td>PREMB</td>
<td>Municipalities</td>
<td>Activate ICS/EOC</td>
<td>Request mitigation reports from all areas</td>
</tr>
<tr>
<td>-36 H</td>
<td>All</td>
<td>All</td>
<td></td>
<td>Activate ICS/EOC</td>
<td>Request reports on potential risks and vulnerabilities from Zone offices of all commonwealth agencies</td>
</tr>
<tr>
<td>-36 H</td>
<td>All</td>
<td>All</td>
<td>Communication Providers</td>
<td>Activate ICS/EOC</td>
<td>Conduct communication tests with all zones and agencies</td>
</tr>
<tr>
<td>-36 H</td>
<td>All</td>
<td>GSA</td>
<td></td>
<td>Contract support, business associations, BEOC, TREASURY, GAR, OMB, PREMB, DOJ</td>
<td>Order resources, activate private sector liaison</td>
</tr>
<tr>
<td>-36 H</td>
<td>2</td>
<td>NET</td>
<td>BEOC</td>
<td>Order resources and activate private sector liaison</td>
<td>Order resources, activate contracts, mobilize resources, pre-position resources, emergency purchases, contact the private sector, request available resources from the private sector</td>
</tr>
<tr>
<td>-24 H</td>
<td>5</td>
<td>Gov</td>
<td>PREMB, NWS</td>
<td>Activate ICS/EOC</td>
<td>Solicit pre-disaster declaration or pre-emergency declaration</td>
</tr>
</tbody>
</table>
## Execution Checklist

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>-24 H</strong></td>
<td>All</td>
<td>Gov</td>
<td>PREMB, BEOC</td>
<td>Order resources and activate private sector liaison</td>
<td>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.</td>
</tr>
<tr>
<td><strong>-24 H</strong></td>
<td>5</td>
<td>GSA</td>
<td>TREASURY, GAR, OMB, PREMB, DOJ, BEOC</td>
<td>Order resources and activate private sector liaison</td>
<td>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.</td>
</tr>
<tr>
<td><strong>-24 H</strong></td>
<td>All</td>
<td>NET</td>
<td>All</td>
<td>Interoperable Communications</td>
<td>Field test and validate, Pre-positioned mobile units, and portable units.</td>
</tr>
<tr>
<td><strong>-24 H</strong></td>
<td>5</td>
<td>PREMB</td>
<td>NET</td>
<td>Interoperable Communications</td>
<td>Activation of authorized KP4 communicators.</td>
</tr>
<tr>
<td><strong>-24 H</strong></td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Interoperable Communications</td>
<td>Development of incident action plans for operational periods taking into account possible risks and impact.</td>
</tr>
</tbody>
</table>

## Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational Awareness</td>
<td>♦ Situational Awareness</td>
<td><strong>Lead:</strong> PREMB</td>
</tr>
<tr>
<td>♦ Conduct Coordination Calls</td>
<td></td>
<td><strong>Support:</strong> ESF 2, ESF 7, ESF 8, ESF 17</td>
</tr>
</tbody>
</table>
Appendix C-1, Tab 1.1: Operational Structure for Catastrophic Events

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.

**Intermediate Objectives**
- Activate Storage Locations
- Implement administration/equipment at RSA
- Identify transportation routes and resources
- Inventory of resources
- Inter-agency (ESF) resources

**End State**
- Regional Staging Areas established for the distribution of resources

**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.
Appendix C.1, Tab 1.2: Activate Staging Areas and Resources

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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Use PREMB organic assets to provide logistical transportation and distribution</td>
<td>Regional staging areas established for the distribution of resources</td>
</tr>
<tr>
<td>2</td>
<td>Use external logistic support to provide logistical transportation and distribution</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Use Federal assets to provide logistical transportation and distribution</td>
<td></td>
</tr>
</tbody>
</table>

Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><img src="image" alt="Unified Coordination" /></td>
<td>Determine Initial Resources</td>
</tr>
<tr>
<td></td>
<td><img src="image" alt="Establishing Resources" /></td>
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</tr>
<tr>
<td>Lifeline Essential Elements of Information</td>
<td>Components</td>
<td>Subcomponents</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>------------</td>
<td>---------------</td>
</tr>
<tr>
<td><strong>Lifeline / Coordinating Objectives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Theater Opening and Logistics</td>
<td>Responder Support</td>
<td>• Source Transportation</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Law Enforcement/ Security</td>
<td>• Law Enforcement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Site Security</td>
</tr>
<tr>
<td>Food, Water, Shelter</td>
<td>Food</td>
<td>• Commercial food distribution</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Commercial food supply chain</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Food Distribution Programs</td>
</tr>
<tr>
<td>Food, Water, Shelter</td>
<td>Water</td>
<td>• Drinking Water Utilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Commercial Water Supply</td>
</tr>
<tr>
<td>Health and Medical</td>
<td>Medical Supply Chain</td>
<td>• Blood/Blood Products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Manufacturing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Distribution</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Raw Materials</td>
</tr>
<tr>
<td>Energy (Power &amp; Fuel)</td>
<td>Fuel</td>
<td>• Fuel Storage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fuel Distribution (e.g. fuel points, gas stations)</td>
</tr>
<tr>
<td>Highway/Roadway</td>
<td></td>
<td>• Roads</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Bridges</td>
</tr>
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</table>
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>Maritime</td>
<td>• Ports and Port Facilities</td>
</tr>
</tbody>
</table>

### 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.

- Evacuation routes
- Capacity to transport people
- Inventory of Shelters
- Medical facilities resilience and sustainability
- Geographical vulnerability areas susceptible to landslides
- Vulnerable population: elderly/disabled
- Before the incident, Inventory of basic products
- Availability of resources and personnel

### Primary Organizations and Their Roles/Responsibilities

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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>TREASURY</td>
<td>Manage MOUs and temporary changes in tax collection</td>
</tr>
<tr>
<td>EMS</td>
<td>Coordinate resource inventory and supply of medical supplies</td>
</tr>
<tr>
<td>FAMILIES</td>
<td>Coordinate resource inventory of meals &amp; water for shelters</td>
</tr>
<tr>
<td>BEOC</td>
<td>Coordinate with the private sector for supply chains</td>
</tr>
<tr>
<td>GSA</td>
<td>Manage contracts and MOUs with key stakeholders</td>
</tr>
</tbody>
</table>

## Operational Assessment

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

## Resources

- Local Emergency Managers
- Logisticians
- National Guard Logistics Personnel
<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥120 H</td>
<td>5, 7</td>
<td>GSA</td>
<td>PREMB, TREASURY, OMB, GAR</td>
<td>Establish Logistics</td>
<td>Validate the MOU agreements; validate the inventories of suppliers of products for an emergency.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5, 7</td>
<td>GSA</td>
<td>PREMB, TREASURY, OMB, GAR</td>
<td>Establish Logistics</td>
<td>Validate MOUs with truckers and transport companies</td>
</tr>
<tr>
<td>≥120 H</td>
<td>1</td>
<td>PRPA</td>
<td>USCG</td>
<td>Establish Logistics</td>
<td>Validate that the docks can receive cargo around the island (Ceiba, Ponce, Mayagüez among others) as alternate loading access points</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>PREMB</td>
<td>Community Hubs</td>
<td>Establish Logistics</td>
<td>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.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>PREMB</td>
<td>OMME, Municipalities</td>
<td>Establish Logistics</td>
<td>Activate the (RSA's) Regional Staging Area - Regional warehouses where the Municipal authorities nearby can replenish their supplies</td>
</tr>
<tr>
<td>≥120 H</td>
<td>7</td>
<td>GSA</td>
<td>PSC, PREMB, CAR, OMB</td>
<td>Establish Logistics</td>
<td>Validate contracts with fuel distributors</td>
</tr>
<tr>
<td>≥120 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, PRPD</td>
<td>Establish Logistics</td>
<td>Evaluate the elements related to medical countermeasures that may be necessary in case of a reduction in the state reserve.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>PREMB</td>
<td></td>
<td>Establish Logistics</td>
<td>Check inventories of PREMB's existing warehouses</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>PREMB</td>
<td>GSA, FAMILIES, DOE,</td>
<td>Supply Chain</td>
<td>Prepare and inventory of the essential and emergency products in the state and federal warehouses. Request to FEMA the supplies as needed</td>
</tr>
<tr>
<td>≥120 H</td>
<td>8</td>
<td>DOH</td>
<td></td>
<td>Supply Chain</td>
<td>Monitor aspects related to safety, availability, and</td>
</tr>
<tr>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
<tr>
<td>-------</td>
<td>-----</td>
<td>--------</td>
<td>----------------</td>
<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>≥120 H</td>
<td>7</td>
<td>GSA</td>
<td>PREMB, PRFD, HOUSING, MAPR, MIDF, BEOC</td>
<td>Supply Chain</td>
<td>Review MOU and contracts with suppliers of basic products. Print supplier lists and print contracts.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>7</td>
<td>GSA</td>
<td>PSC</td>
<td>Supply Chain</td>
<td>Establish an MOU with suppliers and carriers.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>PREMB</td>
<td>DOH, PRFD, PSC, HOUSING, DOE</td>
<td>Supply Chain</td>
<td>Create MOUs with &quot;food trucks&quot; to provide hot meals in areas that have been isolated by the incident because they already have health and fire permits to operate.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>17</td>
<td>BEOC</td>
<td></td>
<td>Supply Chain</td>
<td>Request a list of pharmacies with the drugs they manufacture to prioritize the recovery support process to facilitate the supply chain of those drugs.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>PREMB</td>
<td>DOE</td>
<td>Supply Chain</td>
<td>Develop MOU with the Department of Education.</td>
</tr>
<tr>
<td>-96 H</td>
<td>17</td>
<td>BEOC</td>
<td>PREMB, MIDF</td>
<td>Supply Chain</td>
<td>Ask a private company to verify food inventories and provide the information.</td>
</tr>
<tr>
<td>-96 H</td>
<td>17</td>
<td>BEOC</td>
<td>PREMB, GSA</td>
<td>Supply Chain</td>
<td>Ask water bottling companies to verify bottled water inventories and provide the information.</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, BEOC</td>
<td>Supply Chain</td>
<td>Request drugstore inventories of essential drugs and provide the information.</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Red Cross</td>
<td>Supply Chain</td>
<td>Monitor the inventory of available blood resources and blood products.</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Supply Chain</td>
<td>Hospitals indicate they are checking drug inventories.</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Supply Chain</td>
<td>Hospitals, hospices, care centers, 330 preventive health centers and dialysis centers verify inventories of supplies and medications.</td>
</tr>
</tbody>
</table>
## Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Request the Department of Education to verify their food inventories in the school cafeterias</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DOE</td>
<td>PREMB</td>
<td>Supply Chain</td>
<td><strong>Request inventory at Food Program warehouses from public housing facilities operated by the Department of the Family.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>FAMILIES</td>
<td></td>
<td>Supply Chain</td>
<td><strong>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.</strong></td>
</tr>
<tr>
<td>-72 H</td>
<td>7</td>
<td>PSC</td>
<td>PREMB</td>
<td>Establish Logistics</td>
<td><strong>Request inventory of regular and refrigerated trucks available for cargo transportation</strong></td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>OMME</td>
<td>Establish Logistics</td>
<td><strong>Activation of agreements (MOU's) with Community Hubs</strong></td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td></td>
<td>Supply Chain</td>
<td><strong>Request actual inventories of commodities in PREMB warehouses</strong></td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRNG, GSA, DOE</td>
<td>Supply Chain</td>
<td><strong>Send warning of possible activation of the Distribution plan</strong></td>
</tr>
<tr>
<td>-72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, PRPD</td>
<td>Establish Logistics</td>
<td><strong>Review resource transportation elements related to medical countermeasures in case they need to be activated.</strong></td>
</tr>
<tr>
<td>-48 H</td>
<td>5</td>
<td>PSC</td>
<td>PREMB</td>
<td>Supply Chain</td>
<td><strong>Coordinate with carriers for meeting points and assign loading locations</strong></td>
</tr>
<tr>
<td>-48 H</td>
<td>18</td>
<td>TREASURY</td>
<td>PREMB</td>
<td>Establish Logistics</td>
<td><strong>Leave without temporary effect the collection of taxes in the docks with dispensation of up to</strong></td>
</tr>
</tbody>
</table>
## Execution Checklist

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

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### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unified Coordination</td>
<td></td>
<td>Lead: ESF 7</td>
</tr>
<tr>
<td>- Establishing Resources</td>
<td></td>
<td>Support:</td>
</tr>
<tr>
<td>- Transportation</td>
<td></td>
<td>ESF 1, ESF 5, ESF 8, ESF 18</td>
</tr>
<tr>
<td>- Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Bridges</td>
<td>Planning,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Operational</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coordination</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Situational</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assessment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Logistics and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Supply Chain</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management</td>
<td></td>
</tr>
</tbody>
</table>

### 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.

**Intermediate Objectives**

- Coordinate the development and delivery of emergency services and public messaging with affected municipalities, including the private sector and NGOs.
- Inform all affected segments of society by all means necessary, including accessible tools, providing critical information.
- Monitor, analyze, and validate incoming information.
- Deliver credible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions.

**End State**

Public messaging content and dissemination mechanisms have begun to transition to pre-incident levels.

**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)

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

Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational Awareness</td>
<td>Planning and Analysts</td>
<td>N/A</td>
</tr>
<tr>
<td>Lifeline / Coordinating Objectives</td>
<td>Components</td>
<td>Subcomponents</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Government Services</td>
<td>Emergency Operations Centers</td>
</tr>
<tr>
<td>Communications</td>
<td>Alerts, Warnings, and Messages</td>
<td>Essential Government Functions, Government Offices, Schools, Public Records, Historical / Cultural Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Local Alert / Warning Ability</td>
</tr>
<tr>
<td></td>
<td></td>
<td>National Warning System (NAWAS) Terminals</td>
</tr>
</tbody>
</table>

**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.

- Interoperable Communications Frequencies
- Copy of agreements between public agencies and non-governmental organizations (NGOs)
- Maps of susceptible/vulnerable areas
- Pre-written messages
- List of critical infrastructures
- Joint Information System procedures
- Joint Information Center location
### Primary Organizations and Their Roles/Responsibilities

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

### Operational Assessment

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

### Resources

- ESF-15 External Affairs (EA)
- ESF 17 Business and Industry Liaison
## Execution Checklist

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>PREMB</td>
<td>NWS</td>
<td>Threat Analysis</td>
<td>Monitor atmospheric systems.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>2</td>
<td>NET</td>
<td>PREMB, NWS</td>
<td>Threat Analysis</td>
<td>Establish interagency communication channels to share information.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>PREMB</td>
<td>BEOC</td>
<td>Critical Infrastructure</td>
<td>Establish MOUs with the critical infrastructure of high-risk private companies.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>DEDC</td>
<td>PREMB, MAPR, BEOC</td>
<td>Critical Infrastructure</td>
<td>Identify the operations and production of the private critical infrastructure to know its criticality.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>DEDC</td>
<td>PREMB, MAPR, BEOC</td>
<td>Critical Infrastructure</td>
<td>Understand the economic impact of the PR's Private Critical Infrastructure to establish response and recovery priorities.</td>
</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>DOH</td>
<td>Health Services Coalitions, H-BEOC, Hospital Association, Hospital Coalition</td>
<td>Critical Infrastructure</td>
<td>Monitor the status of facility profits.</td>
</tr>
<tr>
<td>-96 H</td>
<td>5</td>
<td>NWS</td>
<td>PREMB, Municipalities, Planning Board, DV</td>
<td>Threat Analysis</td>
<td>Identify communities susceptible to flooding for possible evacuation.</td>
</tr>
<tr>
<td>-96 H</td>
<td>2</td>
<td>PREMB</td>
<td>NET, NWS</td>
<td>Threat Analysis</td>
<td>Test the Integrated Public Alert &amp; Warning System (IPAWS) and the Emergency Alert System (EAS) to be ready in case of evacuations and other emergencies.</td>
</tr>
<tr>
<td>-96 H</td>
<td>3</td>
<td>DTPW</td>
<td>PREMB, DNER, Municipalities</td>
<td>Threat Analysis</td>
<td>Removal of debris from streets, avenues and bodies of water to prevent flooding from sewers, storm systems or bridges.</td>
</tr>
<tr>
<td>-96 H</td>
<td>2</td>
<td>PREMB</td>
<td>All</td>
<td>Critical Infrastructure</td>
<td>Establish communication with critical infrastructure to know status and needs.</td>
</tr>
<tr>
<td>-96 H</td>
<td>5</td>
<td>PREMB</td>
<td>FEMA, Planning Board</td>
<td>Threat Analysis</td>
<td>Maintain NFIP flood zone maps</td>
</tr>
<tr>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
<tr>
<td>------</td>
<td>-----</td>
<td>--------</td>
<td>----------------</td>
<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>-96 H</td>
<td>5</td>
<td>PREMB</td>
<td>FEMA, Planning Board</td>
<td>Threat Analysis</td>
<td>Share known and new flood zone maps with other agencies</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>Health Services Coalitions, Hospital Coalition, Hospital Association</td>
<td>Threat Analysis</td>
<td>Review existing maps of pre-positioned health facilities and resources.</td>
</tr>
<tr>
<td>-96 H</td>
<td>5</td>
<td>PREMB</td>
<td>DNER, BEOC, DEDC, NTSP</td>
<td>Threat Analysis</td>
<td>Maintain maps of location of Fuel Tanks</td>
</tr>
<tr>
<td>-96 H</td>
<td>5</td>
<td>PREMB</td>
<td>All</td>
<td>Communication of Risks</td>
<td>Verify MOUs on information exchange protocols across agencies.</td>
</tr>
<tr>
<td>-96 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Communication of Risks</td>
<td>Test information systems.</td>
</tr>
<tr>
<td>-96 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Communication of Risks</td>
<td>Test telecommunication systems.</td>
</tr>
<tr>
<td>-96 H</td>
<td>2</td>
<td>PREMB</td>
<td>PREMB Zones</td>
<td>Communication of Risks</td>
<td>Test the satellite communication systems of the 10 PREMB Zones,</td>
</tr>
<tr>
<td>-96 H</td>
<td>2</td>
<td>PREMB</td>
<td>PREMB Zones</td>
<td>Communication of Risks</td>
<td>Test the 100-watt radio system for voice communication of the 10 Zones</td>
</tr>
<tr>
<td>-96 H</td>
<td>2</td>
<td>PREMB</td>
<td>PRPD, PREMB Zones, Municipalities, PRFD, EMS</td>
<td>Communication of Risks</td>
<td>Test the Computer-Aided Dispatch (CAD) communication system</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>Hospitals, PREMB, OMME</td>
<td>Communication of Risks</td>
<td>Test the base radio system of all PR hospitals (private and public)</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>Hospitals, PREMB, OMME</td>
<td>Communication of Risks</td>
<td>Testing the PR hospitals' (public and private) alternative portable radio system</td>
</tr>
<tr>
<td>-96 H</td>
<td>2</td>
<td>PREMB</td>
<td>OMME</td>
<td>Communication of Risks</td>
<td>Test the satellite internet systems of the 78 municipalities</td>
</tr>
<tr>
<td>-96 H</td>
<td>2</td>
<td>PREMB</td>
<td>OMME</td>
<td>Communication of Risks</td>
<td>Test the 100-watt radio system for voice communication of the 78 municipalities</td>
</tr>
<tr>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
<tr>
<td>------</td>
<td>-----</td>
<td>--------</td>
<td>----------------</td>
<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>-96 H</td>
<td>13</td>
<td>PRPD</td>
<td>PREMB</td>
<td>Communication of Risks</td>
<td>Test the satellite communication systems of PRPD's 13 Command Stations</td>
</tr>
<tr>
<td>-96 H</td>
<td>4</td>
<td>PRFD</td>
<td>PREMB</td>
<td>Communication of Risks</td>
<td>Test the satellite communication systems in the regions of the Fire Department</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>EMS</td>
<td>PREMB</td>
<td>Communication of Risks</td>
<td>Test satellite communication systems in Emergency Medical Corps regions</td>
</tr>
<tr>
<td>-96 H</td>
<td>All</td>
<td>All</td>
<td>PREMB</td>
<td>Communication of Risks</td>
<td>Review of existing information material and preparation of necessary material.</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>Gov</td>
<td>Threat Analysis</td>
<td>Analyze the potential threat and begin the Risk Communication process</td>
</tr>
<tr>
<td>-72 H</td>
<td>18</td>
<td>PREMB</td>
<td>Gov, NWS</td>
<td>Threat Analysis</td>
<td>Start public bulletins on potential hazards and community preparedness.</td>
</tr>
<tr>
<td>-72 H</td>
<td>18</td>
<td>PREMB</td>
<td>Gov, NWS</td>
<td>Threat Analysis</td>
<td>Make bulletins about potential flood or hazard locations.</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>DPS, DTPW, DEDC, BEOC</td>
<td>Critical Infrastructure</td>
<td>Direct notification to Critical Infrastructure about potential hazard</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>DPS, DTPW, DEDC, BEOC</td>
<td>Critical Infrastructure</td>
<td>Establish reports every 12 hours on the critical infrastructure's systems.</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>NWS</td>
<td>Communication of Risks</td>
<td>Distribution of maps with possible trajectories in vulnerable areas</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>HOUSING, DOE, PRPD, Municipalities</td>
<td>Communication of Risks</td>
<td>Analysis of flood maps and potential evacuation areas.</td>
</tr>
<tr>
<td>-72 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Communication of Risks</td>
<td>Backup of critical information in external communication servers</td>
</tr>
<tr>
<td>-72 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Communication of Risks</td>
<td>Backup critical information on portable hard disks</td>
</tr>
</tbody>
</table>
## Execution Checklist

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

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

# Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/ Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>♦ Operational Coordination</td>
<td><strong>Lead</strong>: ESF 15</td>
</tr>
</tbody>
</table>
## Linkages

<table>
<thead>
<tr>
<th>Alerts, Warnings, and Messages</th>
<th>Public Information and Warning</th>
<th>Safety and Security</th>
<th>Situational Awareness</th>
<th>Support: ESF 2, ESF 5, ESF 17</th>
<th>Government Services</th>
</tr>
</thead>
</table>

## References

- 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.

<table>
<thead>
<tr>
<th>Intermediate Objectives</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess and stage general population transportation resources.</td>
<td>Safe evacuation and re-entry of survivors is complete and federal resources are no longer required.</td>
</tr>
<tr>
<td>Transport and/or evacuate survivors.</td>
<td></td>
</tr>
<tr>
<td>Track evacuees from embarkation hubs to shelters.</td>
<td></td>
</tr>
<tr>
<td>Conduct re-entry operations.</td>
<td></td>
</tr>
<tr>
<td>Demobilize transportation resources.</td>
<td></td>
</tr>
</tbody>
</table>

**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)

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

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational Awareness</td>
<td>Coordination Calls and Information Sharing</td>
<td>N/A</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Community Safety</td>
<td>Flood Control, Other Hazards, Protective Actions</td>
</tr>
<tr>
<td>Food, Water, Shelter</td>
<td>Shelter</td>
<td>Housing (Homes and Shelters), Commercial Facilities (Hotels)</td>
</tr>
</tbody>
</table>

### 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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREMB</td>
<td>Facilitates commonwealth response to evacuation and return of population</td>
</tr>
</tbody>
</table>
### Primary Organizations and Their Roles/Responsibilities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>DTPW</td>
<td>Coordinates the evacuation route clearance, including critical infrastructure operations</td>
</tr>
<tr>
<td>PRNG</td>
<td>Provides support to evacuation measures as needed</td>
</tr>
<tr>
<td>Local Municipality (OMME)</td>
<td>Provides support to evacuation measures</td>
</tr>
<tr>
<td>Department of Housing</td>
<td>Provides sheltering resources for inland evacuations</td>
</tr>
</tbody>
</table>

### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess and stage general population transportation resources.</td>
<td>♦ Projected number of displaced survivors.</td>
<td>♦ PREMB</td>
</tr>
<tr>
<td></td>
<td>♦ Current or anticipated municipality evacuation orders.</td>
<td>♦ Municipality Mayors</td>
</tr>
<tr>
<td>Transport and/or evacuate survivors</td>
<td>♦ Number of displaced survivors projected to need government transportation to host shelters.</td>
<td>♦ Municipalities</td>
</tr>
<tr>
<td></td>
<td>♦ Evacuations are effectively conducted and coordinated (e.g., host shelter support is available).</td>
<td></td>
</tr>
<tr>
<td>Track evacuees from embarkation hubs to shelters.</td>
<td>♦ Status of state evacuee tracking system.</td>
<td>♦ Municipalities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Zones / PREMB</td>
</tr>
<tr>
<td>Conduct re-entry operations.</td>
<td>♦ Shelter reports reflect the decline of occupants in shelters and a reduced number of shelters.</td>
<td>♦ PREMB</td>
</tr>
<tr>
<td></td>
<td>♦ Shellees are returning to their residences.</td>
<td>♦ Department of Housing</td>
</tr>
</tbody>
</table>
## Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demobilize transportation resources.</td>
<td>◦ Transportation resources are no longer needed to support evacuations.</td>
<td>◦ PREMB</td>
</tr>
<tr>
<td></td>
<td>◦ All survivors on manifests have been successfully moved.</td>
<td>◦ Municipalities</td>
</tr>
</tbody>
</table>

## Resources

- Transportation Vehicles
- Radio, IPAWS, etc. for Evacuation Messaging
- Personnel trained in assisting evacuees

## Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥120H</td>
<td>5</td>
<td>Planning Board</td>
<td>PREMB</td>
<td>General Population</td>
<td>Identification of floodable areas</td>
</tr>
<tr>
<td>≥120H</td>
<td>5</td>
<td>Planning Board</td>
<td>PREMB</td>
<td>General Population</td>
<td>Identification of areas susceptible to coastal hazards, landsides, collapse, etc.</td>
</tr>
<tr>
<td>≥120H</td>
<td>6</td>
<td>HOUSING</td>
<td>DOE, Municipalities, Zones, PREMB</td>
<td>General Population</td>
<td>Identification and certification of shelters</td>
</tr>
<tr>
<td>≥120H</td>
<td>6</td>
<td>HOUSING</td>
<td>HOUSING, PREMB, Zones</td>
<td>General Population</td>
<td>Notification of DOH staff responsible for support and monitoring visits to shelters.</td>
</tr>
<tr>
<td>-96H</td>
<td>6</td>
<td>HOUSING</td>
<td>DOE, PREMB, DPB (PBA), /OPMED</td>
<td>General Population</td>
<td>Prepare shelters</td>
</tr>
<tr>
<td>-96H</td>
<td>5</td>
<td>PREMB</td>
<td>9-1-1, 3-1-1, HOUSING</td>
<td>General Population</td>
<td>Provide list of 9-1-1 and 3-1-1 shelters for outreach to callers.</td>
</tr>
<tr>
<td>-96H</td>
<td>6</td>
<td>HOUSING, DOE</td>
<td>PREMB</td>
<td>General Population</td>
<td>Verification of equipment (cots) and essential services in shelter.</td>
</tr>
<tr>
<td>Task</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
<tr>
<td>------</td>
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</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>HOUSING</td>
<td>FRASA, PREMB, DOE</td>
<td>General Population</td>
<td>Clean and chlorinate of cisterns in shelters</td>
</tr>
<tr>
<td>-96 H</td>
<td>6</td>
<td>HOUSING</td>
<td>General Population</td>
<td>Identify a shelter manager and prepare shelters</td>
<td></td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Municipalities</td>
<td>Medical Evacuations</td>
<td>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</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, CT</td>
<td>Medical Evacuations</td>
<td>Supply hotel availability list</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Medical Evacuations</td>
<td>Consider if necessary, establishing medical shelters with a nursing staff in places such as the Convention Center, Pachin Vicens Stadium.</td>
</tr>
<tr>
<td>-96 H</td>
<td>6</td>
<td>CT</td>
<td>DOE, PREMB</td>
<td>Special Populations</td>
<td>Mobilization of foreigners and tourists</td>
</tr>
<tr>
<td>-96 H</td>
<td>5</td>
<td>9-1-1</td>
<td>PREMB</td>
<td>Special Populations</td>
<td>Communication system for deaf people instructions to call 9-1-1 or 3-1-1</td>
</tr>
<tr>
<td>-96 H</td>
<td>5</td>
<td>PREMB</td>
<td>DOH, FAMILIES</td>
<td>Special Populations</td>
<td>Carry out registration and census of special populations by municipality</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>Gov</td>
<td>PREMB, NWS</td>
<td>General Population</td>
<td>Public notification of potential eviction areas</td>
</tr>
<tr>
<td>-72 H</td>
<td>13</td>
<td>PRPD</td>
<td>PREMB, PM</td>
<td>General Population</td>
<td>Secure and protect shelters</td>
</tr>
<tr>
<td>-72 H</td>
<td>6</td>
<td>DOE</td>
<td>HOUSING, PREMB</td>
<td>General Population</td>
<td>Take inventory of food in school canteens that are shelters</td>
</tr>
<tr>
<td>-72 H</td>
<td>6</td>
<td>HOUSING</td>
<td>FAMILIES, PREMB</td>
<td>General Population</td>
<td>Make inventories of cots and personal hygiene products in the shelter</td>
</tr>
<tr>
<td>-72 H</td>
<td>6</td>
<td>DOE</td>
<td>HOUSING, PSC, PREMB, PRFD</td>
<td>General Population</td>
<td>Ensure that the shelter's dining room has full gas tanks and that</td>
</tr>
<tr>
<td>Execution Checklist</td>
<td></td>
<td></td>
<td></td>
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<td>---------------------</td>
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<tr>
<td><strong>H+/-</strong></td>
<td><strong>ESF</strong></td>
<td><strong>Agency</strong></td>
<td><strong>Support Agency</strong></td>
<td><strong>Function</strong></td>
<td><strong>Task</strong></td>
</tr>
<tr>
<td><strong>Tasks</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-72 H</td>
<td>6</td>
<td>DOE</td>
<td>OMME, HOUSING, PREMB</td>
<td>General Population</td>
<td>Activation of School Directors for possible opening of a shelter if necessary or requested by the Mayor</td>
</tr>
<tr>
<td>-72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, MAPR</td>
<td>Special Populations</td>
<td>DOH will check with dialysis centers to make sure they have enough supplies of essential materials for their patients for 10 days.</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>9-1-1</td>
<td>PREMB, DOH, FAMILIES, 3-1-1</td>
<td>Special Populations</td>
<td>Establish phone numbers for people with disabilities to call and indicate their information and special condition requiring assistance</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>OMME</td>
<td>PREMB, HOUSING, DOH</td>
<td>Special Populations</td>
<td>Notify municipalities of persons requesting evacuation service</td>
</tr>
<tr>
<td>-36 H</td>
<td>6</td>
<td>Mayors</td>
<td>HOUSING</td>
<td>General Population</td>
<td>Activation of shelter managers</td>
</tr>
<tr>
<td>-36 H</td>
<td>6</td>
<td>DOE</td>
<td>HOUSING, PREMB</td>
<td>General Population</td>
<td>Supply the shelters' canteens</td>
</tr>
<tr>
<td>-36 H</td>
<td>5</td>
<td>Gov</td>
<td>PREMB, PRPD, DPS</td>
<td>General Population</td>
<td>Notify vulnerable residents to be evicted</td>
</tr>
<tr>
<td>-36 H</td>
<td>6</td>
<td>DOE</td>
<td>Municipalities, PREMB</td>
<td>General Population</td>
<td>Activation of School Directors for possible opening of a shelter if necessary or requested by the Mayor</td>
</tr>
<tr>
<td>-36 H</td>
<td>6</td>
<td>OMME</td>
<td>HOUSING, FAMILIES, PREMB, PRNG</td>
<td>General Population</td>
<td>Coordinate transportation for the evacuated</td>
</tr>
<tr>
<td>-36 H</td>
<td>6</td>
<td>OMME</td>
<td>FAMILIES, PREMB, PRPD, PM’s</td>
<td>General Population</td>
<td>Carrying out evacuation from dangerous areas and transport to shelters</td>
</tr>
</tbody>
</table>
### Execution Checklist

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

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

### Linkages

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

### 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.

<table>
<thead>
<tr>
<th>Intermediate Objectives</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct analysis of security requirements</td>
<td>Establish a safe environment, meet protection needs, providing support to the affected population.</td>
</tr>
<tr>
<td>Establish a safe and secure environment in an affected area</td>
<td></td>
</tr>
<tr>
<td>Provide and maintain on-scene security and meet the protection needs of the affected population</td>
<td></td>
</tr>
<tr>
<td>Monitor ongoing security requirements</td>
<td></td>
</tr>
<tr>
<td>Law enforcement needs have been reviewed and assessed to determine demobilization</td>
<td></td>
</tr>
<tr>
<td>Monitor operations for compliance with appropriate health and safety requirements</td>
<td></td>
</tr>
</tbody>
</table>

**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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ESF 13 – Provides full protection for commonwealth resources in the impacted area(s)</td>
<td>Deployed Commonwealth resources have been re-tasked upon completion of mission assignments.</td>
</tr>
<tr>
<td>2</td>
<td>Contract Support – In the event of ESF 13 shortfalls, protection capability is augmented with contract solutions.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>PRNG – Title 32 is requested to provide augmentation to commonwealth and contract force protection.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>SOF/PROSHA – 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.</td>
<td></td>
</tr>
<tr>
<td>Lifeline / Coordinating Objectives</td>
<td>Components</td>
<td>Subcomponents</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Situational Awareness</td>
<td>Coordination Calls and Information Sharing</td>
<td>* N/A</td>
</tr>
</tbody>
</table>
| Safety and Security               | Police Stations
|                                  | Law Enforcement
|                                  | Site Security
|                                  | Correctional Facilities |
| Community Safety                  | Flood Control
|                                  | Other Hazards
|                                  | Protective Actions |
| Medical Care                      | Hospitals
|                                  | Dialysis
|                                  | Pharmacies
|                                  | Long-term Care Facilities
|                                  | VA Health System
|                                  | Veterinary Services
|                                  | Home care |
| Public Health                     | Epidemiological Surveillance
|                                  | Human Services
|                                  | Behavioral Health |

**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.

* Firefighting, search and rescue capabilities
## Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ National Guard Capacity and Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ PR Police, capacity and resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Census data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Port and Airport Capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Health Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Item and resource storage capacity</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Primary Organizations and Their Roles/Responsibilities

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

## Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct analysis of security requirements.</td>
<td>♦ Assessment Gap Analysis complete</td>
<td>♦ PRPD</td>
</tr>
<tr>
<td>Establish a safe and secure environment in an affected area.</td>
<td>♦ Number of deployments of security personnel and support staff complemented.</td>
<td>♦ PRPD / PRNG</td>
</tr>
</tbody>
</table>
### 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. |
| Monitor ongoing security requirements. | • Number of requests, deployments, and close outs received |
| Law enforcement needs have been reviewed and assessed to determine demobilization | • Transition to municipality law enforcement |
| Monitor operations for compliance with appropriate health and safety requirements. | • Inform all responders of safety and hazardous concerns |

### Resources

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

### Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>PROSHA, DWHR</td>
<td>Safety of Responders and Coordinators</td>
<td>Assess needs for equipment and personal safety procedures for responders</td>
</tr>
<tr>
<td>+24 H</td>
<td>All</td>
<td>All</td>
<td>PROSHA</td>
<td>Safety of Responders and Coordinators</td>
<td>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.</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>PROSHA</td>
<td>Safety of Responders and Coordinators</td>
<td>Issue reports of possible risks to the health and safety of the responders</td>
</tr>
<tr>
<td>Tasks</td>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
</tr>
<tr>
<td>----------------------------</td>
<td>------</td>
<td>-----</td>
<td>-------------------------------</td>
<td>----------------</td>
<td>----------</td>
</tr>
<tr>
<td>+24 H All All</td>
<td>PROSHA, DWHR</td>
<td>Safety of Responders and Coordinators</td>
<td>Ensure the availability and use of personal protective equipment during responders' operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+24 H 10 DNER</td>
<td>PRPD, PRFD, PREMB</td>
<td>Safety of Responders and Coordinators</td>
<td>Ensure that responders have all necessary personal protective equipment depending on the environmental emergency that arises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+24 H All PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Public Safety</td>
<td>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)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+24 H 10 DNER: Environmental Quality Office</td>
<td>PRPD, PRFD</td>
<td>Public Safety</td>
<td>Inform citizens of any HAZMAT event</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+24 H 13 PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Public Safety</td>
<td>Coordination of preventive patrols</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+24 H 13 PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Public Safety</td>
<td>Provide security at the fuel distribution centers in Yabucoa, Peñuelas, Guaynabo and Bayamón</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+24 H 13 PRNG</td>
<td>PRPD, TREASURY, DNER, DPS, DOJ, GSA</td>
<td>Public Safety</td>
<td>Provide security at shelters, with contact to Police Officers if needed for interventions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+24 H 13 PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Public Safety</td>
<td>Provide security at gas stations, ice plants, cell towers and critical infrastructure.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
<tr>
<td>------</td>
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<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>DOA, PREMB, PRASA</td>
<td>Food and Water Safety - Vector Control</td>
<td>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.</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>DOA</td>
<td>Food and Water Safety - Vector Control</td>
<td>Monitoring of resources and related products, as well as vector-borne diseases</td>
</tr>
<tr>
<td>+24 H</td>
<td>13</td>
<td>PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Perimeter Security or Impact Area</td>
<td>A security perimeter at the scene</td>
</tr>
<tr>
<td>+24 H</td>
<td>13</td>
<td>PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Perimeter Security or Impact Area</td>
<td>Report safety issues and hazards at the scene</td>
</tr>
<tr>
<td>+24 H</td>
<td>13</td>
<td>PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Perimeter Security or Impact Area</td>
<td>Apply Credentialing protocols</td>
</tr>
<tr>
<td>+24 H</td>
<td>13</td>
<td>PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Perimeter Security or Impact Area</td>
<td>Limit access by unrelated citizens</td>
</tr>
<tr>
<td>+24 H</td>
<td>13</td>
<td>PRPD</td>
<td>DTPW, PRNG, HTA PREMB</td>
<td>Perimeter Security or Impact Area</td>
<td>Establish access routes to the scene</td>
</tr>
<tr>
<td>+24 H</td>
<td>13</td>
<td>PRND</td>
<td>PRPD, PRFD, PREMB</td>
<td>Perimeter Security or Impact Area</td>
<td>Establish Staging Area (Resource and Storage Waiting)</td>
</tr>
<tr>
<td>+24 H</td>
<td>4</td>
<td>PRFD</td>
<td>PRASA, PREMB, 9-1-1</td>
<td>Firefighting</td>
<td>Coordinate availability of water for fire fighting</td>
</tr>
<tr>
<td>+24 H</td>
<td>4</td>
<td>PRFD</td>
<td>PRASA, PREMB, 9-1-1</td>
<td>Firefighting</td>
<td>Carry out firefighting missions</td>
</tr>
<tr>
<td>+24 H</td>
<td>1</td>
<td>DTPW</td>
<td>HTA PRPD, PRNG, PREMB, Contracts, Highways</td>
<td>Opening of Access Routes</td>
<td>Report condition of critical roadway blockages and bridge collapses</td>
</tr>
<tr>
<td>Tasks</td>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
</tr>
<tr>
<td>-------</td>
<td>------</td>
<td>-----</td>
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<td>---------------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td>+24 H</td>
<td>3</td>
<td>DTPW</td>
<td>HTA Contracts</td>
<td>Opening of Access Routes</td>
<td>Activate state or private brigades for access opening</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Coalitions</td>
<td>Medical Services</td>
<td>Evaluation of health facilities to determine which ones are operating with a generator, including dialysis facilities.</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Coalitions</td>
<td>Medical Services</td>
<td>Census of beds and medical services that have been affected, X-rays, dialysis, etc. are verified.</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Coalitions, PRASA</td>
<td>Medical Services</td>
<td>Coordinate delivery of water to dialysis facilities that are operational but do not have water.</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Medical Services</td>
<td>The status of the critical infrastructure of the Dept. of Health is verified.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>GSA</td>
<td>Safety of Responders and Coordinators</td>
<td>Coordinate gasoline supply and transportation to responders.</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>DWHR, PROSHA</td>
<td>Safety of Responders and Coordinators</td>
<td>Update relevant mission information and monitor the status of responders to provide you with the necessary protection resources.</td>
</tr>
<tr>
<td>+72 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Safety of Responders and Coordinators</td>
<td>Coordinate food distribution to responders and employees affected by the emergency.</td>
</tr>
<tr>
<td>+72 H</td>
<td>13</td>
<td>PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Public Safety</td>
<td>Provide escort to transportation of medicines, gasoline, water.</td>
</tr>
<tr>
<td>+72 H</td>
<td>13</td>
<td>PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Public Safety</td>
<td>Coordinate protection with private companies to critical infrastructure and public.</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>PRASA</td>
<td>OMME, PREMB, DOH, DOA, DNER</td>
<td>Food and Water Safety - Vector Control</td>
<td>Coordinate activities for the distribution of drinking water to...</td>
</tr>
<tr>
<td>Execution Checklist</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>---------------------</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>H+/-</strong></td>
<td><strong>ESF</strong></td>
<td><strong>Agency</strong></td>
<td><strong>Support Agency</strong></td>
<td><strong>Function</strong></td>
<td><strong>Task</strong></td>
</tr>
<tr>
<td><strong>Tasks</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>+72 H</strong></td>
<td>8</td>
<td>DOH</td>
<td>OMME, PREMB, DPS, DOA</td>
<td>Food and Water Safety - Vector Control</td>
<td>Use the available means to guide the people on prevention and care to combat zika, Chikungunya, dengue, leptospirosis, etc.</td>
</tr>
<tr>
<td><strong>+72 H</strong></td>
<td>13</td>
<td>PRPD</td>
<td>PRNG, TREASURY, DNER, DPS, DOJ, Security</td>
<td>Perimeter Security or Impact Area</td>
<td>Assessing the need for safety and security services</td>
</tr>
<tr>
<td><strong>+72 H</strong></td>
<td>4</td>
<td>PRFD</td>
<td>PRASA, PREMB, 9-1-1</td>
<td>Firefighting</td>
<td>Carrying out fire missions</td>
</tr>
<tr>
<td><strong>+72 H</strong></td>
<td>3</td>
<td>DTPW</td>
<td>HTA PRPD, PRNG, PREMB, Contracts, Highways</td>
<td>Opening of Access Routes</td>
<td>Geo-locate in GIS systems and maps the obstructions in roads and highways</td>
</tr>
<tr>
<td><strong>+72 H</strong></td>
<td>3</td>
<td>DTPW</td>
<td>HTA PRPD, PRNG, PREMB, Contracts, Highways</td>
<td>Opening of Access Routes</td>
<td>Geo-locate in GIS systems and maps the obstructions in roads and paths to the “Fuel Racks” around the Island.</td>
</tr>
<tr>
<td><strong>+72 H</strong></td>
<td>3</td>
<td>DTPW</td>
<td>OMME, Contracts, PRNG, PREMB</td>
<td>Opening of Access Routes</td>
<td>Establish alternate access routes to isolated communities</td>
</tr>
<tr>
<td><strong>≥30 D</strong></td>
<td>19</td>
<td>PREMB</td>
<td>All</td>
<td>Safety of Responders and Coordinators</td>
<td>Coordinate with volunteer staff for support tasks</td>
</tr>
<tr>
<td><strong>≥30 D</strong></td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Safety of Responders and Coordinators</td>
<td>Ensure coordination of alternate human resource availability for continuity of response</td>
</tr>
<tr>
<td><strong>≥30 D</strong></td>
<td>13</td>
<td>PRPD</td>
<td>PREMB</td>
<td>Public Safety</td>
<td>Convene volunteers and auxiliary police officers for traffic management assistance</td>
</tr>
<tr>
<td><strong>≥30 D</strong></td>
<td>13</td>
<td>DPS</td>
<td>PRPD, DOJ, NIE</td>
<td>Public Safety</td>
<td>Coordinate with the Department of Justice the availability of courtrooms, judges and prosecutors for the prosecution of offenders</td>
</tr>
</tbody>
</table>
# Execution Checklist

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

# Linkages

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

# References

- 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.

<table>
<thead>
<tr>
<th>Intermediate Objectives</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope mission/ conduct task analysis</td>
<td>Establish a safe environment; comply with the safety protection needs while supporting survivors.</td>
</tr>
<tr>
<td>Identify resources need in coordination with the EOC</td>
<td></td>
</tr>
<tr>
<td>Develop damage assessments by Zones</td>
<td></td>
</tr>
<tr>
<td>Information is collected and disseminated through various reports</td>
<td></td>
</tr>
<tr>
<td>Reassess until the incident period closeout</td>
<td></td>
</tr>
</tbody>
</table>

**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)

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

Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><img src="image" alt="Coordination Calls" /> and Information Sharing</td>
<td>❍ Conduct Coordination Calls</td>
</tr>
<tr>
<td><img src="image" alt="Strategic Awareness" /></td>
<td><img src="image" alt="Planning and Analysis" /></td>
<td>❍ Conduct Threat Analysis</td>
</tr>
</tbody>
</table>

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**

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

**Operational Assessment**

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope mission/conduct task analysis</td>
<td>Evaluation of what resources are available and if they will be exceeded</td>
<td>Damage summaries</td>
</tr>
<tr>
<td>Activate assessments for PDA information collection</td>
<td>Size and scope of the PDA mission</td>
<td>Requests for PDAs</td>
</tr>
<tr>
<td>Assign vehicles, personnel, communications, ICS documents, and</td>
<td>Disaster size and scope of the PDA mission</td>
<td>Zones &amp; OMME requests for PDAs</td>
</tr>
</tbody>
</table>
### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>responder food and water to PDA staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide JITT training for the evaluation of damage</td>
<td>♦ On duty damage assessment personnel deployed</td>
<td>♦ Deployment notice to call / deploy PDA staff</td>
</tr>
</tbody>
</table>

### Resources
- ♦ Local Emergency Managers
- ♦ PREMB support personnel and technical experts

### Execution Checklist

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

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Transportation Sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+24 H</td>
<td>1</td>
<td>PRPA</td>
<td>BEOC, Transportation Sector</td>
<td>Develop damage assessments by Branches</td>
<td>Damage assessment to airports</td>
</tr>
<tr>
<td>+24 H</td>
<td>3</td>
<td>PREMB</td>
<td>PREPA, LUMA, PRASA, DNER</td>
<td>Develop damage assessments by Branches</td>
<td>Damage assessment to the Dams of PRASA, PREPA, LUMA, and DNER</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>DOH</td>
<td>PREMB, OMME</td>
<td>Develop damage assessments by Branches</td>
<td>Perform damage assessments to hospitals, Hospice, care centers, 330 Medical centers and dialysis centers</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>Municipalities, FEMA</td>
<td>Coordination with EOC</td>
<td>Start the transmission of data from the municipalities to the PREMB Zones and the central EOC</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Coordination with EOC</td>
<td>Notify all hospitals, hospice, care centers, 330 medical centers &amp; dialysis centers significant damage and request immediate support</td>
</tr>
<tr>
<td>+24 H</td>
<td>11</td>
<td>PREMB</td>
<td>PRASA</td>
<td>Identify resources needed</td>
<td>Monitoring rivers levels</td>
</tr>
<tr>
<td>+72 H</td>
<td>3</td>
<td>DTPW</td>
<td>PREMB</td>
<td>Develop damage assessments by Branches</td>
<td>Evaluate roads, bridges, and highways</td>
</tr>
<tr>
<td>+72 H</td>
<td>12</td>
<td>PREPA, LUMA</td>
<td>PREMB</td>
<td>Develop damage assessments by Branches</td>
<td>Assess the damage to the electrical grid</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>Zone EOC</td>
<td>Develop damage assessments by Branches</td>
<td>Assess the damage to critical private infrastructure</td>
</tr>
<tr>
<td>+72 H</td>
<td>2</td>
<td>NET</td>
<td>PREMB</td>
<td>Develop damage assessments by Branches</td>
<td>Evaluation of Telecommunications critical infrastructure</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>Municipalities</td>
<td>Coordination with EOC</td>
<td>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</td>
</tr>
</tbody>
</table>
### Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Tasks</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td></td>
<td>Coordination with EOC</td>
<td>The PREMB EOC will prioritize support to municipalities depending on their impact and criticality</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td></td>
<td>Identify resources needed</td>
<td>Agencies should submit their preliminary damage assessment PREMB and identify the resources needed</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>DOE</td>
<td>Develop damage assessments by Branches</td>
<td>Perform Family census at shelters</td>
</tr>
</tbody>
</table>

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/ Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational Awareness</td>
<td>✦ Situational Awareness</td>
<td></td>
</tr>
<tr>
<td>✦ Conduct Coordination Calls</td>
<td>✦ Situational Awareness</td>
<td>Lead: PREMB</td>
</tr>
<tr>
<td>✦ Conduct Threat Analysis</td>
<td>✦ Situational Awareness</td>
<td>Support: ESF 1, ESF 8, ESF 12</td>
</tr>
</tbody>
</table>

### 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.

Intermediate Objectives

Scope mission/conduct task analysis with state and Emergency Support Functions (ESFs).

Develop incident-specific debris management plan.

Mobilize assets and conduct debris operations.

Identify and establish facilities for storage, reduction, and disposal.

Debris Management objectives are stabilized.

End State

Debris management plan mission, goal, and objectives are met.

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.
### 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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Commonwealth ESF Partners – To perform route and port debris clearance</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>PRNG – Utilize Title 32 resources to augment route clearance capacity</td>
<td>Debris management plan mission, goal, and objectives are met.</td>
</tr>
<tr>
<td>3</td>
<td>Contract – Utilize contracted resources to augment debris clearance capability</td>
<td></td>
</tr>
</tbody>
</table>

### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><img src="Image" alt="Highway" /></td>
<td>roads</td>
</tr>
<tr>
<td></td>
<td><img src="Image" alt="Bridges" /></td>
<td>bridges</td>
</tr>
<tr>
<td></td>
<td><img src="Image" alt="Aviation" /></td>
<td>commercial (e.g. Cargo/Passenger)</td>
</tr>
<tr>
<td></td>
<td><img src="Image" alt="Maritime" /></td>
<td>general military</td>
</tr>
<tr>
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<td><img src="Image" alt="Waterways" /></td>
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<tr>
<td></td>
<td><img src="Image" alt="Ports and Port Facilities" /></td>
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<tr>
<td></td>
<td><img src="Image" alt="Emergency Medical Services" /></td>
<td>emergency medical services</td>
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</table>
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Medical Public Health</td>
<td></td>
<td>Epidemiological Surveillance</td>
</tr>
</tbody>
</table>

### 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.

- Major closures and major impacts of roads and bridges
- Waivers needed for oversize and/or overweight restrictions
- Status of route clearance (amounts in cubic yards/miles/type/location)
- How many tunnels are closed
- Port Status

### Primary Organizations and Their Roles/Responsibilities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRPA / DTPW</td>
<td>Provides resources through contracts, statutory authority for debris in navigable waterways, and technical assistance to states.</td>
</tr>
<tr>
<td>PREMB</td>
<td>Coordinate commonwealth response</td>
</tr>
<tr>
<td>DTPW</td>
<td>Ascertain and facilitate critical transportation</td>
</tr>
<tr>
<td>PRNG</td>
<td>Facilitate large expeditious mission requirements</td>
</tr>
<tr>
<td>NOAA</td>
<td>Provide Marine Debris assessment</td>
</tr>
<tr>
<td>DNER</td>
<td>Provide wilderness crews to clear vegetative debris</td>
</tr>
</tbody>
</table>
### Operational Assessment

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

### Resources

- ♦ DTPW
- ♦ DNER
- ♦ NOAA
- ♦ PRNG
- ♦ PRPA
- ♦ USCG
- ♦ Contractor

### Execution Checklist

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
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<tbody>
<tr>
<td>+12 H</td>
<td>3</td>
<td>DTPW</td>
<td>Infrastructure Assets</td>
<td>Support Route Clearing</td>
<td>Assess route clearing and debris removal requirements.</td>
</tr>
</tbody>
</table>
### Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+12 H</td>
<td>1</td>
<td>USCG</td>
<td>PRPA</td>
<td>Establish Sea Bridge</td>
<td>Assess and repair seaports, including debris clearance, in coordination with the Puerto Rico Port Authority.</td>
</tr>
<tr>
<td>+24 H</td>
<td>10</td>
<td>PRPA</td>
<td>DTPW, PREMB</td>
<td>Support HazMat Response</td>
<td>DNER Strike Teams and other Oil/Hazmat Assessment, Response, and Removal teams, if needed.</td>
</tr>
<tr>
<td>+48 H</td>
<td>4</td>
<td>PRFD</td>
<td>PREMB, DTPW</td>
<td>Support Route Clearing</td>
<td>Mission Assign the Fire Department of Puerto Rico for route clearance support.</td>
</tr>
</tbody>
</table>

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Highway / Roadway / Motor Vehicle</td>
<td>• Critical Transportation</td>
<td>Lead: ESF 3</td>
</tr>
<tr>
<td></td>
<td>• Infrastructure Systems</td>
<td>Support:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ESF 1, ESF 4, ESF 5</td>
</tr>
</tbody>
</table>

### References

- ESF 3 - Public Works and Engineering Annex to National Response Framework
Tab 1.7: Debris Management

<table>
<thead>
<tr>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ SAFE Port Act 2006</td>
</tr>
<tr>
<td>♦ Law 23 of 1972: Creation of the Department of Natural and Environmental Resources</td>
</tr>
<tr>
<td>♦ Lifeline Stabilization Guide</td>
</tr>
<tr>
<td>♦ Puerto Rico All-Hazards Plan, Base Plan</td>
</tr>
<tr>
<td>♦ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists</td>
</tr>
</tbody>
</table>
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**

- 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.

**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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>On Island</strong> – Utilizing local, private, and commonwealth HAZMAT resources, regulate HAZMAT and debris utilizing on-island points of collection and disposal.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td><strong>Off Island</strong> - Utilizing Federal HAZMAT resources (EPA, USCG), regulate HAZMAT and debris utilizing off-island points of collection and disposal.</td>
<td>Appropriate plans are in place to support local and commonwealth officials for a smooth transition of stabilization of the Hazardous Material Lifeline.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Blended Approach</strong> - 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.</td>
<td></td>
</tr>
</tbody>
</table>

Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Food, Water, Shelter" /></td>
<td><img src="image" alt="Water" /></td>
<td>- Drinking Water Utilities (Intake, Treatment, Storage and Distribution)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Wastewater Systems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Commercial Water Supply Chain</td>
</tr>
</tbody>
</table>
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
</table>
| ![Facilities](image) | Facilities | - Oil and HAZMAT Facilities (Chemical and Nuclear)  
- Oil / HAZMAT / Toxic Incidents from Facilities |
| ![HazMat, Pollutants, Contaminants](image) | HazMat, Pollutants, Contaminants | - Oil / HAZMAT / Toxic Incidents from Non-fixed Facilities  
- Radiological or Nuclear Incidents |
| ![Public Health](image) | Public Health | - Epidemiological Surveillance |

### 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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREMB</td>
<td>Activates ESF 10 at the central level to provide coordination, technical assistance, and response to oil and HAZMAT incidents</td>
</tr>
</tbody>
</table>
### Primary Organizations and Their Roles/Responsibilities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>DNER</td>
<td>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.</td>
</tr>
<tr>
<td>DTPW</td>
<td>Deliver vital public engineering services</td>
</tr>
<tr>
<td>USCG</td>
<td>Provides response capabilities, technical advice, documentation, and support assistance for communications and incident management activities.</td>
</tr>
</tbody>
</table>

### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate activities and information with ESF 10 specific to environmental contamination, including activities associated with hazardous materials.</td>
<td>♦ Establish ESF 10 Incident Command/ Unified Commands with Municipal and Zone environmental response agency partners, as initial resources arrive on-site.</td>
<td>♦ DNER</td>
</tr>
<tr>
<td>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.</td>
<td>♦ Initiate formal incident action planning and refine identification of high-priority assessment and response objectives.</td>
<td>♦ DNER/ SACA</td>
</tr>
<tr>
<td>Identify, evaluate, and implement measures to prevent and minimize impacts to the Hazardous Material Lifeline.</td>
<td>♦ Initiate initial high-priority actions to assess, prevent, minimize, or mitigate releases of oil/hazardous materials, as possible.</td>
<td>♦ DNER/ SACA</td>
</tr>
<tr>
<td>Assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from</td>
<td>♦ Assessment are completed specific to environmental monitoring and hazardous materials Lifeline stability.</td>
<td>♦ DNER/ SACA</td>
</tr>
</tbody>
</table>
# Operational Assessment

- **Sustained response to short-term recovery**

# Resources

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

# Execution Checklist

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tasks</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+24 H</td>
<td>10</td>
<td>DNER</td>
<td>SACA, PRFD, PSC, PRNG (CSD), USCG, CST, CAER, LEPC, OMMIE, Contractors, NGOs</td>
<td>Hazardous Materials Operations (HAZMAT)</td>
<td>Respond to Hazardous Materials (HAZMAT) or CBRN incidents Identification, Crisis Management, Consequence Management and Decontamination</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>EMS</td>
<td>PREMB, DOH</td>
<td>Hazardous Materials Operations (HAZMAT)</td>
<td>Supporting the work of health care responders when there is suspected contamination.</td>
</tr>
<tr>
<td>+24 H</td>
<td>11</td>
<td>DOA</td>
<td>DNER, SACA</td>
<td>Removal of debris</td>
<td>Identify agricultural operations and provide removal assistance.</td>
</tr>
<tr>
<td>+24 H</td>
<td>10</td>
<td>DNER</td>
<td>SACA, PREMB</td>
<td>Hazardous Materials Operations (HAZMAT)</td>
<td>Identify and assess impact on areas affected by hazardous materials. Coordinate response activities to prevent harm to people and the environment</td>
</tr>
</tbody>
</table>
### Execution Checklist

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

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food, Water, Shelter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Water</td>
<td>♦ Environmental Response/Health and Safety</td>
<td>Lead: ESF 10</td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>♦ Infrastructure Systems</td>
<td>Support:</td>
</tr>
<tr>
<td>♦ Facilities</td>
<td></td>
<td>ESF 4, ESF 5, ESF 6, ESF 7, ESF 8</td>
</tr>
<tr>
<td>♦ HAZMAT, Pollutants, Contaminants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Assistance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Establish Public Assistance Programs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### References

♦ Environmental Authorities
  o National Oil and Hazardous Substances Pollution Contingency Plan, 40 Code of Federal Regulations (CFR) § 300 (2020)
Appendix C-1, Tab 1.8: Hazardous Waste

References

- Animal Health Protection Act (7 U.S.C. §§ 8301-8317 – veterinary services program for removal and burial of diseased animal carcasses)

- Public Authorities
  - 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)
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.

**Intermediate Objectives**

- Coordinate operational efforts with Municipality, and Zone SAR teams.
- Conduct SAR operations to locate and rescue persons in distress, based on the Commonwealth requirements and authorities.
- Initiate community-based SAR support operations across a wide geographically dispersed area.
- Ensure the synchronized deployment of municipal, Zone, SAR Region, and Central teams to reinforce ongoing SAR efforts.

**End State**

SAR operations have concluded, and remaining activities are transitioned to recovery operations.

**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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Utilize Local Teams</strong> - Utilize Municipality SAR teams as a primary capability.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td><strong>Regional SAR Teams</strong> - Utilized Regional typed SAR teams to augment municipality and zone capability</td>
<td>SAR operations have concluded, and remaining activities are transitioned to recovery operations</td>
</tr>
<tr>
<td>3</td>
<td><strong>PRNG Teams</strong> - Utilized PRNG USAR teams to augment municipality, zone, and PR Regional SAR teams.</td>
<td></td>
</tr>
</tbody>
</table>
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situational Awareness</td>
<td>Coordination Calls and Information Sharing</td>
<td>• Conduct Coordination Calls</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>SAR</td>
<td>• Local Search and Rescue</td>
</tr>
<tr>
<td>Health and Medical</td>
<td>Public Health</td>
<td>• Epidemiological Surveillance</td>
</tr>
</tbody>
</table>

#### 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.

- Evacuation routes
- Availability of triage areas
- Availability of trained rescuers
- Availability of specialized rescue equipment.
- Resource Inventories
- Availability of beds in the Hospitals
- Nursing homes
### Primary Organizations and Their Roles/Responsibilities

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

### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate operational efforts with Municipality, Zone, Regional, Commonwealth SAR teams.</td>
<td>♦ Local SAR teams activated</td>
<td>♦ PREMB ♦ OMME</td>
</tr>
<tr>
<td>Conduct SAR operations to locate and rescue persons in distress, based on the requirements of Municipality and Commonwealth authorities.</td>
<td>♦ Local SAR operational ♦ Regional PRUSAR mission assigned</td>
<td>♦ PREMB ♦ ESF 9</td>
</tr>
<tr>
<td>Initiate community-based SAR support operations across a wide geographically dispersed area.</td>
<td>♦ Local and Federal USAR operational ♦ Rescue assets on scene</td>
<td>♦ PREMB ♦ OMME ♦ ESF 9</td>
</tr>
<tr>
<td>Ensure the synchronized deployment of local, regional, and islandwide teams to reinforce ongoing SAR efforts and transition to recovery.</td>
<td>♦ Need for SAR are deemed no longer necessary</td>
<td>♦ PREMB ♦ ESF 9 ♦ OMME</td>
</tr>
</tbody>
</table>
## Resources

- Community Emergency Response Teams (CERTs)
- Type 3 SAR Task Force (35-40)
- Local SAR personnel
- Redundant Communication System
- EMS
- DOH

## Execution Checklist

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>+24 H</td>
<td>9</td>
<td>PREMB</td>
<td>PRUSAR, DNER, PRFD, PRPD, OMEME, Zones, Volunteers</td>
<td>Search and Rescue (SAR)</td>
<td>Identify constraints according to the affected area and needs</td>
</tr>
<tr>
<td>+24 H</td>
<td>9</td>
<td>PREMB</td>
<td>PRUSAR, PRPD, Volunteers, PRFD</td>
<td>Search and Rescue (SAR)</td>
<td>Identify constraints according to the affected area and needs</td>
</tr>
<tr>
<td>+24 H</td>
<td>9</td>
<td>PREMB</td>
<td>PRUSAR, PRPD, Volunteers, PRFD</td>
<td>Search and Rescue (SAR)</td>
<td>Request for additional resources</td>
</tr>
<tr>
<td>+24 H</td>
<td>9</td>
<td>FAMILIES</td>
<td>PRUSAR, PRPD, Volunteers</td>
<td>Search and Rescue (SAR)</td>
<td>Establish Family Reunification Points in affected municipalities</td>
</tr>
<tr>
<td>+24 H</td>
<td>9</td>
<td>PREMB</td>
<td>PRUSAR, PRPD, Volunteers, PRFD, FEMA</td>
<td>Search and Rescue (SAR)</td>
<td>Activate municipal, state, federal and voluntary search and rescue groups</td>
</tr>
<tr>
<td>+24 H</td>
<td>9</td>
<td>PREMB</td>
<td>PRUSAR, PRPD, Volunteers, PRFD</td>
<td>Search and Rescue (SAR)</td>
<td>Distribution of vehicles and equipment for rescuers</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>DOH</td>
<td>EMS, PREMB, NDMS, Hospitals, Ambulance Companies</td>
<td>Triage and Medical Surge</td>
<td>Ask hospitals to evaluate your hospital's physical conditions to determine if you can sustain your operations normally or if you have been affected</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>DOH</td>
<td>EMS, PREMB, NDMS, Hospitals,</td>
<td>Triage and Medical Surge</td>
<td>Ask hospitals to evaluate the need to expand their hospital's capacity to receive patients after the atmospheric event</td>
</tr>
<tr>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
<tr>
<td>-------</td>
<td>-----</td>
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<td>----------------</td>
<td>---------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>DOH</td>
<td>Ambulance Companies</td>
<td>Triage and Medical Surge</td>
<td>Coordinate with state EMS or private ambulance companies for patient transfers from hospital to hospital or for emergency services including air ambulance.</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>DOH</td>
<td>EMS, PREMB, NDMS, Hospitals, Ambulance Companies</td>
<td>Triage and Medical Surge</td>
<td>Each hospital must establish an area for the screening of triage patients received at each hospital.</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>DOH</td>
<td>EMS, PREMB, NDMS, Hospitals, Ambulance Companies</td>
<td>Triage and Medical Surge</td>
<td>Consider installing Portable Hospitals if necessary outside the hospital to handle overloaded patients requiring medical assistance.</td>
</tr>
<tr>
<td>+24 H</td>
<td>9</td>
<td>PRUSAR</td>
<td>Volunteers, Veterinarians</td>
<td>Dogs specialized in SAR and veterinary care</td>
<td>Coordinate activities where this type of critical response is needed.</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>PREMB</td>
<td>FSB, DOH, PRNG</td>
<td>Fatality Management</td>
<td>Coordinate body identification activities, transfer to forensic science.</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRUSAR, Volunteers, Veterinarians</td>
<td>Search and Rescue (SAR)</td>
<td>Coordinate logistical movement of necessary resources for SAR (ie. Canines, etc.)</td>
</tr>
<tr>
<td>+72 H</td>
<td>9</td>
<td>PREMB</td>
<td>PRPD, Volunteers, DOH</td>
<td>Search and Rescue (SAR)</td>
<td>Establish a telephone communication line to make contact with family members.</td>
</tr>
<tr>
<td>+72 H</td>
<td>9</td>
<td>PREMB</td>
<td>PRUSAR, PRPD, Volunteers, FEMA</td>
<td>Search and Rescue (SAR)</td>
<td>Coordinate with federal government for additional search and rescue equipment and materials.</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>DOH</td>
<td>EMS, PREMB, NDMS, Hospitals,</td>
<td>Triage and Medical Surge</td>
<td>Recommend that hospitals assign additional staff to portable hospitals to try to only</td>
</tr>
<tr>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
<tr>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ambulance Companies</td>
<td></td>
<td>treat patients with more critical conditions within the hospital.</td>
</tr>
<tr>
<td>+72 H</td>
<td>9</td>
<td>DOH</td>
<td>EMS, PREMB, NDMS, Hospitals, Ambulance Companies</td>
<td>Triage and Medical Surge</td>
<td>Identify hospitals that provide emergency medical services to patients being transported to another jurisdiction.</td>
</tr>
<tr>
<td>+72 H</td>
<td>9</td>
<td>PREMB</td>
<td>Volunteers, Veterinarians</td>
<td>Dogs specialized in SAR and veterinary care</td>
<td>Provide food, water and rest care.</td>
</tr>
<tr>
<td>+72 H</td>
<td>9</td>
<td>PREMB</td>
<td>Volunteers, Veterinarians</td>
<td>Dogs specialized in SAR and veterinary care</td>
<td>Coordinate veterinary care for dogs.</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>PREMB</td>
<td>FSB, DOH</td>
<td>Fatality Management</td>
<td>Continue to coordinate activities for identification of bodies, transfer to forensic science.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>EMS, PREMB, NDMS, Hospitals, Ambulance Companies</td>
<td>Triage and Medical Surge</td>
<td>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.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>EMS, PREMB, NDMS, FEMA, Hospitals, Ambulance Companies</td>
<td>Triage and Medical Surge</td>
<td>If necessary, activate FMS.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>EMS, PREMB, NDMS, FEMA, Hospitals, Ambulance Companies</td>
<td>Triage and Medical Surge</td>
<td>If necessary, activate NDMS.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>9</td>
<td>PREMB</td>
<td>PRUSAR, Volunteers, Veterinarians</td>
<td>Dogs specialized in SAR and veterinary care</td>
<td>Activate specialized search and rescue dogs.</td>
</tr>
</tbody>
</table>
### Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥30 D</td>
<td>6</td>
<td>PREMB</td>
<td>FSB, DOH</td>
<td>Fatality Management</td>
<td>Mass Fatality Management</td>
</tr>
</tbody>
</table>

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/ Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and Security</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Search and Rescue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Situational Awareness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Conduct Coordination Calls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Mass Search and Rescue Operations</td>
<td></td>
<td>Lead: ESF 9</td>
</tr>
<tr>
<td>• Operational Coordination</td>
<td></td>
<td>Support: ESF 5, ESF 7</td>
</tr>
</tbody>
</table>

### References
- National SAR Supplement (NSS)
- CISAR Addendum to the NSS
- Puerto Rico All-Hazards Plan, Annex X: Execution Checklist
# 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.

<table>
<thead>
<tr>
<th>Intermediate Objectives</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform site surveys and assessments to inform resource requests.</td>
<td>Conduct planning in coordination with the public and private sectors to support incident objectives for stabilization and repair of essential infrastructure.</td>
</tr>
<tr>
<td>Conduct analysis and determine the prioritization of infrastructure restoration.</td>
<td>Decrease immediate critical infrastructure threats, stabilize infrastructure, and decrease impacts within the affected areas to support ongoing emergency response operations.</td>
</tr>
<tr>
<td>Coordinate with public and private sector infrastructure owners, operators, and partners to prioritize restoration activities.</td>
<td>Prioritize projects based on the degradation to essential infrastructure and the resources required to repair infrastructure.</td>
</tr>
</tbody>
</table>

## 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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Local Infrastructure Repair Crews</strong> – Utilization of local resources to stabilize damaged infrastructure using contracts, local private company’s etc.</td>
<td>Decrease immediate critical infrastructure threats, stabilize infrastructure, and decrease impacts within the affected areas</td>
</tr>
</tbody>
</table>
### Courses of Action (COAs)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td><strong>Local Memorandums of Understanding</strong> - Utilize resources from MOUs and contracts to assist stabilization of infrastructure.</td>
<td>to support ongoing emergency response operations</td>
</tr>
<tr>
<td>3</td>
<td><strong>Federal OFA Support</strong> - Utilize OFAs, such as USACE, to employ their own capabilities and contracts to stabilize infrastructure.</td>
<td></td>
</tr>
</tbody>
</table>

### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and Security</td>
<td>Law Enforcement/Security</td>
<td>♦ Fire Stations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Police Stations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Correctional Facilities</td>
</tr>
<tr>
<td>Situational Awareness</td>
<td>Task Forces and Special Groups</td>
<td>♦ N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Emergency Operations Centers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Government Offices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Schools</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Public Records</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Historic/Cultural Resources</td>
</tr>
<tr>
<td>Lifeline / Coordinating Objectives</td>
<td>Components</td>
<td>Subcomponents</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------</td>
<td>---------------</td>
</tr>
</tbody>
</table>
| Food, Water, Shelter | Water | • Drinking Water Utilities (Intake, Treatment, Storage, and Distribution)  
• Wastewater Systems |
| Health and Medical Care | Medical Care | • Hospitals  
• Long-Term Care Facilities  
• Veterinary Services |
| Energy (Power & Fuel) | Power | • Generation Systems  
• Transmission Systems  
• Distribution Systems |
| | Fuel | • Fuel Storage  
• Pipelines  
• Fuel Distribution (e.g., Gas Stations and Fuel Points) |
| Communications | Infrastructure | • Wireless  
• Cable Systems and Wireline  
• Broadcast (Television and Radio)  
• Data Centers/Internet |
| Transportation | Aviation | • Roads  
• Bridges  
• Commercial (e.g. Cargo/Passenger)  
• General |
## Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maritime</td>
<td></td>
<td>♦ Ports and Port Facilities</td>
</tr>
</tbody>
</table>

### 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.

♦ Compare and analyze objectives: establish damage assessments and situations.
♦ Establish measures of effectiveness to the objectives: before and after the event.
♦ Non-traditional platforms to obtain information.

## Primary Organizations and Their Roles/Responsibilities

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

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

## Resources

- PREPA
- PRASA
- NET
- DTPW
- HTA
- LUMA
- DOE
- GSA
- TREASURY
- Governor
<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>+24 H</td>
<td>2</td>
<td>NET</td>
<td>PREMB, Municipalities</td>
<td>Communications</td>
<td>Activate use of alternative methods of communication</td>
</tr>
<tr>
<td>+24 H</td>
<td>All</td>
<td>NET</td>
<td>All</td>
<td>Communications</td>
<td>Recommendation of the use of satellite phones in all agencies</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>Municipalities, FCC</td>
<td>Communications</td>
<td>Activation of the authorized KP4 communicators to transmit preliminary damage reports throughout the island.</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>FCC, PRNG</td>
<td>Communications</td>
<td>Coordination of KP4 communications through PREMB</td>
</tr>
<tr>
<td>+24 H</td>
<td>3</td>
<td>DTPW</td>
<td>Municipalities</td>
<td>Communications</td>
<td>Removal of debris obstructing access to cell towers and main communication repeater sites</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>NET</td>
<td>PREMB, PREPA, LUMA, DTPW, BEOC, Municipalities</td>
<td>Communications</td>
<td>Coordination with telecommunications companies to activate their network repair brigades. (AT&amp;T, Claro, Open Sprint, T-Mobile, etc.)</td>
</tr>
<tr>
<td>+24 H</td>
<td>2</td>
<td>NET</td>
<td>PREMB, PREPA, LUMA, DTPW, BEOC, Municipalities</td>
<td>Communications</td>
<td>Coordination with telecommunications companies (AT&amp;T, Claro, Open Sprint, T-Mobile, etc.) to activate mobile communication towers</td>
</tr>
<tr>
<td>+24 H</td>
<td>3</td>
<td>DTPW</td>
<td>PREMB, PRPD</td>
<td>Other Public Works</td>
<td>Cleaning of roads, rehabilitation of primary bridges to allow access</td>
</tr>
<tr>
<td>+24 H</td>
<td>3</td>
<td>DTPW</td>
<td>PREMB, PRPD</td>
<td>Other Public Works</td>
<td>Coordinate cleaning of roads and highways to allow the flow of vehicles.</td>
</tr>
<tr>
<td>+24 H</td>
<td>3</td>
<td>DTPW</td>
<td>ITA</td>
<td>Transportation</td>
<td>Put into action the plan of alternate routes of collective transportation (AMA) and energizing the urban train tracks.</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PRASA</td>
<td>PREMB, DOA, DOH, SACA, FEMA</td>
<td>Water</td>
<td>Assessment of damage to reservoirs, dams, treatment plants, pumping plants and PRASA infrastructure.</td>
</tr>
<tr>
<td>Tasks</td>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
</tr>
<tr>
<td>-------</td>
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<td>----------------</td>
<td>----------</td>
</tr>
<tr>
<td>+24 H</td>
<td>12</td>
<td>PREPA, LUMA</td>
<td>PREMB</td>
<td>Energy</td>
<td>Evaluation of damage to the generation and distribution system</td>
</tr>
<tr>
<td>+24 H</td>
<td>12</td>
<td>PREPA, LUMA</td>
<td>PREMB, PRNG</td>
<td>Energy</td>
<td>Perform on reconnaissance flights as soon as time permits</td>
</tr>
<tr>
<td>+24 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Government Services</td>
<td>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</td>
</tr>
<tr>
<td>+24 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Government Services</td>
<td>Initiate damage assessment to government structures and facilities</td>
</tr>
<tr>
<td>+24 H</td>
<td>13</td>
<td>DCR</td>
<td>PRPD</td>
<td>Government Services</td>
<td>Monitoring of individuals with electronic monitoring who were in shelters or at family members' homes for continued monitoring</td>
</tr>
<tr>
<td>+24 H</td>
<td>13</td>
<td>PRPD</td>
<td>PBA, OMB, PREMB, DOE, BEOC, Security</td>
<td>Government Services</td>
<td>Coordinate security services and protection of facilities using, security service companies, internal security personnel, state police or state troopers</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>DOE</td>
<td>DOE, PBA, PREMB, PREPA, LUMA, PRASA, PRPD, PMs</td>
<td>Schools</td>
<td>School principals must be available to open schools as additional shelters to those previously opened</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>DOE</td>
<td>DOE, PBA, PREMB, PREPA, LUMA, PRASA, PRPD, PMs</td>
<td>Schools</td>
<td>Ensure that you maintain shelter security by the PRPD or PM</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>HOUSING</td>
<td>DOE, PBA, PREMB, PREPA, LUMA, PRASA, PRPD, PMs</td>
<td>Schools</td>
<td>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</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>DOE, PBA, PREMB, PREPA,</td>
<td>Schools</td>
<td>Coordinate assistance with electricity generators and water cisterns for schools</td>
</tr>
<tr>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
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<td>------</td>
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<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>LUMA, PRASA, PRPD, PMs</td>
<td>Communications</td>
<td>Maintain communication with authorized KP4 communicators to transmit preliminary damage reports throughout the island.</td>
</tr>
<tr>
<td>+72 H</td>
<td>2</td>
<td>NET</td>
<td>PREMB, PREPA, LUMA, DTPW, Municipalities</td>
<td>Communications</td>
<td>Maintain coordination of KP4 communications through PREMB</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>NET, FCC, Municipalities</td>
<td>Communications</td>
<td>Deploy and program mobile and portable communication systems, including P25 interoperable consoles and tactical channels</td>
</tr>
<tr>
<td>+72 H</td>
<td>2</td>
<td>NET</td>
<td>PREMB, PRPD, BEOC</td>
<td>Communications</td>
<td>Coordinate private contractors to respond and work on system restoration</td>
</tr>
<tr>
<td>+72 H</td>
<td>2</td>
<td>NET</td>
<td>PREMB, PREPA, LUMA, DTPW, Municipalities</td>
<td>Communications</td>
<td>Coordination to establish road cleaning and debris removal brigades that provide access to repeater points</td>
</tr>
<tr>
<td>+72 H</td>
<td>2</td>
<td>NET</td>
<td>PREMB, PREPA, LUMA, DTPW, Municipalities</td>
<td>Communications</td>
<td>Maintain coordination with telecommunications companies (AT&amp;T, Claro, Open Sprint, T-Mobile, etc.) to activate their network repair brigades</td>
</tr>
<tr>
<td>+72 H</td>
<td>2</td>
<td>NET</td>
<td>PREMB, PREPA, LUMA, DTPW, Municipalities</td>
<td>Communications</td>
<td>Coordination with DTPW and Municipalities to open roads to cellular communication towers, radio frequencies and repeaters</td>
</tr>
<tr>
<td>+72 H</td>
<td>1</td>
<td>DTPW</td>
<td>MTA, USCG</td>
<td>Transportation</td>
<td>Reestablish Vieques and Culebra boat services</td>
</tr>
<tr>
<td>+72 H</td>
<td>1</td>
<td>DTPW</td>
<td>MBA, ITA</td>
<td>Transportation</td>
<td>Put into action the plan of alternative routes of collective transportation (AMA) and energization of the urban train tracks.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PRASA</td>
<td>PREMB</td>
<td>Water</td>
<td>Coordination of electrical generators for pumping stations, sub-stations</td>
</tr>
<tr>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
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</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PRASA</td>
<td>PREMB, PRPD, Municipalities</td>
<td>Water</td>
<td>Execution of a plan for the supply of drinking water to unserved communities. Activation of truck filling stations (giraffes)</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PRASA</td>
<td>PREMB</td>
<td>Water</td>
<td>Begin mobilizing resources to repair systems that have been affected by the emergency</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PRASA</td>
<td>PREMB</td>
<td>Water</td>
<td>Coordinate laboratory tests to verify the water’s potability</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, PRASA</td>
<td>Water</td>
<td>Make risk communication about the potability of water and ways to consume it</td>
</tr>
<tr>
<td>+72 H</td>
<td>12</td>
<td>PREPA, LUMA</td>
<td>Gov, PREMB</td>
<td>Energy</td>
<td>Perform on reconnaissance flights as soon as time permits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PREPA, LUMA</td>
<td>Gov, PREMB</td>
<td>Energy</td>
<td>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</td>
</tr>
<tr>
<td>+72 H</td>
<td>12</td>
<td>PREPA, LUMA</td>
<td>PREMB, OMB, TREASURY, FEMA</td>
<td>Energy</td>
<td>Checking inventories and ordering parts for network repairs</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRIDCO, SBA, MAPR, BEOC, DHS</td>
<td>Critical Infrastructure</td>
<td>Coordinate private critical infrastructure (CI) damage assessment efforts</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRIDCO, SBA, MAPR, BEOC, DHS</td>
<td>Critical Infrastructure</td>
<td>To offer support to the companies classified as critical infrastructure so that they can have access to essential services to reestablish their operations</td>
</tr>
<tr>
<td>+72 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Government Services</td>
<td>Initiate damage assessment to government structures and facilities</td>
</tr>
<tr>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
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</tr>
<tr>
<td>+72 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Government Services</td>
<td>Activate the communication process with agency employees to learn about their condition after the emergency and identify their basic needs</td>
</tr>
<tr>
<td>+72 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Government Services</td>
<td>Document all damages incurred by the emergency and make cost estimates to submit to the agency’s insurance company</td>
</tr>
<tr>
<td>+72 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Government Services</td>
<td>Activate essential non-emergency personnel to report to their workplaces to assist in agency clean-up and utility restoration processes</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>DOE</td>
<td>HOUSING, PRASA, PREMB, DOH</td>
<td>Schools</td>
<td>Assess the drinking water conditions in the shelter. Check the cistern and its conditions</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>DOE</td>
<td>HOUSING, DOH</td>
<td>Schools</td>
<td>Make sure you have clean water in gallons and bottles in the school cafeteria to ensure that you can cook and supply the shelterees</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>DOE</td>
<td>HOUSING, PREMB, Municipalities</td>
<td>Schools</td>
<td>Maintain control of food inventory within the school cafeteria</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>DOE</td>
<td>PREMB, DTPW, Municipalities</td>
<td>Schools</td>
<td>Coordinate school debris collection.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>DHS-PSA</td>
<td>Businesses</td>
<td>Communicate risk and situation to companies to activate their business continuity plans</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>MAPR, DHS-PSA</td>
<td>Businesses</td>
<td>Coordinate through partnerships the availability of private resources that may be needed by the government to respond to the emergency.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>FEMA</td>
<td>Businesses</td>
<td>Ask the coordinators of the private company for the list of companies that have the capacity to distribute fuel, food,</td>
</tr>
<tr>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>DOE</td>
<td>HOUSING, PBA, PREMB, PREPA, LUMA, PRASA, PMs</td>
<td>Schools</td>
<td>Public Buildings Authority and Office of School Improvement verify conditions and assess damage so that classes can resume as soon as possible.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PSC</td>
<td>Businesses</td>
<td>Support and share information with companies so that they can access fuel distributors in the event that their suppliers do not respond</td>
</tr>
<tr>
<td>+72 H</td>
<td>7</td>
<td>PRPA</td>
<td>TREASURY</td>
<td>Businesses</td>
<td>Facilitate the process of unloading goods at the docks to supply the merchants.</td>
</tr>
<tr>
<td>+72 H</td>
<td>7</td>
<td>TREASURY</td>
<td>PREMB, PRPA, MBA, DTPW</td>
<td>Businesses</td>
<td>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.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>2</td>
<td>NET</td>
<td>PREMB, PREPA, LUMA, DTPW, Municipalities</td>
<td>Communications</td>
<td>Deploy and program mobile and portable communication systems, including P25 interoperable consoles and tactical channels</td>
</tr>
</tbody>
</table>
## Execution Checklist

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

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

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/ Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>♦ Critical Transportation  ♦ Environmental Response/Health and Safety ♦ Infrastructure Systems ♦ Operational Communications ♦ Operational Coordination ♦ Situational Assessment</td>
<td><strong>Lead:</strong> ESF 3</td>
</tr>
<tr>
<td>Energy (Power and Fuel)</td>
<td></td>
<td><strong>Support:</strong> ESF 1, ESF 2, ESF 5, ESF 7, ESF 12, ESF 14, ESF 15, ESF 16, ESF 17, ESF 18</td>
</tr>
</tbody>
</table>
### Linkages
- Maritime

### References
- 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.

Intermediate Objectives

- Coordinate, alert, and deploy resources to support the staffing and equipping of general population shelters
- Coordinate with public and private sector infrastructure owners, operators, and partners to prioritize stabilization and restoration activities.
- Analyze, prioritize, and allocate resources to support sheltering operations
- Coordinate the provision of reunification services to reunite family members and caregivers with those missing as a result of the incident.

End State

- Identify non-congregate housing alternatives and facilitate transition from congregate facilities, including the provision of relocation assistance or interim housing solutions.

Non-congregate housing alternatives have been identified to facilitate the transition of survivors from congregate shelter

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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Temporary Individual Sheltering</strong> - Temporary construction designed to shelter individuals or families that can be placed on survivors' properties.</td>
<td>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.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Hotel Room Sheltering</strong> - Place Survivors in hotel rooms.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td><strong>Congregate Shelters</strong> - Large faciltates designed to be stood up temporarily to shelter large populations.</td>
<td></td>
</tr>
</tbody>
</table>

Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
</table>
| Emotional Awareness                | Coordination Calls and Information Sharing | ✦ Conduct Coordination Calls  
✦ Shelter Task Force Coordination |
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Food</th>
<th>• Food Distribution Programs (Food Banks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>• Drinking Water Utilities</td>
</tr>
</tbody>
</table>
| Shelter | • Housing (Homes and Shelters)  
• Commercial Facilities (Hotels & peer-to-peer lodging) |
| Water | • Wireless  
• Cable Systems and Wireline  
• Broadcast (Television and Radio)  
• Satellite  
• Data Centers/Internet |
| Shelter | • Local Alert/Warning Ability  
• Ability to receive Integrated Public Alert and Warning System (IPAWS) (WEA, EAS, NWR) |
| Communications | • Epidemiological Surveillance  
• Assessment/Interventions/Treatment  
• Human Services  
• Behavioral Health |
| Alerts, Warnings, and Messages | • Mortuary and Post-Mortuary Services |
| Public Health | • Food Distribution Programs (Food Banks) |
Lifeline Essential Elements of Information

- Drinking Water Utilities

Essential Elements of Information

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.

- 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

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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Role/Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRFD</td>
<td>Identify, certify, and prepare sheltering facilities to meet fire safety regulations.</td>
</tr>
</tbody>
</table>

### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate, alert, and deploy resources to support the staffing and equipping of general population shelters.</td>
<td>- Resources for sheltering operations are staged and deployed</td>
<td>- PREMB</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- ESF 6</td>
</tr>
<tr>
<td>Coordinate with public, private, and nongovernmental partners to gain and maintain shared situational awareness and identify resource and personnel requirements.</td>
<td>- Resources required for sheltering operations are imbedded with public, private, and nongovernmental partners</td>
<td>- PREMB</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- HOUSING</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- DOE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- ESF 6</td>
</tr>
<tr>
<td>Analyze, prioritize, and allocate resources to support sheltering operations</td>
<td>- Resource request are being fulfilled</td>
<td>- PREMB</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- ESF 6</td>
</tr>
<tr>
<td>Coordinate the provision of reunification services to reunite family members and caregivers with those missing as a result of the incident.</td>
<td>- Reunification services are operational</td>
<td>- PREMB</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- FAMILIES</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- ESF 6</td>
</tr>
<tr>
<td>Identify non-congregate housing alternatives and facilitate transition from congregate facilities, including the provision of relocation assistance or interim housing solutions.</td>
<td>- Stabilization of Food Water and Shelter Lifeline</td>
<td>- PREMB</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- HOUSING</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- ESF 6</td>
</tr>
</tbody>
</table>
## Resources

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

## Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>+24 H</td>
<td>6</td>
<td>OMME</td>
<td>HOUSING, MBA, EMS, PREMB</td>
<td>Transportation</td>
<td>Coordination of transportation of affected and homeless people to shelters, with municipal school transportation, MBA, ambulances, PREMB vehicles, etc.</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>HOUSING (Local level)</td>
<td>Municipalities, MBA, EMS, PREMB</td>
<td>Transportation</td>
<td>Coordinate transportation and escort services for volunteers to support shelters</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>HOUSING</td>
<td>Municipalities, MBA, EMS, PREMB, FAMILIES</td>
<td>Transportation</td>
<td>Coordinate relocation process of shelterees with family members</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>PREMB, FAMILIES, PRPD</td>
<td>Red Cross, VOAD, Chaplain Corps, Salvation Army</td>
<td>Volunteer Management</td>
<td>Inform citizens of telephone numbers and details of the American Red Cross and the Salvation Army</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>PREMB, FAMILIES</td>
<td>Red Cross, VOAD, Chaplain Corps, Salvation Army</td>
<td>Volunteer Management</td>
<td>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</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>HOUSING</td>
<td>FAMILIES, PREMB, NGOs, VOADs, ARC, Salvation Army</td>
<td>Volunteer Management</td>
<td>Establish lists of shelterees with all their contact information and close relatives</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>DOE</td>
<td>HOUSING, PREMB, NGOs,</td>
<td>Feeding shelterees and others</td>
<td>The School Canteen Managers will keep the school canteens in optimal conditions so that they can cook and feed...</td>
</tr>
<tr>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
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<td>Tasks</td>
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<td>------</td>
</tr>
<tr>
<td>5, 17</td>
<td>PREMB</td>
<td>VOADs, ARC, Salvation Army</td>
<td>Feeding shelterees and others</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>5, 17</td>
<td>PREMB</td>
<td>DOE, GSA, NGOs, VOADs, ARC, Salvation Army</td>
<td>Medical Services</td>
<td>Check for follow-up medications needed by the shelterees. Determine if there are shelterees who need to be transferred to hospitals.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>DOH</td>
<td>PREMB, HOUSING, EMS</td>
<td>Medical Services</td>
<td>Request HAVBED report. Availability of hospitals to treat multiple injuries.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>HOUSING</td>
<td>FAMILIES, PREMB</td>
<td>Shelter services (water, cots, medicine, security)</td>
<td>Assess the conditions and damage to the shelter.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>HOUSING</td>
<td>DOE, PBA, OMEP, FAMILIES, PREMB</td>
<td>Shelter services (water, cots, medicine, security)</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>PRASA</td>
<td>HOUSING, PREMB, PRNG</td>
<td>Shelter services (water, cots, medicine, security)</td>
<td>Send tanker trucks to fill tanks in the shelters.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>PREMB</td>
<td>Volunteer Group Management</td>
<td>Volunteering Group Management</td>
<td>Organize volunteer groups and assign tasks to support shelters</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>FAMILIES</td>
<td>PREMB, VOAD</td>
<td>Donations Management</td>
<td>Activation of the donation management plan.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>DPD</td>
<td>PREMB</td>
<td>Populations with Special Needs</td>
<td>Implement operational concept of Populations with Special Needs. Identify, Locate and Reach Populations with Special Needs</td>
<td></td>
</tr>
</tbody>
</table>

123
<table>
<thead>
<tr>
<th>Tasks</th>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+24 H</td>
<td>6</td>
<td>DPD</td>
<td>PREMA, Family, Housing</td>
<td>Populations with Special Needs</td>
<td>Provide support and guidance on public health issues affecting Populations with Special Needs.</td>
</tr>
<tr>
<td></td>
<td>+24 H</td>
<td>6</td>
<td>DPD</td>
<td>FAMILIES, HOUSING, DOE</td>
<td>Populations with Special Needs</td>
<td>Give priority within Populations with Special Needs to infants, pregnant women, dialysis patients, the elderly and the deaf community.</td>
</tr>
<tr>
<td></td>
<td>+24 H</td>
<td>6</td>
<td>DPD</td>
<td>DOH, FAMILIES</td>
<td>Populations with Special Needs</td>
<td>Assess impact or consequences of victims identified as Populations with Special Needs.</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>6</td>
<td>HOUSING</td>
<td>Municipalities, MBA, CEMPR, PREMB</td>
<td>Transportation</td>
<td>Continue with the process of relocation of shelterees with family members.</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>6</td>
<td>PREMB, HOUSING, FAMILIES, PRPD</td>
<td>Red Cross, VOAD, Salvation Army</td>
<td>Volunteer Management</td>
<td>Assign VOAD support services in the shelters.</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>6</td>
<td>PREMB, HOUSING, FAMILIES, PRPD</td>
<td>Red Cross, VOAD, Chaplain Corps, Salvation Army</td>
<td>Volunteer Management</td>
<td>Coordinate volunteer services for shelter and community assistance for food, clothing, toiletries, health and mental health services.</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>6</td>
<td>HOUSING</td>
<td>FAMILIES, PREMB</td>
<td>Shelteree tracking and family reunification</td>
<td>Share lists of shelterees between shelters so that shelterees can find out if a family member is sheltered in another shelter.</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>6</td>
<td>HOUSING</td>
<td>FAMILIES, PREMB, NGOs, VOADs, ARC, Salvation Army</td>
<td>Shelteree tracking and family reunification</td>
<td>The shelter managers will send the lists of shelterees to the PREMB area and the EOC later to create a centralized database.</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>EMS, HOUSING, PREMB</td>
<td>Medical Services</td>
<td>Send epidemiology personnel to the shelters to verify possibilities of development of outbreaks (scabies, lice, conjunctivitis, gastroenteritis, etc.).</td>
</tr>
</tbody>
</table>
### Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>+72 H</td>
<td>6</td>
<td>HOUSING</td>
<td>FAMILIES, PREMB, NGOs, VOADs, ARC, Salvation Army</td>
<td>Shelteree tracking and family reunification</td>
<td>Verification of persons registered at shelters with housing department entry lists and identification of family members at other shelters</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>FAMILIES</td>
<td>PREMB, HOUSING, Red Cross</td>
<td>Shelteree tracking and family reunification</td>
<td>Collaborate with family reunification.</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>DOE</td>
<td>PREMB, HOUSING</td>
<td>Feeding shelterees and others</td>
<td>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.</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>HOUSING</td>
<td>PREMB, DOE, NGOs, VOADs, ARC, Salvation Army</td>
<td>Feeding shelterees and others</td>
<td>Establish alternate plans in cases where food, water or gas is not available in school cafeterias</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>HOUSING</td>
<td>HTA PREMB, DOH, PRASA, PREPA</td>
<td>Shelter services (water, cots, medicine, security)</td>
<td>Request resources or repairs to those utilities that are essential to the well-being of the shelterees.</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>PREMB</td>
<td>Municipalities, VOAD, Chaplain Corps, PRNG, Community Hubs, Volunteer Groups</td>
<td>Volunteer Group Management</td>
<td>Organize volunteer groups throughout the PREMB areas</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>PREMB</td>
<td>HOUSING, VOAD, Chaplain Corps, PRNG, Community Hubs, Volunteer Groups</td>
<td>Volunteer Group Management</td>
<td>Coordinate volunteer services for shelter for food, clothing, toiletries, health and mental health services</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>DPD</td>
<td>DOH, EMS, HOUSING</td>
<td>Populations with Special Needs</td>
<td>Verify with the organizations that group these communities the most pressing needs of them</td>
</tr>
<tr>
<td>Tasks</td>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
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</tr>
<tr>
<td>≥30 D</td>
<td>6</td>
<td>HOUSING</td>
<td>Municipalities, MBA, EMS, PREMB</td>
<td>Transportation</td>
<td>Continue coordination of relocation of shelterees with family members</td>
</tr>
<tr>
<td>≥30 D</td>
<td>5</td>
<td>PREMB</td>
<td>Red Cross, Salvation Army, HOUSING</td>
<td>Volunteer Management</td>
<td>Demobilization of volunteers at the end of missions</td>
</tr>
<tr>
<td>≥30 D</td>
<td>6</td>
<td>HOUSING</td>
<td>FAMILIES, PREMB</td>
<td>Shelteree tracking and family reunification</td>
<td>Coordinate relocation process of shelterees with family members</td>
</tr>
<tr>
<td>≥30 D</td>
<td>5</td>
<td>DOE</td>
<td>PREMB, DOH</td>
<td>Feeding shelterees and others</td>
<td>Establish menus taking into consideration the needs of shelterees and their food requirements</td>
</tr>
<tr>
<td>≥30 D</td>
<td>6</td>
<td>HOUSING, OMME</td>
<td>FAMILIES, PREMB</td>
<td>Shelter services (water, cots, medicine, security)</td>
<td>Assess how many shelterees are able to return home and make the necessary arrangements</td>
</tr>
<tr>
<td>≥30 D</td>
<td>6</td>
<td>HOUSING</td>
<td>FAMILIES, PREMB</td>
<td>Shelter services (water, cots, medicine, security)</td>
<td>Assess the need to keep the shelter open, consider consolidating shelters with others</td>
</tr>
<tr>
<td>≥30 D</td>
<td>6</td>
<td>DOE</td>
<td>FAMILIES, PREMB</td>
<td>Shelter services (water, cots, medicine, security)</td>
<td>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.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>5</td>
<td>PREMB</td>
<td>Salvation Army, VOAD, Red Cross, TEAM Rubicon</td>
<td>Management of Donations.</td>
<td>Demobilize volunteer groups or reassign tasks.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>5</td>
<td>FAMILIES</td>
<td>PREMB, Red Cross, VOAD, NGOs</td>
<td>Management of Donations.</td>
<td>International donations will be coordinated through the Department of Family, Ports Authority and PREMB.</td>
</tr>
</tbody>
</table>
## Execution Checklist

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

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>FAMILIES</td>
<td>Populations with Special Needs</td>
<td>Coordination of ongoing support services and monitoring of conditions of this population</td>
</tr>
</tbody>
</table>

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/ Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Medical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Public Health</td>
<td>♦ Public Health, Medical and EMS</td>
<td>Lead: ESF 6</td>
</tr>
<tr>
<td>♦ Patient Movement</td>
<td>♦ Fatality Management</td>
<td></td>
</tr>
<tr>
<td>♦ Fatality Management</td>
<td>♦ Mass Care Services</td>
<td></td>
</tr>
<tr>
<td>Food, Water, Shelter</td>
<td>♦ Operational Coordination</td>
<td></td>
</tr>
<tr>
<td>♦ Shelter</td>
<td></td>
<td>Support: ESF 8, ESF 7</td>
</tr>
<tr>
<td>♦ Food</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Situational Awareness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Conduct Coordination Calls</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### References

- ♦ Lifeline Stabilization Guide
- ♦ Puerto Rico All-Hazards Plan, Base Plan
- ♦ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists
Tab 1.12: Medical Transportation

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

**Intermediate Objectives**

- 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.

**End State**

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 available 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)

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

Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Medical</td>
<td>Patient Movement</td>
<td>Emergency Medical Services</td>
</tr>
</tbody>
</table>
## Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Health</td>
<td></td>
<td>Epidemiological Surveillance</td>
</tr>
<tr>
<td>Transportation</td>
<td>Aviation</td>
<td>Commercial (e.g. Cargo/Passenger)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>General</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Military</td>
</tr>
</tbody>
</table>

### 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.

- EMS Status and location of EMS resources, prioritized at critical transportation hubs
- Availability of ambulances and medical transport (public and private)
- Availability of air transport (Commonwealth, Contracted, etc.)
- Location and number of medical shelters

## Primary Organizations and Their Roles/Responsibilities

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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>USCG</td>
<td>Identifies and coordinates search and rescue (SAR) resources providing urgent accessible transportation support.</td>
</tr>
</tbody>
</table>

## Operational Assessment

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

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

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

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Transport of Patients</td>
<td>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.</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>EMS</td>
<td>Municipalities, Private companies</td>
<td>Transport of Patients</td>
<td>Activate collaborative agreements between hospitals for the transfer of patients</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>EMS</td>
<td>DOH, Hospital Coalitions</td>
<td>Medical Transport</td>
<td>Make an assessment of existing medical transportation resources. Request resources through EMAC</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, EMS</td>
<td>Hospital Evacuations</td>
<td>Coordinate the corresponding activities for the reunification processes of the evicted patients.</td>
</tr>
</tbody>
</table>

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/ Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Medical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Patient Movement</td>
<td>♦ Critical Transportation</td>
<td>Lead: ESF 8</td>
</tr>
<tr>
<td></td>
<td>♦ Operational Coordination</td>
<td>Support: ESF 5, ESF 6, ESF 7, ESF 9</td>
</tr>
<tr>
<td></td>
<td>♦ Public Health, Health Care and Emergency Medical Services</td>
<td></td>
</tr>
</tbody>
</table>

### References

- National Response Framework (NRF) ESF 8 Public Health and Medical Services Annex (Jan 2008)
- Lifeline Stabilization Guide
<table>
<thead>
<tr>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Puerto Rico All-Hazards Plan, Base Plan</td>
</tr>
<tr>
<td>♦ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists</td>
</tr>
</tbody>
</table>
Tab 1.13: Healthcare Systems Support

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

Intermediate Objectives

- Mobilize and stage healthcare system support resources.
- Provide support for triage and patient treatment.
- Resupply and conduct facility sustainment operations, including staffing.
- Reduce medical surge support and return resources to pre-incident levels.
- Demobilize healthcare system support resources.

End State

Healthcare delivery system able to meet community patient care needs without the support of other agencies resources.

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

- The healthcare system is severely impacted.
- Doctors, nurses, and support staffs will be survivors.
- A large-scale, sustained Local Response will be necessary.
- Using EMAC processes.
- Survivors that need special care, such as dialysis patients, will be transported using the Medical Transportation Line of Effort.

### Courses of Action (COAs)

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

### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Structural Awareness" /></td>
<td><img src="image" alt="Coordination Calls and Information Sharing" /></td>
<td>♦ N/A</td>
</tr>
<tr>
<td><img src="image" alt="Food, Water, Shelter" /></td>
<td><img src="image" alt="Shelter" /></td>
<td>♦ Housing (Homes and Shelters) ♦ Commercial Facilities (Hotels)</td>
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<td>Essential Elements of Information</td>
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<tr>
<td><strong>Medical Care</strong></td>
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<tr>
<td>Hospitals</td>
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<td>Dialysis</td>
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<tr>
<td>Pharmacies</td>
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<td>Long-term Care Facilities</td>
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<td>VA Health System</td>
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<td>Veterinary Services</td>
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<tr>
<td><strong>Patient Movement</strong></td>
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<tr>
<td>Emergency Medical Services</td>
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<tr>
<td><strong>Public Health</strong></td>
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<td>Health Surveillance</td>
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<td>Human Services</td>
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<td>Behavioral Health</td>
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<td>Vector Control</td>
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<td><strong>Fatality Management</strong></td>
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<tr>
<td>Mortuary and Post-Mortuary Services</td>
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<tr>
<td><strong>Medical Supply Chain</strong></td>
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<tr>
<td>Blood / Blood Products</td>
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<tr>
<td>Manufacturing</td>
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<tr>
<td>Pharmaceutical Devices</td>
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<td>Medical Gases</td>
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<td>Distribution</td>
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<td>Critical Clinical research</td>
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<tr>
<td>Sterilization</td>
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<tr>
<td>Raw Materials</td>
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</tbody>
</table>

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
**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**

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

**Operational Assessment**

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilize and stage healthcare system support resources.</td>
<td>• Staging areas have been established and are receiving medical resources.  • Requirements have been defined by the state(s) and validated by DOH.</td>
<td>• ESF 8  • ESF 5</td>
</tr>
<tr>
<td>Provide support for triage and patient treatment.</td>
<td>• Patients are receiving medical treatment appropriate to their needs or established crisis standards of care.</td>
<td>• ESF 8</td>
</tr>
</tbody>
</table>
## Operational Assessment

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

## Resources

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

## Execution Checklist

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Tasks</td>
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</tr>
<tr>
<td>≥120 H</td>
<td>5</td>
<td>PREMB</td>
<td>DOH</td>
<td>Support Healthcare System Restoration</td>
<td>Alert ESF 8 for potential activation to EOC and activation of ESF 8 support teams</td>
</tr>
<tr>
<td>-96 H</td>
<td>8</td>
<td>DOH</td>
<td>BEOC</td>
<td>Support Healthcare System Restoration</td>
<td>Coordinate with medical care facilities to receive high risk patients.</td>
</tr>
<tr>
<td>Tasks</td>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
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<tr>
<td>-72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Support Medical Evacuation</td>
<td></td>
</tr>
<tr>
<td>-72 H</td>
<td>19</td>
<td>PREMB</td>
<td></td>
<td>Support Distribution of Emergency Supplies</td>
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<tr>
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<td>PRMB</td>
<td>Support Healthcare System Restoration</td>
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<td>DOH</td>
<td>PREMB</td>
<td>Support Healthcare System Restoration</td>
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<td>DOH</td>
<td>PRNG, PREMB</td>
<td>Support Healthcare System Restoration</td>
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<td>-72 H</td>
<td>16</td>
<td>PRNG</td>
<td>USCG, DPPR</td>
<td>Support Healthcare System Restoration</td>
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<td>-72 H</td>
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<td>BEOC</td>
<td>PREMB</td>
<td>Support Healthcare System Restoration</td>
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<td>-48 H</td>
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<td>PREMB</td>
<td>DOH</td>
<td>Support Healthcare System Restoration</td>
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<td>-48 H</td>
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<td>PREMB</td>
<td>Support Healthcare System Restoration</td>
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<tr>
<td>Tasks</td>
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<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
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<td>-48 H</td>
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<td>PRNG</td>
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<td>Support Healthcare System Restoration</td>
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<td>Support Healthcare System Restoration</td>
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<tr>
<td>-48 H</td>
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<td>DOH</td>
<td>PREMB</td>
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<td>Support Healthcare System Restoration</td>
</tr>
<tr>
<td>+24 H</td>
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<td>DOH</td>
<td>PREMB, NGOs, OVAD, Private companies</td>
<td>Medical Shelters</td>
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<td>+24 H</td>
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<td>DOH</td>
<td>PREMB, NGOs, OVAD, Private companies</td>
<td>Medical Shelters</td>
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<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, NGOs, OVAD, Private companies</td>
<td>Medical Shelters</td>
<td></td>
</tr>
<tr>
<td>+24 H</td>
<td>13</td>
<td>EMS</td>
<td>DOH, Hospital Coalition</td>
<td>Evacuation of Hospitals</td>
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<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>DOA, USDA</td>
<td>Monitor Public Health</td>
<td></td>
</tr>
<tr>
<td>+24 H</td>
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<td>DOH</td>
<td>PREMB, CDC, ASPR, FEMA</td>
<td>Pharmaceutical Stockpile</td>
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<tr>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
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<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Hospital Coalitions</td>
<td>Hospital Coalitions</td>
<td>Use alternative radio communication systems between DOH and public and private hospitals</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, NGOs, OVAD, Private companies</td>
<td>Medical Shelters</td>
<td>Give priority to kidney patients in medical shelters</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>DOH</td>
<td>PREMB, NGOs, OVAD, Private companies</td>
<td>Medical Shelters</td>
<td>Identify places and personnel for the management of mental patients</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>EMS</td>
<td>DOH, Hospital Coalitions, PREMB, Municipalities</td>
<td>Hospital Evacuations</td>
<td>Use hospital coalitions to assist in the process of identifying beds and spaces</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>HOUSING, PREMB</td>
<td>Monitor Public Health</td>
<td>Activate protocols for monitoring situations that may cause outbreaks or risks to the health of the population</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PRPD, HHS, PMs</td>
<td>Pharmaceutical Stockpile</td>
<td>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.</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PRPD, HHS, PMs</td>
<td>Pharmaceutical Stockpile</td>
<td>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).</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Hospital Coalitions</td>
<td>Hospital Coalitions</td>
<td>Activate agreements between the DOH and hospital coalitions to meet the demand for medical services</td>
</tr>
<tr>
<td>Tasks</td>
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<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
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<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Hospital Coalitions</td>
<td>Hospital Coalitions</td>
<td>Coordinate support resources such as generators and water for public and private hospitals</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Hospital Coalitions</td>
<td>Hospital Coalitions</td>
<td>Establish communication and data transmission every 12 hours between hospitals and the DOH</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Hospital Coalitions</td>
<td>Hospital Coalitions</td>
<td>Use alternative radio communication systems between DOH and public and private hospitals</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, NGOs, OVAD, Private companies</td>
<td>Medical Shelters</td>
<td>Providing services to diabetics and oxygen-dependent patients</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>HOUSING, FAMILIES, NGOs</td>
<td>Medical Shelters</td>
<td>Maintain the evaluation of cases for the corresponding discharge.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Hospital Evacuations</td>
<td>Do a Preliminary Damage Assessment (PDA) for public and private hospitals, including CDTs and Health Centers 330</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>EMS</td>
<td>DOH, Hospital Coalitions</td>
<td>Medical Transport</td>
<td>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)</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Monitor Public Health</td>
<td>Monitoring of situations that may become outbreaks such as Leptospirosis, human scabies, dengue fever, etc.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Monitor Public Health</td>
<td>Activate DOH epidemiology teams per region to evaluate shelters and monitor them</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Monitor Public Health</td>
<td>Establish mechanisms for nurses to identify the possibility of a potential outbreak</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Monitor Public Health</td>
<td>Activate regional epidemiologists</td>
</tr>
</tbody>
</table>
## Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
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<tbody>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Monitor Public Health</td>
<td>Activate epidemiologists in the EOC of Health</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Monitor Public Health</td>
<td>Assess the need to establish and open Federal Medical Station (50 patients per FMS)</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Monitor Public Health</td>
<td>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)</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Monitor Public Health</td>
<td>Assess the need to apply to NDMS for air transportation through the US Air Force</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>NGOs</td>
<td>Monitor Public Health</td>
<td>Mental Health - Psychological First Aid Evaluations</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, PRPD, HHS, PMs</td>
<td>Pharmaceutical Stockpile</td>
<td>DOH will coordinate drug routes and containers for the SNS program</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>DTPW, PRPD, HHS, PMs</td>
<td>Pharmaceutical Stockpile</td>
<td>The DOH will coordinate with the PRPD the escort of the trucks that go with the medicines</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PRPD, HHS, PMs</td>
<td>Pharmaceutical Stockpile</td>
<td>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.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Hospital Coalitions</td>
<td>Hospital Coalitions</td>
<td>Coordinate support resources such as generators and water for public and private hospitals</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, Hospital Coalitions</td>
<td>Hospital Coalitions</td>
<td>Establish communication and data transmission every 12 hours between hospitals and the DOH</td>
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</tbody>
</table>
## Linkages

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

## 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
Tab 1.14: Fatality Management

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

Intermediate Objectives

- Conduct analysis of fatality management requirements
- Mobilize and stage fatality management resources
- Conduct body recovery and identification
- Conduct body processing and mortuary services
- Provide temporary storage
- Conduct decedent family assistance services

End State

Commonwealth fatality management plans have been developed and exercised, resources have been procured, and inventories have been updated.

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)

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

Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Medical</td>
<td>Fatality Management</td>
<td>Mortuary Services, Post-mortuary Services</td>
</tr>
</tbody>
</table>
**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**

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

**Operational Assessment**

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct analysis of fatality management requirements</td>
<td>♦ Number of fatalities, the condition of their remains, and the complexity of the incident have been determined.</td>
<td>♦ Forensics Science Bureau</td>
</tr>
<tr>
<td>Mobilize and stage fatality management resources.</td>
<td>♦ Jurisdictional threshold for numbers or complexity have been exceeded.</td>
<td>♦ Forensics Science Bureau</td>
</tr>
</tbody>
</table>
## Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct body recovery and identification.</td>
<td>♦ Human remains have been collected, retrieved, and transported to the examination location or a morgue. ♦ The jurisdictional authority (e.g., Medical Examiner) has certified identity and cause and manner of death.</td>
<td>♦ Forensics Science Bureau</td>
</tr>
<tr>
<td>Provide temporary storage.</td>
<td>♦ Human remains are properly stored</td>
<td>♦ Forensics Science Bureau</td>
</tr>
<tr>
<td>Provide long-term storage</td>
<td>♦ Human remains are properly stored</td>
<td>♦ Forensics Science Bureau</td>
</tr>
<tr>
<td>Conduct temporary interment</td>
<td>♦ Backlogs of human remains are rectified</td>
<td>♦ Forensics Science Bureau</td>
</tr>
<tr>
<td>Conduct cremations</td>
<td>♦ Backlogs of human remains are rectified</td>
<td>♦ Forensics Science Bureau/ Funeral Homes</td>
</tr>
<tr>
<td>Conduct decedent family assistance services.</td>
<td>♦ Immediate and ongoing services for surviving families are provided.</td>
<td>♦ DOH/ Forensics Science Bureau/ MHASA</td>
</tr>
</tbody>
</table>

## Resources

♦ Puerto Rico Department of Health: Assistance for State and Local Health  
  o Remains Identification and Processing  
♦ DOH/ Mortuary Affairs Team  
  o Remains Identification and Processing  
♦ Forensics Science Bureau Consultants Scientific Experts  
  o Remains Identification and Processing  
♦ Puerto Rico Department of Environment & Natural Resources: DNER water/wastewater SMEs  
  o Remains Identification and Processing  
♦ DOH teams  
  o Remains Identification and Processing  
♦ Behavioral Health Care: MHASA mental health team(s)  
  o Crisis Counseling  
♦ Puerto Rico Department of Family
### Resources

- Crisis Counseling

### Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>-24 H</td>
<td>8</td>
<td>DOH</td>
<td>ARMY Reserve Mortuary Unit, PREMB</td>
<td>Support Mass Fatality Management</td>
<td>Review and validate fatality management and mortuary operations strategies. Share these strategies with the other agencies.</td>
</tr>
<tr>
<td>-12 H</td>
<td>8</td>
<td>DOH</td>
<td>BEOC</td>
<td>Support Mass Fatality Management</td>
<td>Ensure the National Associations of Funeral Directors, Coroners, and Medical Examiners have been notified and asked to provide additional personnel surge capacity.</td>
</tr>
<tr>
<td>+24 H</td>
<td>6</td>
<td>FSB</td>
<td>DOH, PREMB, DMORT</td>
<td>Support Mass Fatality Management</td>
<td>Activate protocols in the FSB on mass fatality management as a preventive measure.</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>Hospitals</td>
<td>Support Mass Fatality Management</td>
<td>Ask all hospitals to take a census of deaths in their hospitals every 12 hours</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>FSB</td>
<td>DOH, PREMB, DMORT</td>
<td>Support Mass Fatality Management</td>
<td>Request direct and indirect event fatality reports from PREMB Zones</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>FSB</td>
<td>Support Mass Fatality Management</td>
<td>Ask FSB for a census of bodies it is receiving every 12 hours</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>DOH, Funeral Homes, FSB</td>
<td>Support Mass Fatality Management</td>
<td>Ask Funeral Homes to send censuses of bodies they are receiving every 12 hours</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>DOH, Funeral Homes, FSB</td>
<td>Support Mass Fatality Management</td>
<td>Estimate necessary space for storage of corpses in hospitals, funeral homes and FSB</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>ARMY Reserve Mortuary Unit</td>
<td>Support Mass Fatality Management</td>
<td>Request and deploy local and other agencies assets to support fatality management, if required.</td>
</tr>
<tr>
<td>Tasks</td>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
<td>---</td>
</tr>
<tr>
<td>+24 H</td>
<td>8</td>
<td>DOH</td>
<td>ARMY Reserve Mortuary Unit</td>
<td>Support Mass Fatality Management</td>
<td>Deploy the ARMY Reserve Mortuary Unit, as needed, due to mass casualties and/or remote areas.</td>
</tr>
<tr>
<td>+72 H</td>
<td>13</td>
<td>DOH</td>
<td>DOH, FSB, Funeral Homes, PREMB</td>
<td>Fatality Management</td>
<td>Request report of direct or indirect deaths from the incident</td>
</tr>
<tr>
<td>+72 H</td>
<td>13</td>
<td>DOH</td>
<td>DOH, SACA, FSB, Funeral Homes, PREMB</td>
<td>Fatality Management</td>
<td>Request a post-event funeral service report from the funeral home every 24 hours</td>
</tr>
<tr>
<td>+72 H</td>
<td>13</td>
<td>DOH</td>
<td>DOH, SACA, FSB, Funeral Homes, PREMB</td>
<td>Fatality Management</td>
<td>Coordinate mass fatality management activities Identification of dead bodies</td>
</tr>
<tr>
<td>+72 H</td>
<td>13</td>
<td>DOH</td>
<td>DOH, SACA, FSB, Funeral Homes, PREMB</td>
<td>Fatality Management</td>
<td>Identify alternate sites for storage of human bodies</td>
</tr>
<tr>
<td>+72 H</td>
<td>6</td>
<td>FAMILIES</td>
<td>MHASA, DOH, American Red Cross, Tourism and State Department</td>
<td>Coordinate Establishment of Reunification Program</td>
<td>Coordinate hydration, meals, counseling and family reunification support as requested by Fatality Management Services Capability Group.</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>FSB</td>
<td>DOH, PREMB, DMORT</td>
<td>Fatality Management</td>
<td>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</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>FSB</td>
<td>DOH, PREMB, DMORT, PRNG</td>
<td>Fatality Management</td>
<td>Coordination of identification and handling of corpses, use of refrigerated trucks, morgues in hospitals, funeral homes and FSB.</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>FSB</td>
<td>DOH, PREMB, DMORT</td>
<td>Fatality Management</td>
<td>Activate DMORT units to receive potential increase of corpses in FSB facilities.</td>
</tr>
<tr>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, NCF, FAMILIES</td>
<td>Fatality Management</td>
<td>Deployment of resources and preparation of the facility for activation of the Victim Information Center (VIC).</td>
</tr>
</tbody>
</table>
### Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>FSB, PREMB, DMORT</td>
<td>Fatality Management</td>
<td>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.)</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>FSB</td>
<td>DOH, PREMB, DMORT</td>
<td>Fatality Management</td>
<td>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)</td>
</tr>
<tr>
<td>≥30 D</td>
<td>11</td>
<td>DOA</td>
<td>SACA, USDA</td>
<td>Fatality Management</td>
<td>Resources for managing animal mortality.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>13</td>
<td>DPS</td>
<td>DOH, FSB, Funeral Homes</td>
<td>Fatality Management</td>
<td>Identify procedures for management of human bodies</td>
</tr>
</tbody>
</table>

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Medical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Fatality Management</td>
<td></td>
<td>Lead: ESF 8</td>
</tr>
<tr>
<td>- Mortuary/post mortuary services</td>
<td></td>
<td>Support: ESF 5, ESF 6, ESF 7, ESF 11</td>
</tr>
<tr>
<td>- Blood/Blood Products</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Environmental Response/Health and Safety</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fatality Management Services</td>
<td></td>
</tr>
</tbody>
</table>

### References

- National Response Framework (NRF), Fourth Edition, October 2019
- National Response Framework (NRF) ESF #8 Public Health and Medical Services Annex (Jun 2016)
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.

**Intermediate Objectives**

- Scope mission/conduct analysis with PREMB and ESFs.
- Develop plan for natural and cultural resources.
- Review response and recovery actions for potential impacts and solutions.
- Monitor delivery of programs and closeout.

**End State**

Natural and cultural resources and historic properties are evaluated, protected, and/or restored.

**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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Utilize Local Resources</strong> - Utilize local resources as a primary capability</td>
<td>Natural and cultural resources and historic properties are evaluated, protected, and/or restored.</td>
</tr>
<tr>
<td>2</td>
<td><strong>PRNG Resources</strong> - Utilize PRNG sourced resources to augment municipal, zone, and commonwealth resources</td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unified Coordination</td>
<td>Activation and Deployment</td>
<td></td>
</tr>
<tr>
<td>Theater, Operations and Logistics</td>
<td>Establishing Resources</td>
<td></td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Government Services</td>
<td></td>
</tr>
<tr>
<td>Health and Medical</td>
<td>Public Health</td>
<td></td>
</tr>
<tr>
<td>Food, Water, Shelter</td>
<td>Food</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commercial Food Distribution</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commercial Food Supply Chain</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Animals and Agriculture</td>
<td></td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Reported or suspected hazardous material release incidents</td>
<td>♦ Number of historic or natural landmarks in the impacted area</td>
<td>♦ Emerging issues or concerns regarding endangered species</td>
</tr>
<tr>
<td>♦ Any concerns regarding exotic animals</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Primary Organizations and Their Roles/Responsibilities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREMB</td>
<td>Coordinate local response and resources</td>
</tr>
<tr>
<td>DNER</td>
<td>Facilitates resources in response to preserving natural resources from hazardous materials and resources for the protection and restoration of natural resources.</td>
</tr>
<tr>
<td>SHPO</td>
<td>Facilitates coordination and protection of historic and cultural digital archives</td>
</tr>
<tr>
<td>DOA</td>
<td>Facilitates SMEs as well as resources for the protection and restoration of agriculture and livestock.</td>
</tr>
</tbody>
</table>

### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope mission/conduct analysis with state and ESFs.</td>
<td>♦ Assessment of services gap analysis complete</td>
<td>♦ DNER</td>
</tr>
<tr>
<td>Develop plan for natural and cultural resources.</td>
<td>♦ Plan development implementation in progress</td>
<td>♦ DNER</td>
</tr>
<tr>
<td>♦ ICPR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review response and recovery actions for potential impacts and solutions.</td>
<td>♦ Assessment and reprioritization of actions complete</td>
<td>♦ DNER</td>
</tr>
<tr>
<td>Monitor delivery of programs and closeout.</td>
<td>♦ Closeout of programs complete</td>
<td>♦ DNER</td>
</tr>
</tbody>
</table>
## Resources
- Department of Natural and Environment Resources (DNER)
- Joint Information Center (JIC)
- Department of Justic
- The Institute of Culture of Puerto Rico
- The State Office of Historic Preservation
- U.S. Fish & Wildlife Services
- Environmental Protection Agency

## Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-72 H</td>
<td>11</td>
<td>DOA</td>
<td>PREMB</td>
<td>Deploy Incident Management Teams</td>
<td>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.</td>
</tr>
<tr>
<td>-72 H</td>
<td>5</td>
<td>PREMB</td>
<td>All</td>
<td>Operational Coordination</td>
<td>Determine the deployment posture for the Agency Liaisons to PREMB EOC's</td>
</tr>
<tr>
<td>-48 H</td>
<td>5</td>
<td>PR Planning Board</td>
<td>PREMB</td>
<td>Increase Sustainability and Resilience of Natural and Cultural Resources</td>
<td>Obtain flood insurance and sanctioned community information for Preliminary Damage Assessment.</td>
</tr>
<tr>
<td>-48 H</td>
<td>6</td>
<td>PREMB</td>
<td>FAMILIES</td>
<td>Support Feeding / Hydration Operations</td>
<td>Identify special dietary or cultural feeding requirements</td>
</tr>
<tr>
<td>-48 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRNG, CAP</td>
<td>Information Collection plan</td>
<td>Mission assign USNG / CAP to assist with damage assessments</td>
</tr>
<tr>
<td>0 H</td>
<td>10</td>
<td>DNER</td>
<td>PREMB, SACA</td>
<td>Support HazMat Response</td>
<td>Deploy Hazardous Response Teams</td>
</tr>
</tbody>
</table>
### Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Grant exemptions or waive local agency consultation requirements for evacuation and to carry personal relief supplies in support of relief efforts.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Identify and provide locations of environmental health risks (e.g., gas, oil or other non-radioactive HAZMAT releases) that impact response operations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Respond, rescue, and inspect potential impacts to marine ecosystems and marine mammals.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Conduct assessments of the water quality and water treatment facilities.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Support transition by ensuring nutritionally balanced meals are being produced and various cultural/medical dietary requirements are addressed.</td>
</tr>
</tbody>
</table>

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unified Coordination</td>
<td>• Environmental Response/Health and Safety</td>
<td>Lead: ESF 11</td>
</tr>
<tr>
<td>† Deploy Liaisons</td>
<td>• Critical Transportation</td>
<td>Support: ESF 1, ESF 2, ESF 3, ESF 5, ESF 6, ESF 7, ESF 10, ESF 14, ESF 15</td>
</tr>
<tr>
<td>Theater Opening and Logistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>† Obtain Waivers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 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
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.

### Intermediate Objectives

- **Resource Identification and Acquisition**
- **Sustained Interoperable Communications and Risk Communication**
- **Incident Action Planning**
- **Management of Storage Areas and Commodities Distribution**
- **Logistic Management and Supply Chain Monitoring**

### 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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Use organic PREMB staff to manage resources</td>
<td>Operations response and available resources are well managed, and processes are consistent</td>
</tr>
<tr>
<td>2</td>
<td>EMAC with non-Commonwealth personnel and resources to help manage resources</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Integrate Federal partners to assist with resource management</td>
<td></td>
</tr>
</tbody>
</table>

### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Situational Awareness" /></td>
<td>Coordination Calls and Information Sharing</td>
<td>♦ N/A</td>
</tr>
<tr>
<td><img src="image" alt="Safety and Security" /></td>
<td>Government Services</td>
<td>♦ Essential Government Functions ♦ Government Offices</td>
</tr>
<tr>
<td><img src="image" alt="Food, Water, Shelter" /></td>
<td>Food</td>
<td>♦ Commercial Food Supply Chain</td>
</tr>
<tr>
<td><img src="image" alt="Health and Medical" /></td>
<td>Public Health</td>
<td>♦ Epidemiological Surveillance ♦ Assessment/ Interventions/ Treatments</td>
</tr>
</tbody>
</table>
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td><img src="image" alt="Alerts, Warnings, and Messages" /></td>
<td>♦ Access to IPAWS (WEA, EAS, NWR)</td>
</tr>
</tbody>
</table>
|                                    | ![Responder Communications](image) | ♦ LMR Networks  
♦ Disaster Emergency Communications |
| Transportation                     | ![Highway/ Roadway](image) | ♦ Roads  
♦ Bridges |
| Maritime                           | ![Maritime](image) | ♦ Ports and Port Facilities |
| Hazardous Materials                | ![HazMat, Pollutants, Contaminants](image) | ♦ Oil/ HAZMAT/ Toxic Release Incidents from Non-Fixed Facilities |

### 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.

♦ Agency resources  
♦ Contact list for transporters and drivers  
♦ Inventory of available facilities  
♦ List of suppliers by contracts
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Verify alternate communication capabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ List of product storage areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Inventory of items in the Warehouses</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Primary Organizations and Their Roles/Responsibilities

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

### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Identification and Acquisition</td>
<td>♦ Requested resources are identified and sourced for distribution to impacted communities</td>
<td>♦ PREMB/ GSA</td>
</tr>
</tbody>
</table>
### Operational Assessment

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

### Resources

- GSA
- PRNG
- Local Emergency Managers
- Private Sector Stakeholders
- MIDF
- PSC

### Execution Checklist

<table>
<thead>
<tr>
<th>H+/−</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>+24 H</td>
<td>7</td>
<td>GSA</td>
<td>PREMB</td>
<td>Resource Identification</td>
<td>Conduct needs assessment of response resources</td>
</tr>
<tr>
<td>+24 H</td>
<td>7</td>
<td>GSA</td>
<td>PREMB</td>
<td>Resource Acquisition</td>
<td>Perform manual purchase order system with pre-identified</td>
</tr>
</tbody>
</table>
## Execution Checklist

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>PREMB</td>
<td></td>
<td>purchase orders with pre-authorized numbers</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>Interoperable Communications</td>
<td>Perform radio and interoperability tests</td>
<td></td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>FAMILIES</td>
<td>PREMB</td>
<td>Incident Action Planning</td>
<td>Advance payment of food purchase services (PAN)</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>Management of Storage Areas and Distribution</td>
<td>Evaluate inventories in the resource and supply storage areas.</td>
<td></td>
</tr>
<tr>
<td>+24 H</td>
<td>16</td>
<td>PRNG</td>
<td>PREMB</td>
<td>Management of Storage Areas and Distribution</td>
<td>Begin distribution of essential materials and products to isolated communities that have been identified by municipalities</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>TREASURY</td>
<td>PREMB</td>
<td>Logistics Management</td>
<td>Maintain waiver of TREASURY fees for up to 30 days to maintain flow of goods and supplies to the general population.</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>Community Hubs</td>
<td>Management of Storage Areas and Distribution</td>
<td>Activation and assembly of the Distribution Centers by the PREMB to the Community Hubs.</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>MIDF, MAPR</td>
<td>Supply Chain Monitoring</td>
<td>Needs assessment and coordination of generator and fuel equipment support to essential food distribution centers and supply chain</td>
</tr>
<tr>
<td>+24 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Incident Action Planning</td>
<td>Locate employees who have not reported to work. Use the coordinates of their residences and send staff to verify the status of their employees</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>Gov</td>
<td>PREMB</td>
<td>Distribution of Information &amp; Communication of Risks</td>
<td>Share information among agencies and establishing risk communication systems to the public through the media</td>
</tr>
<tr>
<td>+24 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Resource Identification</td>
<td>Process of identifying immediate needs</td>
</tr>
<tr>
<td>+24 H</td>
<td>All</td>
<td>All</td>
<td>All</td>
<td>Resource Identification</td>
<td>Use resources that were previously pre-positioned</td>
</tr>
<tr>
<td>H+/-</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
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</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>MAPR</td>
<td>Logistics Management</td>
<td>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.</td>
</tr>
<tr>
<td>+24 H</td>
<td>5</td>
<td>PREMB</td>
<td>MAPR</td>
<td>Logistics Management</td>
<td>Notification to trucker organizations of activation.</td>
</tr>
<tr>
<td>+24 H</td>
<td>7</td>
<td>GSA</td>
<td>OGSP, TREASURY, GAR, Private Sector</td>
<td>Incident Action Planning</td>
<td>Activation of contracts from GSA or any other agency and/or collaborative agreements based on the first damage reports.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>MIDF, MAPR</td>
<td>Resource Identification</td>
<td>Evaluate inventory flow in fuel, water, food, medical, and other repair parts stores.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRNG</td>
<td>Resource Identification</td>
<td>Open warehouses.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRNG</td>
<td>Resource Identification</td>
<td>Activation of the Staging Areas to deploy resources.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRNG</td>
<td>Resource Identification</td>
<td>Initiate distribution of Critical Equipment (Generators, water, food and fuel) to Critical Infrastructures.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PSC, PRPA</td>
<td>Logistics Management</td>
<td>When the port is opened, assign Port and PSC personnel to supervise the disembarkation and movement of seas-land cargo.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>Community Hubs</td>
<td>Management of Storage Areas and Distribution</td>
<td>Continued operations of the Distribution Centers by PREMB to the Community Hubs.</td>
</tr>
<tr>
<td>+72 H</td>
<td>7</td>
<td>GSA</td>
<td>PREMB</td>
<td>Resource Acquisition</td>
<td>Follow up on emergency purchases.</td>
</tr>
<tr>
<td>+72 H</td>
<td>7</td>
<td>GSA</td>
<td>PREMB</td>
<td>Resource Acquisition</td>
<td>Coordinate with GSA purchasing for services and resources needed during the response to the incident.</td>
</tr>
<tr>
<td>+72 H</td>
<td>7</td>
<td>GSA</td>
<td>All</td>
<td>Resource Acquisition</td>
<td>Carry out the process of emergency purchases.</td>
</tr>
</tbody>
</table>
## Execution Checklist

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

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRNG</td>
<td>Management of Storage Areas and Distribution</td>
<td>Maintain flow of resources to storage areas to meet the needs of the site.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRNG</td>
<td>Management of Storage Areas and Distribution</td>
<td>Activation of PRNG for distribution of goods and essential items</td>
</tr>
<tr>
<td>+72 H</td>
<td>16</td>
<td>PRNG</td>
<td>PREMB</td>
<td>Management of Storage Areas and Distribution</td>
<td>Coordinate support from the National Guard for the distribution of goods and essential items.</td>
</tr>
<tr>
<td>+72 H</td>
<td>19</td>
<td>PREMB</td>
<td>PRNG, Community Hubs</td>
<td>Management of Storage Areas and Distribution</td>
<td>Coordinate with volunteer organizations for the distribution of goods and essential items.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>DOH, PRFD, PSC, HOUSING, DOE</td>
<td>Management of Storage Areas and Distribution</td>
<td>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.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>TREASURY</td>
<td>Logistics Management</td>
<td>Maintain a waiver of TREASURY fees for up to 30 days to maintain the flow of goods and supplies to the general population.</td>
</tr>
<tr>
<td>+72 H</td>
<td>7</td>
<td>PSC</td>
<td>GSA, PREMB</td>
<td>Logistics Management</td>
<td>Maintain flow of carriers and freight forwarders at the docks 24/7.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PSC, TREASURY</td>
<td>Supply Chain Monitoring</td>
<td>Supply resources so that private companies can mobilize supplies to all affected areas promptly through distributors, supermarkets, pharmacies, hardware stores, etc.</td>
</tr>
<tr>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PSC, DTPW</td>
<td>Supply Chain Monitoring</td>
<td>Maintain fuel supplies for mobilization of truckers.</td>
</tr>
<tr>
<td>+72 H</td>
<td>11</td>
<td>DOA</td>
<td>PREMB</td>
<td>Supply Chain Monitoring</td>
<td>Help make animal feed available</td>
</tr>
<tr>
<td>Tasks</td>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
</tr>
<tr>
<td>-----------------------</td>
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<td>--------</td>
<td>----------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>7</td>
<td>GSA</td>
<td>All</td>
<td>Supply Chain Monitoring</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRNG</td>
<td>Incident Action Planning</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>DTPW</td>
<td>Incident Action Planning</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRNG</td>
<td>Incident Action Planning</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PRPA, TREASURY, FSC</td>
<td>Logistics Management</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td></td>
<td>Distribution of Information &amp; Communication of Risks</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>All</td>
<td>All</td>
<td>Distribution of Information &amp; Communication of Risks</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>10</td>
<td>DNER</td>
<td>PREMB</td>
<td>Distribution of Information &amp; Communication of Risks</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>Gov</td>
<td>PREMB</td>
<td>Distribution of Information &amp; Communication of Risks</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Distribution of Information &amp; Communication of Risks</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>All</td>
<td>Distribution of Information &amp;</td>
</tr>
</tbody>
</table>

172
<table>
<thead>
<tr>
<th>Tasks</th>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Communication of Risks</td>
<td>agency heads, mayors and others.</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>All</td>
<td>Distribution of Information &amp; Communication of Risks</td>
<td>Share risk information with press officers in the JIC to prepare press releases.</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>All</td>
<td>Distribution of Information &amp; Communication of Risks</td>
<td>Maintain flow of information about risks and general situation at all levels.</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>Private Sector</td>
<td>Logistics Management</td>
<td>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</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>Private Sector</td>
<td>Logistics Management</td>
<td>Coordinate with MIDF the status of its partners and storage and collection capacities of goods from the dock</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>MIDF</td>
<td>Supply Chain Monitoring</td>
<td>Provide support to re-establish the supply chain of wholesalers and supermarkets</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>All</td>
<td>Distribution of Information &amp; Communication of Risks</td>
<td>Identify isolated communities and geolocate them to establish land or air distribution plan</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>9</td>
<td>PREMB</td>
<td>PRNG, PRPD, USCG, DEA</td>
<td>Management of Storage Areas and Distribution</td>
<td>Assign air missions to deliver basic necessities to isolated communities. This will be done in coordination with the municipality to provide ground support</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PREMB, Municipalities</td>
<td>Distribution of Information &amp; Communication of Risks</td>
<td>Each PREMB zone will report on isolated communities and their commodity needs</td>
</tr>
<tr>
<td></td>
<td>+72 H</td>
<td>5</td>
<td>PREMB</td>
<td>PSC, PRNG</td>
<td>Logistics Management</td>
<td>Assign truckers to the process of moving air cargo arriving at the</td>
</tr>
</tbody>
</table>
## Execution Checklist

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

## Linkages

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

## 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.

**Intermediate Objectives**

- **Begin analysis of industry sectors readiness and internal response capacity; identify Commonwealth and municipal requirements from private sector.**
- **Private Sector prioritizes requests to support private sector readiness and response.**
- **Support private sector industries conduct business impact assessments and analyses of critical infrastructure, including supply chain interdependencies.**
- **Stabilize private sector supply chain and distribution mechanisms.**
- **Deactivate Private Sector Liaison and return to steady-state operations.**

**End State**

- Collaboration and information sharing are established with the private sector, allowing business-led restoration and long-term recovery.

**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)**

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Private Sector</strong> - Coordination within the private sector industries lead assessments pre &amp; post-catastrophic disaster. MOUs between industries manage response efforts with PREMB coordination.</td>
<td>PREMB response support to the private sector will allow the return of businesses and stabilize cross-sector industries.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Commonwealth Support</strong> - 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.</td>
<td></td>
</tr>
</tbody>
</table>
### Courses of Action (COAs)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td><strong>Federal Support</strong> - ESF 17 coordinates with Private Sector Liaison in the Federal Incident Support structure to support industry resource requests.</td>
<td></td>
</tr>
</tbody>
</table>

### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unified Coordination</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Establishing Resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coordination Calls</td>
<td>Conduct Coordination Calls</td>
</tr>
<tr>
<td></td>
<td>and Information Sharing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Planning and Analysis</td>
<td>Conduct Threat Analysis</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Government Services</td>
<td>Essential Government Functions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Government Offices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Historical / Cultural Resources</td>
</tr>
<tr>
<td>Food</td>
<td></td>
<td>Commercial Food Distribution</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commercial Food Supply Chain</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Food Distribution Programs (Food Banks)</td>
</tr>
</tbody>
</table>
## Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food, Water, Shelter</td>
<td>Shelter</td>
<td>♦ Commercial Facilities (e.g. hotels)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Hospitals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Dialysis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Pharmacies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Veterinary Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Home Care</td>
</tr>
<tr>
<td>Medical Care</td>
<td></td>
<td>♦ Blood/Blood Products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Manufacturing</td>
</tr>
<tr>
<td>Health and Medical</td>
<td></td>
<td>♦ Distribution</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Critical Clinical Research</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Sterilization</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Raw Materials</td>
</tr>
<tr>
<td>Energy (Power &amp; Fuel)</td>
<td>Fuel</td>
<td>♦ Refineries/ Fuel Processing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Fuel Storage</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Pipelines</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Fuel Distribution (e.g. fuel points, gas stations)</td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td>♦ Wireless</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Cable Systems and Wireline</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Broadcast (Television and Radio)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Satellite</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Data Centers / Internet</td>
</tr>
<tr>
<td>Financial Services</td>
<td></td>
<td>♦ Banking Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>♦ Electronic Payment Processing</td>
</tr>
</tbody>
</table>
## Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>Highway/Roadway</td>
<td>◆ Roads</td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>Facilities</td>
<td>◆ Oil &amp; HAZMAT Facilities (e.g. chemical, nuclear)</td>
</tr>
</tbody>
</table>

## 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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chamber of Marketing, Industry, and Distribution of Food (MIDF)</td>
<td>The Puerto Rico Chamber of Marketing, Industry, and Distribution of Food Spanish: Cámara de Mercadeo, Industria y Distribución de Alimentos de Puerto Rico (MIDF) is a private, voluntary, and non-profit trade association that advocates for the food industry and ancillary businesses in Puerto Rico.</td>
</tr>
<tr>
<td>Organization</td>
<td>Roles and Responsibilities</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Asociación de Arrendadores de Bienes Inmuebles</td>
<td>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.</td>
</tr>
<tr>
<td>Latin American Business Council (CEAL)</td>
<td>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.</td>
</tr>
<tr>
<td>Puerto Rico Auto Importers Association</td>
<td>International Auto Importing association.</td>
</tr>
</tbody>
</table>
| Pharmaceutical Industry Association                                         | 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 global competitiveness and improves healthcare outcomes for its citizens; Improve competitiveness to retain and attract operations to Puerto Rico. Improve Healthcare Outcomes. Build Social Capital. Build Strong Networks with Key Stakeholders. Strengthen PIA's Position and Capabilities.  
https://piapr.org/                                                                                                                                                                                                                     |
| 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.  
https://www.acdetpr.com/about-us                                                                                                                                                                                                     |
| 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.  
https://mmapapr.org/aboutmmapa/                                                                                                                                                                                                        |
## Primary Organizations and Their Roles/Responsibilities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Puerto Rico Shipping Association</td>
<td>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. 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. <a href="http://navierspr.com/about/">http://navierspr.com/about/</a></td>
</tr>
<tr>
<td>Puerto Rico Hotel &amp; Tourism Association</td>
<td>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. <a href="https://www.prhta.org/">https://www.prhta.org/</a></td>
</tr>
</tbody>
</table>

## Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Begin analysis of industry sectors readiness and internal response capacity; identify Commonwealth and municipal requirements from private sector.</td>
<td>♦ Coordination structures and implementation processes for departments and agencies are in place.</td>
<td>♦ PREMB</td>
</tr>
<tr>
<td>Private Sector prioritizes requests to support private sector readiness and response</td>
<td>♦ Resource requests or MOUs are submitted or activated.</td>
<td>♦ ESF 17</td>
</tr>
</tbody>
</table>
## Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support private sector industries conduct business impact assessments and analyses of critical infrastructure, including supply chain interdependencies</td>
<td>Contractor-provided services are limited by the capacity of the private sector to support contract needs.</td>
<td>ESF 17</td>
</tr>
<tr>
<td>Stabilize private sector supply chain and distribution mechanisms.</td>
<td>Limited resource requests to support private sector.</td>
<td>ESF 17</td>
</tr>
<tr>
<td>Deactivate Private Sector Liaison and return to steady-state operations.</td>
<td>Response efforts stabilized.</td>
<td>PREMB</td>
</tr>
</tbody>
</table>

## Resources

- American Red Cross (ARC)
- External Affairs (EA)
- ESF 17 Liaison
- National Business Emergency Operations Center (NBEOC)
- Voluntary Organization Active in Disaster (VOAD)

## Execution Checklist

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
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</thead>
<tbody>
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<td></td>
</tr>
<tr>
<td>-96 H</td>
<td>17</td>
<td>PREMB</td>
<td>BEOC</td>
<td>Situational Awareness</td>
<td>Begin analysis, discuss and identify additional required resources</td>
</tr>
<tr>
<td>-96 H</td>
<td>17</td>
<td>PREMB</td>
<td>Tourism Company</td>
<td>Situational Awareness</td>
<td>Maintain lists of local businesses that have capabilities to respond to emergencies with basic services or products</td>
</tr>
<tr>
<td>H+/−</td>
<td>ESF</td>
<td>Agency</td>
<td>Support Agency</td>
<td>Function</td>
<td>Task</td>
</tr>
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<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>-96 H</td>
<td>17</td>
<td>PREMB</td>
<td>Tourism Company, Hotel Association</td>
<td>Businesses</td>
<td>Notify the hotels of the possible incident and confirm that they have activated their plans.</td>
</tr>
<tr>
<td>-96 H</td>
<td>17</td>
<td>PREMB</td>
<td>BEOC, Coalitions</td>
<td>Monitor Supply Chain</td>
<td>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.</td>
</tr>
<tr>
<td>-48 H</td>
<td>17</td>
<td>PREMB</td>
<td>BEOC, GSA, NET</td>
<td>Communications</td>
<td>Establish communication with the main suppliers registered in the Single Register of Bidders to establish alternate methods of communication after the event if necessary.</td>
</tr>
<tr>
<td>-48 H</td>
<td>17</td>
<td>PREMB</td>
<td>TREASURY, Gov, BEOC, Coalitions</td>
<td>Monitor Supply Chain</td>
<td>Order price “Freeze” of essential commodities.</td>
</tr>
<tr>
<td>-36 H</td>
<td>17</td>
<td>PREMB</td>
<td>EOC Logistics &amp; BEOC</td>
<td>Monitor Supply Chain</td>
<td>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.</td>
</tr>
<tr>
<td>-36 H</td>
<td>2</td>
<td>PREMB</td>
<td>NET</td>
<td>Communications</td>
<td>Verify if the Telecommunication company’s emergency operational plans are activated.</td>
</tr>
<tr>
<td>-24 H</td>
<td>17</td>
<td>PREMB</td>
<td>GSA, FEMA</td>
<td>Monitor Supply Chain</td>
<td>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.</td>
</tr>
</tbody>
</table>
## Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unified Coordination</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Determine initial resources</td>
<td>♦ Operational Coordination</td>
<td></td>
</tr>
<tr>
<td>♦ Support BEOC coordination</td>
<td>♦ Situational Assessment</td>
<td></td>
</tr>
<tr>
<td>Theater Opening and Logistics</td>
<td>♦ Infrastructure Systems</td>
<td></td>
</tr>
<tr>
<td>♦ Source Transportation</td>
<td>♦ Logistics and Supply Chain Management</td>
<td></td>
</tr>
<tr>
<td>Situational Awareness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Conduct coordination calls</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Conduct Threat Analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food, Water, Shelter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Food</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Communication Infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>♦ Finances</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Lead:
- ESF 17

### Support:
- ESF 1, ESF 2, ESF 3, ESF 7, ESF 8, ESF 12, ESF 15, ESF 19

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

<table>
<thead>
<tr>
<th>Intermediate Objectives</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform site surveys and assessments to inform resource requests, conduct analysis, and determine the prioritization of infrastructure restoration.</td>
<td>Reestablish critical infrastructure within the affected areas to support ongoing emergency response operations and a transition to recovery.</td>
</tr>
<tr>
<td>Coordinate with public and private sector infrastructure owners, operators, and partners to prioritize stabilization and restoration activities.</td>
<td>Identify operational efficiencies between local agencies to enable a more unified, effective, and efficient restoration effort.</td>
</tr>
<tr>
<td>Conduct planning in coordination with the public and private sectors to support incident objectives for stabilization and repair of essential infrastructure.</td>
<td>Identify parameters and timeline for demobilization and transition to recovery.</td>
</tr>
</tbody>
</table>

**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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Local Infrastructure Repair Crews – Utilization of local resources to stabilize damaged infrastructure using contracts, local private company’s etc.</td>
<td>Reestablish critical infrastructure within the affected areas to support ongoing emergency response operations and a transition to recovery</td>
</tr>
<tr>
<td>2</td>
<td>Local Memorandums of Understanding – Utilize resources from MOUs and contracts to assist stabilization of infrastructure.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Federal Support – Utilize OFA support, to employ their own capabilities and contracts to stabilize infrastructure.</td>
<td></td>
</tr>
<tr>
<td>Lifeline / Coordinating Objectives</td>
<td>Components</td>
<td>Subcomponents</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Unified Coordination</td>
<td>Task Forces and Special Groups</td>
<td>∗ Create Joint Task Forces</td>
</tr>
</tbody>
</table>
| Law Enforcement/Security          | Law Enforcement/Security        | ∗ Police Stations  
                                |                         | ∗ Correctional Facilities |
| Safety and Security               | Fire Services                     | ∗ Fire Stations |
| Government Services               | Government Services               | ∗ Emergency Operations Centers  
                                |                         | ∗ Government Offices  
                                |                         | ∗ Schools |
|                                   |                                       | ∗ Public Records  
                                |                         | ∗ Historic/Cultural Resources |
| Food, Water, Shelter              | Water                               | ∗ Drinking Water Utilities (Intake, Treatment, Storage, and Distribution)  
                                |                         | ∗ Wastewater Systems |
| Health and Medical                | Medical Care                        | ∗ Hospitals  
                                |                         | ∗ Long-Term Care Facilities  
                                |                         | ∗ Veterinary Services |
| Energy, Power, Fuel               | Power                               | ∗ Generation Systems  
                                |                         | ∗ Transmission Systems  
                                |                         | ∗ Distribution Systems |
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel</td>
<td>Fuel Storage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pipelines</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fuel Distribution (e.g., Gas Stations and Fuel Points)</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>Wireless</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cable Systems and Wireline</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Broadcast (Television and Radio)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Data Centers/Internet</td>
<td></td>
</tr>
<tr>
<td>Highway/Roadway</td>
<td>Roads</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bridges</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Commercial (e.g., Cargo/Passenger)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>General</td>
<td></td>
</tr>
<tr>
<td>Maritime</td>
<td>Ports and Port Facilities</td>
<td></td>
</tr>
</tbody>
</table>

### 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 of Commonwealth and other Agency EOCs
- Status and impacts on essential government
- Status of local government facilities and systems
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>◆ Status and impacts related to Commonwealth leased facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>◆ Commonwealth facilities and resource locations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>◆ Estimates for temporary critical public buildings</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Primary Organizations and Their Roles/Responsibilities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOH</td>
<td>Public Health: mass vaccination</td>
</tr>
<tr>
<td>MHASA</td>
<td>Mental Health: peace line works properly</td>
</tr>
<tr>
<td>DOH</td>
<td>Epidemiological Monitoring; occurrences of diseases</td>
</tr>
<tr>
<td>DOH / PRDA</td>
<td>Water and food safe for consumption: they are suitable and not expired</td>
</tr>
<tr>
<td>PRDE / PRDH</td>
<td>Shelter Management: they are all capable of receiving refugees</td>
</tr>
<tr>
<td>PREMB</td>
<td>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.</td>
</tr>
<tr>
<td>DOH</td>
<td>Provides situational awareness regarding needs at critical health care and other CIKR sector facilities.</td>
</tr>
<tr>
<td>PREPA / LUMA</td>
<td>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.</td>
</tr>
<tr>
<td>DTPW</td>
<td>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.</td>
</tr>
</tbody>
</table>
### Primary Organizations and Their Roles/Responsibilities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRDNER</td>
<td>Assists in identifying critical water and wastewater needs, including personnel, electrical power, and treatment chemicals.</td>
</tr>
<tr>
<td>PRNG</td>
<td>Support agency for ESF #3, providing technical assistance support during response activities.</td>
</tr>
</tbody>
</table>

### Operational Assessment

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

| demobilization and transition to recovery. | mobilization of recovery resources is established |

## Resources

- Emergency Support Functions (ESFs)
- Puerto Rico Department of Transportation (DTPW)

## Execution Checklist

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

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| ≥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 | 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

<table>
<thead>
<tr>
<th>H+/-</th>
<th>ESF</th>
<th>Agency</th>
<th>Support Agency</th>
<th>Function</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Epidemiological Surveillance</td>
<td>Consolidate, process and analyze data</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Epidemiological Surveillance</td>
<td>Make recommendations for timely intervention</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Epidemiological Surveillance</td>
<td>Disseminate information on disease prevention measures to the public.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Epidemiological Surveillance</td>
<td>Monitor and evaluate reported conditions in Hospitals and physicians' offices.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB</td>
<td>Water and Food Preservation</td>
<td>Prevent food-borne illnesses and outbreaks</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PREMB, DNER, PRASA, PREB</td>
<td>Water and Food Preservation</td>
<td>Keep water safe, particularly water from public utilities and private wells.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>DNER, DOA, PREPA, LUMA, PRASA, PREB</td>
<td>Water and Food Preservation</td>
<td>Water quality monitoring.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>PRASA, DNER</td>
<td>Water and Food Preservation</td>
<td>Coordinate with the state and federal Departments of Health, Agriculture, and Supply.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>AMSSCA, CRA, PRNG</td>
<td>Post-Event Mental Health</td>
<td>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.</td>
</tr>
<tr>
<td>≥30 D</td>
<td>8</td>
<td>DOH</td>
<td>AMSSCA, CRA, PRNG, JIC</td>
<td>Post-Event Mental Health</td>
<td>Provide guidance and counseling through the news media, and social networks on how to care for and manage anxiety.</td>
</tr>
</tbody>
</table>
### Execution Checklist

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

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/ Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unified Coordination</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Create Joint Task Forces for Emergency Work</td>
<td>Operational Coordination</td>
<td>Lead: ESF 5</td>
</tr>
</tbody>
</table>

**Support:**
- 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
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.

---

**Intermediate Objectives**

- Coordinate and integrate resources between affected Municipalities and/or Zones;
- Develop sourcing solutions and champion re-allocation recommendations
- Conduct future operational planning to enhance and focus mission execution and determine emerging requirements
- Provide timely and accurate reporting on progress of power missions and key requirements
- Manage input and processing of PREMB Missions/Political Injects; facilitate specialized reporting requirements

---

**End State**

- Spot generation at preidentified facilities and PREMB designated sites is no longer required, and temporary power resources are reallocated or demobilized as electrical utility service is restored to all customers.

---

**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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Power Response Teams</strong> - Coordinate with PREPA and LUMA to send response teams to provide temporary power mission capability.</td>
<td>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.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Contract Power Grid Readiness</strong> - Have contracts in place to transport and install micro grid capabilities/mega-generator and have private vendors maintain them.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td><strong>Use of the Emergency Power Requests</strong> - Order emergency measures to protect and restore the reliability of the electrical grid.</td>
<td></td>
</tr>
</tbody>
</table>
### Lifeline Essential Elements of Information

<table>
<thead>
<tr>
<th>Lifeline / Coordinating Objectives</th>
<th>Components</th>
<th>Subcomponents</th>
</tr>
</thead>
<tbody>
<tr>
<td>~ Situational Awareness ~</td>
<td>Planning and Analysis</td>
<td>• Conduct Threat Analysis</td>
</tr>
<tr>
<td>~ Power ~</td>
<td>~ Generation Systems ~</td>
<td></td>
</tr>
<tr>
<td>~ Energy (Power &amp; Fuel) ~</td>
<td>~ Transmission Systems ~</td>
<td></td>
</tr>
<tr>
<td>~ Fuel ~</td>
<td>~ Distribution Systems ~</td>
<td></td>
</tr>
<tr>
<td>~ Fuel Storage ~</td>
<td>~ Fuel Distribution (e.g. fuel points, gas stations) ~</td>
<td></td>
</tr>
</tbody>
</table>

#### 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

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREMB</td>
<td>Facilitates commonwealth response upon request</td>
</tr>
</tbody>
</table>
## Primary Organizations and Their Roles/Responsibilities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEDC</td>
<td>Lead and coordinate ESF 12, based on authority of the energy policy program.</td>
</tr>
<tr>
<td>PREPA</td>
<td>Provides assessments of electrical generation</td>
</tr>
<tr>
<td>LUMA</td>
<td>Provide assessments of electrical grid transmission and distribution</td>
</tr>
<tr>
<td>Highways Authority</td>
<td>Transportation of temporary energy resources</td>
</tr>
<tr>
<td>HTA</td>
<td>Provides situational awareness of impacts to the transportation infrastructure</td>
</tr>
</tbody>
</table>

## Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
</table>
| Coordinate and integrate resources between affected Municipalities and/or Zones; Develop sourcing solutions and champion re-allocation recommendations. |  ♦ 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.  
♦ Assess emergency power requirements at facilities  
♦ Assess conditions and capabilities of existing emergency power generation equipment | ♦ PREMB  
♦ ESFs |
| Conduct future operational planning to enhance and focus mission execution and determine emerging requirements | ♦ Predictive commercial power outage assessment model estimates impact to critical infrastructure based on incident-specific variables. | ♦ PREPA  
♦ LUMA  
♦ BEOC Energy Sector  
♦ ESF 17 |
| Provide timely and accurate reporting of progress of power missions and key requirements. | ♦ Temporary power requests, installation, maintenance, and de-installation are tracked and communicated | ♦ DEDC: EPP |
### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage input and processing of PREMB Missions/Political Injests; facilitate specialized reporting requirements.</td>
<td>✷ Power restoration timeline. ✷ Grid stability and potential for new power outages.</td>
<td>✷ PREMB ✷ DEDC: EPP</td>
</tr>
<tr>
<td>Power generation, transmission, and distribution infrastructure repair priorities established and coordinated among utility restoration entities</td>
<td>✷ Status of power restoration</td>
<td>✷ DEDC: EPP ✷ PREPA ✷ LUMA ✷ PREMB</td>
</tr>
</tbody>
</table>

### Resources

- DEDC: EPP
- PREPA
- LUMA
- DTPW
- PREMB
- EMAC Resources
- Energy Industry Partners
- Deployable Tactical Operations Systems for communications

### Execution Checklist

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

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

## Linkages

### Community Lifelines/ Objective Functions
- Energy (Power and fuel)
  - Power
  - Food, water, shelter
  - Water
  - Situational Awareness
  - Conduct threat analysis

### Core Capabilities
- Infrastructure Systems
- Mass Care Services
- Operational Coordination
- Situational Assessment

### ESF(s)
- **Lead:** ESF 3
- **Support:** ESF 5, ESF 7, ESF 12

---

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<table>
<thead>
<tr>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Lifeline Stabilization Guide</td>
</tr>
<tr>
<td>♦ Puerto Rico All-Hazards Plan, Base Plan</td>
</tr>
<tr>
<td>♦ Puerto Rico All-Hazards Plan, Annex X: Execution Checklists</td>
</tr>
<tr>
<td>♦ Puerto Rico Energy Assurance Plan</td>
</tr>
<tr>
<td>♦ PREPA Emergency Operations Plan</td>
</tr>
<tr>
<td>♦ LUMA Emergency Response Plan</td>
</tr>
</tbody>
</table>
Tab 1.20: Temporary Housing (Repair, Rental Assistance, and Direct Housing)

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

**Intermediate Objectives**
- Conduct analysis with housing task force.
- Develop housing plan (shelter to temporary housing).
- Initiate and monitor contracts for housing resources.
- Provide survivors with temporary housing solution.
- Track and monitor housing needs and support their long-term housing plans.

**End State**
- All eligible survivors are provided relocation assistance and/or interim housing solutions.

**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)

<table>
<thead>
<tr>
<th>COA #</th>
<th>Description</th>
<th>End State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Municipalities provide temporary housing</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Puerto Rico Government (HOUSING), National Guard, and/or Tourism Company provide interim housing</td>
<td>All eligible survivors are provided relocation assistance and/or interim housing solutions</td>
</tr>
<tr>
<td>3</td>
<td>Federal Government provides assistance to support housing mission</td>
<td></td>
</tr>
<tr>
<td>Lifeline / Coordinating Objectives</td>
<td>Components</td>
<td>Subcomponents</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Unified Coordination</td>
<td>Establishing Resources</td>
<td>Determine Initial Resources</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Community Safety</td>
<td>Other Hazards, Protective Actions</td>
</tr>
<tr>
<td>Food, Water, Shelter</td>
<td>Shelter</td>
<td>Housing (e.g., Homes and Shelters)</td>
</tr>
<tr>
<td>Health and Medical</td>
<td>Public Health</td>
<td>Assessment/ Interventions/ Treatments, Human Services, Behavioral Health</td>
</tr>
</tbody>
</table>

**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.

- Amount of displaced families
- Number of case workers in the field
- Amounts of damaged households requiring structural repairs
- Availability of temporary housing resources (hotels, motels, long-term shelters)
- Amounts of displaced pet population
- Commonwealth reunification system activation and registrations
### Primary Organizations and Their Roles/Responsibilities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREMB</td>
<td>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</td>
</tr>
<tr>
<td>HOUSING</td>
<td>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.</td>
</tr>
<tr>
<td>VA</td>
<td>Provides VA-backed Mortgage Assistance and other Veterans Benefits during disasters</td>
</tr>
</tbody>
</table>

### Operational Assessment

<table>
<thead>
<tr>
<th>Intermediate Objective</th>
<th>Key Indicator</th>
<th>Source of Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Housing Group and conduct analysis.</td>
<td>◆ Completed housing gap analysis and needs assessment</td>
<td>◆ ESF 6</td>
</tr>
<tr>
<td>Develop housing plan (shelter to temporary).</td>
<td>◆ Comprehensive plan developed</td>
<td>◆ ESF 6</td>
</tr>
<tr>
<td>Initiate and monitor contracts for housing resources (assessment, inspectors, etc.).</td>
<td>◆ No significant issues with contract implementation, and all housing needs are being met in a timely and organized manner</td>
<td>◆ ESF 6</td>
</tr>
<tr>
<td>Provide survivors with temporary housing solution.</td>
<td>◆ Time to provide all survivors with temporary housing solutions</td>
<td>◆ ESF 6</td>
</tr>
<tr>
<td></td>
<td>◆ Within (#) (time) of an incident; (#) people requiring temporary housing</td>
<td>◆ ESF 7</td>
</tr>
<tr>
<td>Track and monitor housing needs and support their long-term housing plans</td>
<td>◆ Successful transition from short-term/intermediate recovery to long-term recovery programs</td>
<td>◆ ESF 6</td>
</tr>
</tbody>
</table>
### Resources
- Temporary Housing Units (THUs)
- DTPW: Temporary housing subject matter experts
- Voluntary Organizations Active in Disasters (VOADs)
- Contract: Loghouse, memorandums of agreement (MOAs) / memorandum of understanding (MOUs)

### Execution Checklist

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

### Linkages

<table>
<thead>
<tr>
<th>Community Lifelines/ Objective Functions</th>
<th>Core Capabilities</th>
<th>ESF(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food, Water, Shelter</td>
<td>Mass Care Services</td>
<td>Lead: ESF 6</td>
</tr>
<tr>
<td>Shelter</td>
<td>Housing</td>
<td>Support: ESF 5, ESF 7</td>
</tr>
</tbody>
</table>
## References

- Puerto Rico All-Hazards Plan, Base Plan
## Appendix C-2: Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Department/Agency Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-1-1</td>
<td>DPS: 9-1-1 Emergency Services Bureau</td>
</tr>
<tr>
<td>BEOC</td>
<td>Business Emergency</td>
</tr>
<tr>
<td>DCR</td>
<td>Department of Corrections and Rehabilitation</td>
</tr>
<tr>
<td>DEDC</td>
<td>Department of Economic Development and Corrections</td>
</tr>
<tr>
<td>DNER</td>
<td>Department of Natural and Environmental Resources</td>
</tr>
<tr>
<td>DOA</td>
<td>Department of Agriculture</td>
</tr>
<tr>
<td>DOE</td>
<td>Department of Education</td>
</tr>
<tr>
<td>DOH</td>
<td>Department of Health</td>
</tr>
<tr>
<td>DOJ</td>
<td>Department of Justice</td>
</tr>
<tr>
<td>DPD</td>
<td>Defender of the People with Disabilities</td>
</tr>
<tr>
<td>DPS</td>
<td>Department of Public Safety</td>
</tr>
<tr>
<td>DTPW</td>
<td>Department of Transportation and Public Work</td>
</tr>
<tr>
<td>DWHR</td>
<td>Department of Work and Human Resources</td>
</tr>
<tr>
<td>EMS</td>
<td>DPS: Emergency Medical</td>
</tr>
<tr>
<td>Families</td>
<td>Department of Families</td>
</tr>
<tr>
<td>FSB</td>
<td>Forensics Science Bureau</td>
</tr>
<tr>
<td>GAR</td>
<td>Governor's Authorized Representative</td>
</tr>
<tr>
<td>Gov</td>
<td>Governor's Office</td>
</tr>
<tr>
<td>GSA</td>
<td>General Services Administration</td>
</tr>
<tr>
<td>Housing</td>
<td>Department of Housing</td>
</tr>
<tr>
<td>HTA</td>
<td>Highway and Transportation Authority</td>
</tr>
<tr>
<td>ITA</td>
<td>Integrated Transport Authority</td>
</tr>
<tr>
<td>JIC</td>
<td>Joint Information Center</td>
</tr>
<tr>
<td>MAPR</td>
<td>Manufacturers Association</td>
</tr>
<tr>
<td>MBA</td>
<td>Metropolitan Bus Authority</td>
</tr>
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<td>Acronym</td>
<td>Department/Agency Name</td>
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<tr>
<td>---------</td>
<td>------------------------</td>
</tr>
<tr>
<td>MHASA</td>
<td>Mental Health and Addiction Services Administration</td>
</tr>
<tr>
<td>MIDF</td>
<td>Chamber of Marketing, Industry, and Distribution of Food</td>
</tr>
<tr>
<td>MTA</td>
<td>Maritime Transport Authority</td>
</tr>
<tr>
<td>OMB</td>
<td>Office of Management and Budget</td>
</tr>
<tr>
<td>PB</td>
<td>Planning Board</td>
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<tr>
<td>PBA</td>
<td>Public Building Authority</td>
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<tr>
<td>PRASA</td>
<td>Water and Sewer Services Authority</td>
</tr>
<tr>
<td>PREMB</td>
<td>DPS: Emergency Management Bureau</td>
</tr>
<tr>
<td>PREPA</td>
<td>Electric Power Authority</td>
</tr>
<tr>
<td>PRFD</td>
<td>DPS: Fire Department Bureau</td>
</tr>
<tr>
<td>PRIDCO</td>
<td>Industrial Development Company</td>
</tr>
<tr>
<td>PRITS</td>
<td>Puerto Rico</td>
</tr>
<tr>
<td>PRNG</td>
<td>National Guard</td>
</tr>
<tr>
<td>PRPA</td>
<td>Port Authority</td>
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<tr>
<td>PRPD</td>
<td>DPS: Police Bureau</td>
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<td>PSC</td>
<td>Public Service Commission</td>
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<td>Telecommunications Bureau</td>
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