



# Joint Operational Catastrophic Incident Plan of Puerto Rico

Puerto Rico Emergency Management Bureau (PREMB)

Puerto Rico Department of Public Safety

*June 2019*

*Version 1.10*



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## Introduction

For the first time in the history of Puerto Rico, the government has joined the private sector, and non-governmental sectors to create the new Joint Operational Catastrophic Incidents Plan of Puerto Rico (JOCIP). This initiative is based on lessons learned and best practices that were carried out during the most severe hurricane that had impacted Puerto Rico in the last 89 years; category four Hurricane María. On September 20<sup>th</sup> of 2017, Hurricane María devastated the island and demonstrated that the federal, state and local governments; the private sector; and the general population were not prepared for an event of such historical consequences. Hurricane María was classified as the most catastrophic and costly incident in the history of Puerto Rico and the United States. Hurricane Maria demonstrated its fury by destroying the electrical and communications network of the island, leaving it without the communications and electrical systems to sustain the daily life of Puerto Ricans. The consequences of Hurricane María made it clear that proper emergency plans that considered such scenarios, were not in place, nor had the necessary resources to deal with a disaster of such magnitude.

A catastrophic incident, as defined by the National Response Framework (NRF), is any natural event including hurricanes, earthquakes, severe floods, tsunamis, or man-made disasters such as chemical and biological explosions (CBRNE), and terrorist attacks that result in extraordinary levels of mass deaths, damages or disruptions that would severely affect the population, infrastructure, the environment, the economy, the homeland morale and/or the functions of the government. A catastrophic incident may cause damages nationwide for a very long period, exceeding the available resources of the federal, state, local, and private sector.

## Plan Development

The Joint Operational Catastrophic Incident Plan of Puerto Rico (JOCIP) was developed in coordination of federal, state, local and private sector committees. The JOCIP planning team was comprised by the Puerto Rico Department of Public Safety Emergency Management Bureau (PREMB), US Department of Homeland Security Federal Emergency Management Agency (FEMA), Puerto Rico state primary agencies, local governments, and critical infrastructure private sector representatives. The JOCIP was developed through several planning phases that included in-depth research and study consisting of critical analysis of Hurricane Maria's After Action Report; lessons learned and best practices from State Agencies; input from Federal Agencies such as FEMA, US Department of Defense (DOD), US Coast Guard (USCG), US Department of Health and Human Services (HHS), collection of empirical data, development of quantitative statistics, surveys, and risk analysis evaluations; over 200 interviews with representatives of the public and private sectors; and the identification of possible limitations and contingencies. During the process, four workshops were held with representatives from public and private-sector organizations as well as non-governmental organizations. These workshops had an attendance of over 350 people and the participation of FEMA representatives of several "Emergency Support Functions", interagency coordinators from 30 State Agencies, and representatives of the private critical infrastructure sectors.

The JOCIP is the first emergency plan in the history of Puerto Rico that has been developed with the direct participation of all sectors of our society, including professional, governmental, non-governmental, municipal, state and federal organizations in a synchronized manner. As part of the JOCIP validation process, the Plan was also presented and discussed with the Center for Naval Analysis research team in association with The National Academies of Sciences, Engineering and Medicine Division as part of the study carried out in the Island in 2018 titled "Supply Chains and the 2017 Hurricane Season".

Furthermore, during this process, the operational plans of the 30 primary response Agencies of the Government of Puerto Rico were reviewed in accordance with the federal emergency planning guidelines, standards, and the new JOCIP.

For the first time, the new JOCIP was designed following FEMA's Community Lifelines Implementation Toolkit Version 1.0, February 2019; the Homeland Security Presidential Directive #5 National Incident Management System (NIMS); the National Response Framework, Third Edition, June 2016; FEMA's Comprehensive Preparedness Guide 201 - Threat and Hazard Identification and Risk Assessment (THIRA) Third Edition, FEMA's Comprehensive Preparedness Guide 101 Developing and Maintaining Emergency Operations Plan (CPG101) Second Edition 2010; the National Fire Protection Association- Standard 1600-Standard on Disaster/Emergency Management and Business Continuity Programs; and other guidelines and standards.

## Enactment

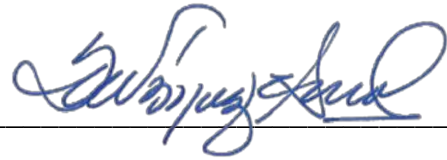
The following Joint Operational Catastrophic Incidents Plan of the Government of Puerto Rico (JOCIP) has been prepared in accordance with the guidelines established by the US Department of Homeland Security (DHS), the Federal Emergency Management Agency (FEMA) and following the guidelines set out in the 2010 "*Comprehensive Preparedness Guide* (CPG 101) version 2". The JOCIP has been developed in collaboration with the State Agencies of the Government of Puerto Rico, the private sector planning team, the Federal Government, and non-governmental organizations. The primary purpose of this plan is to establish the necessary operational procedures and preventive measures to protect the life and property, before, during and after a catastrophic event in complete synchronization with the Federal and State Agencies, the private sector and the non-governmental organizations. For this reason, JOCIP comes into effect immediately under the protection and authority conferred on it by the Laws and Executive Orders of the Government of Puerto Rico, the Homeland Security Presidential Directive Number 5, PR Public Law #20 of April 2017 Department of Public Safety (DPS), and the Emergency Management and Disaster Administration Bureau of Puerto Rico (PREMB), Executive Order-2005-36, and the National Incident Management System implementation.

This plan requires the participation of all State Agencies top officials, departments or offices, and orders the faithful fulfillment of the duties and responsibilities assigned therein. Also, orders to sustain and maintain complete coordination with non-governmental, local, state and federal organizations, as required by the Presidential Order, US Homeland Security Presidential Directive #5 National Incident Management System (NIMS), the National Response Framework, Third Edition, June 2016 and the Community Lifelines Implementation Toolkit Version 1.0, February 2019.

Under the authorities conferred under PR Public Law 20-2017, the Secretary of the PR Department of Public Safety requires the Commissioner of PREMB to maintain this Plan in collaboration with the other State and Federal Agencies. This plan will be updated as needed within a one-year period.

Therefore, it is the Public Policy of the Government of Puerto Rico to make available human, economic, technical and professional resources to ensure that the Government has an effective and functional plan to minimize the loss of life and property from a catastrophic event, in collaboration with non-governmental organizations and the local and federal governments.

Issued in San Juan, Puerto Rico on \_\_\_\_\_ of \_\_\_\_\_ of \_\_\_\_\_.



Hon. Wanda Vazquez Garced

Governor of Puerto Rico

## Approval and Implementation

This Joint Operational Catastrophic Incidents Plan of Puerto Rico (JOCIP) has been developed in accordance with the Comprehensive Preparedness Guide (CPG 101) Version 2 of November 2010, from the Federal Emergency Management Agency. Nevertheless, the JOCIP has been designed using an innovative modular and operational framework that allows the emergency coordinators and planners to identify specific tasks, objectives and possible limitations that they may face during the operations. The JOCIP also includes suggested contingency tasks towards the identified limitation, making this plan a true working tool before, during and after a catastrophic event.

The Honorable Wanda Vazquez Garced, Governor of Puerto Rico, stamped his signature on the date set forth in this document authorizing the approval and implementation of the JOCIP and grants the Secretary of the PR Department of Public Safety the authority to review, amend and implement this Plan through the PR Emergency Management and Disaster Bureau. By signing the Enactment, the Governor establishes that this document will be the Emergency Authority that will govern the operations of the Government of Puerto Rico, enforcing those orders, guidelines, procedures, releases, amendments, exceptions, and amnesties needed to carry out the necessary operations to ensure the well-being, safety and health of the entire population of Puerto Rico in the event of a catastrophic incident.

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Date



Elmer L. Román González  
Secretary  
Puerto Rico Department of Public Safety



## Changes Log

# Of Change	Page	Basic Plan	Annex	Date	Name	Signature
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2						
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## Plan Distribution Record

Copy	Primary emergency response agency	Received By	Date	Signature
01	Department of Transportation and Public Works			
02	Department of Agriculture			
03	DPS Fire Department Bureau			
04	DPS Forensic Sciences Bureau			
05	Department of Health			
06	Department of State			
07	DPS Emergency Medical Services Bureau			
08	Department of Treasury			
09	The Capitol			
10	Planning Board			
11	Environmental Quality Board			
12	Office of Management and Budget			
13	General Services Administration			
14	Telecommunications Regulatory Board			
15	Tourism Company			
16	Public Service Commission			
17	Ports Authority			

<b>Copy</b>	<b>Primary emergency response agency</b>	<b>Received By</b>	<b>Date</b>	<b>Signature</b>
18	DPS Emergency Management Bureau (PREMB)			
19	Recreation and Sports Department			
20	Department of Corrections and Rehabilitation			
21	Governor's Office			
22	Department of the Family			
23	Water and Sewer Services Authority			
24	Electric Power Authority			
25	Department of Justice			
26	DPS Police Bureau			
27	Department of Housing			
28	Department of Education			
29	Department of Natural and Environmental Resources			
30	DPS 9-1-1 Emergency Services Bureau			
31	Office of Permissions Management (OGPE)			
32	Business Emergency Operations Center (BEOC)			

## Table of Contents

Planning Elements	
A. Purpose	13
B. Scope	13
C. Situation	14
D. Risk Identification	14
E. Capability Assessment	16
F. Assumptions	17
G. Synchronized Operational JOCIP Concepts	18
H. Information Sharing	24
I. Succession of Authority	25
J. Training	25
K. Exercises	25
L. Plan Maintenance	25
M. New ICS Structure within the Emergency Operations Center	27
N. State EOC Layout Configuration	28
O. New Design for Alternate Emergency Operation Center's Facility	29
P. Flowchart for Food Distribution using Points of Distribution (PODs)	30
Annex Joint Operational Objectives and Procedures of the Plan	
I Operational Structure for Catastrophic Events	34
II - Activate Staging Areas and Resources	50
III - Situational Awareness and Public Notification	62
IV - Pre-incident Evacuation and Sheltering	73
V - Provide Safety for Responders and Public Health Services	91
VI - Damage Assessment	109
VII - Environmental Response	117
VIII - Search and Rescue Operations	123
IX - Restore Critical Infrastructure	133
X - Mass Care and Shelter	154
XI - Medical Shelters	177
XII - Operational Response	190
XIII -Public Services Reestablishment	209
XIV -Infrastructure Recovery	221
XV -Economic Recovery	224
XVI -Federal Recovery Support	229
Legal Authority and References	234
Appendices:	
Definitions	236
Acronyms	240

## Planning Elements

### A. Purpose

The purpose of the Joint Operational Catastrophic Incidents Plan (JOCIP) is to define the operational functions, roles and responsibilities of Federal and State Agencies before, during and after an incident that is or could be classified as a catastrophic incident. This plan is designed to establish a synchronized operational structure between the Federal Government and the State Government to carry out activities of preparedness, response, recovery, and mitigation for incidents that have the potential or have caused serious damage to the population and infrastructure of Puerto Rico. The JOCIP establishes the operational, logistical, and administrative procedures that will be carried out from the identification of a potential threat for the island until the recovery process after a disaster.

### B. Scope

The JOCIP is a plan designed to achieve a successful interaction between the non-governmental organizations, local, State and Federal Government before, during and after an incident with catastrophic consequences. This document contains the organizational structures that Federal Emergency Management Agency (FEMA) and PR Department of Public Safety (DSP) PR Emergency Management Bureau (PREMB) will carry out during the different phases of the emergency. FEMA will coordinate with Federal Agencies under the US Department of Homeland Security and will work in coordination with other Federal Agencies that would provide support during the incident. Simultaneously, PREMB will coordinate with the non-governmental organizations, local governments, and State Agencies to prepare for, respond to and recover from a catastrophic event in Puerto Rico.

## **C. Situation**

On September 20, 2017, Hurricane Maria made landfall on the southeastern part of Puerto Rico and crossed through the interior of the island with sustained winds of 155 mph. Hurricane Maria came out the northwestern part of Puerto Rico leaving catastrophic consequences throughout the island. The devastation of this hurricane was unprecedented. According to experts Hurricane Maria exceeded by far the devastation caused by Hurricane Katrina in New Orleans in 2005. Maria caused serious damages to the power grid of the island causing a blackout. The strong winds and the lack of energy caused a total collapse of all major communication systems of the island. The collapse of the communications included 99% of the wireless communications, emergency radios, repeaters, radio stations, television stations, microwave, internet, cell phones, some fiber-optic cables, among others. Furthermore, Maria caused major landslides throughout the island, about 30 inches of rain and severe flooding, deforestation of natural forest, dozens of people were killed as a direct result of the phenomenon and hundreds by indirect causes, ports and airports closed, shortage of food and supplies, damage to hospitals, public health conditions, about 70 thousand homes destroyed, tens of thousands of people displaced outside of PR, and total damages estimated at more than 90 billion dollars within an economy that was already in critical conditions.

Moreover, Puerto Rico is exposed to other catastrophic risks such as earthquakes, tsunamis, severe floods, pandemics, technical disasters, dam failures, airplane accidents, civil disturbances, terrorist attacks and other.

## **D. Risk Identification**

Due to its geographical and demographic characteristics, Puerto Rico is exposed to a variety of natural disasters or man-made disasters that have the potential to affect or cause harm to our citizens, property, and the environment.

## **Natural hazards**

1. Storms and Hurricanes - Puerto Rico is located in the hurricanes and storm's path, which are developed in the Atlantic, crossing the Caribbean and many ends up affecting US mainland. The season begins on June 1<sup>st</sup> and ends on November 30<sup>th</sup> annually. This is the natural phenomenon that historically has caused the most damage and loss of life on our island.
2. Earthquakes - Puerto Rico is surrounded by tectonic faults, some of them located in the interior of the island, which holds the expectation that a major earthquake may occur at any time.
3. Severe flooding - Puerto Rico generally has a tropical climate which offers a season of rains and droughts, although sometimes irregular. Because of its geographical nature, the rains cause runoff which in a short time can cause unexpected flooding of rivers, creeks, or strong tidal waves when severe weather approaches.
4. Tsunami - Puerto Rico is located in a geographic area that represents a hazard to the onslaught of a tsunami directly (coastal area), or indirectly (through the river outlets).

## **Technological and Man-made Hazards**

1. Electrical System Failure - A power failure is the interruption or loss of electric service caused by an interruption in the generation or transmission caused by an accident, sabotage, natural risks, failure in equipment maintenance or reduction of fuel.
2. Hazardous Materials - Companies often use materials considered to be hazardous to carry out their operations. These materials are transported through our State and main roads. In the event of an accident, sabotage or act of terrorism, life, property and the environment of our municipality could be seriously impacted.
3. Terrorism - In recent years, terrorism has become globalized and has been directed toward innocent victims in places that never were expected. Puerto Rico is a territory of the United States of America. Due to its geographic location and political status, Puerto Rico can be used as a bridge to carry personnel, weapons,

drugs, or weapons of mass destruction, to or from the United States. This risk cannot be ignored, and for this reason, we must be prepared.

4. Large Scale fires - The risk of fires in urban, rural and forest are present in many municipalities of the island.
5. Dam Failures- a dam rupture without notice could represent a catastrophic event that could cause thousands of deaths in a very short time which might occur due to flooding downstream without notice.

## **E. Capability Assessment**

Because of the impact of Hurricane Maria in Puerto Rico, a joint operational plan for catastrophic incidents has been created. This plan recognizes the limitation of certain capabilities to respond, recover and mitigate catastrophic incidents as defined in this plan. These limitations are:

- The extreme vulnerability of the communications and electrical grid infrastructure.
- The limited capabilities of economic and logistical resources.
- Delay in the federal response processes due to the geographical location of the island.
- Lack of coordinated and synchronized operational plans with Federal Agencies for catastrophic incidents and trained personnel.
- Management capability of health services and mass casualty of catastrophic incidents.
- Lack of plans and resources for hazard mitigation projects for State and municipal infrastructure.
- Lack of continuity of operations plans in public and the private sector.
- Lack of continuity of the interagency coordination staff, most of them are substituted every four years due to political changes.
- Excessive bureaucratic and regulatory procedures that limit the response and recovery processes making it a very ineffective system under emergency situations.



## **F. Assumptions**

A catastrophic incident can occur with little or no notice and sometimes begins without being detected in time. Also, can cause serious and severe damage to the critical infrastructure of the island resulting in the total collapse of the power grid and drinking water systems as well as severe environmental damage affecting the capacity of governments and communities to achieve rapid recovery.

Due to the geographical location of Puerto Rico, after a catastrophic incident, the island could be isolated entirely due to the damage caused to ports and airports. This means that the additional federal aid could take weeks to arrive. Also, supplies and food for the population and roads and routes access could be severely impacted leaving many municipalities isolated. Health care services, both public and private sectors including childcare, centers for the elderly and patients with special needs would be impacted. Mass fatalities, homeless and displaced people with special needs would have to be in shelters for a long period.

## **G. Synchronized Operational JOCIP Concept**

For the first time, the operational concept of the Joint Operational Catastrophic Incident Plan (JOCIP) is synchronized with FEMA's plan. The emergency functions and responsibilities before, during and after an incident of non-governmental, local, state and federal organizations are stated in the JOCIP.

This emergency operational plan for catastrophic incidents has 16 operational objectives and 86 critical functions. These objectives are broken down into 1,218 essential tasks, 376 possible limitations (lessons learned from Hurricane Maria) and 376 contingencies (best practices). The Plan includes a validated suggested contingency task for each identified limitation.

### **1. Joint Operational Objectives of the Plan**

#### **Phase 1 Pre-Incident**

- I - Operational Structure for Catastrophic Events
- II - Activate Staging Areas and Resources
- III - Situational Awareness and Public Notification
- IV - Pre-incident Evacuation and Sheltering

#### **Phase 2 Response**

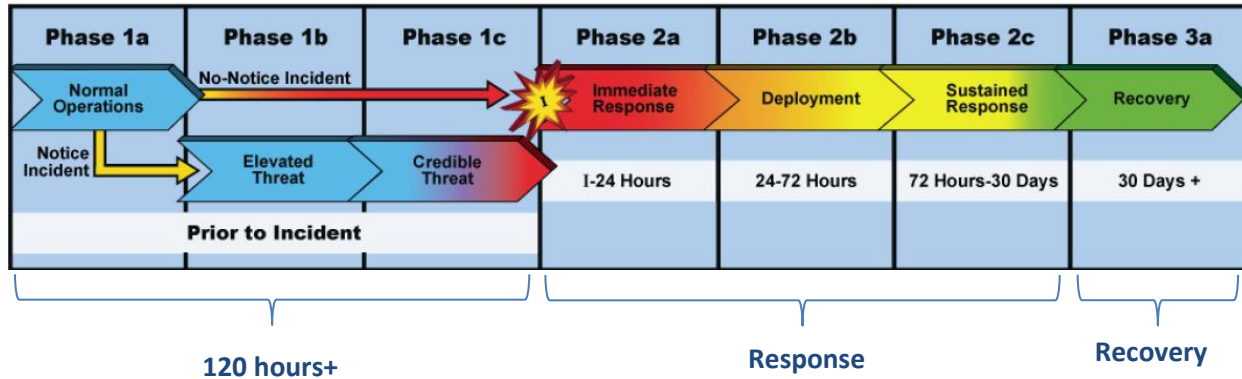
- V - Provide Safety for Responders and Public Health Services
- VI - Damage Assessment
- VII - Environmental Response
- VIII - Search and Rescue Operations
- IX - Restore Critical Infrastructure
- X - Mass Care and Shelter
- XI - Medical Shelters
- XII - Operational Response

#### **Phase 3 Recovery**

- XIII - Public Services Reestablishment
- XIV - Infrastructure Recovery
- XV - Economic Recovery
- XVI - Federal Recovery Support

## 2. Emergency Operational Phases

This plan addresses the proactive response of the federal, state, municipal, the private sector and non-governmental organizations in advance and immediate response to a catastrophic incident to quickly provide critical resources to help the impacted jurisdiction through three operational phases that begin with preparedness and continues until recovery. The emergency operational phases of this plan are:



I = Incident

### Phase 1 - Pre-Incident (Preparedness and Mitigation)

Phase 1 includes all Preparedness and Mitigation initiatives and programs that will be implemented during the whole year. These initiatives include community outreach programs such as Community Emergency Response Teams (CERT), mitigation projects and others.

Monitoring phase: This phase is divided into three sub-phases and apply to catastrophic incidents that have a prior notification and a period of development, for example: hurricanes.

Sub Phase 1A- 120 hours or more before a possible impact of a severe weather system that may develop into a hurricane. Activities are carried out monitoring of trends, potential areas of impact, models of trajectories, etc. The State and Federal Government, the private sector, and non-governmental organizations will operate under normal operational procedures. An Incident Action Plan (IAP) would be initiated and published during this phase.

Phase 1B Extends from the 120 hours down to 48 hours before the advent of tropical storm winds on land (H-Hour). During the Phase 1B, there is an increase in potential risk to Puerto Rico and the surrounding areas. At H-120, the State, the Federal Government, the private sector, and non-governmental organizations will begin preparatory response planning marked by an analysis of the situation and threat, capability requirements, capability gaps, and resource requirements. Preparation planning and actions during Phase 1B shall be shared across all communities and at all levels. During the Phase 1B, all required emergency resources should be identified. *48 hours before* H-Hour, the National Weather Service (NWS) could issue a hurricane watch for Puerto Rico. The decision to request additional resources (EMAC, Mutual Aid), State contracts, federal resources), and deploy equipment and resources to the incident must be made within this phase. If a Hurricane Watch is issued, partial activation of the Emergency Operations Centers (EOC) should be made. According to the PR Law 20-2017, a Governor's Authorized Representative (GAR) and a State Coordinating Officer (SCO) will be designed to request and coordinate any support requested from the Federal Government respectively,

Sub Phase 1C- extends from the 48 hours before the event until H-hour. H-Hour is defined as the onset of tropical storm force winds or some natural hazard event. This phase considers the likely possibility of an impact on the island. In the phase 1C, the NWS could issue a Hurricane Warning for Puerto Rico at H-36. This phase will involve the final arrival and full integration of additional resources and response teams such as those associated with a requested unified federal Search and Rescue (SAR) response (USCG, FEMA, DoD, DOI, CBP, FAA, etc.) as well as an "*Incident Management Assistance Team*" (IMAT). Full operational capability (FOC) of all resources, EOCs, Emergency Support Functions (ESF), the private sector, non-government organizations, and specialized integrated response cells (Joint Rescue Coordination Center (JRCC), Air Branch), as well as fully disseminated post-storm (Phase 2A) response plans are achieved during this phase. This phase confirms the pre-positioning of resources by the SCO near areas of threat and potential impact. Along with the verification of funds availability, by the GAR the inventory of warehouses and the readiness of organic support capabilities or resources is accomplished during this phase. Phase 1C will require a total

activation of the EOC. Intrastate Incident Awareness and Assessment (IAA) connectivity among all ESFs will be functional.

## **Phase 2 - Response**

This phase is divided into three sub-phases, 2A, 2B and 2C. This phase applies to incidents with and without warning or notification.

Phase 2A extends from the time that the incident occurs or, in the case of a hurricane, upon the onset of tropical storm force winds, through the next 24 hours. Search and Rescue activities will commence upon storm passage and/or when conditions permit. Incident Awareness and Assessment (IAA) activities become a priority in all sectors (municipalities, NGOs, private sector, State, Federal Agencies, social media, etc.). All data will be collected, prioritized, and coordinated at the State level. Areas of impact and response operations are analyzed and prioritized. Capability requirements and gaps are reassessed. Additional required resources are requested and integrated into the response employment plan. Risk Assessment and Risk Management (RA/RM) protocols are employed. Previously activated but unemployed resources and support functions are deployed to the impacted areas as conditions permit.

Sub Phase 2B- extends from the first 24 hours up to 72 hours after the impact. The threat of atmospheric disturbances has ceased. IAA, Search and Rescue and other Phase 2A operation activities continue as may be required. The bulk distribution of life-saving supplies and in-depth damage assessment begins.

Sub Phase 2C- comprises of sustained response from the first 72 hours up to 30 days after the impact. During this phase, the State Government has fully integrated efforts with Federal, Municipal governments, volunteers and private industries.

Except for emergent lifesaving operations, all resources supporting territory operations will be coordinated, synchronized, and must have a mission number assigned by the State EOC prior to mission execution. For emergency lifesaving operations, responders must report operations to the PR JRCC as soon as operations permit, relay mission

specific details, additional capability requirements, receive a mission assignment number and coordinate ongoing and future operations with the EOC / PR JRCC.

### **Phase 3 - Recovery**

Recovery operations generally will begin when the activities to save lives and property are completed. This phase includes activities of recovery and mitigation for the following months or years, depending on the extent of the damage occurred. The Federal Government supports the impacted jurisdiction with assistance programs as needed.

#### **3. Authorities that can activate the plan**

The following governmental authorities are authorized to activate this plan if the event is predictable or expected. However, if the event happens without notice or is unexpected (a major earthquake), this plan will be activated automatically.

- Governor of Puerto Rico
- Secretary of the PR Department of Public Safety
- Government Authorized Representative
- FEMA
- PR Secretary of State
- PR Secretary of Justice
- PR Emergency Management Commissioner (PREMB)

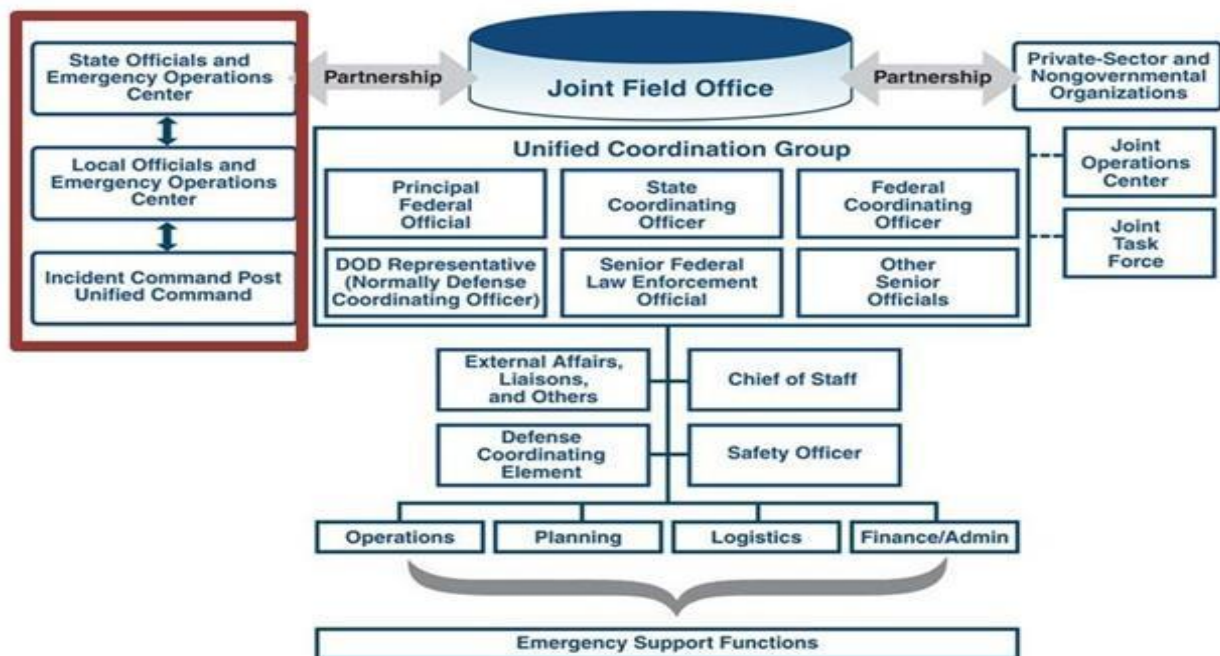
#### **4. Incident Command Structure – Incident Command System (ICS)**

The incident command structure established in the JOCIP is the Incident Command System (ICS), a command and control incident management system used for all types of hazards, coordinated events or emergencies. The ICS is a flexible and scalable structure. The ICS can be used for all types of incidents with different scope and complexity. The ICS is the standard at the state and federal level for incident management.

The ICS establishes common terminology that allows multiple response organizations to work together through various functions and scenarios. The recommended span of control in the ICS structure is 3 to 7 subordinates per supervisor.

The State and its Agencies shall establish their incident command structure by federal regulations of the ICS and the National Incident Management System (NIMS).

The Federal Government will establish a unified command system in coordination with the State government through the GAR and SCO. The government of Puerto Rico will activate the *Emergency Support Functions* (ESF) necessary for the incident management in all its phases. See ESF Appendix A.



## 5. Roles and Responsibilities

The non-governmental organizations, local, state and federal organizations will have the following roles and responsibilities.

The Federal Government through the corresponding agencies will provide the funds, resources, and assistance necessary to the State under federal laws and directives.

The State Government will be responsible for issuing the request for an emergency or disaster declaration to the Federal Government, if necessary. PREMB under the direction of the State Coordinating Officer (SCO) and the Secretary of PR Department of Public Safety will activate the Joint Operational Catastrophic Incident Plan and coordinate the response and recovery efforts with the non-governmental organizations, local governments, and state agencies.

Each government's top official will be responsible for carrying out the activities that are described in this plan and take the executive decisions necessary to fulfill the plan objectives.

The private sector will be represented by the Business Emergency Operations Center (BEOC). The BEOC will provide critical infrastructure data related to the sectors they represent and will be responsible for activating their Emergency Operations Plan (EOP). The BEOC represents the following industry sectors: Transportation, Water, Energy, Financial Services, Chemical, Critical Manufacturing, Health, Food, Information Technology, Agriculture and Commerce. Upon PREMB's request, the BEOC will have a liaison team at the State EOC that will maintain open communication channels between the state appointees and the private sector.

## **H. Information Sharing**

Effective communications between all the emergency operations partners will be maintained at all times. All notifications concerning the status of the emergency, "Situational Awareness" shall be transmitted to the situation planning unit within the planning section of the ICS.

The Government of PR will make every effort to use all means of communications to keep the population well notified about the emergency and potential risks concerning the incident. The means of communications are not limited to the use of radio broadcast, social media, websites, TV ads or others that may be available.



## **I. Succession of Authority:**

If PREMB's Commissioner is not available or is a victim of the incident to implement this Plan, a succession of authority will take place in the following order:

1. Department of Public Safety Secretary
2. State Coordinating Officer
3. Commander PR National Guard
4. PREMB's Deputy Director
5. PREMB's Operations Director

## **J. Training**

As part of the implementation of the JOCIP, PREMB will train non-governmental, local, state and federal emergency practitioners. The training will be based on the implementation and execution of this plan with an emphasis on the roles and responsibilities they will have to carry out before, during and after a catastrophic event.

## **K. Exercises**

To validate the effectiveness of the JOCIP there will be a series of exercises in compliance with the *Homeland Security Exercise and Evaluation Program* (HSEEP) of the US Department of Homeland Security (DHS). The Government of Puerto Rico will perform a series of exercises during the year that will be designed to validate different parts of this plan. Each partner shall develop at least two Table Top Exercises and one Full-Scale Exercise annually.

## **L. Plan Maintenance**

This plan is designed as a living and interactive document subject to revisions and continuous changes that will depend not only on the lessons learned in previous events but also in those incidents or events that occur anywhere in the world and that offer considerations that we should integrate into our plan. Also, revisions and changes to this plan will result from scientific studies and the development of adaptable technologies that are continuously carried out in universities and scientific research centers as well as those

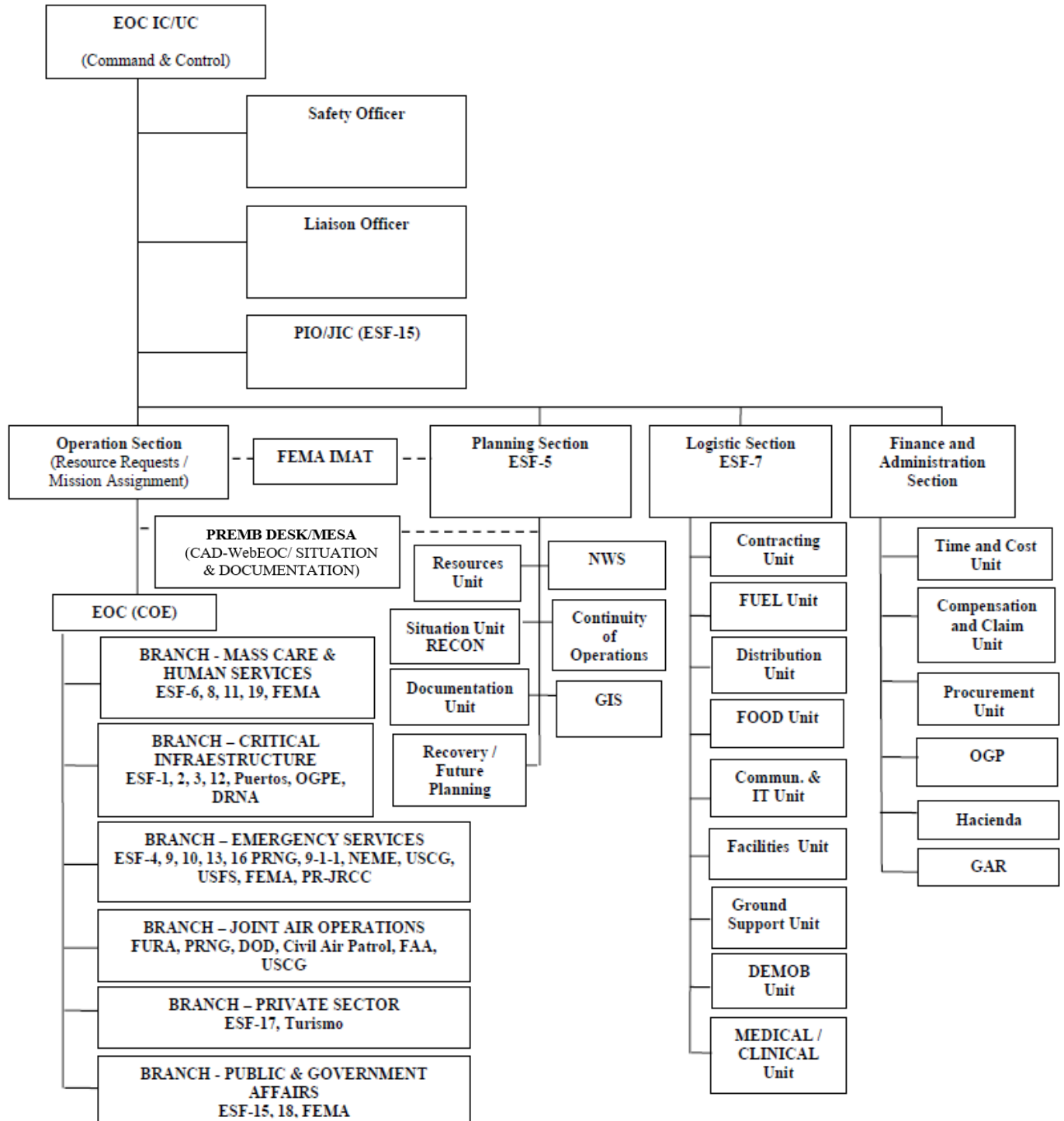
changes suggested by the new federal regulations, presidential guidelines and policies established by the Federal Government and its National Security Agencies as well as local ones. Likewise, the results and the subsequent evaluation of each exercise or simulation that is developed to validate the knowledge of our responders and officials responsible for emergency management in PR will be taken into consideration for purposes of reviewing and updating this document.

This plan, therefore, does not intend to establish a minimum specific term for its revision and updating since it is a continuous working document. If None of the above circumstances is manifested, the plan will be reviewed at least once a year.

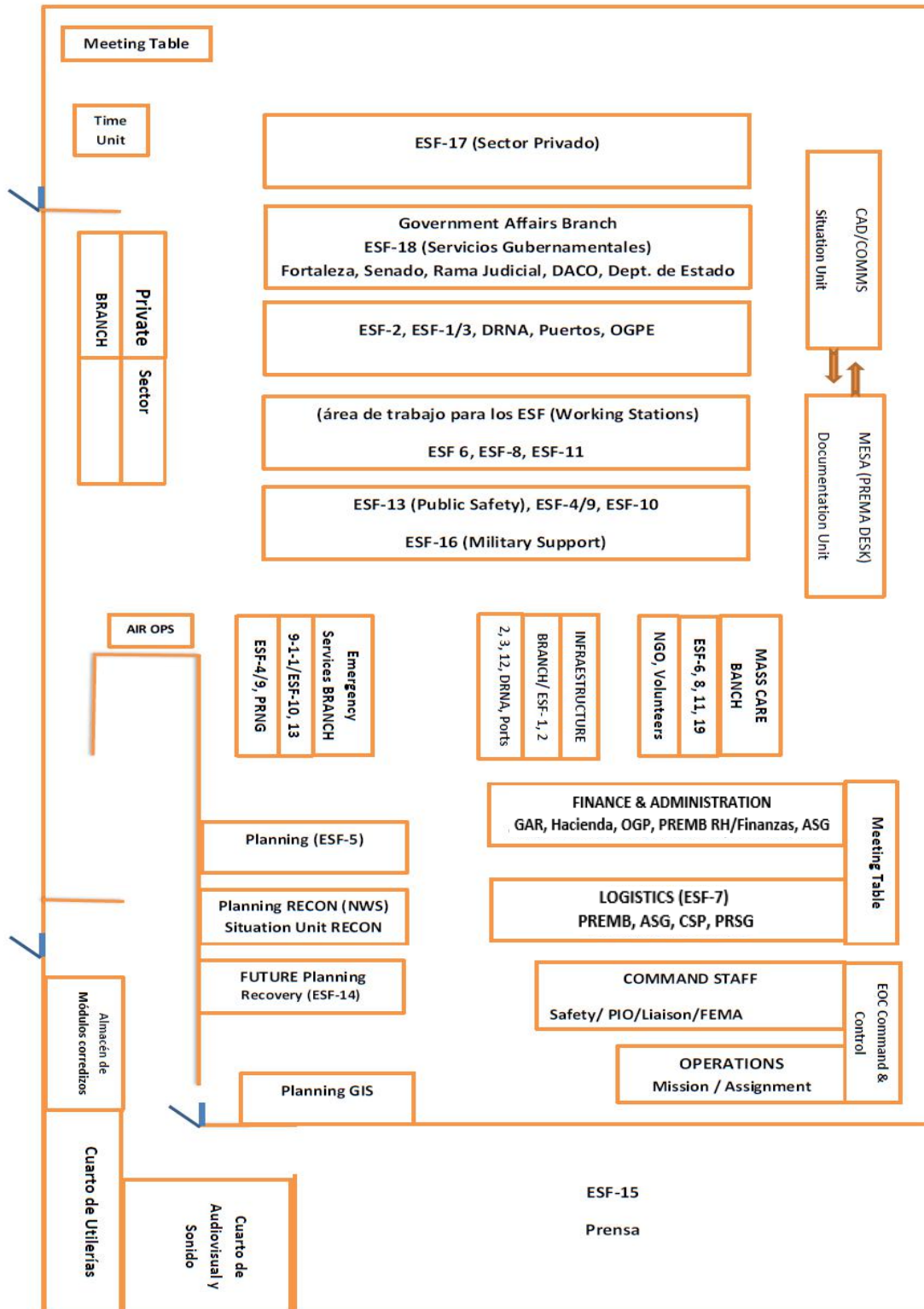
### **EMERGENCY SUPPORT FUNCTIONS – ESF’S**

<b>ESF</b>	<b>FUNCTION</b>
1	Transportation
2	Communications
3	Public Works
4	Fire Fighting
5	Plans & Emergency Management
6	Mass Care
7	Logistics
8	Health and Medical Services
9	Search and Rescue
10	HazMat
11	Agriculture
12	Energy
13	Public Safety
14	Recovery
15	Emergency Public Information
16	Military Support
17	Business and Industry
18	Government Services
19	Volunteers

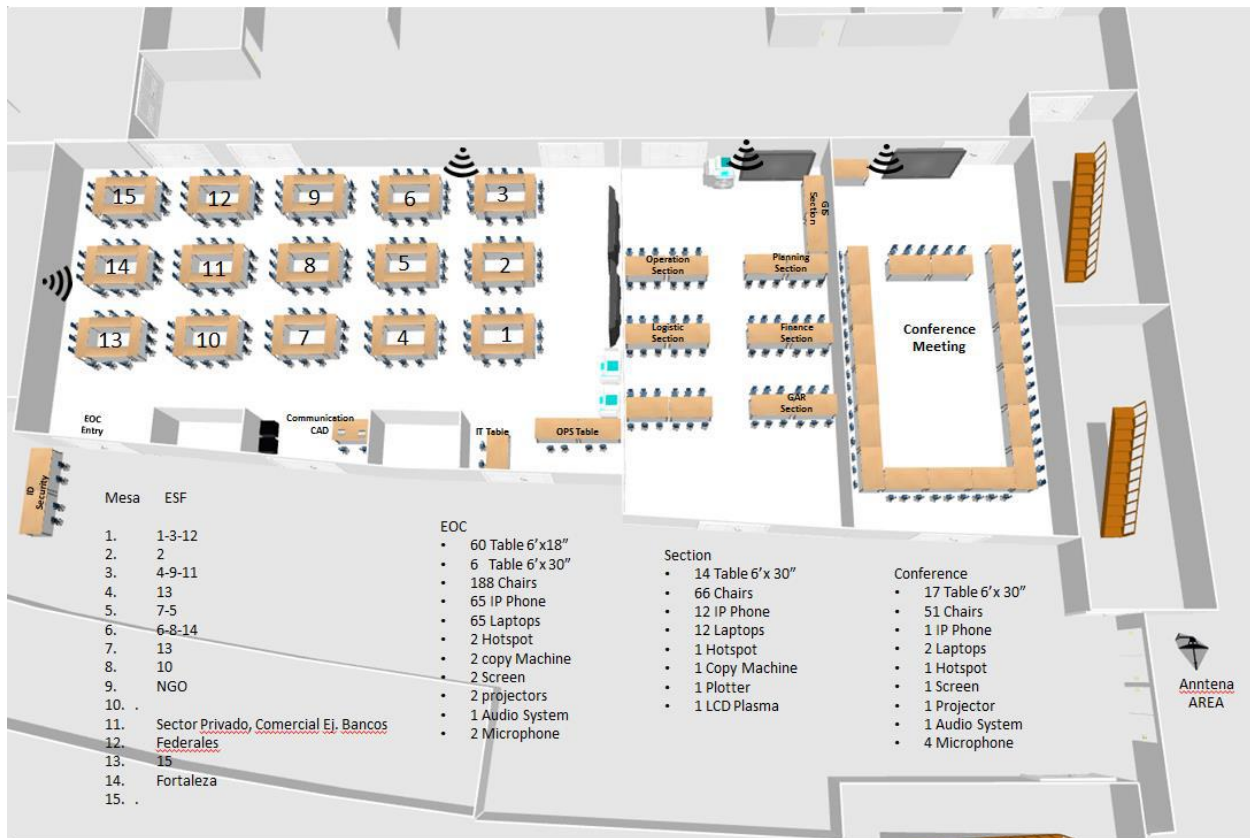
## M. New ICS Structure within the Emergency Operations Center



## N. State EOC Layout Configuration

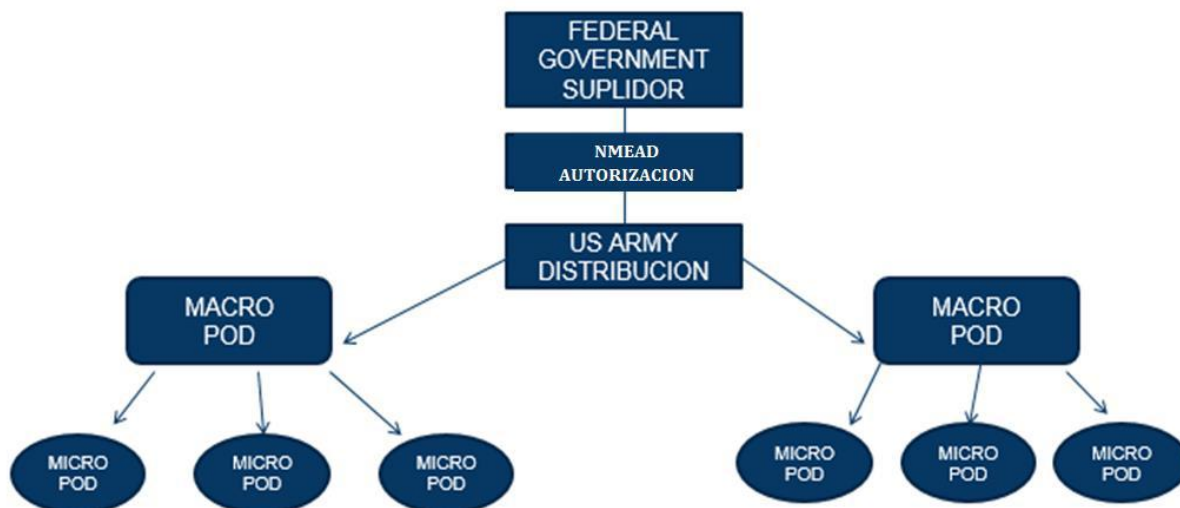


## O. New Design for Alternate Emergency Operation Center's Facility



**P. Flowchart for Food Distribution using Points of Distribution (PODs)**

[Please Refer to PREMB Distribution Plan Annex]



# **Annex A**

## **Joint Operational Objectives and Procedures for Catastrophic Incidents**

## Operational procedures for Catastrophic Events

This annex specifies the functions, tasks, the primary agency, support agencies, needed resources, constraints, and contingencies to carry out the operational objectives during a catastrophic incident. This annex specifies the actions that each agency must carry out before, during, and after a catastrophic incident. The following table of contents identifies the operational objectives set out in this plan.

### Table of Contents of Operational Objectives

#### Phase 1 Pre-Incident

I - Operational Structure for Catastrophic Events	34
II - Activate Staging Areas and Resources	50
III - Situational Awareness and Public Notification	62
IV - Pre-incident Evacuation and Sheltering	73

#### Phase 2 Response

V - Provide Safety for Responders and Public Health Services	91
VI - Damage Assessment	109
VII - Environmental Response	117
VIII - Search and Rescue Operations	123
IX - Restore Critical Infrastructure	133
X - Mass Care and Shelter	154
XI - Medical Shelters	177
XII - Operational Response	190

#### Phase 3 Recovery

XIII - Public Services Reestablishment	209
XIV - Infrastructure Recovery	221
XV - Economic Recovery	224
XVI - Federal Recovery Support	229



## **INSTRUCTIONS**

The Joint Operational Catastrophic Incidents Plan (JOCIP) is structured in three Operational Phases, Phase I (1a, 1b, 1c) Preparation, Phase II (2a, 2b, 2c) Response, and Phase III (3a, 3b, 3c) Recovery. Each Phase is composed of Objectives, goals, responsible agencies, key decisions, and considerations to be taken, critical functions and necessary resources. Phase I contains the objectives from 1 to 4, phase II contains the objectives from 5 to 12 and phase III contains the objectives from 13 to 16. For each objective in this plan.

It had been established time/period criteria, functions, tasks for each function, ESF's and responsible agencies, limitations, and contingencies. Limitations are those possible difficulties that may affect the performance of the tasks assigned in the plan. To implement the JOCIP you must identify the emergency phases, operational objectives and the predetermined functions and tasks of your agency. Also, this plan provides a possible contingency for every limitation or difficulty identify in this plan. The Plan also identifies those state and federal agencies that support your duties.

# **Phase 1**

# **PRE-INCIDENT**

Objective I - Operational Structure for Catastrophic Events		
<p><b>Goal:</b> To rapidly establish an <u>operational structure</u> to enable efficient and effective response and recovery operations among State, Federal, Local Governments, the private sector, and non-government agencies during a catastrophic event.</p>		
<p><b>Organizational Elements:</b> PREMB is composed of ten (10) zones. State and Regional EOC's operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector, and Government Affairs). PREMB will operate under the (19) Emergency Support Function (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.</p>		
<p><b><u>Federal Agencies</u></b></p> <ul style="list-style-type: none"> <li>▪ DHS (FEMA, USCG, CBP, HSI)</li> <li>▪ DOD (USNORTHCOM, DCO, DSC, HHS)</li> <li>▪ DOI (USFW/NPS)</li> <li>▪ USACE</li> <li>▪ DOT (FAA)</li> <li>▪ GSA</li> <li>▪ EPA</li> <li>▪ DOJ (FBI)</li> <li>▪ USDA (USFS)</li> </ul>	<p><b><u>State</u></b></p> <ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ DPS Bureaus</li> <li>▪ PREMB</li> <li>▪ PRNG</li> <li>▪ All ESF</li> <li>▪ Support agencies</li> </ul>	<p><b><u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u></b></p> <ul style="list-style-type: none"> <li>▪ Non-governmental organizations</li> <li>▪ Voluntary organizations.</li> <li>▪ Suppliers ASG</li> <li>▪ BEOC Sectors Leaders</li> </ul>
<p><b>Operational Concept:</b> This objective addresses the establishment of a NIMS/ICS based State emergency response organizational structure and achieve effective supported and supporting lines of authorities and operational coordination between the State, Federal Government, municipalities the private sector and non-governmental organizations. The operational concept of Phase 1 is before the incident; preparation.</p>		

## Objective I - Operational Structure for Catastrophic Events

- Critical Task: To Establish Operational Structure
  - EOC activation / Incident Command System (ICS) structure
  - Integrate Federal support
  - Order resources and activation of the Private Sector
  - Emergency Branch ESF 9 Joint Rescue Coordination Center (Conduct fundamental all domain SAR Mission Coordination and resource management)
  - Mass Care Branch (Coordinate sheltering, mass evacuation, mass care, health care, volunteer management) Infrastructure Branch (Coordinate emergency route clearance, traffic safety, infrastructure damage assessment)
  - Appoint State (Governor) Liaison
  - Dual Status Commander (DSC) Approval / Activation
  - Survivor Collection Points (SCP) Management
  - Air Branch / Air Management (Coordinate unified management of aviation operations in the disaster area (air deconfliction/stratification, air communications, air mission prioritization, ingress/egress routes, IAA, airborne command and control)
  - Interoperable Communications
  - Joint Incident Action Plan (Release of information and coordinating instructions)

**Assumptions and Planning Data:** 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.
- 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 in cellular communications.
- Damage to infrastructure.
- People are making lines in supermarkets and gas stations to receive services.
- Some coordinators are not reported to their work area.
- Truck drivers begin to take containers out of the maritime port to ease the port logistics.
- Congested roads, the population begins to prepare
- Hospital facilities begin to discharge patients.

<b>Objective I - Operational Structure for Catastrophic Events</b>		
<p><b>Notification requirements: This is the Notification that is necessary to carry out the tasks and to be able to meet the objectives.</b> This Notification relates to the capabilities and resources of all agencies, as well as the knowledge of risks and technical capacity in the face of a possible hazard. The quality of the Notification makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p>		
<ul style="list-style-type: none"> <li>▪ Agencies resources</li> <li>▪ Responders Contact List</li> <li>▪ Inventory of available facilities</li> <li>▪ List of suppliers for contracts</li> <li>▪ Alternate communication capabilities</li> <li>▪ Commodities inventory at staging</li> <li>▪ Emergency procurement</li> </ul>		
<b>Key decisions and Considerations</b>		
<b>Key decisions</b>	<b>Responsible</b>	<b>Considerations</b>
EOC Activation (Mass Care Branch, Emergency Services Branch, Private Sector Branch)	PREMB	<ol style="list-style-type: none"> <li>1. Probability of Impact</li> <li>2. Prioritize Branch Activation</li> </ol>
Make an Emergency Pre-Declaration	Governor/DPS/ PREMB	Potential catastrophic damage
Activate the JOCIP	Governor	The magnitude of the incident
Request additional resources (EMAC mutual aid / federal resources)	GAR/SCO	<ol style="list-style-type: none"> <li>1. Need / Requirement</li> <li>2. Feasible</li> <li>3. Timely Request</li> </ol>
Activate PRNG	Governor	1. The magnitude of the incident
Request Dual Status Commander (DSC)	Governor / TAG	<ol style="list-style-type: none"> <li>1. The magnitude of the incident</li> <li>2. T-10 Resource Requests</li> </ol>
Stand-up ESF 9 PR JRCC	PREMB	<ol style="list-style-type: none"> <li>1. The magnitude of the incident</li> <li>2. Numbers of resources and agencies supporting</li> </ol>
Stand-up Air Branch	PREMB	<ol style="list-style-type: none"> <li>1. [REDACTED]</li> </ol>

<b>Objective I - Operational Structure for Catastrophic Events</b>		
<b>Critical Functions</b>		
<b>Function</b>	<b>Responsible</b>	<b>Measurement of effectiveness (metric)</b>
Key State Decisions EOC / ICS Functionality	Governor/ GAR / SCO/ DPS/ PREMB / ESF #15 & 18	EOC FOC by SCO Timely pre-landfall / emergency and disaster declaration Timely activation of PRNG Timely approval/activation of DSC
Mass Care Capability	PREMB / ESF 6, 8 & 11, 19	Adequate shelters (medical, general population, pet) with commodities and RSAs ready and operational
SAR Mission Coordination	PREMB (ESF #9 PR JRCC)	Synchronized interoperability among ALL SAR resources
Integrated federal support	GAR/SCO/ PREMB/FEMA/ DOD (DCO)	Integration in time to enable synchronization of required federal support
State Liaison	GAR/SCO / ESF #15 & 18	Contact with the liaison could be established?
Dual Status Commander (authority over both T-10 and NG Forces)	Governor / TAG	1. Unity of Effort 2. DSC FOC by H-24
Resource Management (Analyze capability gaps / Order additional resources and activate the private sector representatives)	GAR/SCO/ PREMB / FEMA / DCO	1. Timely arrival to facilitate full integration 2. Resource met requirements Did the contracts were activated on time? Did the emergency procurement process is in place? Did the private sector representatives showed up at the EOC? 3. Consider EMAC
Interoperable Communications	PREMB / FEMA ESF #2	1. Interoperable Comms between Air, Land, Waterborne assets 2. [REDACTED] 3. Are interoperable communications between agencies established?

Function	Responsible	Measurement of effectiveness (metric)
Incident Action Plan / Joint Fed and State IAP	SCO/GAR All the agencies	1. Collaborative Planning 2. Was an IAP for each Operational Period?
Air Management	PREMB / PR Police / PRNG – Supported by: FEMA / DOD / USCG / FAA / CBP / CAP /	2. [REDACTED]
Survivor Collection Point Mgmt.	PREMB (ESF #6 & 8)	Efficient drop-off, treatment, and onward movement of survivors


Resources	Description	ESF / Leader Team	FEMA/Coordination	# Pre-Determined Mission
Activation of Interagency Coordinators	Contact the Emergency Coordinators	SCO 5/PREMB	5	
Check communication system	Test regular and alternate communication systems	2, 5/PREMB	2	
Check generator and water tank	Water and power generator systems tests	5, 7, 17 /all agencies/PRE MB	7	

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share Notification.

### Objective I - Operational Structure for catastrophic events

#### Phase 1 A


TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
≥-120H	EOC/ICS Functionality	Coordinate maintenance services for the EOC	5	PREMB		The EOC has problems to operate	Begin Alternate EOC preparedness at the PR Convention Center, for it to be ready. Consider AMA EOC as alternative third option.
≥-120H	EOC/ICS Functionality	Coordinate verification of essential EOC utilities	2, 5, 7	PREMB	PREPA, PRASA, COMMS FEMA	Failure in the communication or electrical infrastructure	Make arrangements with PREPA to repair the damage. Request services from the agency's communications and generator provider.
≥-120H	EOC/ICS Functionality	Activate EOC Command and Control Structure	5	PREMB	All	Need Staff	Consider activation of planning section, logistic section, and operations and staff it with PREMB personnel, NQS members and interagency coordinators.
≥-120H	EOC/ICS Functionality	Develop preparedness Objectives	5	PREMB	All		Use ICS Forms
≥-120H	EOC/ICS Functionality	Verify all plans, especially distribution and mass care	5	PREMB	All		
≥-120H	SAR Mission Coordination	Make preparation to stand-up PR JRCC	5, 9	PREMB	PRNG / Federal ESF #9 Primary	Location / Facility	None

					and Support Agencies		
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
≥-120H	Air Mission Mgmt.	Make preparation to stand-up Air Branch	5	PREMB OPS	PR Police / PRNG / Federal ESF #9 Primary and Support Agencies	Location / Facility	None
≥-120H	EOC/ICS Activation	Discuss / request type 1 / 2 Incident Management Teams (IMT) – Enable Operational Span of Control	5, 7	PREMB		Time required to arrive and FOC	Consider EMAC
≥-120H	EOC/ICS Functionality	Coordinate assistance agreement with other states Emergency Management Assistance Compact (EMAC)	5, 7	DPS PREMB	OGP PRNG SCO		
≥-120H	Resource Mgmt. Order resources and activating the private sector	Begin analysis, discuss and identify additional required resources	5, 16	PREMB	GAR DCO	Distance / Time FM Mainland	None
≥-120H	EOC/ICS Functionality	Coordinate BEOC, Business Emergency Operations Center services	17	BEOC	PREMB		
≥-120H	Incident Action Plans	Check the operational conditions of the water pump houses for Flood Control	3, 7	DRNA	PRASA		
≥-120H	DSC	 (J36 Augment Personnel)	5,16	SCO PRNG	USNORTHCOM J36 / NGB	Distance / Time FM Mainland	
≥-120H	Incident Action Plans	Coordinate vaccination for responders	8	DSPR	PREMB HHS		
≥-120H	EOC/ICS Functionality	PREMB Regions request to the Municipalities to establish mitigation procedures	5	PREMB	All PREMB Regions		



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-96H	EOC/ICS Functionality	Governor and Executive Committee Meeting for Situation awareness and establish objectives	5, 8	PREMB GOV SCO	DPS		discuss possible operational strategies in case of an event
-96H	EOC/ICS Functionality	Identify a third alternate EOC if necessary	5, 7, 18	PREMB	DPS	The PR Convention Center may hold a convention	Consider activating third EOC at AMA facilities
-96H	Resource Mgmt. Order resources and activating the private sector	Finalize and make resource requests	All	GAR ALL	ALL	Distance / Time FM Mainland	None
-96H	EOC/ICS Functionality	PREMB Operations and PREMB Regions Directors Meeting for Situation awareness and logistics and resources management	5	PREMB	All PREMB Regions	Far from State EOC	Consider establishing a conference call
-96H	EOC/ICS Activation	Request pre-declaration of emergency or disaster	5	GOV PREMB	NWS		Estimate damage potential
-96H	EOC/ICS Functionality	Validation of credentials for the emergency personnel and EOC	5	PREMB	DPS	There is no established process	Develop an essential guide to provide credentials expeditiously
-96H	SAR Mission Coordination	Facilitate SMC Key Areas of Coordination [REDACTED]	9	PREMB ESF #9	PRNG / Federal ESF #9 Primary and Support Agencies		
-96H	Survivor Collection Points	Identify and be prepared to man / operationalize [REDACTED]	9	PREMB / ESF #8/9	ALL		
-96H	EOC/ICS Functionality	Evaluate event trajectories for possible activation	5	PREMB	NWS		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-96H	Appoint a state liaison	Appoint a state liaison (SCO, GAR)	5	GOV	DPS	Governor Outside of PR	Secretary of State names the State Liaison
-96H	Information Sharing	Evaluate the operational conditions of the information sharing electronic platforms WebEOC	5	PREMB	DSPR	Internet service interruption	Use satellite data comms.
-96H	Resource Mgmt. Order resources and activating the private sector	Identify current resources and resources needed	5.7	ASG	PREMB	Agencies have not requested resources yet	ASG makes an individual request for Notification to each agency
-96H	EOC/ICS Functionality	Coordination for PRNG Activation	5, 16, 18	SCO	PREMB PRNG	Governor Approval	Activation of PRNG essential response personnel
-96H	Resource Mgmt. Order resources and activating the private sector	Maintain lists of local businesses that have capabilities to respond to emergencies with basic services or products	5, 7, 17	PREMB, ASG	Contractors Suppliers AIPR CUD BEOC	Small Businesses are not registered as government suppliers	ASG will provide guidance on the emergency procurement process and will give a waiver of 30 days to complete the process.
-96H	Resource Mgmt. Order resources and activating the private sector	Notify the hotels of the possible incident and confirm that they have activated their plans.	5, 17	TOURISM	Hotels Association PREMB BEOC	Not all the hotels belong to the Hotel Assoc.	Use Tourism licensing lists to contact the hotels and make the notification
-96H	Interoperable Communications	Maintenance and Testing of communications systems	2, 5	PREMB JRT	ALL	Failure in their systems or still under repair	Request emergency services or find alternate systems
-96H	Interoperable Communications	Check the inventory and radio distribution within hospitals	2, 8, 17	DSPR	PREMB BEOC		
-96H	Incident Action Plans	Begin the development of a Joint IAP for the first operational periods	5	ALL	ALL	Interruption of the electronic platform	Have Hard copy templates

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-96H	Incident Action Plans	Basic emergency operations plan to review and discussion. <i>Just in Time Training</i> on agency's plans	ALL	ALL			Consult with PREMB in the Preparation Section, ask for a template and offer a <i>Just-in-Time Training (JITT)</i>
-96H	Incident Action Plans	Ask all agencies to come together to discuss possible operational strategies in case of an event	ALL	ALL			
-96H	EOC/ICS Functionality	Encourage responders and coordinators to prepare for the emergency	ALL	ALL		There are no lists of respondents	Make public announcements on radio and television
-96H	Resource Mgmt. Order resources and activating the private sector	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	5, 17	ASG DHPR GAR OGP PREMB DOJ	BEOC	There are no reliable lists of suppliers	Request contact information from local suppliers and companies via the mass media. Coordinate auto activations for after the event.
<b>Phase 1 B</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-72H	EOC/ICS Functionality	Executive Order issued for PRNG Fully activation prior to landfall to be ready for respond	5, 16, 18	GOV	PREMB PRNG	Delay Order issued	PREMB request order issue
-72H	EOC/ICS Functionality	Release Governor Executive Order to PRNG become Fully activated and ready to respond	5, 16, 18	GOV SCO	DPS PREMB PRNG	Took time to activate soldiers and manage PRNG Logistics	activate PRNG 72 to 48 hours prior to landfall

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-72H		Decision to request		GOV / TAG		Parallel commands	NC/J36 T10/T32/FEMA/PRE MB required
-72H	EOC/ICS Functionality	Activation of EOC Mass Care and Health and Human Services Branch	5, 6, 8	PREMB	DVPR DFPR DSPR NCEMPR DEPR PRPD	Assessment of NWS	Delay Activation if necessary
-72H	EOC/ICS Functionality	PREMB Operations and PREMB Regions Directors Meeting for Situation awareness and logistics and resources management	5	PREMB	All PREMB Regions	Far from State EOC	Consider establishing a conference call
-72H	EOC/ICS Functionality	Re-evaluate Secondary EOC location	5	PREMB DSP	NWS	Infrastructure problems	Consider identification of alternate secondary EOC. Call the PR Convention Center for arrangements.
-72H	EOC/ICS Functionality	Test the communications systems and computers of the EOC	ALL	ALL	JRT COMMS	The computer system does not work	Request Emergency services (IT)
-72H	EOC/ICS Functionality	Maintain direct communication with the NWS to obtain updated information every 12 hours	5	PREMB	NWS		
-72H	EOC/ICS Functionality	Send messages of possible activation to the responders and coordinators	ALL	ALL		There are no lists of respondents	Make public announcements on radio and television

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
-72H	Incident Action Plans	Activate the Preventive discharge of water to lower the level in the dams	3, 11	PRASA, PREPA	PREMB OMME DRNA		
-72H	Incident Action Plans	Establish contact with the federal ESFs' counterparts	ALL	ALL		Interruption in communication	Draft pre-agreed Resources Request Forms (RRF)
-72H	Resource Management	Analyze capability gaps / Order additional resources through EMAC	5	PREMB	ALL	Lack of resources	Request assistance for IMAT and all Agencies in need through EMAC
-48H	EOC/IC Functionality	Disseminate Hurricane Watch to agencies, NGO's, Community Hubs and CERT	5	PREMB, ALL	NWS		
-48H	Resource Mgmt. Order resources and activating the private sector	Establish communication with the main suppliers registered in the Single Register of Bidders to establish alternate methods of communication after the event if necessary	5.7	PREMB, ASG DHPR	FEMA		Make public announcements on radio and television
-48H	Resource Mgmt. Order resources and activating the private sector	Order price "Freeze" of essential commodities	5	DACO	PREMB		
-48H	Interoperable Communications	Activate KP4 assets	2, 5, 19	PREMB	KP4		
-48H	Interoperable Communications	Communicate risk to the public on Hurricane Watch	5, 15, 18	GOV PREMB	DSP	Not all news media cover the message or message causes rumors	Use media to clarify message and eliminate rumors. Use social media to send complete messages and recommendations

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-48H	Incident Action Plans	Discussion of operational plans, review of resources, identify priorities and available resources	ALL	ALL	ALL	Lack of knowledge of how to make an IAP	Consult with PREMB in the Preparation Section, ask for a template and offer a <i>Just-in-Time Training (JITT)</i>

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-48H	EOC/ICS Functionality	██████████	16	PRNG DOD	NC/J36 ██████████		
-48H	Security Perimeter or Area of Impact	Implement credential's protocols	5, 13	PREMB PRPD	PRNG DHPR DRNA Security DSP DOJ DHS PM's Courts BEOC	There are no credential's protocols	Share criteria through WebEOC
<b>Phase 1 C</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-36H	EOC/ICS Functionality	Issue an Hurricane Warning	ALL	ALL	NWS		
-36H	EOC/ICS Functionality	Full activation of EOC Emergency Branch, IC Structure and Infrastructure Branch	1, 2, 3, 4, 5, 7, 9, 10, 11, 12, 13, 16	PREMB	DTOP PREPA PRASA CNBPR NPPR JCA DRNA PRNG	Agencies are not prepared in their EOC	Move their emergency operations to another agency that can provide the space and facilities
-36H	EOC/ICS Functionality	Activate the BEOC Coordinators from industries such as telecommunications, food chain and medicine distribution; maritime, fuel and other transporters	17	BEOC	PREMB		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-36H	EOC/ICS Functionality	Request mitigation activities reports from all PREMB zones	5	PREMB	Municipalities	Municipalities have not done mitigation	Conduct conference Call with all PREMB regions
-36H	EOC/ICS Functionality	Request reports on potential risks and vulnerabilities of the zones and regional offices of all state agencies	ALL	ALL		Does not have regional offices	Make a <i>Hazard Vulnerability Assessment</i> of their agency and send to PREMB
-36H	EOC/ICS Functionality	Perform communication tests with all regional offices and agencies	ALL	ALL	Communicati ons Providers	Do Not Work	Identify resources for portable satellite communication systems
-36H	Resource Mgmt. Order resources and activating the private sector	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	ALL	ALL	Contractors Suppliers Associations Companies	There are no buyers	Request waiver for an alternate method of procurement or request to ASG
-36H	Resource Mgmt. Order resources and activating the private sector	Verify if the Telecommunication company's emergency operational plans are activated	2, 17	JRT	PREMB BEOC	Telecomm companies have not activated their plans yet	JRT president sends an order to Telecoms' companies to activate their plans
-24H	EOC/ICS Functionality	Full activation of agencies EOC	ALL	ALL		Agencies are not prepared in their EOC	Move their emergency operations to another agency that can provide the space and facilities
-24H	SAR Mission Coordination	PR JRCC FOC. Resources FOC. Post Storm Response / SAR Action Plans Complete and disseminated to all SAR and PRUSAR responders	9	PREMB FEMA	PRNG / Federal ESF #9 Primary and Support Agencies		



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-24H	Air Management	Air Branch FOC. Complete Air Management Plan	1, 5, 9	PREMB /	PRANG / FEMA / PR Police / DoD FAA		
-24H	Survivor Collection Points	Make sure SCPs are ready to operate	9	PREMB / ESF #6, 8/9	ALL		
-24H	Interoperable Comms	Interoperable Comms Plan reviewed fully disseminated	2, 9	ALL	PREMBJRC C		
-24H	Resource Mgmt. Order resources and activating the private sector	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	5, 17	ASG DHPR GAR OGP PREMB DOJ	BEOC	There are no reliable lists of suppliers	Request contact information from local suppliers and companies via the mass media. Coordinate auto activations for after the event.
-24H	Incident Action Plans	Development of Incident Action Plans for operational periods, considering the possible risk and impact	ALL	ALL	ALL	They do not have any	<i>Request JITT from any staff with knowledge in ICS</i>
-24H	Security	Consider pre-inform citizens about the order of a curfew after landfall	13, 18	GOV	DSP	Citizens on streets affecting response and road clearance	<i>Establish a curfew for +24H and then, 16 hours period until security forces can be deploy</i>
-24H	Security Perimeter or Area of Impact	Implement credentialing protocols	5, 13	PREMB PRPD	PRNG DHPR DRNA Security DSP DOJ DHS PM's Courts BEOC	There are no credential's protocols	Share criteria through WebEOC

## Objective II - Activate Staging Areas and Resources

**Goal:** Coordinate the organized response efforts for the management, administration, and recovery of a disaster. Establish the *Incident Support Base* (ISB) as close to an impacted area as the incident permits. The ISB are identified, in coordination with FEMA, the regions and the *Incident Management Assistant Team* (IMAT), the previous positioning of the resources and to speed up the response to the event.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u>Federal Agencies</u>	<u>State / Government</u>	<u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u>
<ul style="list-style-type: none"> <li>▪ DHS/FEMA</li> <li>▪ DOD</li> <li>▪ DLA</li> <li>▪ DOI</li> <li>▪ USACE</li> <li>▪ GSA</li> <li>▪ EPA</li> <li>▪ DOJ</li> <li>▪ DOT</li> <li>▪ USDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ DPS</li> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ PRNG</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ NCEMPR</li> <li>▪ DEPR</li> <li>▪ PRPD</li> <li>▪ PRIDCO</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC food Sector</li> <li>▪ MIDA</li> <li>▪ Community Hubs</li> <li>▪ AIPR</li> <li>▪ Maritime Companies</li> <li>▪ BEOC Transportation sector</li> <li>▪ Truck Drivers</li> <li>▪ BEOC Communications Sector</li> <li>▪ BEOC Health Sector</li> <li>▪ BEOC Energy Sector</li> <li>▪ VOAD</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the Federal Government, state, municipal, with the participation of the private sector and non-governmental organizations. The operational concept of phase 1 is before the incident; preparation.

- Task Critical Activity: Activate staging areas, storage, and other resources
  - Activation of Movement of Resources
  - Logistics
  - Supply Chain

**Assumptions and Planning Data:** For this plan, the following considerations were taken or presumptions as a starting point in the planning process of this objective through the different phases of the emergency.

## Objective II - Activate Staging Areas and Resources

- Network Congestion in cellular communications.
- Compromised electrical grid
- Responders can be victims of the event
- Airports and ports could be closed
- Roads blocked by landslides and debris
- Hospital facilities can be severely affected
- Remote areas wholly isolated, out of communications
- Essential supplies are scarce (gas, food, water)
- The Supervisory Fiscal Board has control over the budget of Puerto Rico.

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

### Key decisions and Considerations

Key decisions	Responsible	Considerations

<b>Objective II - Activate Staging Areas and Resources</b>		
<b>Critical Functions</b>		
<b>Function</b>	<b>Responsible</b>	<b>Measurement of Effectiveness (metric)</b>
Activate Storage Locations	PREMB/FEMA/ Municipalities	Were the resources handed over?
Deploy teams/administration of Incident Support Bases	PREMB	Were the teams deployed?
Transportation	DTOP/AMA	Is there capacity to order MA established?
Inventory of resources, Packages in general	PREMB/FEMA	Are the locations established?
ESF resources	PREMB/FEMA	Are the ESFs coordinated and established?

<b>Resources necessary to perform the critical functions</b>				
<b>Resources</b>	<b>Description</b>	<b>ESF / Leader Team</b>	<b>FEMA/Coordination</b>	<b># Pre-Determined Mission</b>
Vehicles for transporting equipment and commodities	Check vehicle conditions, availability of drivers and staff to carry out transportation and shipping functions.	5/PREMB		
Communication System	Test regular and alternate communication systems	5/PREMB		
Supplies	Account for and confirm availability of supplies	5/PREMB		
Trained Staff	Check staff credentials	5/PREMB		

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share Notification.

## Objective II - Activate Staging Areas Resources

### Phase 1 A

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
≥120H	Logistics	Validate the MOU agreements; validate the inventories of suppliers of products for an emergency.	5, 7	ASG	PREMB DHPR OGP GAR CSP	The agreements have not been finalized.	Establish contacts and reach interim agreements.
≥120H	Logistics	Validate MOUs with truckers and transport companies	5, 7	ASG CSP	PREMB DHPR OGP GAR	The agreements have not been finalized.	Establish contacts and reach interim agreements.
≥120H	Logistics	Validate that the docks can receive cargo around the island (Ceiba, Ponce, Mayagüez among others) as alternate loading access points	5,3, 7	APPR	USCG	Ports Authority has not carried out the feasibility study	USCG should evaluate with Ports Authority to identify the viability of the docks by type of vessel, capacity and debarkation method.
≥120H	Logistics	Follow up on the MOUs with the Community Hubs representatives. Ask for the latest communities' demographics to determine the necessary inventory that will be delivered in case of an emergency.	5	PREMB	FEMA Community Hubs		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
≥120H	Logistics	Activate the (RSA's) Regional Staging Area – Regional warehouses where the Municipal authorities nearby can replenish their supplies	5	PREMB	OMME Municipalities	Regional Staging areas are not prepared	Coordinate with PRNG and the Community Hubs for supplies
≥120H	Logistics	Activate the (RPOD's) Responders Point of Distribution – PR Fire Department Stations to supply commodities to State and Federal responders and, Private Sector Responders registered at the EOC.	4, 5, 6, 7, 17	DPS PREMB	NCPBP PRNG BEOC	Regional Staging areas are not prepared	Coordinate with PRNG for supplies
≥120H	Logistics	Validate contracts with fuel distributors	7	ASG, CSP	PREMB GAR OGP	Expired Contracts. Contract with a single supplier.	Authorize emergency contract. Request emergency contract with all suppliers of fuel.
≥120H	Logistics	Evaluate the elements related to medical countermeasures that may be necessary in case of a reduction in the state reserve.	8	DSPR	PREMB Police		
≥120H	Logistics	Check inventories of PREMB's warehouses in Ponce and Guaynabo managed by volunteer groups	5	PREMB	FEMA		
≥120H	Supply Chain	Prepare and inventory of the essential and emergency products in the state and federal warehouses. Request to FEMA the supplies as needed	5	PREMB ASG	DFPR DEPR FEMA		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
≥120H	Supply Chain	Monitor aspects related to safety, availability, and requirements of blood, blood products, and tissues.	8	DSPR	PREMB HHS FEMA Red Cross		
≥120H	Supply Chain	Review MOU and contracts with suppliers of basic products. Print supplier lists and print contracts.	7	ASG	PREMB DFPR DVPR AIPR MIDA	Expired Contracts. Contract with a single supplier.	Authorize emergency contracts. Request an emergency contract with various suppliers.
≥120H	Supply Chain	Establish an MOU with suppliers and carriers (independent truckers, unions, and companies)	7, 17	ASG	CSP PREMB BEOC	There are only agreements with a single supplier	Request quotations from alternate suppliers to make free selection contracts in case of emergencies.
≥120H	Supply Chain	Establish MOUs with "food trucks" owners and small kitchens to provide hot meals in areas that have been isolated by the incident. They will provide fresh hot meals On Site. (They already have all the legal permits to operate)	5	PREMB	DSPR NCBPR CSP DVPR DEPR	Do not have supplied products to prepare meals	Activate the supply chain to provide them with the necessary food and supplies to operate in isolated communities or work as Mobile Kitchens. This will activate the small business economy.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
≥120H	Supply Chain	Request a list of pharmaceutical industries [REDACTED]	17	BEOC			
≥120H	Supply Chain	Coordinate with PRNG the prepositioning of personnel at PREMB's for commodities distribution	5	PREMB	PRNG		
≥120H	Supply Chain	[REDACTED]	5	PRNG	PREMB		
≥120H	Supply Chain	Keep MOU with the PR National Guard and Puerto Rico State Guard	5	PREMB PRNG ASG	FEMA	Contract the security equipment and cargo handling	ASG will identify the providers of the equipment.
<b>Phase 1 B</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-96H	Supply Chain	Request private companies to verify their food inventories and provide the information.	5	PREMB	BEOC MIDA CUD	BEOC representatives do not answer the request	Call PR distributors and main distribution centers directly (e.g., PR Supply, B Fernández & V Suarez)
-96H	Supply Chain	Ask stores and water bottling companies check inventories of bottled water and provide the information.	5	PREMB	ASG FEMA	The representatives of the bottling companies do not answer the request	Calling directly to PR's main bottlers. (Coke and Pepsi, Cristalia)



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-96H	Supply Chain	Request drugstores' distributors their inventory of essential medicines and vaccines.	8	DSPR	PREMB FEMA	Drugstores' distributors do not report inventory.	Calling directly to pharmaceutical companies to see if they have inventory.
-96H	Supply Chain	Monitor the inventory of available resources of blood and blood products resources.	8	DSPR	PREMB Red Cross		
-96H	Supply Chain	Request Hospitals to report their inventory of essential medicines	8	DSPR	PREMB FEMA	Hospitals do not report inventory	Calling directly to the drugstores to verify their inventory.
-96H	Supply Chain	Hospital, hospice, care centers, 330 centers, dialysis centers should verify their inventories of supplies and medicines	8	DSPR	PREMB FEMA		
-96H	Supply Chain	Request the Department. Education to check their inventories of food in their warehouses and school kitchens	5,6	DEPR	PREMB		
-96H	Supply Chain	Request the Family Department. to check their inventories of food in their warehouses	6	DFPR			
-96H	Supply Chain	Request the Mass Kitchen program participants to review their inventory to be ready if needed. The Mass Kitchen program consist of private industrial kitchens, restaurants, private schools' kitchens and Food trucks with the mission to provide hot meals to isolated communities.	5	PREMB	DEPR ASG		

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
-72H	Logistics	Confirm the EOC's, Alternate State EOC and Regions EOC's power, water, and food capabilities	ALL	ALL		Utilities do not work, or there is a shortage	Coordinate with PREPA, PRASA
-72H	Logistics	Request inventory of regular and refrigerated trucks available for cargo transportation	5.7	CSP	PREMB	There is no communication with any of the truck unions and companies	Request list from CSP of independent truckers and groups not included in the agreements.
-72H	Logistics	Confirm the capabilities of food and water for responders and Coordinators of state agencies	ALL	ALL		There is no food or water for responders in case of the occurrence of the emergency	Make emergency purchase orders to supply the agency's EOC with enough food and water for at least ten days
-72H	Logistics	Activation of the MOU agreements with the Community Hubs	5	PREMB	FEMA Community Hubs		
-72H	Logistics	Review elements of transportation of resources related to medical countermeasures in case it is necessary to activate them.	8	DSPR	PREMB Police	Availability of police resources required for an escort.	Support from the National Guard and federal agencies such as ICE for escorts if necessary.
-72H	Supply Chain	Request real inventories of basic products in warehouses of PREMB and FEMA	5	PREMB FEMA			

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-72H	Logistics	Release Executive Order for Emergency Procurements	5, 7, 18	GOV PREMB	ASG	Need of formal procurement process	ASG and PREMB Release a Contract Model for emergency procurement and contracting
-72H	Supply Chain	Send warning of possible PRNG activation	5	PRNG	PRNG		
-72H	Supply Chain	Send warning of possible Distribution Plan Activation	5	PRNG	ASG DEPR Warehouse		
-48H	Supply Chain	Coordinate with carriers meeting points and assign loading places	5	CSP	PREMB	Are not identified as meeting points.	Use parking lots of Convention Center, Sagrado Corazon Train Station and AMA Main parking lots at Urb. San Francisco
-48H	Logistics	Leave without temporary effect the collection of excise taxes in the docks with the dispensation of up to 30 days to allow the rapid evacuation of the San Juan maritime ports.	5	DHPR	PREMB		
-48H	Incident Action Plans	Consider advanced payments for PAN card participants for pre-incident preparedness	5	DFPR	PREMB	There are no communication systems. Stores cannot process the PAN card	Distribute vouchers that the stores would agree to accept. Encourage big stores to have an alternate satellite data system to process the PAN card.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-48H	Logistics	The truckers begin to remove as many containers as possible from the dock to deliver them to their owners and clear the port.	1, 5, 7	PREMB CSP	APPR DHPR	Owners do not claim their containers	Take them to the HUB meeting point for a cargo relief and streamline the process.
<b>Phase 1 C</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-36H	Activation and movement of resources	Suppliers deliver commodities	7	PREMB, ASG	ALL	There are not enough truckers to move the load.	Provide lists of truck drivers available from the CSP to the suppliers.
-36H	Activation and movement of resources	Activation of the PRNG for mobilization of essential products [REDACTED]	5	PRNG	ASG DEPR Warehouse		
-36H	Activation and movement of resources	Set access controls, provide protection and security, establish [REDACTED]	13	PRPD	PRNG	There are not enough policemen or National guards	Hiring private security companies
-36H	Logistics	Move boats of Vieques and Culebra to the safe harbor	1	ATM	DTOP		
-36H	Logistics	Move all boats from all agencies to Safe Harbor (e.g., DRNA and FURA)	1	ALL	ALL		
-36H	Logistics	Move all state government aircraft to a safe location (e.g., DRNA, PRPD, FURA)	5	PREMB	ALL		
-36H	Supply Chain	Establish direct communication with the state EOC for possible activation of the supply chain plan.	5	PREMB	MIDA AIPR Truckers		

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
-24H	Activation and movement of resources	Activation of the AMA drivers for a possible mobilization of evacuees	1	AMA	DTOP	Drivers do not show up	Use school transportation contractors or municipal assets
-24H	Logistics	Mobilize fuel carriers to supply government's critical infrastructure [REDACTED]	1	CSP	PREMB	There is no contract with certain carriers.	Make emergency contracts with ASG
-24H	Logistics	Pre-assign in "Stand By" mission orders to the truckers.	1, 7	CSP	PREMB		
-24H	Logistics	Mobilize products or goods purchased, receive resources from suppliers, pre-positioning of resources	7	PREMB FEMA	ASG	Warehouses are not operational	Transport the purchased goods to a state agency's warehouse. E.g., DEPR food warehouses

<b>Objective III - Situational Awareness and Public Information</b>		
<p><b>Goal:</b> To collect, organize, preserve and disseminate information related to the preparation for a catastrophic event. The management and distribution of information are always essential to keeping the population informed. Any rapid, effective and efficient communication method or system available to offer preparedness information will be used.</p>		
<p><b>Organizational Elements:</b> PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) <i>Emergency Support Function</i> (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.</p>		
<p><b><u>Federal Agencies</u></b></p> <ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ GSA</li> <li>▪ EPA</li> <li>▪ DOD</li> <li>▪ DOJ</li> <li>▪ USDA</li> </ul>	<p><b><u>State Government</u></b></p> <ul style="list-style-type: none"> <li>▪ DPS</li> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ PREPA</li> <li>▪ AAA</li> <li>▪ PRPD</li> <li>▪ APPR</li> </ul>	<p><b><u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u></b></p> <ul style="list-style-type: none"> <li>▪ NWS</li> <li>▪ Broadcasters Assoc.</li> <li>▪ Groups KP4</li> <li>▪ BEOC Media Sector</li> </ul>
<p><b>Operational Concept:</b> This Plan addresses the proactive and coordinated response between the Federal, state, a municipal government with the participation of the private sector and non-governmental organizations. The operational concept of phase 1 is: before the incident Preparation</p>		
<ul style="list-style-type: none"> <li>▪ Task: State of Situation and Public Information                             <ul style="list-style-type: none"> <li>○ Threat Analysis</li> <li>○ Critical Infrastructure</li> <li>○ Maps and Geospatial Information Systems (GIS)</li> <li>○ Risk Communication and Exchange of Information</li> </ul> </li> </ul>		
<p><b>Assumptions and Planning Data:</b> For this plan, the following considerations and presumptions were taken as a starting point in the planning process of this objective through the different stages of the emergency.</p>		

Objective III - Situational Awareness and Public Information		
<ul style="list-style-type: none"> <li>▪ Lines of people in supermarkets and gas stations</li> <li>▪ Some coordinators have not reported to work</li> <li>▪ The ports begin to release freight trailers.</li> <li>▪ Congested roads and highways. People make preparations.</li> <li>▪ Hospital facilities begin a medical discharge as a preventive measure.</li> <li>▪ Essential supplies such as gasoline, water, and food are scarce.</li> </ul> <p>The economy of the island continues in recession.</p>		
<p><b>Request for Information:</b> Describes the information required to validate the assumptions and measure the progress of 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 order to face a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision - making process.</p>		
<ul style="list-style-type: none"> <li>▪ Interoperable Communications Frequencies</li> <li>▪ Copy of agreements between public agencies and non-governmental organizations (NGOs)</li> <li>▪ Maps of susceptible/vulnerable areas</li> <li>▪ Pre-written messages</li> <li>▪ List of critical infrastructures</li> <li>▪ Joint Information System procedures</li> <li>▪ Joint Information Center location</li> </ul>		
Key decisions and Considerations		
Decision	Responsible	Considerations
<ul style="list-style-type: none"> <li>▪ Information to be published</li> <li>▪ The information that will be shared</li> <li>▪ Emergency frequencies and communication channels</li> <li>▪ Activation of alerts and warnings</li> </ul>	<p>JIC</p> <p>PREMB</p> <p>PREMB</p> <p>PREMB, GOV</p>	<p>The information is real and does not create chaos.</p> <p>The information has been validated before sharing it.</p> <p>Frequencies do not interrupt operations.</p>

Objective III - State Awareness and Public Information				
Critical Functions				
Function	Responsible	Measurement of Effectiveness (metrics)		
Information exchange protocols	PREMB	Do the agencies have MOUs on protocols to share information?		
Communication systems tests	TRB	Where have the communication system tests done? Is there redundancy?		
Resources necessary to perform the critical functions				
Resources	Description	ESF / Leader Team	FEMA/Coordination	#Pre-Determined Mission
Trained staff to work in the JIC and technical support for communications	Activation of the PIO <i>Public Information Officers</i> from all agencies to report to the EOC and set the JIC.	5/PREMB, 15/GOV		
Phones, radios, satellite phones	Testing of internal and external communication systems.	5/PREMB, 15/GOV		



**Tasks and Responsibilities:** Includes responsibilities for the strategy implementation and collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share information.

### Objective III - State Awareness and Public Information

#### Phase 1 A

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
≥120H	Threat Analysis	Atmospheric system monitoring	5, 15	PREMB	NWS	Information systems in PR do not work	Request connection of satellite systems from another NWS office.
≥120H	Threat Analysis	Establish interagency communication channels to share information.	2, 5	PREMB TRB	NWS		
≥120H	Critical Infrastructure	Evaluate the type of operations and products that private critical infrastructures produce to determine their criticality.	5, 7, 17	PRIDCO	PREMB BEOC ALL Sectors	Companies do not want to share information	Use the contact from the BEOC and DHS Protective Security Advisor
≥120H	Critical Infrastructure	Evaluate the economic impact of the critical private infrastructure	5, 17	PRIDCO	PREMB BEOC Sectors Leaders	Companies do not want to share information	Use the contact from the BEOC and DHS Protective Security Advisor
≥120H	Critical Infrastructure	Hospitals Critical Infrastructure main utilities monitoring and maintenance	8, 17	DSPR	BEOC Health Sector Coalitions of Health Services		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-120H	Risk Communication	Revision of existing public information and pre-scripted messages	ALL	ALL			
-96H	Threat Analysis	Identify and inform communities vulnerable to flooding for possible evacuation.	5, 15	PREMB	NWS DVPR	Areas flooded during Maria that were not identified in the flood zone maps.	Use historical data to identify vulnerable communities
-96H	Threat Analysis	As a Mitigation procedure, remove debris from streets, highways and water bodies to prevent flooding from sewers, rain systems or bridges.	3, 5, 11	PREMB DTOP	DRNA OMME's	There is no heavy equipment or personnel available at the state level.	Coordinate with contractor
-96H	Critical Infrastructure	Establish communication with critical infrastructures [REDACTED]	5, 7	PREMB	ALL		
-96H	Preparation of maps with geospatial information systems. (GIS)	Use flood plans maps from the NFIP as a reference	5	PREMB	FEMA	Areas flooded during Maria that were not identified in the flood zone maps.	Use historical data to identify vulnerable communities
-96H	Preparation of maps with geospatial information systems. (GIS)	Share with other agencies maps of Known flooded areas and the new ones.	5	PREMB	FEMA	It is unknown who has equipment for printing maps	DTOP and PRPB have the capabilities to print maps
-96H	Preparation of maps with geospatial information systems. (GIS)	Review of existing maps on health facilities and pre-positioned resources.	8	DSPR	BEOC Health Sector Coalitions of Health Services		

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
-96H	Risk Communication	Test Information Technology Systems	ALL	ALL	ALL	Systems do not work	Activate emergency services or redundancy systems
-96H	Risk Communication	Perform Telecommunication systems tests.	ALL	ALL	ALL	Systems do not work	Activate emergency services or redundancy systems
-96H	Risk Communication	Test the satellite communication system in the 10 PREMB Zones	2, 5, 7	PREMB	PREMB Zones	Systems do not work	Activate the PREMB 100 watts portable radios
-96H	Risk Communication	Perform voice communication tests to the 100 watts radio system in the 10 PREMB Zones and the 78 Municipalities	2, 5	PREMB	PREMB Zones OMME's		
-96H	Risk Communication	Perform tests to the Computer Aided Dispatch system (CAD)	2, 5	PREMB			
-96H	Risk Communication	Tests base radio in the PR hospitals and the alternate portable radio system in the PR hospitals	2, 8	Hospitals	DSPR PREMB OMME		
-96H	Risk Communication	Perform tests to the satellite internet system installed in the 78 Municipalities	2, 5	PREMB	OMME		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-96H	Risk Communication	Perform tests to the satellite communication system installed in the 13 Police Zones	13	NPPR	OMME		
-96H	Risk Communication	Perform tests to the satellite communication system installed in the Fire Department Zones	4	NCBPR	PREMB		
-96H	Risk Communication	Perform tests to the satellite communication systems installed in the (EMS) Bureau of Emergency Medical Corp's Regions	8	NCEMP R	PREMB		
<b>Phase 1 B</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-72H	Threat Analysis	To analyze the potential threat and begin the process of Risk Communication	5, 15	GOV	PREMB	Rumors through social media	Rumors control press releases and press conferences with the agencies involved.
-72H	Threat Analysis	Begin public bulletins on potential hazard	2, 5,15, 18	GOV	PREMB NWS		
-72H	Threat Analysis	Make public announcements about places with potential flood risk.	2, 5,15, 18	GOV	PREMB NWS		
-72H	Critical Infrastructure	Make direct notification to Critical Infrastructure about potential hazards.	1, 3, 5, 17	PREMB DHS	BEOC Sectors Leaders	There is no confirmation of the information	Recommend the use of DHS's Protection Security Advisor

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-72H	Critical Infrastructure	Establish 12 hours situation reports on the status of CI's systems.	1, 3, 5, 17	PREMB GOV	ALL		
-72H	Preparation of maps with geospatial information systems. (GIS)	Distribution of maps with possible trajectories in vulnerable areas.	5, 15	PREMB	NWS	It is unknown who has equipment for printing maps	DTOP And PRPB have the capabilities to make maps. Send maps in digital format
-72H	Preparation of maps with geospatial information systems. (GIS)	Analysis of flood maps and potential areas of evacuation.	3, 5, 6	PREMB	DVPR DEPR PRPD JRCC	Lack of GIS system	Coordinate with ACT and other agencies that have internal resources to develop maps.
-72H	Risk Communication	Make a Backup of critical information on external servers' communications	ALL	ALL	ALL		
-72H	Risk Communication	Make a Backup of critical information [REDACTED]	ALL	ALL	ALL	There are no portable hard drives.	Upload to a "cloud."
-72H	Risk Communication	Identify an Alternate Joint Information Center outside of the agency	ALL	ALL	ALL	The agency does not have available contracts	Join another agency and share the facilities
-72H	Risk Communication	Establish communication with the media and [REDACTED]	2, 5, 17	GOV	PREMB JIC BEOC		
-72H	Risk Communication	Publish public health countermeasures procedures through press releases, social media, and other media.	5, 8	DSPR	PREMB		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-72H	Risk Communication	Request the amateur radio groups to communicate with the state and present their communications plan	2, 5	PREMB	FCC JTTC	Radio-amateurs are not confirming	Contact the Radio-amateurs through PREMB zones and related associations
<b>Phase 1 C</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-36H	Threat Analysis	Inform the possibility of evacuations and the opening of shelters.	5, 6, 15	PREMB DVPR	OMME		
-36H	Threat Analysis	Inform about the potential consequences of the incident that is about to happen.	5, 15, 18	GOV	PREMB JIC		
-36H	Threat Analysis	Report official shelter locations	5, 6, 15	PREMB	OMME DEPR DVPR	Lists of shelters are not available.	DVPR will submit updated lists, and DEPR will validate them.
-36H	Threat Analysis	Inform the public about the things that can be taken into the shelters.	5, 6, 8, 15	GOV PREMB DVPR	OMME DFPR DEPR DVPR	Disinformation through social media.	Maintain official reports using all media
-36H	Threat Analysis	Coordinate and establish the areas for pets sheltering	5, 6, 11	PREMB DVPR	OMME DFPR DEPR DVPR	Disinformation through social media	Maintain official reports using all media
-36H	Critical Infrastructure	Notify the private Critical Infrastructures [REDACTED]	3, 5, 15, 17	PREMB DHS-PSA	BEOC Sectors Leaders	There is no response from the CIs.	AIPR issues the notification. PSA
-36H	Critical Infrastructure	The Critical Infrastructure will notify [REDACTED]	5	PREMB DHS-PSA	BEOC Sector Leaders	There is no information from the CI.	BEOC issues the notification and the PSA

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-36H	Critical Infrastructure	Establish reports every 6 hours on the risk status and potential hazards	5, 15	PREMB GOV	NWS	IT systems do not work	Request connection of satellite systems from another NWS office.
-36H	Preparation of maps with geospatial information systems. (GIS)	Distribute maps with updated possible trajectories of the system	5, 15	PREMB	NWS	It is unknown who has equipment for printing maps	DTOP And JPPR have the capabilities to make maps. Send maps in digital images
-36H	Preparation of maps with geospatial information systems. (GIS)	Use of ICS forms to document the development of the phenomenon, risks, and operational strategies.	5	ALL	ALL	Emergency coordinators do not know how to fill out the ICS forms.	JITT to teach how to fill ICS forms
-36H	Risk Communication	Establish interoperable communications	2, 5	ALL	ALL	The agency does not have interoperability	Establish contact with PREMB who will provide the necessary information
-36H	Risk Communication	Test the hospital's radio' communication systems	8	DSPR	PREMB	There is no communication between hospitals.	Call hospitals to verify problems with their communication radios.
-36H	Risk Communication	Distribute communications plan ICS 205a	5	GOV	PREMB JIC	The staff does not know ICS Form 205 a	Make a JITT
-36H	Risk Communication	Enable Tactical channels if necessary	2, 5	PREMB	ALL	Technical Problems	Order emergency services
-36H	Risk Communication	Make press conferences for risk communications and advice on mitigation measures	5, 15, 18	GOV	PREMB JIC		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-36H	Risk Communication	Activate the Integrated Public Alert & Warning System (IPAWS) and the Emergency Alert System (EAS) to notify hurricane watch.	5, 15	NWS	PREMB		
-36H	Risk Communication	Activate the amateur radio network	2, 5	PREMB	JRTC		
-36H	Risk Communication	Inform Public of possible close of operations in airports ports	5, 15, 18	GOV	PREMB JIC	Many tourists stock in PR	Make arrangements with Department of Tourism, BEOC, and Department of Housing to manage possible tourists that will lost their flights.
-24H	Risk Communication	Request hospitals a HAvBED report.	8	DSPR		There is no communication between hospitals	use alternate methods of communication such as radios, mobile telephones, and runners
-24	Risk Communication	Establish a 72 hours CURFEW as mitigation measures	5, 15, 18	GOV	PREMB JIC		



## Objective IV – Pre-incident Evacuation and Sheltering

**Goal:** to coordinate the organized response efforts for the management, administration, and disaster recovery. To provide the affected jurisdiction with health care, possible evacuation routes, and shelters.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u><b>Federal Agencies</b></u>	<u><b>State / Government</b></u>	<u><b>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</b></u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ DOD / TRANSCOM</li> <li>▪ GSA</li> <li>▪ USCG</li> <li>▪ EPA</li> <li>▪ DOJ</li> <li>▪ HHS</li> </ul>	<ul style="list-style-type: none"> <li>▪ DPS</li> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ PREPA</li> <li>▪ AAA</li> <li>▪ PRPD</li> <li>▪ NCBPR</li> <li>▪ NCEMPR</li> <li>▪ DSP</li> <li>▪ DFPR</li> <li>▪ DEPR</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC Food Sector</li> <li>▪ BEOC Transportation sector</li> <li>▪ BEOC Communications Sector</li> <li>▪ BEOC Energy Sector</li> <li>▪ BEOC Health Sector</li> <li>▪ BEOC Infrastructure Sector</li> <li>▪ </li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the Federal, state and municipal government with the participation of the private sector and non-governmental organizations. The operational concept of phase 1 is: before the incident, Preparation.

- Task of Critical Activity: Preventive Evacuation and Shelters
  - General Population
  - Medical Evacuations (Air or Ground)
  - Special Populations

## Objective IV – Pre-incident Evacuation and Sheltering

**Assumptions and Planning Data:** For this plan, the following considerations and presumptions were taken as a starting point in the planning process of this objective through the different stages of the emergency.

- Congestion in cellular communications.
- Lines of people in supermarkets and gas stations.
- Emergency personnel shortage.
- Ports begin to empty areas of freight trailers.
- Congested roads and highways, the population still making preparations
- Hospital facilities begin to make patients medical discharge.
- The economic situation of the island still in recession.
- The Financial Oversight and Management Board of Puerto Rico keeps control of the state budget.
- Actual damages to residence and evacuation routes
- New flood zones based on lessons learned from Hurricane Maria
- Evacuation requirements will exceed evacuation resources

**Information requirements:** Describes the information required to validate the assumptions and to 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 to face 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
- Inventory of Carriers
- Availability of beds in hospitals
- Vulnerable Areas
- Population in nursing homes
- Inventory for the shelters
- Availability of employees for the Shelters

### Key decisions and Considerations

Key decisions	Responsible	Considerations
Prioritize evacuation sites	PREMB Municipalities ESF 6 BEOC	Special populations Hospitals and nursing homes will delay patient evacuations Contingency plan for pet evacuation

<b>Objective IV – Pre-incident Evacuation and Sheltering</b>		
<b>Key decisions and Considerations</b>		
<b>Key decisions</b>	<b>Key decisions</b>	<b>Key decisions</b>
Enforce early evacuation	PREMB Municipalities ESF 6/13	Special populations Vulnerable areas Non-compliant residents
Shelter preparation	Municipalities ESF 6 PREMB DVPR DEPR DSPR PRPD DFPR NCBPR FEMA HHS	Logistics Water Food Power Medical equipment Shelter Management Pets Special populations Medical Shelters (appropriate facility with skilled providers)

<b>Objective IV - Pre-incident Evacuation and Sheltering</b>		
<b>Critical Functions</b>		
<b>Function</b>	<b>Responsible</b>	<b>Measurement of Effectiveness (Metrics)</b>
Evacuation of General Population (air/ground)	PREMB FEMA DOD ESF 6/13	Is the population at risk in the designated shelters? Adequate resources and timely evacuation
Medical population evacuation (air/ground)	DSPR ESF 6/8/9	Did the evacuation start on time? Do they have the proper medical services? Does the evacuation site have the capacity and the capability to accept evacuees?
Medical Transportation	NEMPR DSPR	Are there enough mission capable ambulances and crews?
Medical staff at Shelters	DSPR ESF 8 Medical NGO's Medical Reserve Corps VA	Is there a medical staff identified in each shelter?
Foreign and Tourist Refugees	DVPR ESF 5/6/18	Need coordination with Consulates and Department of State

Resources necessary to perform the critical functions				
Resources	Description	ESF / Leader Team	FEMA/Coordination	#Pre-Determined Mission
Specialized vehicles to transport people	Maintain the vehicles fleet. Keep an inventory of vehicles and a driver's registry.	1,5, 6, 7, 15, 16, 17, 18	ESF 7	
Trained personnel to manage shelters.	Communicate and activate trained staff from the DVPR and DEPR to manage shelters and bring on-site JITT to new staff assigned.	5, 6 and 15		
Communicate to the population the areas to be evacuated and the evacuation routes.	Prepare official information on the evacuation process and shelters available to be disseminated with the support of the PIO's.	5, 6 and 15		

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and the collaboration with other government agencies. May require measurement metrics for the synchronization of the task, and to share information.

### Objective IV - Pre-incident Evacuation and Sheltering

#### Phase 1 A

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
≥-120H	General Population	Identification of flood areas.	3, 5	PREMB Infrastructu re branch	FEMA JPPR USACE DRNA	New flood areas are not existing in the maps.	Use historical data from hurricane Maria incident
≥-120H	General Population	Identification of areas susceptible to coastal hazards, landslides, collapse, etc.	5	PREMB Infrastructu re branch	FEMA JPPR USACE DRNA	New flood areas are not existing in the maps.	Use historical data from hurricane Maria incident
≥-120H	General Population	Identification and certification of shelters	6	DVPR	PREMB Municipality DEPR DSPR CSP NCBPR DFPR FEMA	The shelter cannot be certified	Correct the problem or identify another shelter.
≥-120H	General Population	Notify the DSPR staff that is responsible for the monitoring and support visits to the shelters.	8	DSPR	Housing	Availability of updated shelter's lists.	Review of listing previously used.
≥-120H	Medical evacuations (ground and air)	Corroborate MOUs between Hospitals Coalitions	8, 17	DSPR	PREMB BEOC Health Sector		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
≥-120H	Medical evacuations (ground and air)	Evaluation of patients that will require evacuation from Vieques and Culebra islands to the main island or the USA.	8	DSPR	PREMB FEMA ATM APPR HHS	Vieques and Culebra's ferries are not working	Contact private air ambulance (E.g., Aeromed) or airline (E.g., Vieques Air Link)
-96H	General Population	Preparation of shelters	6	DVPR	PREMB regions DEPR Municipality NCBPR PRPD DSPR DFPR	The shelter cannot be prepared	Correct the problem or identify another shelter.
-96H	General Population	Provide a list of shelters to 9-1-1 and 3-1-1 for the dissemination of information.	5, 6	PREMB	9-1-1 3-1-1 DVPR	The list is not up to date	Request inventory of shelters through PREMB zones.
-96H	General Population	Verification of supplies and equipment (cots) and essential services in shelters.	6	DVPR DEPR	PREMB	No inventory available.	Make emergency purchases
-96H	General Population	Cleaning shelters and chlorinating water tanks.	6	DEPR DVPR	PRASA PREMB Municipalities CBPR DSPR	Shelter Managers must know chlorinating procedures.	Perform a JITT or request an emergency service
-96H	General Population	Identify a shelter administrator	6	DVPR	PREMB DEPR Municipality	There is not enough trained staff	Make JITT or request for retired personnel with experience
-96H	Medical evacuations (ground and air)	Identify public or private hospitals [REDACTED]	7, 8, 17	DSPR	PREMB BEOC Health Sector	Hospitals report electrical failures.	Provide generators to sustain operations

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
-96H	Medical evacuations (ground and air)	Identify service capabilities of public and private hospitals	8	DSPR	PREMB Private ambulances NCEMPR	Hospitals report a reduction in their capabilities.	Consider transferring critical patients to other hospitals if necessary
-96H	Medical evacuations (ground and air)	Require each hospital the coordinates of the landing areas and include them in GIS.	8, 9	DSPR	PREMB AEROMED BEOC Health Sector	There is no landing zone in the hospital	Coordinate with the municipality, a safe area for landing. Use ESF 9 Air Ops
-96H	Medical evacuations (ground and air)	Confirm specific criteria for air evacuations.	8, 9	DSPR	DSPR NCEMPR VA NDMS FEMA	Patient does not meet requirements for air evacuation.	Use conventional system. Activate NDMS through VA if necessary. [REDACTED]
-96H	Medical evacuations (ground and air)	Verify agreements with Aeromed and Health Care Insurance Plans	8, 17	DSPR	NCEMPR BEOC Health Sector	There are no contracts	Consider preparing an emergency stand-by agreement
-96H	Medical evacuations (ground and air)	Establish specific criteria for medical evacuations.	8	DSPR	VA NDMS FEMA	There is a lack of ambulances in the NCEMPR	Use private ambulances under agreement. Verify that private ambulances have paramedics on the crew. Preferably choose ambulances with Advanced Life Support (ALS)



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-96	Medical evacuations (ground and air)	Identify MEDEVAC resources	8, 9, 16	DSPR	PRNG PRPD	Not enough assets	Federal ESF 9 support
H-96	Medical evacuations (ground and air)	Identify possible <i>Federal Medical Stations</i> (FMS). [REDACTED]	8 17	DSPR	PREMB Municipalities BEOC	There are not enough FMS certified sites	Identify FMS locations. [REDACTED] [REDACTED]
H-96	Medical evacuations (ground and air)	Identify available Hotels that could be used as medical shelters	6, 8, and 17	DSPR	PREMB Tourism BEOC	There are no caregivers or nurses to take care of patients in hotels.	Call for volunteer's services if necessary, hire staff under emergency needs.
H-96	Medical evacuations (ground and air)	Consider establishing medical shelters at Convention Centers or other government facilities	6, 8, and 18	DSPR	PREMB FEMA HHS	Wrap around services Staffing	Smaller dispersed shelters
H-96	Medical evacuations (ground and air)	Evacuate Vieques and Culebra patients if necessary	1, 3, 8, 9, 16, 17	DSPR	DTOP ATM AEROMED Vieques Airlink	There is no transportation from the islands	Coordinate with ATM, Aeromed and Vieques Airlink. Consider also Civil Air Patrol pilots and ships and ESF 9 Air operations
H-96	Special Populations	Evacuation of foreign citizens and tourists	5, 6, 15, 17, 18, 19	Tourism	Dpt. State PREMB BEOC Tourism Sector FEMA	There are no rooms available in hotels and flights are canceled	Establish shelters for tourists if necessary

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-96	Special Populations	Deaf and blind communities should be proactive and should notify their local OMME of their special needs before the incident happens. Use the 3-1-1 registration service	5, 15, 17	9-1-1	PREMB BEOC Health Sector FEMA		
H-96	Special Populations	Perform a census and registration of special populations by the municipality	5, 6, 8, 17	PREMB	DSPR DFPR Red Cross BEOC Regional Leaders Municipalities		
<b>Phase 1 B</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-72	General Population	Notify population of flood-prone areas and encourage preventive evacuation	5, 15	GOV	PREMB NWS		Use BEOC ESF 2 and 15 for public service announcement
H-72	General Population	Secure and protect shelters	13, 16	PRPD	PREMB PM PRNG BEOC	There are not enough police officers to protect shelters	Use state or federal law enforcement officers to hire a private security company, EMAC
H-72	General Population	Make an inventory of food in the school's warehouse that is use for shelter for resupply	6	DEPR	DVPR PREMB	There is no food in the school's warehouses	Activate emergency orders from other schools or from the School Food Authority

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-72	General Population	Make inventories of cots and personal hygiene products in shelters.	6	DVPR	DFPR PREMB FEMA Red Cross	There are not enough cots or hygiene kits	Make mobilization of warehouse equipment or make purchase orders.
H-72	General Population	Make sure that the kitchen at the dining areas at the shelters have enough propane gas and that the gas pipes are in good conditions	6	DEPR	DVPR CSP PREMB NCBPR	Empty tanks Hazard of fire	Contact the Gas provider. Coordinate with the fire department for
H-72	General Population	Activate Schools Directors for a possible shelter activation	6	DEPR	OMME Municipality DVPR PREMB	Schools Directors do not show up	Activate shelter administrators from DVPR. IF there are no keys to open the gates, call CBPR and cut the locks and open the shelter, if necessary.
H-72	Transfer of pediatrics and dialysis patients.	Coordination between the dialysis facility of the pediatric hospital and hospitals in the US to move pediatric patients on dialysis before the disaster	8, 9, 16, 17	DSPR	PREMB NCEMPR PRPD PRNG BEOC Health Sector	Transportation of these patients	There is a need to establish collaborative agreements for air transportation.
H-72	Special Populations	DSPR will verify dialysis centers that have at least ten days of adequate supplies and essential materials for their patients and those in needs.	8, 17	DSPR	PREMB BEOC Health Sector		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-72	Special Populations	Establish phone numbers for people with disabilities that can call for assistance.	5, 6, 8, 17	9-1-1	PREMB DSPR DFPR 3-1-1 BEOC		
H-72	Special Populations	Provide support to municipalities that are carrying out special population's evacuation operations.	5, 9, 16, 17	OMME	PREMB DVPR DSPR DFPR PRNG BEOC	Municipalities indicate that they do not have transportation capabilities.	Activate agreements with public transportation buses, school buses operators, tourist transportation services, public transportation vans, or taxi services.
<b>Phase 1 C</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-36	General Population	Activate shelter's administrators	6	DVPR	PREMB Municipality		
H-36	Medical evacuations (ground and air)	Identify landing areas at each hospital.	8	DSPR JRCC	PREMB AEROMED BEOC Health Sector PRNG	There is no landing zone at the hospital	Coordinate with the municipality, a safe area for landing. Use air ops from ESF 9/FAA

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
H-36	General Population	Supply with food the shelter's kitchens	6, 7	DEPR	DVPR PREMB	There is no transportation	Use the transportation fleet from the School Food Authority department, Agriculture or private carriers.
H-36	Logistics	Deploy Shelter's Sanitation & Kitchen Baseline Water System equipped by Red Cross Water Resiliency Strategy	4, 6, 5	DVPR	PREMB OMME	Need of personnel to complete task	PR Fire Department Local Fire Station will deploy system in conjunction with Local OMME and DVPR Shelter Administrator.
H-36	General Population	Notify evacuation activities for residents in vulnerable areas.	5, 15, 18	GOV	PREMB PRPD DSP	People do not want to evacuate.	Apply PREMB DSP Act of 2017 20 Evacuation Law Art. 6.03 (f)
H-36	General Population	Activation of School Directors for the possible opening of shelters if requested by city Mayors.	6	DEPR	Municipalities PREMB	School directors do not respond.	Activate alternate or private shelter administrators
H-36	General Population	Coordinate transportation for evacuees	1, 5, 6, 9	OMME DVPR	DFPR PREMB PRNG JRCC	Municipalities indicate that have no transportation capability.	Activate agreements with public transportation buses, vans, taxi services, school buses operators, tourist transportation services.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-36	General Population	Evacuate people from hazard areas and move them to shelters	6	OMME	OMME DFPR PREMB PRPD PM's	People do not want to evacuate.	Enforce PREMB's DSP Public Law #20-2017 Evacuation Art. 6.03 (f)
H-36	General Population	Check if any person arriving at the shelter needs a special service or needs.	6	DVPR	OMME DFPR DSPR	People come into the shelters without their medications for chronic diseases or follow-up conditions.	Coordinate with the DSPR the dispensing of follow-up medication. The presence of nurses in Shelters and the Visit of epidemiology specialists.
H-36	Medical evacuations (ground and air)	Request hospitals functionality and capacity status. A Census of beds will be requested every day from this moment on.	8, 17	DSPR	BEOC Health Sector	No communication with hospitals.	Send officials from DSPR or OMME to check the information
H-36	Medical evacuations (ground and air)	Request hospitals and funeral Homes current inventories of corpses in their morgues	8, 17	DSPR	PREMB NCFPR BEOC	There is an excess of corpses in the morgues of Hospitals.	Coordinate the transportation of corpses to the Forensic Sciences Institute if necessary. DMORT could be activated.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-36	Medical evacuations (ground and air)	Identification of potential Staging Areas resources pre-position	5, 7, 8, 9, 17	DSPR	BEOC Health Sector Hospital Coalitions PREMB JRCC	There are no locations identified	Consider parking lots of large hospitals or medical centers. You can use parking lots of shopping centers that are close to Hospitals areas.
H-36	Medical evacuations (ground and air)	Begin Medical Evacuations.	8, 9	DSPR	PREMB Ports HHS JRCC		Refer to ESF 9 for air operations
H-36	Medical evacuations (ground and air)	Verify MOUs with FEMA for medical evacuations outside of PR. Request DMAT equipment pre-positioning	8	DSPR	PREMB FEMA VA NDMS		
H-36	Medical evacuations (ground and air)	Pre-activation of the National Disaster Medical System	8	DSPR	VA NDMS		
H-36	Medical evacuations (ground and air)	Establish alternate communication methods, with the DSPR and PREMB	2, 8	DSPR	PREMB	There is no interoperable communication.	Reprogram interoperable consoles and use tactical channels
H-36	Special Populations	Provide support to shelters in the municipalities with specialized medical personnel or social workers	6, 8, 17	DVPR	DFPR DSPR OMME FEMA Red Cross BEOC Heath Sector	There are no specialized personnel	Make JITT. Use OVADs chaplains

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-36	Special Populations	Evaluate the evacuee's population profile to determine special needs of the population	6, 8, 17	DSPR	DHPR DFPR BEOC Heath Sector FEMA		
H-24	Medical evacuations (ground and air)	OMME starts evacuation using Mass Notification Systems, including Tsunami Sirens systems where available	5, 15	OMME	PREMB	The municipality does not have a mass notification system	Use all public media resources and send police patrols to use their speakers and deliver the message
H-24	Medical evacuations (ground and air)	Activate the Integrated Public Alert & Warning System (IPAWS) and the Emergency Alert System (EAS) to help with evacuations.	5	PREMB	NWS		
H-24	Medical services	Advance dialysis services to renal patients.	8,17	DSPR	AMA, Transcita PREMB BEOC Medical Sector	Difficulties for transportation of patients	Coordinate with agencies that can provide transportation to patients. [Note: these are normal procedures that follow the DSPR before the impact of a hurricane. The idea is to decongest hospitals and provide services that may be interrupted by the hurricane impact



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
H-24	Medical services	Cancel elective clinical procedures	8, 17	DSPR	BEOC Heath Sector Coalitions, Hospitals		
H-24	Medical services	Advance medical discharges of patients to decongest hospitals	6, 8, 17	DSPR	DVPR DFPR BEOC Health Sector Coalitions of health services	Patients refuse to leave the hospitals.	Move these patients to medical shelters.
H-24	Medical services	Ask Hospitals to provide information about their current utility conditions, current fuel levels, and general conditions.	7, 8, 17	DSPR	PREMB BEOC Health Sector BEOC Hospital sub-sector	Hospitals do not provide the information	Call directly to each hospital and ask for the information
H-24	Medical services	Request a capacity status report to all hospitals	8, 17	DSPR	PREMB BEOC Sector BEOC Hospital Sub-Sector	Hospitals do not provide the information	Call directly to each hospital and ask for the information
H-24	Special Population	Verify presence of foreign and/or tourist refugees on shelters without assistance	5, 6, 15, 18	DVPR PREMB	State Department		Contact consulates for notifications and assistance
H-24	Health services	Coordinate treatment with methadone patients and advance their doses.	8	DSPR	ASSMCA PREMB DVPR		

# **Phase 2 Response**

## Objective V - Provide Safety for Responders and Public Health Services

**Goal:** Coordinate organized efforts for the response, management, administration and recovery of a disaster. Establish a safe environment; meet protection needs, providing support to the affected population. To ensure the safety, life, and property, to mitigate any risk of damage after the catastrophic event.

**Organizational Elements** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u><b>Federal Agencies</b></u>	<u><b>State Government</b></u>	<u><b>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</b></u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ USACE</li> <li>▪ GSA</li> <li>▪ EPA</li> <li>▪ DOD</li> <li>▪ DOJ</li> <li>▪ HHS</li> </ul>	<ul style="list-style-type: none"> <li>▪ DPS</li> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ NCEMPR</li> <li>▪ PRPD</li> <li>▪ NCBPR</li> <li>▪ DRNA</li> </ul>	<ul style="list-style-type: none"> <li>▪ CERT</li> <li>▪ Private Security Companies</li> <li>▪ BEOC</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the Federal Government, State, Municipal, with the participation of the private sector and non-governmental organizations. The operational concept of phase 2 is a response.

- **Critical Task:** to provide safety and health services to the public and responders
  - Itinerary of Responders / Credentials
  - Responders/ Coordinators Safety
  - Public Safety
  - Civil Disturbances
  - Food Safety/ Water/Disease Control
  - Protect the impacted area
  - Firefighting, Cleaning routes

## Objective V - Provide Safety for Responders and Public Health Services

**Assumptions and Planning Data:** 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.

- Difficulty in delivery information to the Public
- Gas Shortages
- Responders are victims of the event
- Sanitation Problems
- Electrical structure collapsed
- Disruption in Government Services
- Inaccessible Rural Areas / isolated
- Reserve stocks of supplies were impacted

**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 against 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.

- Ability to fight fires, search and rescue
- Capacity and Resources of the National Guard
- Police, capacity, and resources
- Census Data
- Ports and Airports capacity
- Health services
- Storage capability for articles resources

### Key decisions and Considerations

Key Decisions	Responsible	Considerations

<b>Objective V - Provide Safety for Responders and Public Health Services</b>		
<b>Critical Functions</b>		
<b>Function</b>	<b>Responsible</b>	<b>Measures of Effectiveness (Metric)</b>
Working periods for responders and coordinators	PREMB	Working shifts parameters were established?
Credentials	PREMB	Were they validated?
Security Workers/ public safety / Civil Disturbance	PRPD/PROSHA	Are the jurisdictional boundaries established adequate and correct?
Water/Food Safety	PRASA/DSPR/ DAPR/	What tests have been carried out to test water and food?
Carcasses removal	PREMB/NCFPR	What instructions were given to the rescue workers, hospitals, and funeral homes?
Protection of impacted area	PRPD	Have the police taken control of the streets?
Firefighting, cleaning routes	NCBPR/DTOP/ ACT	Is all the equipment needed available?
Situation awareness and future planning	PREMB/FEMA	Develop IAP and disseminate
Lack of resources, need for assistance	PREMB	EMAC

<b>Objective V - Provide Safety for Responders and Public Health Services</b>				
<b>Resources necessary to perform the critical functions</b>				
<b>Resources</b>	<b>Description</b>	<b>ESF / Leader Team</b>	<b>FEMA/Coordination</b>	<b>#Pre-Determined Mission</b>
Trained Healthcare Professionals	Check staff credentials	5/PREMB		
Corpse bags and refrigerated containers for human remains preservation.	Determine where is going to be needed. Distribute corpse bags and equipment for human remains management.	13/NCFPR		
Equipment and material for the preparation of credentials	Make available the format, and the credentials for responders	5/PREMB		
Firefighting vehicles	Activate firefighters	4/NCBPR		
Debris removal equipment	Personnel, vehicles, material and equipment needed for debris removal	1/DTOP		

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share information

### Objective V - Provide Safety for Responders and Public Health Services

#### Phase 2 - Beginning of incident

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Situational Awareness	Collect information, get situational awareness and develop IAP	5	PREMB	FEMA PRNG	No information sharing due damages to Communication systems	use alternate communications systems and perform air assessment for situational awareness
+24H	Responders and Coordinators Safety	Check communications systems for responder's communication.	ALL	ALL	FEMA PRNG	Damages to communications systems	Use alternate communications systems, including KP-4 and PRNG HF system
+24H	Responders and Coordinators Safety	Assess the needs for equipment and personal safety procedures for responders.	ALL	ALL	OSHA PROSHA Dept. of Labor	Lack of equipment	Submit RF-113
+24H	Responders and Coordinators Safety	Evaluation of the missions to ensure the health and safety of the operational teams by keeping up-to-date the Form ICS 215A-Incident Action Plan Safety Analysis.	8	DSPR	PROSHA OSHA	The absence of any updated information on the operational scenarios.	Use of universal safety precautions and injuries prevention.
+24H	Responders and Coordinators Safety	Issuing reports of possible risks to the health and safety of the responders	ALL	ALL	OSHA PROSHA Dept. of Labor		Include safety message on IAP and disseminate

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Responders and Coordinators Safety	Ensure the availability and use of personal protective equipment during the operations	ALL	ALL	OSHA PROSHA Dept. of Labor	There is no personal protective equipment in the agency	Perform emergency purchase orders
+24H	Responders and Coordinators Safety	Make sure you have all personal protective equipment necessary depending on the environmental emergency scenario	10	JCA	PRPD NCBPR PREMB	There is no personal protective equipment in the agency	Perform emergency purchase orders
+24H	Resource Management	Cover gaps on response capabilities / consider Order additional resources through EMAC	5	PREMB	ALL	Lack of resources	Request assistance for IMAT and all Agencies in need through EMAC
+24H	Public Safety	Impose curfew from 6 pm to 6 am to civilians not related to the emergency. <i>Emergency Essential Personnel</i> defined as: Public Healthcare Personnel, Private and Public Safety, Press personnel, truck drivers, transportation services personnel, law enforcement agents, security officers, fire fighters, paramedics, SAR personnel, chaplains, volunteers under mission assignments, communication technicians, contractors, food and medicine supply chain workers, Military, Critical Infrastructure employees, Emergency Coordinators, Media personnel and Veterinarians	ALL	PRPD	PRNG DHPR DRNA SECURITY DSP DOJ DHS PM's	Doubts arise about the term: <i>Emergency Essential Personnel</i>	Clarify with the media which is considered an Emergency Essential Personnel: Public Health, Private and Public Security, Transportation, Communications, Food and Drug Supply Chain, Military, Emergency Coordinators, Employees of School kitchens, Press and Veterinarians
+24H	Public Safety	Report any HAZMAT event to the public	10	JCA	PRPD NCBPR		



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Public Safety	██████ coordination	13	PRPD	PRNG DHPR DRNA SECURITY DSP DOJ DHS PM's Courts	There are not enough police officers	Use all the law enforcement agencies of the State, municipalities, and as the last resource hire private security companies
+24H	Public Safety	Provide security in the fuel distribution centers "Fuel Racks" in ██████████	13	PRPD	PRNG DHPR DRNA SECURITY DSP DOJ DHS PM's Courts	██████████	██████████
+24H	Public Safety	Provide security to the shelters, gas stations, ice plants, cell towers and critical infrastructure	13	PRPD	PRNG DHPR DRNA SECURITY DSP DOJ DHS PM's Courts	There are not enough police officers	Use all the law enforcement agencies of the State, municipalities, and as the last resource hire private security companies
+24H	Food and Water Safety - Vector Control	Set the Protocol to make the water safe to drink and notify the public. Include water quality in wells that are not in the system of PRASA.	8	DSPR	DAPR PREMB	There is no communication	DSPR will instruct the staffs to visit areas where have been outbreaks earlier by lack of drinking water to guide the public to boil the water.

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
+24H	Food and Water Safety - Vector Control	Monitor natural resources, agriculture products, and vector- borne diseases	8	DSPR	Agriculture BEOC Agriculture Sector		
+24H	Disposal of Corpses	Request to all hospitals a census of deaths in their hospitals every 12 hours	8	DSPR NCFPR	DSPR DMORT Hospitals BEOC Health BEOC Hospitals Sub- Sector	There is no communication	Set "runners" to and from PREMB Zones. Use the local funeral homes that are operating
+24H	Disposal of Corpses	Request the Forensic Science Institute a census of corpses that are received every 12 hours	8	DSPR	DMORT NCFPR	There is no communication	Set "runners" to and from PREMB Zones.
+24H	Disposal of Corpses	Request the Funeral Homes Directors to send a census of corpses that are received every 12 hours	8	NCFPR	DSPR BEOC Health BEOC Funeral Sub-sector	There is no communication	Set "runners" to and from areas of PREMB
+24H	Disposal of Corpses	Request to all Funeral Homes, Hospitals, OMME's and Agencies to report any corpses reported, managed or located	5, 8	PREMB DSPR	All	There is no communication	Set "runners" to and from areas of PREMB. Consider alternate communications systems as KP-4, HF Radios and 100watts radios

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Disposal of Corpses	Estimate spaces needed for storage of corpses in hospitals, funeral homes, and NCFPR	8	NCFPR	DSPR BEOC Health BEOC Funeral Homes Sub Sector DMORT	If it turns out that there's no room to store corpses in the morgue NCFPR or Hospitals	Activate DMORT operations
+24H	Security Perimeter or Area of Impact	Establish perimeter security at incidents' scenes	13	PRPD	PRNG DHPR DRNA Security DSP DOJ DHS PM's Courts	There are not enough police officers	Use all the agencies of law enforcement of the State, municipalities, and finally, to hire private security companies
+24H	Security Perimeter or Area of Impact	Report security issues and hazards in the scene	13	PRPD	PRNG DHPR DRNA Security DSP DOJ DHS PM's Courts	There are not enough police officers	Use all the agencies of law enforcement of the State, municipalities, and finally, to hire private security companies

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Security Perimeter or Area of Impact	Implement credential's protocols	5, 13	PREMB PRPD	PRNG DHPR DRNA Security DSP DOJ DHS PM's Courts BEOC	There are no credential's protocols	Use <i>Emergency Essential Personnel</i> criteria
+24H	Security Perimeter or Area of Impact	Limit access to citizens around incidents' scenes	13	PRPD	PRNG DHPR DRNA Security DSP DOJ DHS PM's Courts	There are no credential's protocols	Use <i>Emergency Essential Personnel</i> criteria
+24H	Security Perimeter or Area of Impact	Establish alternate access routes to the scenes	13	PRPD	DTOP PRNG ACT PREMB	There is no way to transmit the images of alternate routes	Print maps of DTOP and JP to establish routes
+24H	Security Perimeter or Area of Impact	Establish Staging area [REDACTED] [REDACTED]	13	PRPD	PRNG DHPR DRNA SECURITY DSP DOJ DHS PM's Courts	The PRPD does not have designated staging areas	Use the Police Headquarters as staging areas of resources and storage

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Firefighting	Coordinate the availability of water for firefighting	4	NCBPR	PRASA PREMB 9-1-1	There is no water	Coordinate with other units near the area, OMME and PRASA tanker trucks.
+24H	Firefighting	Carry out the firefighting missions.	4	NCBPR	PRASA PREMB 9-1-1	There is no water	Coordinate with other units near the area, OMME and PRASA tanker trucks.
+24H	Route access opening	Inform condition of important roads blocked, and bridges collapsed	1, 3	DTOP	ACT Municipalities Private Contractors PRPD PRNG PREMB		
+24H	Route access opening	Deploy state or private crews to open road access to main [REDACTED]	3	DTOP	ACT Municipalities PRPD PRNG PREMB BEOC Fuel Sector	There is no equipment in the municipalities or DTOP	Activate contracts with private contractors
+24H	Medical services	Evaluate healthcare facilities to identify which are working with generators. Including dialysis facilities.	8	DSPR	PREMB BEOC Health Sector	There is no communication	Set "runners" to and from PREMB Zones.
+24H	Medical services	Check beds census and medical services that have been affected, X-ray, dialysis, etc.	8	DSPR	PREMB BEOC Health Sector	There is no communication	Set "runners" to and from PREMB Zones.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Medical services	Coordinated water supply to the operating dialysis facilities without service. NOTE: Calculate 576 liters of water per patient per treatment.	8	DSPR	PREMB PRASA BEOC Health Sector	There is no communication	Set "runners" to and from PREMB Zones.
+24H	Medical services	Check the status of the critical infrastructure of the Department of Health	8	DSPR	PREMB	There is no communication	Set "runners" to and from PREMB Zones.
<b>Phase 2 B</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72H	Responders and Coordinators Safety	Coordinate fuel supply and transportation for Emergency Essential Personnel.	5	PREMB	ASG	Emergency Essential Personnel do not have fuel to get to their work areas or their homes	ASG issues an emergency contract with all major brands of fuel sold in PR. ASG sends a message to all staff who are classified as Emergency Essential Personnel <u>EEPs will have priority to buy fuel.</u>
+72 H	Responders and Coordinators Safety	Update situational awareness and monitor available resources and responder's safety needs	8	DSPR	Labor Dept PROSHA		


TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Responders and Coordinators Safety	Coordinate commodities, food, and water to the emergency responders and employees affected by the emergency.	ALL	ALL	ALL	The agency does not have inventory to help their employees	Coordinate with other agencies to provide humanitarian aid for the employees affected by the emergency as a high priority
+72 H	Public Safety	Provide escort to medicines, gasoline, water carriers	13	PRPD	PRNG DHPR DRNA SECURIT Y DSP DOJ DHS PM's Courts	There are not enough police officers	Use all the agencies of law enforcement of the State, municipalities, and finally, to hire private security companies
+72 H	Public Safety	Coordinate protection with [REDACTED] critical infrastructures and public facilities.	13	PRPD	PRNG DHPR DRNA SECURIT Y DSP DOJ DHS PM's Courts	There are not enough police officers	Use all the agencies of law enforcement of the State, municipalities, and finally, to hire private security companies

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Food and Water Safety - Vector Control	Coordinate water distribution to isolated communities, hospitals, care centers, etc.	5	PRASA	OMME PREMB DSPR DAPR DRNA		
+72 H	Food and Water Safety - Vector Control	Use all available public media to notify the population on how to prevent diseases such as zika, chikungunya, dengue, leptospirosis, etc.	8	DSPR	OMME Municipaliti es PREMB DSP DAPR	There is no traditional media coverage	Use the radio stations, television and social media that work
+72 H	Disposal of Corpses	Request a report of the death toll directly related to the incident	8	DSPR NCFPR	DSPR JCA DMORT BEOC Health Funeral Sub-sector		Set "runners" to and from areas of PREMB. Consider alternate communications systems as KP-4, HF Radios and 100watts radios
+72 H	Disposal of Corpses	Request the funeral homes to report every 24 hours post-event funeral services	8	DSPR NCFPR	DSPR DMORT  BEOC Health Funeral Sub-sector PREMB	There is no communication	Staff OMME, PREMB OR DSPR performs in-person visits to funeral homes



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Disposal of Corpses	Coordinate management of mass casualties (Mass Fatality) corpses identification	8	DSPR NCFPR	DSPR DMORT BEOC Health Funeral Sub-sector JRCC	Run out of morgue space at the NCFPR or Hospitals	Maintain DMORT operations
+72 H	Disposal of Corpses	[REDACTED]	8	DSPR NCFPR	DSPR NCFPR DMORT BEOC Health Funeral Sub-sector	[REDACTED] NCFPR OR Hospitals	Maintain operations of the DMORT. [REDACTED]
+72 H	Security Perimeter or Area of Impact	Evaluate the need for security and protection services	13	PRPD	PRNG DHPR DRNA SECURITY DSP DOJ DHS PM's Courts	There are not enough police officers	Use all the agencies of law enforcement of the State, municipalities, and finally, to hire private security companies
+72 H	Firefighting	Firefighting missions	4	NCBPR	PRASA PREMB 9-1-1	There is no water	Coordinate with other units near the area, OMME and with PRASA for water tankers
+72 H	Route access opening	Geo-locate in GIS systems and maps the obstructions in highways and roads	3	DTOP	ACT Municipalities Private Contractors PRPD PRNG PREMB		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Route access opening	Establish alternate routes of access to isolated communities	3	DTOP	Municipalities Private Contractors PRNG PREMB	There is no team in the municipality or DTOP	Make efforts to enable private crews.
<b>Phase 2 C</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Responders and Coordinators Safety	Coordinate with volunteer staff support tasks	5, 19	PREMB	ALL	There are no volunteers organized	Activate CERT groups and rescue volunteer groups, previously organized
30 Days	Responders and Coordinators Safety	Coordinate alternate human resources to ensure continuity of the response	ALL	ALL	ALL		
30 Days	Public Safety	Coordinate traffic management with the auxiliary police and volunteers.	13, 19	PRPD	PRNG DHPR DRNA SECURITY DSP DOJ DHS PM's Courts		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Public Safety	Coordinate with Dept. of Justice availability of meeting rooms, judges and prosecutors for processing offenders	13	NPPR	DOJ NIE		
30 Days	Food and Water Safety - Vector Control	Establish animals and pests' controls.	8	DSPR	DAPR USDA DRNA BEOC Health Sector		
30 Days	Disposal of Corpses		8	DSPR NCFPR	DSPR DMORT BEOC Health Sector Funeral home Sub sector		
30 Days	Security Perimeter or Area of Impact	Demobilization of the units and reallocation	5, 7, 13	PRPD	PRNG DHPR DRNA SECURITY DSP DOJ DHS PM's Courts		
30 Days	Firefighting	Firefighting mission	4	NCBPR	PRASA PREMB 9-1-1	There is no water	Coordinate with other units near the area, OMME and with PRASA for water tankers

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 Days	Route access opening	Remove debris from roads	3	DTOP	ACT Municipalities Contractor PRNG PREMB NCBPR	The municipality does not have the resources	Activate contracts with contractors for debris removal

Objective VI - Damage Assessment		
<p><b>Goal:</b> Coordinate organized efforts for the response, management and recovery after a disaster. Establish a safe environment; comply with the safety protection needs while supporting the victims. To ensure the safety, life, and property, to mitigate any risk of damage after the catastrophic event.</p>		
<p><b>Organizational Elements:</b> PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) <i>Emergency Support Function</i> (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.</p>		
<p><b><u>Federal Agencies</u></b></p> <ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ USACE</li> <li>▪ DHS</li> <li>▪ USCG</li> <li>▪ EPA</li> </ul>	<p><b><u>State / Government</u></b></p> <ul style="list-style-type: none"> <li>▪ DPS</li> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ PREPA</li> <li>▪ PRASA</li> <li>▪ PRPD</li> <li>▪ NCBPR</li> <li>▪ AEP</li> <li>▪ DSP</li> </ul>	<p><b><u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u></b></p> <ul style="list-style-type: none"> <li>▪ BEOC All Sectors Leaders MIDA</li> <li>▪ </li> <li>▪ </li> <li>▪ Hospitals Association</li> <li>▪ </li> <li>▪ Carriers Association</li> <li>▪ BEOC</li> </ul>
<p>Operational Concept: This Plan addresses the proactive and coordinated response between the Federal Government, state, municipal, with the participation of the private sector and non-governmental organizations. The operational concept of phase 2 is; response.</p>		
<ul style="list-style-type: none"> <li>▪ Task Critical Activity: Damage Assessment <ul style="list-style-type: none"> <li>○ Develop damage assessments by <i>Branches</i></li> <li>○ Coordination with the EOC</li> <li>○ Identify resources needed</li> </ul> </li> </ul>		

## Objective VI - Damage Assessment

**Assumptions and Planning Data:** 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 Closed
- Roads blocked by landslides and debris
- Hospital facilities cannot accept more patients
- Remote areas completely isolated
- Bridges collapsed

**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.

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

### Key decisions and Considerations

Decision	Responsible	Considerations

Objective VI - Damage Assessment				
Critical Functions				
Function		Responsible	Measurement of Effectiveness	
The magnitude of the damage		PREMB	What are the estimated costs?	
Timeframe		PREMB	How long will take to complete the assessment?	
Evaluation Resources		PREMB	Are the resources available?	
Repair structures		PREMB	Is it feasible to repair?	
Resources necessary to perform the critical functions				
Resources	Description	ESF / Leader Team	FEMA/Coordination	# Pre-Determinate Mission
Trained Staff	Call on duty damage assessment personnel Provide the staff a JITT for the evaluation of damage	5/PREMB/ Zones and OMME		
Vehicles for transport and debris removal	Assign vehicles, personnel, documents, and supply to the PDA. <i>Preliminary Damage Assessment</i>	5/PREMB/ Zones and OMME		
Communication Equipment	Assign communications equipment to the PDA. <i>Preliminary Damage Assessment</i>	5/PREMB/ Zones and OMME		
Supply of food and water for responders	Assign supply to the PDA. <i>Preliminary Damage Assessment</i>	5/PREMB/ Zones and OMME		
ICS forms to document the damage	Assign documents to the PDA. <i>Preliminary Damage Assessment</i>	5/PREMB/ Zones and OMME		

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share information

### Objective VI - Damage Assessment


#### Phase 2 - Beginning of incident

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Develop damage assessments by Branches	State and Municipalities will begin the damage evaluation	5	Municipalities PREMB	PREMB	Lack of technical staff	PREMB Zone will -provide technical support
+24H	Develop damage assessments by Branches	Perform Families Census	8, 19	DFPR	DEPR	Lack of personnel	Use volunteers and other state agencies staff
+24H	Develop damage assessments by Branches	Assess damage of regional offices infrastructure.	ALL	ALL	ALL	Lack of personnel	Use volunteer staff, coordinate collaboration with the College of Engineers of PR.
+24H	Develop damage assessments by Branches	Preliminary Damage Assessment, state highways and major arteries with priority to critical <span style="background-color: black; color: black;">XXXXXXXXXX</span>	3	DTOP	ACT, Municipalities and USACE	Lack of personnel and equipment	Coordinate support with the Corps of Engineers of USA and municipalities.
+24H	Develop damage assessments by Branches	Preliminary assessment of damage to basic utilities	3	PRASA, PREPA, JRT	PREMB	Extensive damage	Provide alternate services if possible



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Develop damage assessments by Branches	Damage assessment to ports and docks	1	APPR	USCG USACE Municipality of Ponce BEOC Transportation Sector	Communication Problems	Use fixed or portable radios
+24H	Develop damage assessments by Branches	Damage assessment to airports	1	APPR	BEOC Transportation Sector	Communication Problems	Use fixed or portable radios
+24H	Develop damage assessments by Branches	Damage assessment to the Dams of PRASA, PREPA and DRNA	3	PREMB	PREPA PRASA DRNA		
+24H	Develop damage assessments by Branches	Perform damage assessments to hospitals, Hospice, care centers, 330 Medical centers and dialysis centers	5	DSPR	PREMB OMME		
+24H	Coordination with EOC	Start the transmission of data from the municipalities to the PREMB Zones and the central EOC	5	PREMB	Municipalities FEMA		
+24H	Coordination with EOC	Notify all hospitals, hospice, care centers, 330 medical centers & dialysis centers significant damage and request immediate support	8	DSPR	PREMB		
+24H	Identify resources needed	Monitoring rivers levels	11	PREMB	PRASA	Damage to the computer	Use visual inspection method

Phase 2 B							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72H	Develop damage assessments by Branches	Evaluate roads, bridges, and highways	3	DTOP	PREMB	Lack of personnel and equipment, obstruction of access	Coordinate with the USACE, College of Engineers, private contractors and municipalities.
+72H	Develop damage assessments by Branches	Assess the damage to the electrical grid	12	PREPA	PREMB	Lack of personnel and equipment, obstruction of access	Coordinate with the USACE and private contractors, DTOP, municipalities for removal.
+72H	Develop damage assessments by Branches	Assess the damage to critical private infrastructure	5	PREMB	DHS PSA BEOC All Sectors	Lack of personnel and equipment, obstruction of access	Coordinate services with private contractors.
+72 H	Develop damage assessments by Branches	Evaluation of Telecommunications critical infrastructure	2	JRT	PREMB	Access to the towers	Coordinate support with DTOP, municipalities and private contractors
+72 H	Coordination with EOC	EOC will be informed of municipalities that have not yet been able to send their reports of damage to then send a representative of PREMB Zone that physically reach the town to search for the information first-hand	5	PREMB	MUNICIPALITIES	There is no communication. Clogged roads and highways.	Activate satellite systems, KP-4s, and open access to municipal crews, volunteers, and private volunteers.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Coordination with EOC	The PREMB EOC will prioritize support to municipalities depending on their impact and criticality	5	PREMB		Damage assessment of the municipality is not available.	Ask for support to the corresponding PREMB Zone.
+72 H	Identify resources needed	Agencies should submit their preliminary damage assessment PREMB and identify the resources needed	5	PREMB		There is no communication.	Bring to PREMB written report and enable pre-service agreements and collaboration.
+72 H	Develop damage assessments by Branches	Perform Family census at shelters	6	DFPR	DEPR	Lack of staff and access.	Activate and coordinate efforts with CRA, OVAD, chaplain, CERT groups and faith-based organizations.
<b>Phase 2 C</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Develop damage assessments by Branches	Keep up-to-date damage reports and sort by impact and criticality	ALL	ALL	ALL	Lack of trained personnel.	Coordinate JITT with state agencies and municipalities staff.
30 Days	Coordination with EOC	Periodical reports are expected	5	PREMB	FEMA		
30 Days	Coordination with EOC	Supervise the requested resources.	ALL	ALL	PREMB FEMA		
30 Days	Identify resources needed		5	OGP	PREMB Hacienda ASG		

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 Days	Develop damage assessments by Branches	Complete Census of Families	6	DFPR	PREMB	Limitation of staff and staff with knowledge.	Coordinate with CRA, OVAD, chaplains and volunteer groups and JITT to available staff.

## Objective VII - Environmental Response

**Goal:** Determine the impact of damage to the population and the environment. Estimate costs to mitigate damage and coordinate the response resources. Coordinate activities of removing debris according to its classifications. Maintain the ecological balance and avoid the exposure to hazardous waste that could be toxic to the population.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u>Federal Agencies</u>	<u>State / Government</u>	<u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ GSA</li> <li>▪ USCG</li> <li>▪ EPA</li> <li>▪ USNP</li> <li>▪ DOJ</li> <li>▪ DOD</li> <li>▪ DOI</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DSPR</li> <li>▪ PREPA</li> <li>▪ PRASA</li> <li>▪ PRPD</li> <li>▪ DRN</li> <li>▪ JCA</li> <li>▪ DRD</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC Chemical Sector</li> <li>▪ BEOC Critical Manufacturing Sector</li> <li>▪ BEOC Infrastructure Sector</li> <li>▪ Municipalities</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the Federal Government, state, municipal, with the participation of the private sector and non-governmental organizations. The operational concept of phase 2 is a response.

- Task Critical Activity: Environmental Response
  - Operations of hazardous materials (HAZMAT)
  - Debris removal

**Assumptions and Planning Data:** 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
- Decomposed bodies, dead animals, sewage and septic tanks overflow, fuel and chemicals spill.

Objective VII - Environmental Response		
<p><b>Request for Information:</b> 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 against a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p>		
<ul style="list-style-type: none"> <li>▪ Inventory of open routes with slight debris</li> <li>▪ Inventory of machines and equipment by municipalities</li> <li>▪ Areas with landslides</li> <li>▪ State of the major cause of rivers</li> <li>▪ Verify that there is no spillage of fuels where it is stored.</li> <li>▪ Calculate the amount of vegetative material</li> </ul>		
Key decisions and Considerations		
Decision	Responsible	Considerations

Objective VII - Environmental Response		
Critical Functions		
Function	Responsible	Measurement of Effectiveness
Vegetative material	DRNA/JCA/Municipalities/Private Company	Was the collection of debris coordinated with municipalities and private companies?
HAZMAT	JCA	Is storage area for hazardous materials verified?
Waste Transportation	Municipalities/Private Companies	Is the place identified for the deposit of vegetative material?
Pharmaceuticals	BEOC Chemical Sector	Did they submit status of their hazardous materials reserves?

Resources necessary to perform the critical functions				
Resources	Description	ESF / Leader Team	FEMA/Coordination	#Pre-Determinate Mission
Staff trained in the classification of vegetative material.	Trained staff to identify and classify the material	1/DTOP/Municipalities		
Trained staff for the management of hazardous materials	Handling of hazardous materials and check	10/JCA/OMME/private contractors		
Specialized vehicles for debris removal ( <i>Grapple</i> ) and the handling of hazardous materials.	Deploy vehicles for the collection of hazardous materials	10/JCA/OMME/private contractors		
Inventory of chemicals from the pharmaceutical companies.	Check if there has been any spill in the area.	10/JCA/OMME/private contractors		

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share information

## Objective VII - Environmental Response

### Phase 2 - Beginning of incident

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Hazardous Materials Operations (HAZMAT)	Risk and exposure assessments and control identified threats.	10	JCA	DSPR PREMB		
+24H	Hazardous Materials Operations (HAZMAT)	Respond to incidents related to Hazardous Materials (HAZMAT) or CBRN [REDACTED]	10	JCA	NCBPR Private Contractors CAER CSP PRNG (CST, CERFP CST) USCG DRNA BEOC Chemical Sector	Weather conditions. Difficult access Roads	Coordinate alternate routes
+24H	Hazardous Materials Operations (HAZMAT)	Provide medical assistance to responders during high-risk operations.	8	NCEM	DSPR	Need emergency medical and personnel.	Coordinate with private companies of EMS and volunteer groups.
+24H	Removal of debris	Identify agricultural operations and provide debris removal assistance.	10	JCA, DAPR, and EPA	Municipalities and private contractors	Lack of resources, equipment and/or personnel	Coordinate with the Farmers Association, contractors, and USDA for support.



Phase 2 B							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Hazardous Materials Operations (HAZMAT)		10	JCA	BEOC Chemical Sector		
+72 H	Removal of debris	Identify affected areas and the type of debris.	10	JCA EPA	Municipalities Private Contractors BEOC Infrastructu re Sector	Lack of trained personnel.	Coordinate JITT for municipal staff and volunteers.
+72 H	Removal of debris	Identify loading, staging and disposal sites	10	JCA EPA	Municipalities Private Contractors BEOC Infrastructu re Sector	Lack of available areas for debris collection	Coordinate with the PR Land Authority and the municipalities for temporarily available areas.
Phase 2 C							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Hazardous Materials Operations (HAZMAT)	Monitor the potential health and safety risks that could affect the responders and the population	8	DSPR	PREMB JCA 22 <sup>nd</sup> CST		
30 Days	Hazardous Materials Operations (HAZMAT)	Identify and assess areas affected by a fuel spill. Coordinate response to prevent damage to people and the environment.	10	JCA, EPA		Lack of specialized personnel.	Activate pre- agreements with private companies of management of HAZMAT.

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 Days	Removal of debris	Operate loading, staging and disposal sites following FEMA's guidelines	10	JCA EPA	Municipalities Private Contractors BEOC Infrastructure Sector	Lack of available areas for debris collection	Coordinate with the PR Land Authority and the municipalities for temporarily available areas.
30 Days	Removal of debris	Segregate the debris areas by type of debris.	10	JCA EPA	Municipalities Private Contractors BEOC Infrastructure Sector	Lack of personnel and specialized equipment	Coordinate with private contractors, craftsmen, and local locksmiths and offer JITT for volunteer staff.

## OBJECTIVE VIII - Search and Rescue Operations

**Goal:** Search and rescue (SAR) is the search using aircraft, surface ships, specialized rescue teams looking for people who are in danger or in imminent danger after a catastrophic event.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u><b>Federal Agencies</b></u>	<u><b>State / Government</b></u>	<u><b>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</b></u>
<ul style="list-style-type: none"> <li>▪ DHS (FEMA, USCG, CBP)</li> <li>▪ DoD/USNORTHCOM</li> <li>▪ NGB</li> <li>▪ DOI (NPS, USF&amp;W)</li> <li>▪ FAA</li> <li>▪ HHS</li> <li>▪ USDA (USFS)</li> <li>▪ Civil Air Patrol (CAP)</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ NCBPR</li> <li>▪ PRNG</li> <li>▪ NCEMPR</li> <li>▪ DSPR</li> <li>▪ DRNA</li> <li>▪ PRPD</li> <li>▪ JCA</li> <li>▪ 911</li> <li>▪ NCF</li> </ul>	<ul style="list-style-type: none"> <li>▪ CERT</li> <li>▪ NGOs</li> <li>Red Cross</li> <li>▪ BEOC</li> </ul>

**Operational Concept:** This Plan addresses a coordinated and proactive response among the State, Federal, and Municipal governments, with the cooperation of the private sector and non-governmental organizations. The operational concept of phase 2 is response.

- Task Critical Activity: Search and Rescue Operations
  - Search and Rescue – Enable fundamental SAR Mission Coordination
  - SCP Management / TRIAGE
  - Specialized dog unit SAR's and their veterinary care
  - Fatalities Management

## OBJECTIVE VIII - Search and Rescue Operations

**Assumptions and Planning Data:** 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.

- SAR Mission Coordination among all participating agencies and resources could benefit from improvement
- Key Areas of Coordination that enable efficient and effective SAR Mission Coordination are not fully developed
- Missing people
- Entire community was dragged down by landslide
- Bodies floating in rivers and lakes
- Inaccessible roads blocked by landslides and debris
- Remote areas completely isolated

**Request for Notification:** 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 against 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
- Functionality of CISAR Key Areas of Coordination
- Survivor Collection Points and Available Triage Areas
- Trained rescuers available
- Specialized rescue equipment available
- Resources inventory
- Hospital status and bed availability
- Nursing homes

### Key decisions and Considerations

Key decisions	Responsible	Considerations
Stand-up PR JRCC	PREMB And FEMA ESF9 primary and supporting agencies	Required. Enables fundamental SAR Mission Coordination of all participating SAR resource

<b>OBJECTIVE VIII - Search and Rescue Operations</b>		
Stand-up the Air Branch	State / PREMB / PR Police / Federal Air LNOs PRNG	Dependent on size of the incident and number of air resource involved
Enable SMC Key Areas of Coordination	PREMB / PR JRCC And FEMA ESF 9 Primary and supporting agencies	SCPs, Geo-Referencing, Gridding, Airfields and Helispots / LZs, Special Instructions
Enable Span of Control Operations	PREMB / PR JRCC And FEMA ESF 9 Primary and supporting agencies	State / Fed Type 1 / 2 IMT. Regional Mgmt. Efficiencies. Direct Support of SAR and other resources.
<b>Critical Functions</b>		
<b>Function</b>	<b>Responsible</b>	<b>Measurement of Effectiveness (metric)</b>
Search and Rescue	PREMB/PRUS AR And FEMA ESF 9 Primary and supporting agencies Volunteers	1. Centralized SMC (PR JRCC) 2. All SAR responders integrated and prepared 3. Synchronized interoperability among ALL SAR resources 4. Rescue missions were coordinated with the Municipalities and PREMB Zones?
RESOURCES. Analyze SAR capability gaps / Order additional Federal, State, EMAC and NGOs SAR resources	PREMB / FEMA / DCO / PRNG / DSC	1. Timely arrival to facilitate full integration 2. Resource met requirements
Integrated federal SAR support resources	PREMB/FEMA/ DOD (DCO) / PRNG-DSC	Integration in time to enable fundamental SAR Mission Coordination

<b>OBJECTIVE VIII - Search and Rescue Operations</b>		
<b>Critical Functions</b>		
<b>Function</b>	<b>Responsible</b>	<b>Measurement of Effectiveness (metric)</b>
Interoperable SAR Communications	PREMB and FEMA ESF #2	<ol style="list-style-type: none"> <li>1. Interoperable Comms between Air, Land, Waterborne SAR assets</li> <li>2. Coverage Island-wide / Sector EOC Comms / PRNG Armories / Task Forces / Units</li> <li>3. Are interoperable communications between agencies established?</li> </ol>
Air Management	PREMB / PR Police / PRNG – Supported by: FEMA / DOD / USCG / FAA / CBP / CAP /	<ol style="list-style-type: none"> <li>1. Unified management of aviation operations in the disaster area</li> <li>2. Resource accountability, synchronized coordination, standardized operating guidance, and interoperability among all air assets and resources</li> </ol>
Survivor Collection Point Mgmt.	PREMB and FEMA (ESF #6 and 8)	<ol style="list-style-type: none"> <li>1. Efficient drop off, triage, treatment, and onward movement of survivors</li> </ol>

<b>Objective VIII - Search and Rescue Operations</b>				
<b>Resources necessary to perform the critical functions</b>				
<b>Resources</b>	<b>Description</b>	<b>ESF / Leader Team</b>	<b>FEMA/Coordination</b>	<b># Pre-Determined Mission</b>
Specialized and trained rescuers and SAR planners including volunteer groups.	Determine / Order / Allocate resources to areas where they are needed. Agency SAR Planners for PR JRCC staffing / Air LNOs for Air Branch	4, 5, 6, 8, 9	FCO / DCO	
Communication System	Interoperable. Have available alternate communication systems.	2, 8, 9	FEMA ESF #2 / FCO / DCO	
Equipment and specialized rescue vehicles	Determine / Order / Resources. Establish coordination with private or foreign rescuers and communication with medical emergencies and hospitals for space availability.	5 8, 9, 18//PREMB	FCO / DCO DOS (USAID)	
Ambulances and hospitals	Communication with medical emergencies transportation services and hospitals for the availability of space or beds. SCP manning	9 8/DSPR/PRE MB	FCO / DCO HHS	

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share Notification

## Objective VIII - Search and Rescue Operations

### Phase 2 - Beginning of incident

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Search and Rescue (SAR)	PR JRCC conduct all-domain (Air, Land, Waterborne) SAR Mission Coordination for the incident. Coordinate search and rescue missions through the municipalities and areas.	9,4,16	PREMB PRUSAR	FEMA / Federal ESF #9 Primary and Support Agencies DRNA PRPD NCBPR NPPR OMME Voluntary Groups PRNG	Numerous out of area and unfamiliar SAR resources. Areas of difficult access. Lack of communication and access to the impacted areas.	Request Type 1 / 2 IMT for incident mgmt. within specific given (isolated) geographical area. Use of drones with cameras to search and rescue. Coordinate with police and National Guard for the use of aerial craft. Activate KP-4.
+24H	Search and Rescue (SAR) SCP	Activate and operate the required SCPs	6,7,8,9,16	PREMB	State Health State EMS PRNG ESF #1 ESF #2 ESF #3 ESF #6	Areas of difficult access	Utilize Municipal Airports Schools
+24 H	Search and Rescue (SAR)	Provide daily hospital status to PR JRCC	8	DSPR	HHS	Timelines	None



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Search and Rescue (SAR)	Identify challenges and limitations by impacted area and specific needs	9	PREMB	FEMA / Federal ESF #9 Primary and Support Agencies DRNA PRPD NCBPR NPPR OMME Voluntary Groups PRNG	Areas of difficult access Lack of medical support/protection for rescuers, personnel, equipment, and vehicles	Use of drones with cameras to search and rescue operations. Request specialized personnel and equipment from municipalities, SAR Teams, Activate EMACs, IMAT, voluntary groups, police, firefighters, etc.
+24H	Search and Rescue (SAR)	Continually assess / identify and request additional resources	9	PREMB	FEMA / Federal ESF #9 Primary and Support Agencies DRNA PRPD NCBPR NPPR OMME Voluntary Groups PRNG	Lack of search and rescue personnel and equipment	Request specialized personnel PREMB (PRUSAR), NCBPR (USAR TEAM & Special Ops), PRNG (CERFP), DOD (Army reserve USAR Team), FEMA (US&R TF), EMAC, Cert and NGOS
+24H	Search and Rescue (SAR)	Establish family reunification points in affected areas and municipalities	6	PREMB	DFPRPRPD Red Cross FEMA	Family reunification points were not previously established	Request the use of municipal facilities. Also, use DVPR shelters as family reunification points.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Search and Rescue (SAR)	Specialized Vehicles and equipment distribution for rescue workers	9	PREMB PRUSAR	FEMA / Federal ESF #9 Primary and Support Agencies DRNA PRPD NCBPR NPPR OMME Voluntary Groups PRNG	Not enough vehicles and equipment for rescuers.	Request specialized personnel and equipment from municipalities, SAR Teams, Activate EMACs, IMAT, voluntary groups, police, firefighters, etc.
+24H	TRIAGE AND Medical Surge	Coordinate with state EMS or private ambulance companies on the transfer of patients from hospital to hospital or for emergency services including air ambulance.	8	DSPR	NCEMPR PREMB FEMA HHS BEOC Health Sector BEOC Hospital sub sector Public and private hospitals Moving Companies	There are no ambulances for the transport of ALS patients Limited space in the private, public hospitals and health centers.	Assign paramedic ambulances BLS to maintain the clinical staff in hospitals. Coordinate with FEMA and the National Guard the use of hospital ships and units.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Trained dogs in SAR and veterinary care	Coordinate the activities where there is a need for this type of critical response	9	PREMB	FEMA ESF 9, 11 Dept of Ag (PR) Voluntary Groups Veterinary BEOC Health Sector	There are very few SAR dogs in PR.	Use the dogs available in PR in critical missions and coordinate bringing dogs from the USA to assist. Coordinate support of the College of Veterinarians of PR for the care.
+24H	Fatality Management	[REDACTED]	8	NCFPR	PREMB HHS DSPR DMORT PRNG DOD DMORT BEOC	[REDACTED]	[REDACTED]
<b>Phase 2 B</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Search and Rescue (SAR)	Coordinate with the federal government additional equipment and materials for search and rescue	9	PREMB FCO	PRPD FEMA DCO Voluntary Groups	Lack of equipment and materials	

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Trained dogs in SAR and veterinary care	Provide support for food, water and rest Coordinate Veterinary Care to dogs	6.7. 11	PREMB	Dept of Ag BEOC Agriculture Sector	Limited availability of this resource on the island.	Use the dogs available in PR for specific critical missions. Coordinate support of the College of Veterinary Medicine of PR for the care.
+72 H	Management of Fatalities	Continue to coordinate activities of bodies identification and transfer to forensic sciences institute	8	NCFR	DSPR DMORT HHS DOD DMORT	Many trauma victims and high volume of the death toll. Lack of space to store corpses.	Coordinate with FEMA the DMORT unit activation. Refer to mass casualty plan

## Objective IX - Restore Critical Infrastructure

**Goal:** To stabilize, restore and rebuild infrastructure; in particular, the critical infrastructure and restore public services. Minimize threats to security to restore, revitalize efficiently and permanently.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u>Federal Agencies</u>	<u>State / Government</u>	<u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ GSA</li> <li>▪ USCG</li> <li>▪ EPA</li> <li>▪ DOD</li> <li>▪ DOJ</li> <li>▪ DOI</li> <li>▪ USACE</li> <li>▪ DOE</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ PREPA</li> <li>▪ PRASA</li> <li>▪ PRPD</li> <li>▪ NCBPR</li> <li>▪ NCEMPR</li> <li>▪ DSP</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC Food Sector</li> <li>▪ MIDA</li> <li>▪ BEOC Energy sector</li> <li>▪ BEOC Health sector</li> <li>▪ BEOC Infrastructure Sector</li> <li>▪ BEOC Communications</li> <li>▪ AFC</li> <li>▪ BEOC Hospitals Sub Sector</li> <li>▪ BEOC Transportation</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the Federal Government, state, municipal, with the participation of the private sector and non-governmental organizations. The operational concept of phase 2 is; response.

- Task Critical Activity: Restore infrastructure.
- Communications
- Transportation
- Water
- Energy
- Critical Infrastructure
- Government Services
- School
- Business

## Objective IX - Restore Critical Infrastructure

**Assumptions and Planning Data:** 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.

- Cellular communications and data congestion.
- The collapse of the electrical system
- Responders can be victims of the event
- Airports and maritime ports closed
- Roads blocked by landslides and debris
- Hospital facilities can be severely affected
- Remote areas completely isolated, out of communication
- Essential supplies are scarce (gas, food, water)

**Information requirements:** Describes the information required to validate the assumptions and measure progress for the implementation of the operational strategies. This Notification relates to the capabilities and resources of the agency, as well as the technical capacity to develop a risk assessment.

- Damage assessment from Critical Infrastructures (CI)
- Prioritize the support to CIs' based on their criticality
- Local and international effect on business interruption
- Non-traditional platforms for Notification.

### Key decisions and Considerations

Decision	Responsible	Considerations
Provide support to private Critical Infrastructures	PREMB	Impact of business interruption of such CI. E.g., Medical devices, pacemakers manufacturing, essential medicines.

<b>Objective IX - Restore Critical Infrastructure</b>		
<b>Critical Functions</b>		
<b>Function</b>	<b>Responsible</b>	<b>Measurement of Effectiveness</b>
Government Services	GOV/ASG/DHP R/FEMA	Planning and operational analysis between governmental, non-governmental organizations and the private sector?
Private Critical Infrastructure	PREMB	[REDACTED]
PRASA, PREPA, Communications	PRASA/PREPA /JRT	Main utilities such as water, power and communications are restored?
Transportation	DTOP/ACT	Main roads and highways are open?
Schools	DEPR	How many schools are being used as shelters? How many are ready to continue to operate?

<b>Objective IX - Restore Critical Infrastructure</b>				
<b>Resources necessary to perform the critical functions</b>				
<b>Resources</b>	<b>Description</b>	<b>ESF / Leader Team</b>	<b>FEMA/Coordination</b>	<b># Pre-Determined Mission</b>
Assign staff for utility restoral	Properly trained staff	11 12/PREPA/P RASA, 2/JRT		
Allocate support resources for energy, water, and communications	Allocate resources to provide water and power to hospitals and Cls.'	11 12/PREPA/P RASA, 2/JRT		
Open government offices	Open regular or mobile offices to continue offering government services.	GOV/Dhpr		
Transportation	Coordinate collective transport routes, such as AMA, Urban Train and public carriers.	1/DTOP/ATI/ AMA		
School	Open schools that are not being used as shelters to resume the school year. Transfer students to other schools temporarily.	5/DEPR		




**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share Notification

### Objective IX - Restore Critical Infrastructure



#### Phase 2 - Beginning of incident

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Communications	Activate use of alternate methods of communication	2	JRT	PREMB Municipalities BEOC Communication Sector		
+24H	Communications	Recommend the use of satellite phones in all agencies	ALL	JRT	ALL BEOC Communication Sector	Do not know how to use the satellite phone	JITT on how to use satellite phones
+24H	Communications	Activation of KP4 authorized communicators to transmit preliminary damage reports in all the island.	5	PREMB	Municipalities FCC	The KP4 are not reported	The PREMB zones establish satellite communication and send people to check on the KP4 operators.
+24H	Communications	Coordination of communications of KP4 through PREMB	5	PREMB	FCC FEMA The PRNG		
+24H	Communications	Removal of debris that obstructs the access to the cellular towers and radio repeaters	3	DTOP	Municipalities	There are no resources to open the road	Mobilize private contractors to open the roads and accesses of the communication sites

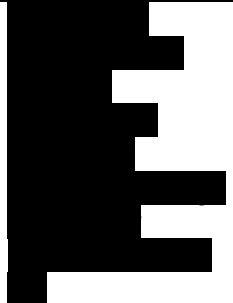
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Communications	Coordination with telecommunications companies ( [REDACTED] ) repair teams	5	JRT	PREMB PREPA DTOP Municipalities BEOC Communication Sector		
+24H	Communications	Coordination with telecommunications companies ( [REDACTED] )		JRT	PREMB PREPA DTOP Municipalities BEOC Communication Sector	Don't have the equipment available on the island	Start to make arrangements to bring by boat mobile units
+24H	Public Works	Road cleaning, primary bridge rehabilitation	3	DTOP	PREMB PRPD	There are no resources	Mobilize private contractor's crews
+24H	Public Works	Coordinate cleaning of roads and highways to allow vehicular flow.	3	DTOP	PREMB PRPD	There are no resources	Mobilize private contractor's crews
+24H	Transportation	Implement alternate route plans for collective transportation (AMA) and energization of the urban train tracks.	3	DTOP	ATI		
+24H	Water	Evaluation of damages to reservoirs, dams, treatment plants, pumping plants and PRASA infrastructure.	5	PRASA	PREMB DAPR DSPR JCA FEMA BEOC Infrastructure Sector		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Energy	Damage assessment to the power generation and distribution system	12	PREPA	PREMB BEOC Energy Sector	PREPA helicopters are not in service	Contract private commercial helicopter services. E.g., Eco Lift or Caribbean Heli-Jet
+24H	Energy	Perform reconnaissance flights as soon as weather allows	12	PREPA	PREMB	PREPA helicopters are not in service	
+24H	Government Services	Identify a supervisory staff to form teams to carry out an assessment of the damage caused by the incident and make a list of necessary resources to reestablish services as soon as possible	ALL	ALL	ALL	Government staff do not report to work	Use top management staff. Use volunteer groups, offer a JITT and use them to do the work
+24H	Government Services	Start damage assessment to government facilities		ALL	ALL		
+24H	Government Services	Monitoring of individuals with electronic supervision who were in shelters or at relatives' homes to continue with supervision	13	DC	PRPD Special Arrest units	There is no communication Lack of staff or utilities	Staff from the region units of correction will visit shelters and family houses

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
+24H	Government Services	Coordinate services for security and protection of the facilities using, security services companies, internal security, state police or state troopers	13	PRPD	Asp OGP SECURITY FEMA PREMB DEPR	There are no police enough	Use other state or federal law enforcement officers or contract private security services
+24H	Schools	The directors of the schools must be available to open schools as additional shelters	6	DEPR	DEPR PREMB PREPA PRASA PRPD PMs'	Directors do not report to work	Firefighters cut the school gates locks and allow DVPR staff open the shelter
+24H	Schools	Ensure that security is maintained in the shelters by PRPD and PM	6	DEPR	PRPD PREMB PMs'	There are no policemen available	Use other state or federal law enforcement officers or contract private security services
+24H	Schools	Shelter managers must be performing their tasks and evaluating shelter conditions and transmitting reports every 12 hours of the status of their shelter to DEPR and PREMB zone	6	DVPR	DEPR PREMB	There are no communication systems to transmit reports	Assign "runners" to physically hand the reports to PREMB
+24H	Schools	Coordinate with electricity generators and water cisterns for schools.	5	PREMB	DEPR ASP PREMB PREPA PRASA PRPD PMs'	There are no resources	Request assistance from FEMA

Phase 2 B							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Communications	Activation of KP4 authorized communicators to transmit preliminary damage reports in all the island.	2	JRT	PREMB Municipalities		
+72 H	Communications	Maintain coordination of communications of KP4 through PREMB	2	JRT	PREMB Municipalities		
+72 H	Communications	Deploy and program mobile and portable communication systems, including P25 interoperable consoles and tactical channels	5	PREMB	JRT Municipalities FCC	The municipalities do not have interoperable equipment	Activate the Homeland Security Regions for interoperable communications
+72 H	Communications	Coordinate private contractors to respond and work on restoring the system	2	JRT	PREMB PRPD BEOC Communications Sector	Private contractors think that they cannot work during the curfew	Communication Contractors are considered Emergency Essential Personnel
+72 H	Communications	Coordinate road cleaning and debris removal to access primary communication sites	2	JRT	DTOP Municipalities BEOC Communications Sector		
+72 H	Communications	Coordination with the telecommunications  repair of the network	2	JRT	PREMB PREPA DTOP Municipalities BEOC Communications Sector	There are no resources to open gap to those places	 cleaning crews of highways and roads to the SITES

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
+72 H	Communications	Coordination with DTOP and Municipalities to open roads to towers for cellular communications, radio frequencies and repeaters	2	JRT	DTOP Municipalities BEOC Communications Sector		
+72 H	Public Works	Road cleaning of the fuel distribution racks across the island	3	DTOP	PREMB Municipalities		
+72 H	Transportation	Reestablish the maritime transportation services of Vieques and Culebra.	1	DTOP	ATM USCG	The boats were damaged by the incident	Make emergency contracts with private boats that can mobilize people. Mobilize people with helicopters or other aircraft if necessary.
+72 H	Transportation	Implement alternate route plans for collective transportation (AMA) and energization of urban train tracks.	1	DTOP	AMA, ATI		
+72 H	Water	Coordination of electrical generators for pump stations, substations	5	PRASA	PREMB	There are no resources	Coordinate FEMA's assistance
+72 H	Water	Execution of plant to supply drinkable water to communities out of service Activate the truck filling stations	5	PRASA	Municipalities PRPD PREMB		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Water	Begin to mobilize resources to repair systems that have been affected by the emergency	5	PRASA	PREMB	There is no access to impacted areas	Use alternate routes established by DTOP or ask for help from the municipality
+72 H	Water	Coordinate the lab tests to check the water potability	5	PRASA	PREMB	The Labs are not operational	Use the state or private laboratories on the island that can make the tests
+72 H	Water	Conduct risk communication about water potability and forms of how to consume it	8	DSPR	PREMB PRASA		
+72 H	Energy	Carry out reconnaissance flights as soon as time permits	12	PREPA	GOV PREMB	—	

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Energy	[REDACTED]	12	PREPA	GOV PREMB		
+72 H	Energy	Check inventories and request parts for network repairs	12	PREPA	PREMB USACE OGP DHPR FEMA	There are no parts in inventory	Perform emergency purchase orders
+72 H	Critical Infrastructure	Coordinate private critical infrastructure (IC) [REDACTED]	5	PREMB	PRIDCO DHS Protective Security Advisor FEMA SBA AIPR (Pharmaceutical) BEOC Health, Chemicals, Transportation, Communications, Energy, Infrastructure Sectors		



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Critical Infrastructure	Offer support to companies classified as critical infrastructure [REDACTED]	5	PREMB	PRIDCO DHS Protective Security Advisor FEMA SBA BANKS AIPR (Pharmaceutical) BEOC Chemicals Sector		
+72 H	Government Services	Start evaluation of damages to structures and, government facilities	ALL	ALL	ALL		
+72 H	Government Services	Activate the communication process with the employees of the agency to know their condition after the emergency and identify their basic needs	ALL	ALL	ALL		
+72 H	Government Services	Document all the damages caused by the emergency and make estimated costs to present them to the insurance company of the agency	ALL	ALL	ALL		
+72 H	Government Services	Activate essential non-emergency personnel to report to their work centers to assist in the cleaning and restoration of public services of the agencies	ALL	ALL	ALL		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Schools	Public Building Authority and School Improvement Office will verify the school conditions, assess damage to restart classes as soon as possible	6	DEPR	DVPR AEP PREMB AEE AAA NPPR PM's		
+72 H	Schools	To assess the conditions of the water in the shelter. Check the tank and the terms of this	6	DEPR	DVPR PRASA PREMB DSPR PRASA	Don't know how to evaluate the water	Request a consultation with PRASA and DSPR for processes. Perform a JITT
+72 H	Schools	Ensure availability of drinking water in gallon jugs and bottles in the school cafeteria to ensure that you can cook and supply the evacuees	6	DEPR	DVPR DSPR BEOC Food Sector	There is no potable water	PRASA provides water trucks.  Set protocol to boil the water for 10 minutes before it could be used. Consult with DSPR for additional processes
+72 H	Schools	Maintain control of the food inventory inside the school cafeteria	6	DEPR	DVPR PREMB Municipalities	There is no inventory	Transfer food supplies from other schools or Request supplies to the Authority of the School Food
+72 H	Schools	Coordinate debris removal in schools.	6	DEPR	Municipalities PREMB DTOP		

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
+72 H	Business	Encourage businesses to activate their Business Continuity Plan	5	PREMB	DHS-PSA		
+72 H	Business	Coordinate through partnerships the availability of private resources which may be required by the government to respond to the emergency.	5	PREMB	AIPR DHS-PSA BEOC Education Sector		
+72 H	Business	Request from private company coordinators the list of companies that have capacities for distribution of fuel, food, water and medicines to be hired if necessary by the state or FEMA	5	PREMB			
+72 H	Business	Give support and share information with companies so they can have access to fuel distributors in the case that their suppliers do not respond	5	PREMB	CSP		
+72 H	Business	Facilitate the process of unloading goods at the docks to supply the businesses.		PRPA	DHPR		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Business	Establish the following priorities [REDACTED]	5	PREMB	DHPR APPR BEOC Transportation Sector BEOC Commercial Sector BEOC health Sector	Lack of information to employees working at the ports	Carry out JITT with all employees and explain procedures under emergency circumstances

Phase 2 C							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Communications	Deploy and program mobile systems and portable [REDACTED] and, tactical channels	2	JRT	PREMB PREPA DTOP Municipalities		
30 Days	Communications	Coordinate private contractors to respond to and work on restoring the system	2	JRT	PREMB PREPA DTOP Municipalities	Contractors cannot access the Sites	DTOP will make efforts to open access to critical locations
30 Days	Communications	Coordination with telecommunications companies ([REDACTED])	2	JRT	PREMB PREPA DTOP Municipalities BEOC Communication Sector	Contractors cannot access the Sites	DTOP will make efforts to open access to critical locations
30 Days	Communications	Coordination with DTOP and, Municipalities to open roads to the towers for cellular communications, radio frequencies and repeaters	5	PREMB	JRT CSP		
30 Days	Communications	Give support to communication companies to have access to fuel for their generators in places where there are antennas and, repeaters	5	PREMB	JRT PREMB		

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 Days	Communications	Establish a plan of work to energize the localities with repeaters and antennas used by federal state and local agencies		JRTC	AEMEAD AEE DTOP Municipalities		
30 Days	Public Works	Coordinate collection of Debris with municipalities	3	DTOP	PREMB Municipalities FEMA USACE	There are no resources	Use contractors through FEMA and USACE
30 Days	Public Works	Coordinate repairs to bridges and roads with private contractors and Corps of Engineers.	3	DTOP	PREMB Municipalities FEMA USACE	There are no resources	Use contractors through FEMA and USACE
30 Days	Transportation	Restore the Call and Travel service	1	DTOP	AMA		
30 Days	Transportation	Restore driver services and, licenses	1	DTOP	CESCO	Excess of clients and staff	Consider privatizing services through APP's Customers choose the service provider and pay for these services
30 Days	Energy	Power restoration prioritization process.	12	PREPA	FEMA USACE		
30 Days	Energy	Coordinate pickup of PREPA's materials and supplies at the ports	12	PREPA	PREMB DHPR Ports		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Energy	[REDACTED]	12	PREPA	PREMB		
30 Days	Critical Infrastructure	Request companies classified as IC for an [REDACTED]	5	PREMB	PRIDCO DHS Protective Security Advisor BDE FEMA SBA  BEOC Chemical Sector		
30 Days	Government Services	Relocate essential functions of the agencies at [REDACTED]	ALL	ALL	ALL		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Energy	[REDACTED]	12	PREPA	PREMB		
30 Days	Government Services	Establish mobile service offices with alternate schedules to serve the public and inform it.	ALL	ALL	ALL		
30 Days	Government Services	Coordination with the suppliers of services and products to deliver equipment and essential materials to respond and for the recovery of the agency	ALL	ALL	ALL		
30 Days	Government Services	Identification of funds to make repair and mitigation projects at the affected governmental facilities	ALL	ALL	ALL		



<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 Days	Business	Coordinate energization of commercial areas to begin economic activity and aiding employed citizens.	ALL	ALL	ALL		

## Objective X- Mass Care and Shelter

**Goal:** Coordinate organized efforts for the response, management and recovery after a disaster. Provide food, health, and safety in the shelters, to people with special needs and the population in general. Facilitate the supply of donations and keep safe the pets. Establish coordination with volunteer groups and distribution centers. Coordinate families' reunification.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u>Federal Agencies</u>	<u>State / Government</u>	<u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ GSA</li> <li>▪ USCG</li> <li>▪ EPA</li> <li>▪ DOD</li> <li>▪ DOJ</li> <li>▪ DOI</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ PREPA</li> <li>▪ PRASA</li> <li>▪ PRPD</li> <li>▪ NCBPR</li> <li>▪ NCEMPR</li> <li>▪ DSP</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC Food Sector</li> <li>▪ MIDA</li> <li>BEOC health Sector</li> <li>BEOC Transportation Sector</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the Federal, State, Municipal governments with the participation of the private sector and non-governmental organizations. The operational concept of phase 2 is; response.

- Task Critical Activity: Mass Care and Shelter
  - Preventive Evacuation and Shelters
  - General Population
  - Medical Population Evacuation (Ground/Air)
  - Special Populations

**Assumptions and Planning Data:** 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 overflow of cellular communications and data.
- The collapse of the electrical system
- Responders can be victims of the event
- Ports and airports closed
- Roads blocked by landslides and debris

Objective X- Mass Care and Shelter		
<ul style="list-style-type: none"> <li>▪ Hospital facilities may be severely affected</li> <li>▪ Remote areas completely isolated, out of communication</li> <li>▪ Essential supplies are scarce (gas, food, water)</li> </ul>		
<p><b>Request for Information:</b> 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 against a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p>		
<ul style="list-style-type: none"> <li>▪ Evacuation routes</li> <li>▪ Trucks and Vehicles Drivers Inventory</li> <li>▪ Availability of beds in hospitals</li> <li>▪ Vulnerable Areas</li> <li>▪ Population in nursing homes</li> <li>▪ Inventory for the shelters</li> <li>▪ Availability of employees in the Shelters</li> </ul>		
Key Decisions and Considerations		
Decision	Responsible	Considerations
Critical Functions		
Function	Responsible	Measurement of Effectiveness
General population evacuation (ground/air)	PREMB/Municipalities/DVPR/DSPR/DRNA	Is the population in shelters?
Medical population evacuation (ground/air)	DSPR/NCEMPR	Was the evacuation started on time, to be effective?
Transportation	CSP/DTOP/NCEMPR	Are there enough ambulances?
Medical staff in shelters	DSPR	Does each shelter have medical personnel identified?


<b>Objective X- Mass Care and Shelter</b>				
<b>Resources necessary to perform the critical functions</b>				
<b>Resources</b>	<b>Description</b>	<b>ESF / Leader Team</b>	<b>FEMA/Coordination</b>	<b># Pre-Determined Mission</b>
Transportation	Assign staff with credentials to transport to/from shelters, offer JITT	1 DTOP		
Communications	Maintain the census of evacuees updated using PIO and JIC	5/PREMB, 7/ASG, 6/DVPR, DEPR, 15/JRT		
Space and staff for pets handling	Monitoring and care of pets in shelters and animal shelters	11/DRNA DAPR		
Personnel trained for shelters management	Assign staff with credentials to manage shelters, offer JITT	5/PREMB, 7/ASG, 6/DVPR, DRNA		
Health professionals for visits to the shelters	Assign health professionals with credentials to visit the shelters. Offer JITT	5/PREMB, 7/ASG, 6/DVPR, DEPR, 13/PRPD		
Routes to shelters information	Maintain the information updated through the PIOs and JIC.	5/PREMB, 7/ASG, 6/DVPR, DRNA		
Staff to serve shelters	Assign staff with credentials to serve and cook at shelters. Offer JITT	5/PREMB, 7/ASG, 6/DVPR, DRNA		
Equipment and supplies for shelters	Maintain inventory of food, necessities, first aid, etc.	5/PREMB, 7/ASG, 6/DVPR, DRNA		

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share information

### Objective X - Mass Care and Shelter

#### Phase 2 A- Beginning of incident

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+24H	Transportation	Coordinate victim's transportation to the shelters using municipal school transport, public buses, ambulances, PREMB vehicles, etc.	5	OMME Municipalities	DVPR AMA NCEMPR PREMB	There are not enough vehicles	Make arrangements with taxi companies, school buses, and private shuttle
+24H	TRIAGE AND Medical Surge	Request to hospitals to evaluate the physical condition of their hospital to determine if it can sustain its operations normally, or if it has been affected by the event.	8	DSPR	NCEMPR PREMB FEMA HHS BEOC Health Sector Public and private hospitals Moving Companies	Hospitals do not have the conditions to operate Hospitals with a lack of electricity generators and severe damage to their infrastructure.	Place A DMAT team in the areas of the hospital to ease their emergency rooms. Coordinate with FEMA

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+24H	TRIAGE AND Medical Surge	Request hospitals to assess the need to expand the capacity of their hospital to receive patients if needed	8	DSPR	NCEMPR PREMB FEMA HHS BEOC Health Sector  Public and private hospitals Moving Companies BEOC	Hospitals do not have the conditions for operating	
+24H	TRIAGE AND Medical Surge	Each hospital should establish screening area for the triage of patients in each hospital.	8	DSPR	NCEMPR PREMB FEMA HHS BEOC Health Sector Public and private hospitals Moving Companies BEOC	Ambulance services public and private saturated. Conditions do not allow the air ambulance flight.	Coordinate recruitment of ambulances and staff of companies of USA through FEMA

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+24H	TRIAGE AND Medical Surge	Consider installing portable hospitals if necessary, on the outside of the hospital to handle the overload of patients who require medical assistance	8	DSPR	NCEMPR PREMB FEMA HHS BEOC Health Sector Public and private hospitals Moving Companies BEOC	Hospitals are overstretched. Conditions of trauma and mass lesions in the population saturate the hospitals.	
+24H	Transportation	Coordinate transportation services to volunteers that are going to work at shelters	6, 19	DVPR	Municipalities AMA NCEMPR PREMB PRNG	There are not enough vehicles	Make arrangements with taxi companies, school buses, and private shuttle
+24H	Transportation	Coordinate process of relocation of evacuees with family members	6	DVPR	Municipalities AMA NCEMPR PREMB	The evacuee has no transport available	DFPR and Municipality or coordinates transportation
+24H	Management of Volunteers	Use Mass Media to announce American Red Cross and Salvation Army help lines	5	PREMB DFPR PRPD	Red Cross OVAD Chaplains Salvation Army		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+24H	Management of Volunteers	Activation of the Red Cross, the Salvation Army, Voluntary Organizations Active in Disaster (OVAD), Chaplains and Faith-based Organizations	5, 19	PREMB DFPR PRPD	Red Cross OVAD Chaplains Salvation Army		
+24H	Evacuees tracking and Family reunification	Prepare a list of evacuees with all their contact information and relatives	6	DVPR	DFPR PREMB		
H+24	Evacuees tracking and Family reunification	Establish a Family Assistance Hot Line to serve as a mean of family reunification and communication to locate family members that have been lost during the emergency. Establish a Family Reunification Center and Victims Notification Center	6, 19	Red Cross	PREMB PRPD FEMA Voluntary Groups DSPR BEOC VOAD	The collapse of the communication s systems.	Activate chaplains, faith-based organizations and volunteers to Notify family members.
+24H	Feeding of evacuees and others	School kitchens administrators will keep the school kitchens in excellent conditions so that the staff cooks and feed the evacuees and the surrounding community.	6	DEPR	DVPR PREMB	School kitchens are not ready to prepare food.	Activate the MOU with "food trucks" to prepare food.
+24H	Feeding of evacuees and others	Activate the Mass Kitchen program participants to supply meals to isolated communities. The Mass Kitchen program is consisting of private industrial kitchens, restaurants, private schools' kitchens and Food trucks	17, 5	NMEAD	DEPR ASG		



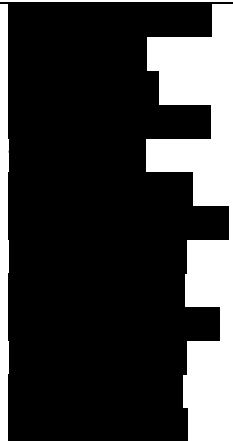
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+24H	Medical services	Revise the evacuees' medication needs. Determine if any evacuees need to be taken to hospitals	8	DSPR	PREMB DVPR NCEMPR	The difficulty of transport and/or spaces in hospitals	Coordinate private ambulances/ Check in the Hospital Coalition to determine if there are beds available.
+24H	Medical services	Request the HavBed report to determine hospital availability to receive multiple victims	5	DSPR PREMB	Municipals OMME	Limited space in hospitals	Activate the Western Shelters (portable hospitals). The Western shelters have portable air conditioner and power generators capable to help municipalities with victims' care
+24H	Shelter Services (water, cots, medicines, security)	Assess the shelter conditions and damages	6	DVPR	DFPR PREMB		
+24H	Shelter Services (water, cots, medicines, security)	Report the damage to shelters and establish communication with the PREMB Zones to request any resource	6	DVPR	DEPR AEP OMEP DFPR PREMB	Lack of communication	Use satellite high tech voice and data systems available at PREMB Zones

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+24H	Shelter Services (water, cots, medicines, security)	Send water tanker trucks to fill tanks at the shelters.	6	PRASA	DVPR PREMB PRNG	Access to roads	Coordinate water truck supply with the municipality
+24H	Volunteers management groups.	Organize volunteer groups and assign tasks to support shelters operations	5, 6, 19	PREMB			
+24H	Handling Donations	Activate the donations management plan.	5	DFPR	PREMB, OVAD and Red Cross	Excess of unnecessary donations	Prepare and publish the list of donations priorities and establish controls to the transition of product donations to donations in cash
+24H	Handling Donations	Activate the Donations Collection Center and staff. Make an Inventory and classify products, giving priority to medical and health products.	5	PREMB	DFPR PRNG		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+24H	Distribution Points	Activation the PRNG Regional Staging Areas and distribution centers with the PRNG assistance	5	PREMB	ASG PRNG Community Hubs FEMA	PRNG does not have the appropriate equipment to operate the RSA (Forklift, safety equipment)	ASG must buy or rent the necessary equipment and make emergency contracts if you are not under contract.
+24H	Distribution Points	Activation of PREMB's Community Hubs distribution centers. The PRNG is responsible to manage these centers.	5	PREMB	FEMA PRNG Community Hubs		
+24H	Distribution Points	The Municipalities will have the option to pick up supplies at PREMB warehouses or maintain their own Regional Staging Area warehouses.	5	PREMB	OMME Municipalities		
+24H	Agriculture and Animal Care	Carry out damage and needs assessment of the farms and agriculture industries.	11	DAPR	PREMB		
+24H	Agriculture and Animal Care	Carry out exotic animals' operations that have been deliberately released or escaped from their habitat during the incident	11	DRNA	DAPR PREMB		
+24H	Agriculture and Animal Care	Make sure that no wild animal captive at the PR zoos has not escaped as part of the consequences of the event.	11	DRNA	DAPR PREMB		
+24H	Special Populations	Implement the operational concept of special populations to identify, locate and reach special populations	5	DFPR	PREMB		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+24H	Special Populations	Provide support and guidance in the public health issues that affect special populations.	8	DSPR	PREMB Family Housing BEOC Health sector		
+24H	Special Populations	Give priority within special populations of infants, pregnant women, dialysis patients, the blind, the elderly and deaf communities.	8	DSPR	DFPR DVPR DEPR	Patients do not have the means of transport to get their services	Coordinate with the alternate aid of transportation to get to your medical services
+24H	Special Populations	Evaluate the impact or consequences of victims identified as special populations	8	DSPR DFPR			
+24H	Special Populations	Provide reasonable accommodation to people who have physical or mental disabilities according to their condition if necessary	8	DSPR	DFPR PREMB	Responders treated people with disabilities as patients and assigned to the Department of Health	There is a need to establish that a person with a disability is not a patient unless you have a disease or trauma. It is imperative to strengthen the mental health component on the Island.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+24H	Special Populations	Take into consideration persons with cognitive disability or mental problems (violent)	8	DSPR	PRPD PREMB NMEPR		
<b>Phase 2 B</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+72 H	Transportation	Continue with the process of relocation of evacuees with family members	6	DVPR	Municipalities AMA NCEMPR PREMB		
+72 H	TRIAGE AND Medical Surge	Recommend that hospitals assign additional personnel to portable hospitals to try to only treat patients with more critical conditions within the hospital.	8	DSPR	NCEMPR PREMB FEMA NDMS BEOC Health sector Public and private hospitals	Excess of critical patients Hospital staff saturated. Many countries have failed to report to work.	Use FMS and DMAT. and portable units in hospitals of the PRANG and support of medical personnel.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+72 H	TRIAGE AND Medical Surge	Identify hospitals that provide emergency medical services to patients who are being transported to another jurisdiction	8	DSPR	NCEMPR PREMB FEMA NDMS BEOC Health sector Public and private hospitals Moving Companies		
+72 H	Management of Volunteers	Allow OVAD provide services in the shelters	6, 19	PREMB DVPR DFPR PRPD	Red Cross OVAD Salvation Army		
+72 H	Management of Volunteers	Activation of the Auxiliary Police for support to the PRPD and transit	13	PREMB PRPD	CERT		
+72 H	Management of Volunteers	Coordinate volunteer services for assistance in shelters and the communities of food, clothing, household items, health services and mental health	6, 19	PREMB DVPR DFPR PRPD	Red Cross OVAD Chaplains Salvation Army		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+72 H	Evacuees tracking and Family reunification	Share the lists of evacuees between shelters so that evacuees can know if a family member is an evacuee in another shelter	6	DVPR	DFPR PREMB	It is a lengthy process and can be complicated	Create a database for evacuees' information that will be populated according to open shelters with the information of evacuees at the end of the identification process is going to be easier
+72 H	Evacuees tracking and Family reunification	Shelter administrators must send the [REDACTED]	6	DVPR	DFPR PREMB	It is a lengthy process and can be complicated	Create a database that will be populated according to open shelters with the information of evacuees at the end of the identification process is going to be easier
+72 H	Medical services	Send staff of epidemiology to shelters to check possibilities for the development of outbreaks [REDACTED]	8	DSPR	NCEMPR DVPR PREMB	[REDACTED]	Infected people [REDACTED]

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+72 H	Evacuees tracking and Family reunification	Collaborate with family reunification.	6	DFPR	PREMB DVPR Red Cross	Lack of personnel	Prepare volunteer groups to help
+72 H	Distribution Points	Mobilization and the opening of municipal Points of Distribution Centers	5	PREMB	PRNG PREMB Community Hubs FEMA		
+72 H	Distribution Points	Organize volunteer groups thru PREMB's 10 Zones	5	PREMB	Municipalities OVAD Chaplain PRNG Community Hubs Volunteer Groups		
+72 H	Distribution Points	Activation of the <i>Community Hubs</i>	5	PREMB	PRNG PREMB Community Hubs FEMA		
+72 H	Distribution Points	Coordinate protection services and safety at Distribution Centers	13	PRPD	PRNG PREMB	There are not enough police officers	Use all the agencies of law enforcement of the State, municipalities, and finally, to hire private security companies
+72 H	Feeding of evacuees and others	Shelter Administrators will maintain a school kitchen's food based on the number of evacuees	6	DVPR	PREMB DEPR		



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+72 H	Feeding of evacuees and others	Establish alternate plans in cases that the food, water or gas may not be available in school kitchens	6	DEPR	PREMB	There is no food or utilities for cooking	Use food trucks services to prepare meals for shelters. Activate the collaborative agreements (MOU's) with these small entrepreneurs.
+72 H	Services to the shelter (water, cots, medicines, security)	Request resources or repairs to the shelters to keep the well-being of the evacuees	6	DVPR	DTOP PREMB DSPR PRASA PREPA		
+72 H	Management of Volunteers	Organize volunteer groups through the PREMB zones	5, 19	PREMB	Municipalities OVAD Chaplains PRNG Community Hubs Voluntary Groups BEOC VOAD		
+72 H	Management of Volunteers	Continuous operations of the Community Hubs	5, 6, 19	PREMB	Municipalities OVAD Chaplains PRNG Community Hubs Voluntary Groups BEOC VOAD		



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+72 H	Management of Volunteers	PRNG and PREMB coordinate commodities distribution	5, 6, 7, 16, 19	PREMB	Municipalities OVAD Chaplains PRNG Community Hubs Voluntary Groups BEOC VOAD		
+72 H	Management of Volunteers	Check with OMMEs' the need for volunteer staff	5, 19	PREMB	OVAD Community Hubs Voluntary Groups BEOC VOAD	Volunteer staff does not have a computer	The organization to which it belongs should provide the necessary resources to volunteers
+72 H	Management of Volunteers	Assign specific tasks to the volunteer groups within the PREMB zones or Municipalities	5, 19	PREMB	OVAD PRNG Community Hubs Voluntary Groups BEOC VOAD		
+72 H	Management of Volunteers	Coordinate volunteer assistance services in shelters and the communities, providing and distributing food, clothing, commodities, health services and mental health	5, 6, 19	PREMB	DVPR OVAD Chaplains PRNG Community Hubs Voluntary Groups BEOC VOAD		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+72 H	Handling Donations	Recommend donations in money to be more efficient and begin the economic restoral immediately. The physical goods donations create logistical difficulties affecting the chain of supplies. It must be coordinated with the American Red Cross and the non-profit organizations.	5	DFPR	PREMB Red Cross VOAD NGOs VEOC VOAD		
+72 H	Agriculture and Animal Care	Identify the areas with the greatest damage to agriculture	11	DAPR USDA DRNA	College of Veterinary Medicine of PR BEOC Agriculture Sector		
+72 H	Agriculture and Animal Care	Coordination of preventive services and care of pets with College of Veterinarians, Animal Shelters, Animal rights protection organizations, and pet food and accessories wholesalers	11	DAPR USDA DRNA	College of Veterinary Medicine of PR BEOC Agriculture Sector		
+72 H	Agriculture and Animal Care	Coordination with farmers and ranchers to report damages caused to the poultry industry	11	DAPR	USDA DRNA		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
+72 H	Special Populations	Identify the special population specific needs thru their communities and representative organizations.	5	PREMB	DSPR NCEMPR DVPR	There are people with access and functional needs to have some type of physical trauma or disease because of the emergency	Coordinate the transfer of these patients using EMS or any other mean possible to provide primary healthcare if necessary
<b>Phase 2 C</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Management of Volunteers	Continue coordination of relocation of evacuees with family	6, 19	DVPR	Municipalities AMA NCEMPR PREMB		
30 Days	TRIAGE AND Medical Surge	Provide public and private hospitals that are operating but have problems with generators, fuel supplies, food or water all the coordination and possible [REDACTED]	7, 8	DSPR	NCEMPR PREMB FEMA NDMS Public and private hospitals Moving Companies BEOC Health Sector	Limitation of resources, diesel, water oxygen, medical gases Lack of pre-agreements for supplying supplies.	Prioritize the response so that [REDACTED]

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 Days	TRIAGE AND Medical Surge	If necessary activate FMS or NDMS	8	DSPR	NCEMPR PREMB FEMA NDMS BEOC Health Sector Public and private hospitals Moving Companies		
30 Days	Management of Volunteers	Demobilization of volunteers at the end of missions	5, 19	PREMB	Red Cross, Salvation Army, DVPR	Volunteers tasks were not defined	Develop a check list of tasks that can be used by volunteers
30 Days	Evacuees tracking and Family reunification	Coordinate the final process for evacuee's relocation to their homes.	6	DVPR	DFPR PREMB		
30 Days	Feeding of evacuees and others	Set food menus taking into consideration the needs of the evacuees and their food requirements, when possible.	5	DEPR	PREMB DSPR	There are people with diabetes, high blood pressure, kidney patients among the evacuees	Set menus that meet the food requirements of these evacuees

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Services to the shelter (water, cots, medicines, security)	Assess how many evacuees can now go back to their homes	6	DVPR OMME	DFPR PREMB	There are going to be evacuees that don't want to leave the shelters	There is a need to establish policies to relocate these evacuees and close the shelters. Make a public information campaign. Offer help through FEMA to rebuild the affected home or to relocate the family.
30 Days	Services to the shelter (water, cots, medicines, security)	Re-evaluate the need to keep the shelters open, consider consolidating shelters	6	DVPR	DFPR PREMB	There are evacuees who do not want to go	Help in the cleaning and conditioning of homes of those evacuees to encourage them to return to their homes
30 Days	Services to the shelter (water, cots, medicines, security)	Give priority to close the shelters that are being used as schools, so the schools can resume their operations as soon as possible.	6	DVPR	DFPR PREMB	The maintenance of these schools closed can be expensive	Keep the former schools in good shape transferring them to the municipalities, non-profit organizations, or rent it to private organizations.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	LIMITATION	CONTINGENCY
30 Days	Management of Volunteers	Reassign tasks or demobilize volunteer groups	5, 19	PREMB	Salvation Army OVAD Red Cross TEAM Rubicon	There is not a clear description of the tasks that these volunteers can carry out	Assign tasks such as case management, documentation, inspections, or other support tasks as needed
30 Days	Handling Donations		5, 7	DFPR	PREMB Red Cross VOAD NGOs BEOC	There are no available warehouses to handle donations	Use closed installations and government buildings that can be enabled as warehouses. 
30 Days	Handling Donations	Coordinate protection and security for storage and during donation's distribution.	13	PRPD	PREMB PRPD		
30 Days	Handling Donations	Coordinate distribution of donations through <i>Community Hubs</i> , American Red Cross, VOAD, churches, community organizations, etc.	5, 6, 7	PREMB	PRNG	Donations are lost due to the lack of guidelines on how to manage donations	Establish a protocol to identify donations of durable medical equipment, medicines, food and perishable goods versus durable goods.
30 Days	Handling Donations	Manage the distribution of donations to the municipalities and non-profit entities.	5, 6, 7	DFPR	PREMB First Lady Office		
30 Days	Handling Donations	Keep registry and track of donations distributed	5, 6, 7	DFPR	PREMB		

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>LIMITATION</b>	<b>CONTINGENCY</b>
30 Days	Distribution Points	Replenish supplies for the Distribution Centers	5	PREMB	PRNG FEMA		
30 Days	Agriculture and Animal Care	Support the local production of agricultural products to participate in food chain supply	11	DAPR USDA DRNA	BEOC Food Sector MIDA		
30 Days	Agriculture and Animal Care	Estimate damage to agriculture economy	11	DAPR USDA DRNA	College of Veterinary Surgeons of PR BEOC Heath Sector		
30 Days	Agriculture and Animal Care	Coordination of sanitary conditions for the processing of livestock and poultry for human consumption by state and federal agencies	11	DAPR USDA DRNA	College of Veterinary Medicine of PR BEOC Health Sector		
30 Days	Agriculture and Animal Care	Continuous evaluation of the impact on agriculture and care of domestic and farm animals	11	DAPR USDA DRNA	College of Veterinary Surgeons of PR BEOC Health Sector		
30 Days	Special Populations	Coordination of ongoing support services and monitoring of conditions of the special population.	8	DSPR	DFPR		



## Objective XI- Medical Shelters

**Goal:** to provide medical services to the affected population with focused on hydration, food, and shelter for those who need it most, as well as the support to reunify families, while mitigating the risk of further damage to people, property and the environment.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u>Federal Agencies</u>	<u>State / Government</u>	<u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-Governmental Organizations</u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ HHS</li> <li>▪ GSA</li> <li>▪ USCG</li> <li>▪ US Navy</li> <li>▪ DOD</li> <li>▪ DOJ</li> <li>▪ DOI</li> <li>▪</li> <li>▪ VA</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪</li> <li>▪ PRPD</li> <li>▪ NCBPR</li> <li>▪ NCEMPR</li> <li>▪ DSP</li> <li>▪ DEPR</li> <li>▪ DFPR</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC Health Sector</li> <li>▪ Association Hospitals</li> <li>▪ Red Cross</li> <li>▪ Salvation Army</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the federal, state and municipal government with the participation of the private sector and non-governmental organizations. The operational concept of phase 2 is response.

- Task of Critical Activity: Medical Shelter Needs
  - Medical Transportation
- Public and private hospital evacuation
- Transfer between hospitals
- Medical shelters
- Epidemiological Surveillance
- Management of Fatalities
- Storage of Medications
- Hospital Coalitions

## Objective XI- Medical Shelters

**Assumptions and Planning Data:** For this plan, the following considerations and assumptions were taken as a starting point in the planning process of this objective through the different stages of the emergency.

- Doctors could not cope with the number of emergencies in hospitals and shelters.
- Some of the roads remain blocked by landslides and debris
- The electrical system collapsed.
- Cellular communication network collapsed.
- Hospitals are facing problems with electrical generators.
- There are not enough ambulances
- There is a shortage of medicines

**Information requirements: This is the information that is necessary to carry out the tasks and to be able to meet the objectives.** This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity to face 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 evacuees.
- Inventory of patients in hospitals
- Beds available in private and public hospitals
- Hospitals with helipads
- Roads blocked by landslides and debris
- Inventory of Available Drugs
- Validate Hospitals Coalitions
- Inventory of federal medical stations opened

### Key decisions and Considerations

Key decisions	Responsible	Considerations
Activation of, numbers, and locations	DSPR DVPR PREMB DFPR Municipalities HHS FEMA	Staffing, Available shelter, Designate sites, Buildings of opportunity, Wrap-around, accessibility by roads

Objective XI- Medical Shelters		
Staffing and Equipment. Request for Federal Support	DSPR DVPR NEMPR FEMA HHS VA <b>Red Cross</b>	Priority and availability of local resources. If not enough equipment or staffing must seek Fed support. <b>If seeking fed support must consider time-delays</b>
Critical Functions		
Function	Responsible	Measurement of Effectiveness (Metric)
Medical Transportation	DSPR NEMPR BEOC Health Sector BEOC Transportation Sector	Are there enough transportation resources?
Public and Private Hospital Evacuation	DSPR NEMPR EOC Emergency Branch (ESF 9) BEOC Health Sector	Where will the patients be moved?
Transfer between hospitals	DSPR, NEMPR BEOC Health Sector	How many transfers?
Medical shelters	DSPR NVPR	How many are open and operating?
Medical Surveillance	DSPR Red Cross Salvation Army NEMPR BEOC	Are there emergent medical threats


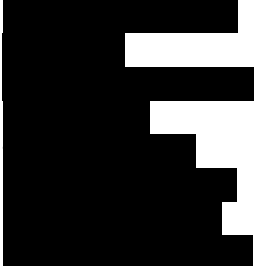
Function	Responsible	Measurement of Effectiveness (Metric)
Expendable Medical Supplies	DSPR BEOC Health Sector	Enough on hand stocks. Supply chain management
Hospital Coalitions	DSPR BEOC Health Sector	Are the agreements validated?

Resources necessary to perform the critical functions				
Resources	Description	ESF / Leader Team	FEMA/Coordination	#Pre-Determined Mission
Space availability in hospitals	Maintain coordination with emergency medical services, and hospitals including private medical transportation	5, 8, 17/DSPR BEOC Health Sector		
Communication system between public and private hospitals	Evaluate census hospitalized persons in public and private hospitals. Inventory of available beds. Establish shelters available and physicians in hospitals.	5, 8, 17/DSPR		
Medical staff and volunteers	Coordination with the volunteers. Maintain coordination with health professionals, health professionals, volunteers and hospitals for information on community health issues. (surveillance)	5, 6, 8, 17, 19 DSPR BEOC Health Sector		

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share information

### Objective XI - Medical Shelters

#### Phase 2 - Beginning of incident

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Medical shelters	Activate and assign medical and health personnel to medical shelters.	6, 8, 17	DSPR PREMB BEOC Health Sector	Private companies NGOs OVAD FEMA HHS VA	Amount of medical staff reduced, due to the emergency	
+24H	Medical shelters	Establish Medical Shelters, which are locations that have basic utilities, nurses and/or a caregiver	8	DSPR PREMB	BEOC Health Sector NGOs OVAD FEMA HHS VA	There are not enough medical shelters	
+24H	Medical shelters	Mobilize patients with medical needs to medical shelters.	8, 9	DSPR PREMB NEMPR	BEOC Health Sector NGOs OVAD FEMA BEOC PRNG	Problems with transportation	Use of private companies, establish pre- agreements

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Medical Transportation - NCEMPR	Activate collaborative agreements and or contracts with private companies and municipalities for medical transportation.	8, 9, 17	DSPR PREMB	Municipalities BEOC Health Sector Private companies of ambulances FEMA	Private ambulance companies may not have trained staff	Create a personal training program for private companies and facilitate the process of training
+24H	Evacuations of Private and Public Hospitals	Request and make a rapid damage assessment and vulnerability assessment to identify structural and functional problems of the hospital institution and the need of resources.	8	DSPR	BEOC Health Sector EMS Coalitions of hospitals	The difficulty of obtaining the information immediately.	Carry out the vulnerability assessment right now and report critical issues
+24H	Evacuations of private and Public Hospitals	Determine the need to activate collaborative agreements to receive patients in hospitals.	8	DSPR	BEOC Health Sector EMS Coalitions of hospitals	There are no collaborative agreements	Establish collaborative agreements through coalitions of health services.
+24H	Transfer from Private and Public Hospitals	Coordination of transferring patients between hospitals depending on their medical condition. Consider transferring patients to hospitals located in the US.	8	DSPR	BEOC Health Sector EMS Coalitions of hospitals DOD FEMA HHS	Coordination and collaborative agreements to send patients to hospitals outside of Puerto Rico	Establish these arrangements in advance.
+24H	Public Health Monitoring and Epidemiologic Surveillance	Monitor rural communities where is livestock, poultry farms & animal shelters	11	DAPR DSPR	USDA	There is not enough staff assigned to this mission	Make collaborative agreements with veterinary professionals and private companies.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Fatality Management	[REDACTED]	5	PREMB	DSPR PREMB DMORT	Medical [REDACTED]	Establish a [REDACTED]
+24H	Fatality Management	Request fatality reports of direct causes to all hospitals	5	PREMB	DSPR NCFPR DMORT	Difficulty to collect the information, because of a lack of training.	Train the emergency management personnel to report fatalities appropriately
+24H	Fatality Management	Establish protocols in the NCFPR for mass fatalities management as a preventive measure.	13	NCFPR	DSPR PREMB DMORT	The protocol is not developed	Develop the protocol
+24H	Expendable Medical Supplies	Evaluate the state medicine reserves to identify any shortage of resources and evaluate the need to request the Federal Support	8	DSPR	CDC ASPR PREMB FEMA RSS	Problems to account for state drug reserves	Contact [REDACTED] [REDACTED]
+24H	Hospital Coalitions Support	Use alternate radio communication systems between hospitals and DSPR, if necessary	8	DSPR	PREMB BEOC Health Sector Coalitions of Hospitals	Radio communication systems do not work	Contact radio amateurs or KP4's

Phase 2 B							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Medical shelters	Conduct triage and prioritize patients	8	DSPR PREMB	BEOC Health Sector Private companies NGOs OVAD Chaplains	Medical shelters will require the specific diet for dialysis patients, as well as the medications	The State will need to have the staff to supervise the preparation of food and the dispensing of drugs.
+72 H	Medical shelters	Coordinate medical transportation from the shelters to dialysis centers.	8	DSPR	DVPR PREMB AMA BEOC Health Sector Dialysis Companies	Difficulty to establish constant transportation	Make collaborative agreements in advance
+72 H	Medical shelters	Identify places and health staff to handle patients with mental illness	8	DSPR PREMB	BEOC Health Sector Private companies NGOs OVAD	There are not enough rooms for the number of mental patients	Make collaborative arrangements with other jurisdictions
+72 H	Medical Transportation	Use state, municipal and private ambulances for medical transportation between shelters and hospitals	13	NCEMPR	Municipalities BEOC Health Sector Private companies of ambulances	There are not enough ambulances	Establish collaborative agreements with companies of buses to transport patients less critical.
+72 H	Evacuations from Private and Public Hospitals	Use the hospital coalitions to help in the process of medical surge		NCEMPR	DSPR BEOC Health Sector Coalitions of hospitals Municipalities	Some hospitals do not report a census of beds	Request by the staff of the OMME



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Transfer of Private and Public Hospitals	Activate the collaborative agreements between hospitals for patient transfers.		NCEMPR	DSPR BEOC Health Sector Coalitions of hospitals	There are not enough beds in hospitals	Activate protocols in hospitals
+72 H	Public Health Monitoring and Surveillance	Establish epidemiological monitoring and preventive protocols to protect the population from an outbreak	8	DSPR	DVPR PREMB	The shelters do not report cases of outbreaks in time	Epidemiologists must visit shelters in a constantly.
+72 H	Fatality Management	[REDACTED]	8	NCFPR	DSPR PREMB DMORT	[REDACTED]	[REDACTED]
+72 H	Fatality Management	Coordination of corpses identification and management. Use refrigerated trucks, morgues in hospitals, funeral homes, and NCFPR.	8	NCFPR	DSPR PREMB DMORT		
+72 H	Fatality Management	Activate DMORT units to handle death surges	8	NCFPR	DSPR PREMB DMORT PRNG (FSRT)		
+72 H	Strategic National Stockpile (SNS)	Activate the SNS plan distribution plan through the <i>Receive Stage and Store (RSS)</i> of PR [REDACTED]	8	DSPR	PRPD HHS PM's	Lack of knowledge of the plan by all responders of PREMB	Disseminate the plan of SNS among responders of the different agencies.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Support for Hospitals Coalitions	Activate DSPR hospitals agreements to meet the demand for medical services	8	DSPR	PREMB BEOC Health Sector Coalitions of Hospitals	Coalitions are going to request support for utilities such as (diesel, water, medical gases)	PREMB will coordinate with suppliers to ensure that the hospitals and health institutions including dialysis centers have priority for the supply of fuel and water
+72 H	Hospital Coalitions Support	Coordinate support resources such as power generators, water, and fuel for all public and private hospitals	8	DSPR	PREMB BEOC Health Sector Coalitions of Hospitals	May need parts for generators and/or Mechanical support.	Hospitals should have parts inventory and agreements for mechanical services support.
+72 H	Hospital Coalitions Support	Establish communications and transmission of data every 12 hours between hospitals and the DSPR	8	DSPR	PREMB BEOC Health Sector Coalitions of Hospitals	Communication by internet or phone do not work	Use runners
+72 H	Hospital Coalitions Support	Use alternate communication systems via radio between DSPR and public and private hospitals	8	DSPR	PREMB BEOC Health Sector Coalitions of Hospitals	Radio communication system not available	You can coordinate runners to go to the hospitals once a day to gather information and bring it to the region

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Public Health Monitoring and Surveillance	Evaluate the need to establish and open a Federal Medical Station [REDACTED]	8	DSPR PREMB	BEOC Health Sector	The FMS centers have pre-established requirements to operate.	Evaluate different places for facilities that comply with the FMS's requirements. This evaluation should be done before the emergency to bring a database of places preselected
+72 H	Public Health Monitoring and Surveillance	Evaluate the need to apply for the program and activate the National <i>Disaster Medical System (NDMS) of Veterans Affairs</i> to increase the Hospital's capacity	8	DSPR PREMB		Many hospitals are going to be with an overflow of patients	Open FMS. Use of the hospital ship ( <i>Comfort</i> ) and coordinate its arrival earlier.
+72 H	Public Health Monitoring and Surveillance	Evaluate the need to request NDMS transport through the US Air Force	8	DSPR PREMB		There are not enough epidemiologists	Recruit epidemiologic nurses. Request that resource from HHS .
<b>Phase 2 C</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Medical shelters	Provide services to diabetics and oxygen-dependent patients	8	DSPR PREMB	BEOC Health Sector Private companies NGOs OVAD	Lack of insulin or diabetic's treatment medication and oxygen.	Activate pre-agreement with the Pharmaceutical industry.
30 Days	Medical shelters	Keep the evaluating patients for medical discharge.	8	DSPR	Family Housing NGOs		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Medical Transportation - NCEMPR	Estimate the existing medical transportation resources needed. Request resources through EMAC	8	DSPR	PREMB NCEMPR	Economic constraints to pay those resources	Request the resources strictly necessary
30 Days	Evacuations from Private and Public Hospitals	Perform a preliminary damage assessment (PDA) of public and private hospitals, including the CDTs and 330 medical centers	8	DSPR PREMB		The PDA were performed but the findings can't be solved.	Should be available a budget to solve some of the situations
30 Days	Evacuations from Private and Public Hospitals	Coordinate the activities corresponding to the processes of the reunification of displaced patients.	8	DSPR	DFPR		
30 Days	Public Health Monitoring and Surveillance	Activate PRDH epidemiology teams by region to evaluate and monitor shelters.	8	DSPR	PREMB	There are not enough epidemiologists	Recruit epidemiologic nurses. Request that resource from HHS
30 Days	Public Health Monitoring and Surveillance	Activate regional epidemiologists	8	DSPR PREMB		There are not enough epidemiologists	Recruit epidemiologic nurses. Request that resource from HHS
30 Days	Fatality Management	Resources for animal mortality management.	11	DAPR	JCA USDA		
30 Days	Fatality Management	Carry out analysis of people who died after the event due to indirect causes (lack of medicines, lack of oxygen or lack of treatment of pre-existing conditions)	13	NCFPR	DSPR PREMB DMORT	No data communication available	Use the hospitals radio communication systems. Use the satellite data system available in the PREMB Zones or use the 100 watts radios.

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 Days	Strategic National Stockpile (SNS)	The DSPR will coordinate the routes and type of carrier of the SNS program.	8	DSPR	PREMB PRPD HHS PM's		
30 Days	Strategic National Stockpile (SNS)	The DSPR will coordinate with the PRPD escorts for SNS missions.	8	DSPR	DTOP PRPD HHS PM's		
30 Days	Strategic National Stockpile (SNS)	If necessary, [REDACTED]	8	DSPR	PRPD HHS PM's		

Objective XII - Operational Response		
<p><b>Goal:</b> 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.</p>		
<p><b>Organizational Elements:</b> PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) <i>Emergency Support Function</i> (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.</p>		
<p><b><u>Federal Agencies</u></b></p> <ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ DOD</li> <li>▪ USCG</li> <li>▪ DOI</li> <li>▪ CBP</li> <li>▪ USACE</li> <li>▪ GSA</li> <li>▪ EPA</li> <li>▪ DOJ</li> <li>▪ USDA</li> </ul>	<p><b><u>State</u></b></p> <ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ All ESF and support agencies</li> </ul>	<p><b><u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u></b></p> <ul style="list-style-type: none"> <li>▪ BEOC Food Sector</li> <li>▪ MIDA</li> <li>▪ Community Hubs</li> <li>▪ Private companies</li> <li>▪ Suppliers ASG</li> </ul>
<p><b>Operational Concept:</b> This objective addresses the coordinated and proactive response between the federal, state and municipal governments, with the participation of the private sector and non-governmental organizations.</p>		

Objective XII - Operational Response		
<ul style="list-style-type: none"> <li>▪ Critical Tasks: <ul style="list-style-type: none"> <li>▪ Operational Response</li> <li>▪ Resource Identification</li> <li>▪ Resource Acquisition</li> <li>▪ Sustained Interoperable Communications</li> <li>▪ Incident Action Plan for Operational Period</li> <li>▪ Management of storage areas</li> <li>▪ Management of commodities distribution</li> <li>▪ Logistics</li> <li>▪ Monitoring the Supply Chain</li> <li>▪ Geo-reference Information and Maps</li> <li>▪ Distribution of Risk Communication Information</li> </ul> </li> </ul>		
<p><b>Assumptions and Planning Data:</b> 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.</p>		
<ul style="list-style-type: none"> <li>▪ Difficulty in supplying essential items</li> <li>▪ Emergency Purchases</li> <li>▪ Disturbances in the shelters</li> <li>▪ Problem with the supply of items in the shelters</li> <li>▪ Essential supplies are scarce (gas, food, water)</li> </ul>		
<p><b>Information requirements: This is the Notification that is necessary to carry out the tasks and to be able to meet the objectives</b></p>		
<ul style="list-style-type: none"> <li>▪ Agency resources</li> <li>▪ Contact list for transporters and drivers</li> <li>▪ Inventory of available facilities</li> <li>▪ List of suppliers by contracts</li> <li>▪ Verify alternate communication capabilities</li> <li>▪ List of product storage areas</li> <li>▪ Inventory of items in the Warehouses</li> </ul>		
Key decisions	Responsible	Considerations
Sort Warehouse Inventory		What products are there?
The capacity of alternate shelters		Are the alternate shelter have been identified?
Supply Chain		What is the difficulty with the supplies?

Critical Functions				
Function		Responsible	Measurement of effectiveness (metric)	
Resource Identification		PREMB		
Acquisition of Resources		PREMB		
Sustained Interoperable Communications		JRT		
Incident Action Plan for Operational Period		ALL		
Management of Warehouse Areas		PREMB/FEMA		
Management of essential product distribution		PREMB		
Logistics		PREMB		
Supply Chain		PREMB MIDA FEMA		
Geo-referenced Information and Maps		DTOP/ACT		
Distribution of Risk Communication Information		PREMB/GOV		
Objective XII - Operational Response				
Resources necessary to perform the critical functions				
Resources	Description	ESF / Leader Team	FEMA/Coordination	# Pre-Determined Mission
Vehicles	Specialized vehicles, trucks (diesel), cranes, heavy equipment.	Logistics		
Warehouse Equipment	Forklifts, Hand trucks, platforms, etc.	Logistics		
Communication systems, radios and satellite phones	Line phones, radios, and satellite	Logistics		
Trained staff in logistics	Trained staff in coordination and utilization of resources	Logistics		




<b>Tasks and Responsibilities:</b> Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task and share Notification							
<b>Objective XII - Operational Response</b>							
<b>Phase 2 A- Beginning of incident</b>							
<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
+24H	Resource Identification	Require a need assessment for immediate response resources	7	ASG	PREMB	There are no existing contracts	Provide emergency interim or temporary contracts with new suppliers if necessary
+24H	Resource Identification	Identify need for commodities for responders	6, 7	PREMB	All	Responders need assistance of commodities for them and their families	Activate RPODS through PRFD Fire Stations

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Purchase orders for resources and services	Issue Purchase Orders for requested emergency services or products procurement	7	ASG	PREMB	<p>There are no official buyers of ASG</p> <p>There is no electronic access to ASG procurement Systems</p>	<p>Authorize buyers from other agencies to issue Purchase orders and Emergency Service contracts. ASG must have a manual and Hard Copy Procurement System with Pre-Designated and Pre-Approved Purchase Orders Numbers and Emergency Service Contracts. No further authorization would be required. These POs' will be recognized as legitimate ASG POs' and Contracts</p>

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Support for Interoperable Communications	Establish radio communications to report damages and need of immediate resources	5	PREMB	ALL	There is poor or no communication with the PREMB Zones	Use interoperable Consoles and radios. Try to connect with another agency's radio communication network that is still working. Try to go to Tactical Channels and do a radio relay between zones or areas. Use "Runners"
+24H	Incident Action Plans	Consider advanced payment for PAN card participants for immediate disaster relief	5	DFPR	PREMB	There are no communication systems. Stores cannot process the PAN card	Distribute vouchers that the stores would agree to accept. Encourage big stores to have an alternate satellite data system to process the PAN card.
+24H	Staging Areas and Warehouse Management	Evaluate resources and supplies needs in warehouses.	5, 7, 19	PREMB	PRNG Volunteers		
+24H	Handling and Distribution of Commodities	Begin the distribution of commodities to isolated communities that have been identified by the municipalities.	6, 7, 19	PRNG	Community Hubs		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Logistics	Maintain waiver of DHPR [REDACTED]	5	DHPR	PREMB		
+24H	Handling and Distribution of Commodities	Activate the Community Hubs distribution plans. Activate the PRNG distribution plan.	5	PREMB	PRNG FEMA Community Hubs		
+24H	Supply Chain	Carry out an immediate Operational Capabilities Assessment of the main Food and Fuel Distributors of the island	5	PREMB	BEOC Health Sector MIDA	Lack of communication	Use the Private Sector representative and Runners
+24H	Supply Chain	Provide immediate support to main food, private critical infrastructures, and fuel distributors to restore their supply chain capabilities as soon as possible. Provide fuel distribution companies lists, open access roads to the fuel distribution racks, coordinate truck drivers with CSP, and any other basic support.	5	PREMB	BEOC Health Sector MIDA  PRNG PRPD DTOP CSP FEMA DHS-PSA		
+24H	Maps	Use coordinates on maps of addresses of essential employees and responders.	ALL	ALL		Essential employees did not report to work	Locate employees that did not report to work. Use the coordinates send staff to check the situation with these employees.




TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Information Sharing and Risk Communications	Establish Information Sharing Protocols among agencies. Use the Joint Information System and coordinate the information through the Joint Information Center	5	ALL	ALL		
+24H	Information Sharing and Risk Communications	Carry out Public Risk Communications and Situational Awareness through the media. Public Information Officers will carry out their functions with the Governor's consent	5	GOV	PREMB	PIOs are not trained on JIS	JITT on JIS protocols
+24H	Emergency Resources Identification	Carry out an immediate need assessment in each PREMB Zone	5	PREMB	ZONE	No communication	Use Satellite comm systems. Use Runners
+24H	Emergency Resources Identification	Activate pre-positioned resources	ALL	ALL	ALL		
+24H	Maritime and Air Cargo Transportation	As soon as the USCG authorizes the entrance of vessels to the San Juan Bay and the port operations are authorized, the port operations should be maintained 24-hours a day and seven days a week until the port overburden is normalized	5,2	PREMB FEMA	Shipowners PREMB FEMA Truckers CSP	It is not possible to work 24 hours	Establish work shifts that allow the flow of truck drivers in an expedited manner. 
+24H	Maritime and Air Cargo Transportation	Activate the Truck Drivers MOUs	2	PREMB	CSP FEMA		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+24H	Contracts and Agreements	Activate ASG contracts based on the preliminary need assessment	7	ASG	OGP DHPR GAR Private companies		
<b>Phase 2B</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Emergency Resources Identification	Evaluate distribution operations at the warehouses. Keep attention to fuel, water, food, medicines supply inventories.	5	PREMB	PRNG FEMA		
+72 H	Emergency Resources Identification	Open regional or local warehouses, if necessary	5	PREMB	PRNG		
+72 H	Emergency Resources Identification	Activate resources at the Staging Areas and deploy resources	5	PREMB	ALL		
+72 H	Emergency Resources Identification	Start distribution of [REDACTED]	5	PREMB	FEMA PRNG		
+72H	Emergency Resource Identification	Start distribution of [REDACTED]	6, 7, 4, 16	PREMB	FEMA NCBR PRNG BEOC Food Sector	[REDACTED]	Activate [REDACTED]
+72 H	Maritime and Air Cargo Transportation	Assign PREMB and FEMA personnel to oversee maritime ports operations to make sure they are being effective and following this plan.	5	PREMB	FEMA CSP FBI PRPA		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Maritime and Air Cargo Transportation	Coordinate continuous shipment of goods to distribution centers on the island.	5,2,7	PREMB			
+72 H	Maritime and Air Cargo Transportation	Maintain and expedite the process of unloading merchandise and Supplies on the docks.	5	PREMB	FEMA CSP FBI PRPA		
+72 H	Emergency Resources Identification	Allocate resources [REDACTED]	5	PREMB	FEMA CSP FBI PRPA		
+72 H	Handling and Distribution of Commodities	Continue Community Hubs Distribution Operations	5	PREMB	FEMA Community Hubs		
+72 H	Purchase orders for resources and services	To follow up on emergency procurement.	7	ASG	PREMB		
+72 H	Purchase orders for resources and services	Coordinate with ASG purchases for services and resources needed during the response phase of the Incident.	7	ASG	PREMB	Suppliers are not registered with ASG	Issue an immediate interim registration with the new suppliers
+72 H	Purchase orders for resources and services	Exempt from formal purchasing processes to speed up the Response.	7	ASG	ALL	There are no buyers of ASG	Use buyers from other agencies and authorize them to make procurement processes on behalf of ASG

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Purchase orders for resources and services	Coordinate purchases with available suppliers, although not appearing in the Sole Registry of Bidders of ASG.	7	ASG	PREMB	Suppliers are not registered with ASG	Issue an immediate interim registration with the new suppliers
+72 H	Support for Interoperable Communications	Activate alternate communication systems such as radio, satellite telephones, portable repeaters And others if necessary.	5	PREMB	PREMB		
+72 H	Support for Interoperable Communications	Continue testing the a communication system to verify functions	ALL	ALL	ALL		
+72 H	Support for Interoperable Communications	Support Telecomm companies on their logistics to transport parts and equipment and supplies to rebuild towers and antennas for their telecommunication systems	2	JRT	PREMB FEMA USACE TELECOM		
+72 H	Incident Management Plans	Keep developing Incident Action Plans every [REDACTED] depending on damage and needs assessments reports	ALL	ALL	ALL		
+72 H	Incident Management Plans	Share Incident Action Plans with other agencies out of the EOC if necessary	ALL	PREMB	ALL		



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Incident Management Plans	Coordinate and synchronize the incident management plans with the functions of state and federal agencies.	ALL	ALL	ALL		Establish a review process among the agencies to cross-check plans. Require agencies to work as a team
+72 H	Incident Management Plans	Re-evaluate incident management plans based on need.	ALL	PREMB	ALL		
+72 H	Staging Areas and Warehouse Management	Relocate warehouses or staging areas for resources and supplies if Necessary.	5	PREMB	PRNG The Pong	The agencies do not have enough storage space	Identify government buildings that can be used as warehouses
+72 H	Staging Areas and Warehouse Management	Establish interoperably communication system with Warehouses and staging areas.	5	PREMB	PRNG	Lack of Communication Unit Leader trained personnel	JITT
+72 H	Staging Areas and Warehouse Management	Maintain a flow of resources to staging areas to meet local needs	5	PREMB	PRNG	No ICS Logistics Section Training	JITT
+72 H	Handling and Distribution of Commodities	Activation of the NationalGuard for the distribution of the essential goods and supplies	5	PREMB	PRNG		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Handling and Distribution of Commodities	Coordinate with voluntary organizations [REDACTED]	5	PREMB	PRNG Red Cross Salvation Army NGO's OVAD Community Hubs		
+72H	Handling and Distribution of Commodities	Activate the MOU with "food trucks" owners to prepare hot meals to isolated communities and responders in difficult access areas. The government will supply them with the necessary supplies and menu ingredients	5	PREMB	DSPR NCBPR CSP DVPR DEPR BEOC Commercial Sector BEOC Food Sector MIDA	Do not have supplied products to prepare meals	Activate the chain of suppliers to supply them, and they can prepare and sell the meals.
+72 H	Logistics Ports	Maintain waiver of DHPR excise taxes up to 30 days to maintain cash flow for supplies for the general population.	5	PREMB	DHPR		
+72 H	Logistics	Maintain a flow of freight forwarders and carriers at the Docks 24/7.	7	CSP	ASG PREMB	Shortage of drivers type 8 and 9	Keep a record of all drivers type 8 and 9 with their updated contact numbers. Use Mass Media to announce the need for those resources.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Supply Chain	Provide resources so that the private companies can mobilize supplies to all affected areas promptly through distributors, supermarkets, pharmacies, hardware stores, etc.	5	PREMB	CSP MIDA AIPR	There was a shortage of drivers type 8 and 9	Keep a record of all drivers type 8 and 9 with their updated contact numbers. Use Mass Media to announce the need for those resources.
+72 H	Supply Chain	Provide fuel access priority to truck drivers that are responding to the emergency and are considered Emergency Essential Personnel	5	PREMB	CSP DTOP		
+72 H	Supply Chain	Supply fuel resources to all emergency vehicles	5	PREMB	ASG	ASG fuel stations are overburdened	ASG issue new temporary contracts with ALL fuel distributors of the island.
+72 H	Supply Chain	Identify on maps coordinates of Staging areas.	7	ASG	ALL	There is no staff operating the facilities	Access to the facilities with the presence of the police and DSP
+72 H	Maps	Identify on maps coordinates of public buildings, shelters, collapsed bridges, blocked roads, dams, flooded areas, landslides, etc.	5	PREMB	ALL	Employees do not want to share their information	Make sure the agency has the right address
+72 H	Information Sharing and Risk Communications	Verify areas affected by incident through preliminary damage assessment.	5	PREMB	ALL		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Information Sharing and Risk Communications	Determine the risk level for responders and the general population.	5	ALL	ALL		
+72 H	Information Sharing and Risk Communications	Report risks of potential environmental contamination due to [REDACTED]	10	JCA	DSPR PREMB	Rumors are taking over the media	Clarify rumors and be proactive in sending public health announcements
+72 H	Information Sharing and Risk Communications	Inform the public about flooded areas, fires in progress, blocked roads, collapsed bridges, electric power infrastructure on the ground, etc.	5	GOV	PREMB		
+72 H	Information Sharing and Risk Communications	Report possible outbreak of contagious diseases.	8	DSPR	PREMB	Rumors are taking over the media	Clarify rumors and be proactive in sending public health announcements
+72 H	Information Sharing and Risk Communications	Share risk information at all levels in the EOC, with the GOV, Representatives of federal agencies, heads of agencies, Mayors and others.	5	PREMB	ALL	Government representatives do not know the JIS protocols	Provide JITT on Public Information Officer's position
+72 H	Information Sharing and Risk Communications	Share risk information with the press officers in the JIC to prepare press Releases.	5	PREMB	ALL		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Information Sharing and Risk Communications	Maintain information flow about risks and general situational awareness at all levels	5	PREMB	ALL		
+72 H	Maritime and Air Cargo Transportation	Activate the carrier's trucks chassis exchange or containers staging areas operations at [REDACTED] to lower the overburden of the port's operations. Carriers will pick up the container, take it to this staging area and will return immediately to the port to pick up the next container. CSP and DHPR personnel will manage these staging areas where other carriers will deliver the container to the corresponding customer.	5	PREMB	Transport Companies CSP DHPR FEMA BEOC Food Sector BEOC Transportation Sector Truck Driver Unions MIDA		
+72 H	Distribution Logistics and Supply Chain	Review with [REDACTED] storage capabilities' after the incident and support their logistics from the port.	5	PREMB FEMA	Carriers CSP DHPR BEOC Food Sector FEMA MIDA		
+72 H	Distribution Logistics and Supply Chain	Activate supply chains through the Wholesalers and supermarkets	5	PREMB FEMA	PREMB BEOC Food Sector MIDA		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Distribution Logistics and Supply Chain	Identify isolated communities and GEO locate them to establish land or air distribution plan	5	PREMB	FEMA		
+ 72 H	Distribution Logistics and Supply Chain	Assign air missions to deliver commodities in isolated communities. The municipalities will provide ground support and coordination	9	PREMB	PRNG PRPD USCG DEA FEMA ARMY		
+72 H	Distribution Logistics and Supply Chain	PREMB SAR and Zones send a report to the EOC identifying the isolated communities with their needs	5	PREMB	FEMA		
+72H	Distribution Logistics and Supply Chain	PREMB, DFPR, DSPR report special population needs. (Elderly, pregnant women, blind deaf and physically impaired persons). Agencies will have Sign language interpreters to help during the commodities distribution.	5	PREMB	DFPR DSPR	Not enough sign interpreters	Paramedics have basic sign language skills
+72 H	Maritime and Air Cargo Transportation	Assign carriers to [REDACTED]	5	PREMB	CSP FEMA PRNG		
+72 H	Distribution Logistics and Supply Chain	Set the distribution routes and the Authorized Distribution Centers	5	PREMB	DTOP CSP		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
+72 H	Contracts and Agreements	Establish the emergency purchase Processes by issuing Pre-Authorized Purchase Orders of ASG and with budget assigned by DHPR, OGP or GAR; Do not require official buyers or additional Processes. These Purchase Orders will be recognized by the Finance departments of ASG to Issue the corresponding payment.	7	ASG OGP DHPR GAR Private company			
<b>Phase 3</b>							
TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 Days	Identification of emergency resources	Assess need for resources at this phase	5	PREMB	FEMA	Not enough resources	Request resources to FEMA
30 Days	Distribution Logistics and Supply Chain	Maintain constant supervision of distribution operations	5	PREMB	PRNG Community Hubs		
30 Days	Contracts and Agreements	Establish control of each purchase order issued to ensure that the supplier complies with the order or the requested service. At the same time, make sure the supplier gets paid.	7	ASG	PREMB OGP DHPR		

# **Phase 3**

# **Recovery**



## Objective XIII- Public Services Reestablishment

**Goal:** Coordinate, provide and maintain services to the population such as shelters, food, health and safety with continuing efforts to maintain care of the affected population.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u><b>Federal Agencies</b></u>	<u><b>State / Government</b></u>	<u><b>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</b></u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ GSA</li> <li>▪ USCG</li> <li>▪ EPA</li> <li>▪ DOE</li> <li>▪ CDC</li> <li>▪ DOI</li> <li>▪ DoD</li> <li>▪ USACE</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ PREPA</li> <li>▪ AAA</li> <li>▪ PRPD</li> <li>▪ NCEMPR</li> <li>▪ DSP</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC Sector Leaders</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the federal, state, municipal governments with the participation of the private sector and non-governmental organizations. The operational concept of this objective based on Phase 3 is; Recovery

- Task of Critical Activity: Public Services Reestablishment
  - Public Health
  - Mental Health
  - Epidemiological surveillance
  - Water and food condition
  - Shelters management

**Assumptions and Planning Data:** For this plan, the following considerations and presumptions were taken as a starting point in the planning process of this objective through the different stages of the emergency.

- The condition of some shelters is unhealthy.
- Provide psychological assistance to evacuees
- Outbreaks of vomiting and diarrhea in some shelters
- Water monitoring
- Roads blocked by landslides and debris
- Mass vaccination
- Some articles in stores remain inaccessible

Objective XIII- Public Services Reestablishment		
<p><b>Information requirements: This is the information necessary to fulfill the tasks and reach the objectives.</b></p> <p>This information relates to the capabilities and resources of the agency, as well as the knowledge of risks and technical capacity to face a possible hazard. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>▪ Veterinary and Medical Assistance in shelters</li> <li>▪ Inventory of Carriers</li> <li>▪ Storage locations availability</li> <li>▪ Population in nursing homes</li> <li>▪ Shelters inventory</li> <li>▪ Shelters employee's availability</li> </ul>		
Key decisions and Considerations		
Key decisions	Responsible	Considerations

Objective XIII- Public Services Reestablishment				
Critical Functions				
Function	Responsible	Measurement of Effectiveness (Metric)		
Public Health	DSPR	Mass Vaccination		
Mental Health	AMSCA	Does the help line work?		
Epidemiological surveillance	DSPR	Occurrence of diseases		
Safe water and food consumption	DSPR/DAPR	Are they suitable and not expired?		
Shelters Management	DEPR/DVPR	Are shelters ready for sheltering?		
Resources necessary to perform the critical functions				
Resources	Description	ESF / Leader Team	FEMA/Coordination	#Pre-Determined Mission
Medical staff	Public and mental health management.	8/DSPR/ 5PREMB		
Hospitals and health centers	Inventory of public and private hospitals available and census of available beds.	8/DSPR		
Communications	Maintain communications between public and private hospitals and Health Councils.	8/DSPR		
Health Professionals	Experts in epidemic management will evaluate health conditions census.	8/DSPR	CDC	
Population census	Review population with special needs census to coordinate appropriate services.	8/DSPR		
Personnel trained for Shelters management	Use of healthcare personnel to support people with health conditions in shelters.	6, 8/DSPR		


**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task, and to share information

### Objective XIII – Public Services Reestablishment


#### Phase 3

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	Shelters Management	Evaluate safety, health capabilities and conditions of shelters to determine relocation of evacuees.	6	DVPR	PREMB PRPD DSPR	Many people will not be able to return to their homes	Relocation with families, FEMA program for the relocation of people in hotels outside of Puerto Rico. Give priority to the repair their homes.
30 days +	Shelters Management	Transfer people with needs and health conditions to hospitals, health centers, and care centers.	6	DVPR	PREMB DSPR NCEMPR	There is no space in hospitals for new patients	Transfer patients to hospitals in the United States or the Navy Hospital ship.
30 days +	Shelter Management	Establish contact with evacuee's family members to begin processes of family reunification.	6	DFPR	DVPR PREMB	Due to lack of communication, contact with family members is very limited	Use the family relocation program of the American Red Cross and faith-based organizations to contact family members. Request FEMA's family reunification programs.

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	Shelters Management	Provide mental health and crisis management to people in shelters.	6	ASSMCA	DSPR PREMB	DFPR response capacity is Limited	Red Cross, faith-based organizations, social workers and DFPR and Help "Linea de Ayuda PAS"
30 days +	Shelters Management	Coordinate security and protection 24/7 for Shelters residents	13	PRPD	DVPR		
30 days +	Shelters Management	As soon as possible initiate demobilization process and closing of shelters.	6	DVPR	PREMB PRPD PM'S	People do not want to leave shelters	Reconditioning affected areas as soon as possible to promote the return of evacuees to their homes.
30 days +	Shelters Management	Use reconditioned structures and /or government facilities such as closed factories for long-term shelters for people who cannot return to their homes and do not have families available to relocating.	6	DVPR	PRIDCO	Lack of facilities available for long-term shelters	Verify condition of Closed Schools for use as shelters and community centers.
30 days +	Shelters Management	Begin the refurbishment and cleaning of shelters and materials used to restart the school year as soon as possible.	6	DEPR	DVPR NCBPR		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	Public Health	Coordinate activities of mass vaccination to avoid contagious diseases through the Department of Health, health providers, and insurance, medical and preventive health institutions.	8	DSPR	PREMB	There are no vaccines, nor fully staffed	Activate the 
30 days +	Public Health	Continued monitoring of zoonotic diseases in rural communities' areas, livestock & animal, and pets' shelters	11, 8	DAPR DSPR	USDA		
30 days +	Public Health	Develop an educational campaign for the prevention of leptospirosis.	8	DSPR	PREMB	There is no mass media	Use health personnel for orientation in shelters and communities, use social media when possible, and hand out information brochures.
30 days +	Public Health	Coordinate efforts with the CDC and the Dept. of Health for medicines and vaccines supplies	8	DSPR	PREMB		
30 days +	Public Health	Monitor child care centers, elderly care centers, shelters and, schools to identify their needs.	6	DFPR	DSPR PREMB	Limitation of staff to perform this function	Use volunteer groups, NGOs and faith-based. Organizations. Work relationships between these groups

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	Public Health	Maintenance and support for dialysis centers	8	DSPR	PREMB	Facilities DO NOT have electric generators	Coordinate installation of electric generators with FEMA
30 days +	Public Health	Use of mobile units of preventive health services to visit affected communities in remote areas.	8	DSPR	PREMB		
30 days +	Public Health	Identify the needs of mental health care	8	DSPR	NGOs OVAD Chaplains ASSMCA	Staff availability	Activation of agreements with NGOs
30 days +	Epidemiological surveillance	Collecting and reporting data and information for hospitals, health centers, and health professionals.	8	DSPR	PREMB	Data of patients with conditions is limited.	Collect data manually, [If no internet available can't retrieve the digital medical record.
30 days +	Epidemiological surveillance	Consolidate, process and analyze the data	8	DSPR	PREMB		
30 days +	Epidemiological surveillance	Formulate recommendations for early intervention.	8	DSPR	PREMB		
30 days +	Epidemiological surveillance	Disseminate information on disease prevention measures to the citizenship.	8	DSPR	PREMB	There is no system of mass communication.	Use mobile units, personal networks, and communities
30 days +	Epidemiological surveillance	Monitor and evaluate conditions reported in hospitals and doctors' offices.	8	DSPR	PREMB		
30 days +	Water and Food preservation	To prevent diseases and food-borne outbreaks.	8	DSPR	PREMB		
30 days +	Water and Food preservation	Keep water safe, particularly the water of public services and private water wells.	8	DSPR	PREMB JCA AAA		

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	Water and Food preservation	Monitoring quality of water	8	DSPR	JCA DAPR AAA		
30 days +	Water and Food preservation	Coordinate products and supply inspections	8	DSPR	USDA FDA	Limitation for these activities would be lack of technical staff.	FDA and CDC bring resources from the mainland in conjunction with an orientation campaign.
30 days +	Mental health post event	Coordinate and maintain if necessary a crisis intervention program for people affected by the disaster in conjunction with Department of Health, AMSSCA, CRA, VOAD, Schools of professional social workers, counselors, psychologists, and psychiatrists.	8	DSPR	AMSSCA CRA NGO'S BEOC VOAD	This will become a high priority issue for the government.	The government must allocate resources for the treatment of mental health conditions 
30 days +	Mental health post event	Provide guidance and counseling through the news media and social media on how to address and manage the anxiety.	8	DSPR	AMSSCA CRA NGO'S JIC BEOC VOAD		
30 days +	Mental health post event	Bring debriefing with support in mental health for all the responders and workers in the disaster (after a mission, activity, event or process to download emotions).	8	DSPR	AMSSCA CRA NGO'S BEOC VOAD		



<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 days +	Mental health post event	Promote the participation of Churches and chaplaincies in guidance activities in the communities.	5, 19	PREMB	OVAD Chaplains	Lack of specialized professionals to deal with situations	Coordinate support through the DFPR help line and activate professional groups, volunteers, social workers, chaplains, etc.

## Objective XIV- Infrastructure Recovery

**Goal:** Coordinate efforts to restore infrastructure as soon as possible, construction materials, design, and implementation.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u>Federal Agencies</u>	<u>State / Government</u>	<u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ GSA</li> <li>▪ USCG</li> <li>▪ USACE</li> <li>▪ DOD</li> <li>▪ DOJ</li> <li>▪ DOI</li> <li>▪ DOT</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ PREPA</li> <li>▪ PRASA</li> <li>▪ PRPD</li> <li>▪ NCEMPR</li> <li>▪ DSP</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC Food Sector</li> <li>▪ MIDA</li> <li>▪ BEOC Infrastructure Sector</li> <li>▪ College of Engineers</li> <li>▪ BEOC Transportation Sector</li> <li>▪ BEOC Health Sector</li> <li>▪ BEOC Chemicals Sector</li> <li>▪ Home Builders Association</li> <li>▪ College of Engineers</li> <li>▪ Private companies</li> <li>▪ Association of Carriers</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the Federal Government, state, municipal, with the participation of the private sector and non-governmental organizations. The operational concept of this goal is based on Phase 3; Recovery.

- Task of Critical Activity: Infrastructure
  - Housing
  - Debris Removal
  - Mitigation

**Assumptions and Planning Data:** 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.

Objective XIV- Infrastructure Recovery		
<ul style="list-style-type: none"> <li>▪ There are still thousands of housing without houses after Hurricane Maria</li> <li>▪ Insurance companies did not pay the real value of homes for a rebuild</li> <li>▪ Physical exhaustion of emergency responders</li> <li>▪ Contracts for debris removal have not been executed</li> <li>▪ Roads blocked by landslides and debris</li> <li>▪ Severely affected Hospital facilities</li> <li>▪ Landfills almost full</li> </ul>		
<p><b>Information requirements: This is the information that is necessary to carry out the tasks and to be able to meet the objectives.</b> 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 possible danger. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>▪ Availability of vegetative debris landfills</li> <li>▪ Inventory of trucks and machinery</li> <li>▪ Authorized places to process vegetative material</li> <li>▪ Closed roads and bridges</li> <li>▪ Reviewed floodable areas</li> </ul>		
Key decisions and Considerations		
Key decisions	Responsible	Considerations

Objective XIV- Infrastructure Recovery				
Critical Functions				
Function	Responsible	Measurement of Effectiveness (Metric)		
Housing	DVPR	How many people will be relocated?		
Debris Removal	Municipalities/D TOP/ACT/JCA	Was all debris removed?		
Mitigation	PREMB/Municipalities	Does the municipalities begin mitigation strategies?		
Resources necessary to perform the critical functions				
Resources	Description	ESF / Leader Team	FEMA/Coordination	#Pre-Determined Mission
Trained Staff	Ongoing training strategies	PREMB		
Vehicles	Specialized vehicles	PREMB		
Mitigation plans and projects	Evaluate risk mitigation projects	GOV	FEMA	
Inventory of homes available	FEMA Housing Program	DVPR	FEMA	

<b>Tasks and Responsibilities:</b> Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task, and share information							
<b>Objective XIV- Infrastructure Recovery</b>							
<b>Phase 3</b>							
<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 days +	Housing relocation or construction	Assessment of partial or totally destroyed houses. Activate the temporary federal housing programs	6	DVPR	Municipalities	Lack of state resources	Activate federal programs
30 days +	Housing relocation or construction	Coordinate with contractors, voluntary teams and Municipality agencies, the installation of temporary roofs operations. Activate "Operation Blue Roofs."	6	DVPR	Municipalities		
30 days +	Housing relocation or construction	Develop municipal mitigation housing projects with HUD	6	DVPR	Municipalities	Lack of state resources	Activate federal programs home relocation or rebuilding
30 days +	Housing relocation or construction	Develop informative campaigns about construction guidance and project mitigation best practices	6	DVPR	Municipalities	Cost of the Insurance Policies	Financing
30 days +	Housing relocation or construction	Develop a Property titles grant program to property owners, which did not qualify for FEMA's aid.	6	DVPR	Municipalities/FEMA	The majority of legal problems, tract	Develop a state program to grant property titles.
30 days +	Debris Management	Debris removal coordination with municipal resources, DTOP, and private contractors	3, 10	DTOP/Municipalities	JCA/USACE	Lack of equipment, trucks, and machinery for the collection	Hire private contractors

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	Debris Management	Provide guidance on accounting collected debris and vegetative material reimbursement claims.	3, 10	DTOP/Municipalities	JCA/USACE	Lack of knowledge in the processes to work reimbursement (FEMA)	Provide JITT
30 days +	Debris Management	Give priority to the collected debris blocking roads and access to communities.	3, 10	DTOP/Municipalities	JCA/USACE	Lack of resources	Request federal resources
30 days +	Debris Management	Maintain a debris removal program in communities and neighborhoods.	3, 10	DTOP/Municipalities	FEMA	Lack of resources	Request federal resources
30 days +	Debris Management	Keep debris removal program in public places.	3, 10	DTOP/Municipalities	FEMA	Lack of resources	Request federal resources
30 days +	Debris Management	Coordinate with municipalities, DTOP and private collection and the reduction of debris.	3, 10	DTOP/Municipalities	FEMA	Lack of resources	Request federal resources
30 days +	Debris Management	Implement the recycling process to separate vegetative materials, metals and other products.	3, 10	DTOP/Municipalities	FEMA	Lack of resources	Request federal resources
30 days +	Debris Management	Establish temporary centers of disposal of debris to then move to final disposal.	3, 10	DTOP/Municipalities	FEMA	Lack of resources	Request federal resources
30 days +	Mitigation Activities: Restoration of utilities	Review and/or prepare mitigation plans for the utilities and Government Infrastructure.	14. 5	PREMB	FEMA		
30 days +	Mitigation Activities: Restoration of utilities	Maps revision of flood-prone areas to mitigate effects in flooded areas.	14. 5	PREMB	FEMA		
30 days +	Mitigation Activities: Restoration of utilities	Replace and strengthen collapsed bridges.	3	DTOP	USACE		

<b>TIME H +/- I</b>	<b>FUNCTION</b>	<b>TASKS</b>	<b>ESF</b>	<b>AGENCY</b>	<b>SUPPORT AGENCY</b>	<b>Limitation</b>	<b>Contingency</b>
30 days +	Mitigation Activities: Restoration of utilities	Evaluate river and body of waters mitigation projects	14. 5	PREMB/M unicipalitie s	USACE		
30 days +	Mitigation Activities: Restoration of utilities	Develop projects to mitigate prone landslide areas	14. 5	PREMB	USACE		
30 days +	Mitigation Activities: Restoration of utilities	Repair and replacement of traffic signage and traffic lights	1, 13	DTOP	NPPR	Lack of knowledge to work with all stages of the mitigation plan	JITT

## Objective XV- Economic Recovery

**Goal:** to focus on the economic recovery as soon as possible. Efforts to maintain the shops open, ensure the distribution of resources and supplies to continue serving the population and the economic recovery occurs as soon as possible.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u>Federal Agencies</u>	<u>State / Government</u>	<u>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ GSA</li> <li>▪ SBA</li> <li>▪ USTD</li> <li>▪ DOJ</li> <li>▪ DOE</li> <li>▪ DOD</li> <li>▪ USACE</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOV</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ APPR</li> <li>▪ DHPR</li> <li>▪ OGP</li> <li>▪ ASG</li> <li>▪ PRIDCO</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC All Sectors</li> <li>▪ MIDA</li> <li>▪ Hospital Association</li> <li>▪ Private companies</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the Federal Government, state, municipal, with the participation of the private sector and non-governmental organizations. The operational concept of this goal is based on Phase 3; Recovery

- Task of Critical Activity: Restoration of the Economy
  - Business

**Assumptions and Planning Data:** 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.

- Problems with the hauling of containers
- Businesses without power
- Shortages of items in supermarkets
- Ports and airports with difficulty handling the amount of cargo
- Roads blocked by landslides and debris
- Supply chain delays
- Jacksonville port has shipping delays



Objective XV- Economic Recovery		
<p><b>Information requirements: This is the information that is necessary to carry out the tasks and to be able to meet the objectives.</b> 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 possible danger. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p> <ul style="list-style-type: none"> <li>▪ Closed businesses</li> <li>▪ Reasons why businesses have not been able to open</li> <li>▪ Warehouses inventories</li> <li>▪ Commodities distribution status</li> </ul>		
Key decisions and Considerations		
Key decisions	Responsible	Considerations

Critical Functions		
Function	Responsible	Measurement of Effectiveness (Metric)
Revitalize the Economy	GOV/BEOC	What is the Business Impact Analysis?

<b>Objective XV- Economic Recovery</b>				
<b>Resources necessary to perform the critical functions</b>				
<b>Resources</b>	<b>Description</b>	<b>ESF / Leader Team</b>	<b>FEMA/Coordination</b>	<b>#Pre-Determined Mission</b>
Facilitate the processes	Permits, tax exemptions, alternate methods	5/PREMB		
Allocation of funds of recovery	Support Small Businesses	5.14/PREMB		
Electrification of commercial areas affected	Reestablish electrical system to CIs' and commercial areas	PREPA		

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task, and share information

### Objective XV- Economic Recovery

#### Phase 3

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	Economic Restoration and Business Continuity	Set as a priority the power and water services restoral to shopping malls and commercial areas	12	PREPA	PREMB BEOC Commercial Sector	Lack of inventory	Use USA Contractors
30 days +	Economic Restoration and Business Continuity	Facilitate the administrative processes at the ports to expedite operations	7	DHPR	PREMB BEOC Transportation Sector	Tax collection processes cause delays	Issue Tax Waivers to expedite port operations
30 days +	Economic Restoration and Business Continuity	Request fuel distributors' list from the private sector	7, 14, 17	ASG	PREMB BEOC Fuel Sector		
30 days +	Economic Restoration and Business Continuity		14, 6	DFPR	PREMB		
30 days +	Economic Restoration and Business Continuity	Activate temporary or mobile tax collection offices.	14	DHPR	PREMB		
30 days +	Economic Restoration and Business Continuity	Continue to facilitate and support the supply chain of food, construction materials, engine parts, power generators, medical equipment, and other essential products.	7, 17	PREMB/ DTOP	CSP BEOC All Sectors	Shortages of Carriers	Activate the Truck Driver's association MOU's

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	Business Recovery	Businesses must identify and prioritize critical resources to restart critical operations.	17	BEOC	PREMB		
30 days +	Business Recovery	Immediately perform a Damage Assessment of information systems, equipment and/or machinery. Contact employees and identify their location and well-being.	17	BEOC	NMEAD		
30 days +	Business Recovery	Evaluate additional risks to their facilities.	17	BEOC	NMEAD/ USACE/ FEMA		
30 days +	Business Recovery	Continue operations from their alternate facility	17	BEOC			
30 days +	Business Recovery	Power Generators assistance, if needed	17	BEOC	NMEAD/ FEMA		
30 days +	Business Recovery	Activate pre-agreements with private companies for emergency supplies.	17	BEOC	NMEAD		
30 days +	Business Recovery	Carry out Insurance Claims for loss of content and income.	17	BEOC	FEMA		
30 days +	Business Recovery	Request "Small Business Administration" loans., if necessary	17	BEOC	SBA		
30 days +	Business Recovery	Asist employees in federal and individual requests.	17	BEOC	AMSSCA/ FEMA		
30 days +	Business Recovery	Maintain communication with the EOC's private sector representatives	17	BEOC	NMEAD		

## Objective XVI - Federal Recovery Support

**Goal:** Make resources available to the population for the restoration of the economy and return to daily life as soon as possible.

**Organizational Elements:** PREMB is composed of ten (10) zones. State and Regional EOCs operate under five (5) Branches (Mass Care, Infrastructure, Emergency Services, Private Sector and Government Affairs). PREMB will operate under the (19) *Emergency Support Function* (ESF) construct with support from thirty (30) lead agencies of the Government of Puerto Rico, FEMA and other supporting federal agencies and the Private Sector under the BEOC.

<u><b>Federal Agencies</b></u>	<u><b>State / Government</b></u>	<u><b>Municipalities, Critical Infrastructure (CIKR), Private Sector and Non-governmental Organizations</b></u>
<ul style="list-style-type: none"> <li>▪ FEMA</li> <li>▪ GSA</li> <li>▪ USDA</li> <li>▪ EPA</li> <li>▪ DOD</li> <li>▪ DOJ</li> <li>▪ DOI</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOB</li> <li>▪ PREMB</li> <li>▪ DTOP</li> <li>▪ DVPR</li> <li>▪ DSPR</li> <li>▪ PREPA</li> <li>▪ PRASA</li> <li>▪ NPPR</li> </ul>	<ul style="list-style-type: none"> <li>▪ BEOC All Sectors</li> <li>▪ MIDA</li> <li>▪ AFC</li> <li>▪ Hospitals' Association</li> <li>▪ Private companies</li> <li>▪ Association of Carriers</li> <li>▪</li> </ul>

**Operational Concept:** This Plan addresses the proactive and coordinated response between the Federal Government, state, municipal, with the participation of the private sector and non-governmental organizations. The operational concept of this goal is based on Phase 3; Recovery.

- Task of Critical Activity: Federal Support
  - Citizen Recovery Center
  - Public Assistance
  - Assistance to Individuals
  - SBA loans
  - Mitigation

**Assumptions and Planning Data:** 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.

Objective XVI - Federal Recovery Support
<ul style="list-style-type: none"> <li>▪ Congestion in the cellular communications and data.</li> <li>▪ The collapse of the electrical system</li> <li>▪ Responders can be victims of the event</li> <li>▪ Ports and Airports Closed</li> <li>▪ Roads blocked by landslides and debris</li> <li>▪ Hospital facilities may be severely affected</li> <li>▪ Remote areas completely isolated</li> <li>▪ Essential supplies are scarce (gas, food, water)</li> </ul>

Objective XVI - Federal Support		
<p><b>Information requirements: This is the information that is necessary to carry out the tasks and to be able to meet the objectives.</b> 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 possible danger. The quality of the information makes a difference in the timely intervention, reduces the response time and streamlines the decision-making process.</p>		
<ul style="list-style-type: none"><li>▪ Evacuation routes</li><li>▪ Inventory of Carriers</li><li>▪ Availability of beds in hospitals</li><li>▪ Vulnerable Areas</li><li>▪ Population in nursing homes</li><li>▪ Inventory for the shelters</li><li>▪ Shelters employee's availability</li></ul>		
Key decisions and Considerations		
Key decisions	Responsible	Considerations

## Objective XVI - Federal Support

Critical Functions		
Function	Responsible	Measurement of Effectiveness (Metric)
Citizen Recovery Center	PREMB/FEMA	How many centers have been opened?
Public Assistance	FEMA/GAR	How many applications have been processed?
Assistance to Individuals	FEMA/GAR	Which programs area available?
SBA loans	SBA/FEMA	How many loans have been approved?
Mitigation	PREMB/FEMA	Areas to mitigate identified?

Resources necessary to perform the critical functions				
Resources	Description	ESF / Leader Team	FEMA/Coordination	# Pre-Determined Mission
Federal staff expert in the handling of programs	FEMA personnel must prepare local staff to help the citizens in the aid application process.	5, 14		
Recovery funds orientation	Use of mass media, health centers, churches, etc. to provide information about the recovery program funds	5, 14		
Small Business Loans	FEMA and SBA provide an orientation of business recovery assistance	5, 14		
Identify projects for mitigation and submit proposals	Municipalities, Zones and State agencies will identify mitigation projects to strengthen the infrastructure and will submit proposals for funding.	5, 14		

**Tasks and Responsibilities:** Includes responsibilities for implementing the strategy and for collaboration with other government agencies. May require measurement metrics for the synchronization of the task, and share information

### Objective XVI - Federal Support

#### Phase 3

TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	FEMA Recovery Center	Activate all programs of federal assistance through FEMA and other federal agencies.		FEMA			
30 days +	FEMA Recovery Center	Coordinate with FEMA and the establishment of the Disaster Recovery Centers (DRC).		FEMA			
30 days +	FEMA Recovery Center	Coordinate a media campaign to inform the public about the services at the DRC.		FEMA			
30 days +	FEMA Recovery Center	Provide information on assistance available for farmers	11	DAPR	USDA FEMA		
30 days +	Public Assistance	Guide to government agencies and private enterprise on the public assistance program and its requirements.		FEMA			
30 days +	Public Assistance	Request up to 75% of eligible costs to collect debris from public areas and for emergency measures taken to save lives.		FEMA			
30 days +	Public Assistance	Request up to 75% of the approved costs for hazard mitigation projects		FEMA			
30 days +	Individuals Aid	Use the media to inform and guide about FEMA individual aid assistance program.		FEMA			
30 days +	Individuals Aid	Rental payments for temporary housing for people whose homes are uninhabitable.		FEMA			



TIME H +/- I	FUNCTION	TASKS	ESF	AGENCY	SUPPORT AGENCY	Limitation	Contingency
30 days +	Individuals Aid	Individuals can request money for repairs and replacement of goods not covered by insurance.		FEMA			
30 days +	Individuals Aid	Individuals can request money for medical, dental, funeral and other expenses not covered by insurance.		FEMA			
30 days +	Individuals Aid	Workers who lost their jobs can receive unemployment payments up to 26 weeks temporary basis.		FEMA			
30 days +	Individuals Aid	Individuals can request low-interest loans to cover residential losses.		FEMA			
30 days +	SBA loans	Use the media to inform and guide the lending program of the federal Small Business Administration.		FEMA	SBA		
30 days +	SBA loans	Small businesses, small agricultural cooperatives and most of the private non-profit organizations of all sizes can request loans of up to \$2 million for those who have suffered problems of cash flow.		FEMA	SBA		
30 days +	SBA loans	Farmers and aquifers operators can request loans of up to \$500.000 to cover production costs.		FEMA	USDA		
30 days +	Individuals Aid	Crisis counseling for those traumatized by the disaster.		FEMA			
30 days +	Mitigation funds Program	Coordinate information and guidance of mitigation funds available for state governments and present proposals		FEMA			

## Legal Authority and References

Authorities, references and legal bases used in the implementation of the Operational Plan for Emergencies.

### 1. Federal

- Comprehensive Preparedness Guide CPG 101 Version 2 Nov. 2010
- The Homeland Security Act of 2002, PL 107-296, enacted 11/25/02.
- The National Security Act of 1947, 50 U.S.C. 401 (as amended).
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. C. 5121, et seq.).
- Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, dated November 18, 1988, as amended.
- Executive Order 12472, Assignment of Homeland Security and Emergency Preparedness Telecommunications Functions dated April 3, 1984.
- Executive Order 12148, Federal Emergency Management, dated July 20, 1979, as amended.
- PDD 62, Combating Terrorism - Homeland Defense, dated May 22, 1998.
- Animal Welfare Act 1966, as amended
- American Disability Act 1990, as amended
- United States Department of Agriculture Animal and Plant Health Inspection Service

- White House Memorandum, a Background paper on Essential Functions Concept and Implementation and Rec Guidelines for Submitting Department/Agencies Priority Mission Essential Functions Information, dated January 10, 2005, by David W. Howe.

## 2. State Government of Puerto Rico

- Law 20 of April 10, 2017. Department of Public Security Emergency Management and Disaster Administration Bureau.
- 2014-043 Executive Order for the Implementation of the National Incident Management System (NIMS), 2014

## References

- Comprehensive Preparedness Guide CPG 101 Version 2 Nov. 2010
- Homeland Security Exercise and Evaluation Program. 2013, DHS
- NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity/Continuity of Operations Programs (NFPA 1600, 2016)
- HSPD 7, Critical Infrastructure Identification, Prioritization, and Protection (CIP), dated Dec 17, 2003.
- HSPD 8, Homeland Preparedness, dated December 17, 2003.
- Presidential Policy Directive - PDP-8 - Homeland Preparedness
- The National Incident Management System (NIMS) Third Edition October 2017
- The National Response Framework Third Edition June 2016
- National Disaster Recovery Framework September 2011
- Nieves, B. Hurricane Maria Preliminary After Action Report. Puerto Rico Emergency Management Agency. Department of Public Safety of Puerto Rico. ISP, Inc. October 29, 2017

## **Appendices: Definitions and Acronyms**

### **Definitions: (Glossary)**

The following definitions are adopted with the purpose of the implementation of the NIMS in the Government of Puerto Rico.

1. Agency - Division of the Government with specific functions and offers assistance. In the "ICS", the agencies are defined by jurisdiction (taking the responsibility for managing incidents) or collaborating (provide resources or other assistance).
2. Evaluation - Interpretation of measures and other information to provide the basis for decision-making.
3. Support Agency - agency or organization that provides staff, services or other resources to the agency that has the direct responsibility for the management of incidents.
4. Available resources - resources assigned to an incident, available for a mission, normally on the scene.
5. Chain of Command - The orderly line of authority within the ranks of incident management organizations.
6. Chief - The ICS title for individuals responsible for the management of functional sections: Operations, Planning, Logistics, and Finance/Administration.
7. Command- The act of directing, sort, or control by explicit statutory, regulatory or delegated authority.
8. Commander - In an organization of incident management, command officers consist of an incident commander and a panel of public information, security officer, liaison officer, and other positions as required, those who respond directly to the Incident Commander. May Have an assistant or assistants, as necessary.
9. Dispatch - The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

10. Emergency Operations Center (COE) - Physical location where information and resources are coordinated to support the handling of domestic incidents that normally occur.

11. Emergency Operational Plan - An operational plan that has multiple jurisdictional levels to respond to a wide variety of hazards.

12. Evacuation - The organized, phased, and supervised withdrawal, dispersal, or removal of people from hazardous or potentially hazardous areas, and their reception and care in safe areas.

13. Incident - event or event, natural or manmade, who requires a response to protect the life and property of citizens. Incidents may include major disasters, emergencies, terrorist attacks, terrorist attacks, urban fires, floods, hazardous materials spill, oil spills, nuclear accidents, air accidents, earthquakes, hurricanes, tornadoes, tropical storms, weather-related disasters to wars, public health, medical emergencies and other occurrences that require an emergency response.

14. Incident Action Plan - An oral or written plan that contains general objectives on the strategy to manage an incident. This should include the identification of operational resources and assignments. Also include the Annex thereto, to provide direction and information important to handle an incident during one or more operational periods.

15. Post Incident Commander - Location of the field at the tactical level where the incident command functions are carried out in the scene. The incident command post may be located at the base of the incident, or other facilities and is usually identified with a green light.

16. The Incident Command System (ICS) - a standardized system of PREMBs specifically designed to provide the adoption of an organizational structure that reflects the complexity and demands of one or multiple incidents without jurisdictional boundaries. It is the combination of facilities, equipment, personnel, procedures and communications operating with a common structure, designed for the management of resources during incidents.

17. Incident Commander - Person responsible for all incidents, including the development of strategies, tactics and request for release of resources. He has the full authority and responsibility to direct the operation of an incident and is responsible for the management of all operations at the site of the incident.

18. Initial Action - The actions taken by the response personnel who arrived first at the scene of the incident.

19. Initial Response - resources initially assigned to an incident.

20. Joint Information Center (JIC) - Facility established to coordinate all public information activities related to the incident. It is the contact for all media at the scene of the incident. Public information officers from all participating agencies must collaborate with the "JIC".

21. Jurisdiction - Scope of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and Federal boundary lines) and/or functional (e.g., law enforcement, public health).

22. Logistics - Provide resources and other services to support the incidents management.

23. National Incident Management System - System is reconsidered by the Presidential Directive 5, which provides integration with local governments, federal and state agencies to work effectively and efficiently together to prepare for, respond to and recovers from domestic incidents no matter what the cause, size or complexity.

24. Qualification and Certification - This sub-system provides the recommended standard of qualification and certification for emergency managers. It also allows the development of minimum standards for interstate resources expected of implementation. The standards generally include training, experience, physical and medical condition.

25. Impact Team - team of resources established in the same class and type that has minimum number of personnel.

26. Task Force (Task Force)- Any combination of resources to support a specific mission or operational need. All the elements of a "Task Force" must have common communications and a leader appointed.

27. Terrorism - Under the Homeland Security Act of 2002, terrorism is defined as an activity that involves an act that is hazardous to human life or potentially destructive to a critical structure or key resources. It is a violation of criminal laws of the United States of America, State or sub division of the US these in which occurs or has intended to intimidate or coerce a civilian population; to affect the conduct of a government for mass destruction, murder or kidnapping. See Section 15 of the 2002 Homeland Security pub. L 107-296, 2135 116 statute (2002).

28. Threat - Any indicator of possible violence, damage or hazard.

29. Emergency Essential Personnel (PEE's) - Public Healthcare Personnel, Private and Public Safety, Truck drivers, transportation services personnel, law enforcement agents, security officers, fire fighters, paramedics, SAR personnel, chaplains, volunteers under mission assignments, Communication technicians, contractors, food and medicine supply chain workers, Military, Critical Infrastructure employees, Emergency Coordinators, Media personnel and Veterinarians.

## Acronyms

<b>9-1-1</b>	Bureau of 9-1-1 Emergency System
<b>ACC</b>	Cooperatives and Truck Drivers' Association
<b>ACT</b>	Highways and Transportation Authority
<b>AFC</b>	Community Pharmacies Association
<b>AIPR</b>	Puerto Rico Manufacturers Association
<b>AMA</b>	Metropolitan Bus Authority
<b>AMSSCA</b>	Administration of Mental Health and Anti-Addiction Services
<b>APPR</b>	Puerto Rico Ports Authority
<b>ASG</b>	General Services Administration
<b>ATM</b>	Maritime Transport Authority
<b>ATPR</b>	Puerto Rico Land Authority
<b>BDE</b>	Economic Development Bank
<b>BEOC</b>	Business Emergency Operations Center
<b>CAP</b>	The Capitol
<b>CDC</b>	Center for Disease Control.
<b>CERT</b>	Community Emergency Response Team
<b>CERFP</b>	CBRNE Enhanced Response Force Package
<b>CESCO</b>	Driver's Service Centers
<b>CFDA</b>	Catalog of Federal Domestic Assistance Number
<b>CIAPP</b>	College of Engineers and Surveyors of Puerto Rico
<b>CIKR</b>	Critical Infrastructure and Key Resource
<b>COMM</b>	Communications
<b>CRA</b>	American Red Cross
<b>CSP</b>	Public Service Commission
<b>CT</b>	Tourism Company
<b>DAPR</b>	Puerto Rico Department of Agriculture
<b>DCR</b>	Department of Corrections and Rehabilitation
<b>DE</b>	Department of State
<b>DEPR</b>	The Puerto Rico Department of Education
<b>DFPR</b>	Department of the Family of Puerto Rico



## Acronyms

<b>DHHS</b>	Department of Health and Human Services
<b>DHPR</b>	Department of the Treasury of Puerto Rico
<b>DHS</b>	Department of Homeland Security
<b>DJPR</b>	Department of Justice of Puerto Rico
<b>DMORT</b>	Disaster Mortuary Operational Response Team
<b>DoD</b>	U.S. Department of Defense
<b>DOJ</b>	Department of Justice
<b>DOT</b>	Department of Transportation
<b>DRC</b>	Disaster Recovery Center
<b>DRD</b>	Department of Sports and Recreation of Puerto Rico
<b>DRNA</b>	Department of Natural and Environmental Resources of PR
<b>DSAT</b>	Disaster Survivor Assistance Team
<b>DSP</b>	Department of Public Security of Puerto Rico
<b>DSPR</b>	The Puerto Rico Department of Health
<b>DTOP</b>	Department of Transportation and Public Works of Puerto Rico
<b>DVPR</b>	Department of Housing of Puerto Rico
<b>ECST</b>	Emergency Coordinators Support Team ( BEOC)
<b>ECTAD</b>	Emergency Coordinators Team Active in Disaster( BEOC)
<b>EHP</b>	Environmental and Historic Preservation
<b>EMAC</b>	Emergency Management Assistant Compact
<b>EOC</b>	Emergency Operations Center
<b>EPA</b>	Environmental Protection Agency
<b>ESF</b>	Emergency Support Function
<b>FCO</b>	Federal Coordinating Officer
<b>FDA</b>	Food and Drug Administration
<b>FEMA</b>	Federal Emergency Management Agency
<b>FIRM</b>	Flood Insurance Rate Map
<b>FMS</b>	Federal Medical Stations
<b>FNSS</b>	Functional Needs Support Services
<b>FSRT</b>	Fatality Search and Recovery Team

## Acronyms

<b>GAR</b>	Government Authorized Representative
<b>GIS</b>	Geographic Information Systems
<b>GOV</b>	Puerto Rico Governor's Office
<b>GSA</b>	U.S. General Services Administration
<b>HSEEP</b>	Homeland Security Exercise and Evaluation Program
<b>ICS</b>	Incident Command System
<b>IHP</b>	Individuals and Households Program
<b>IMAT</b>	Incident Management Assistance Team
<b>IMT</b>	Incident Management Team
<b>IOF</b>	Interagency Initial Operating Facility
<b>ISB</b>	Incident Staging Database
<b>IVU</b>	Sales and Use Tax
<b>JCA</b>	The Environmental Quality Board
<b>JFO</b>	Joint Field Office
<b>JIC</b>	Joint Information Center
<b>JITT</b>	Just in Time Training (Training at the time)
<b>JOCIP</b>	Joint Operational Catastrophic Incident Plan of Puerto Rico
<b>JP</b>	Planning Board
<b>JRT</b>	The Puerto Rico Telecommunications Regulatory Board
<b>KP4</b>	FRAPR.org Amateur Radio Federation of Puerto Rico
<b>LEP</b>	Relations Limited English Proficiency
<b>MERS</b>	Mobile Emergency Response System
<b>MIDA</b>	Chamber of Marketing, Industry, and Distribution of Food
<b>NCBPR/PRFD</b>	Firefighters Corps Bureau (Negociado del Cuerpo de Bomberos de Puerto Rico)
<b>NCFPR</b>	Bureau of Forensic Sciences
<b>NDMS</b>	Homeland Disaster Medical System
<b>NCEMPR</b>	Medical Emergency Corps Bureau (Negociado de Emergencias Médicas de Puerto Rico)
<b>NFHL</b>	The Homeland Flood Hazard Layer

## Acronyms

<b>NFIP</b>	National Flood Insurance Program
<b>NGO's</b>	Non-governmental organizations
<b>NIMS</b>	National Incident Management System
<b>NMAS</b>	National Mutual Aid System
<b>PRPD</b>	Puerto Rico Police Department
<b>NPSC</b>	National Processing Service Centers
<b>NRF</b>	National Response Framework
<b>NVRT</b>	National Veterinary Response Team
<b>NWS</b>	National Weather Service
<b>OGP</b>	Office of Management and Budget
<b>OMME</b>	Municipal Office of Emergency Management.
<b>ONA</b>	Other Needs Assistance
<b>OVAD/VOAD</b>	Voluntary Organizations Active in Disaster
<b>PAC Teams</b>	Public Assistance Coordinators
<b>PAI</b>	Action plans for incidents
<b>PDA</b>	Preliminary Damage Assessment
<b>PREMB</b>	Emergency Management and Disaster Administration Bureau
<b>PIO</b>	Public Information Office
<b>PM</b>	Municipal Police
<b>PRASA</b>	Puerto Rico Aqueducts and Sewers Authority
<b>PREPA</b>	Puerto Rico Electric Power Authority
<b>PRIDCO</b>	Puerto Rico Industrial Development Company
<b>PRNG</b>	Puerto Rico National Guard
<b>PSA</b>	Protective Security Advisor
<b>RAD</b>	Risk Analysis Division
<b>RRCC</b>	Regional Response Coordination Center
<b>RRCS</b>	Regional Response Coordination Staff
<b>RSOI</b>	Reception, Staging, Onboarding, and Integration Operations
<b>RSS</b>	Receive, Stage and Store
<b>SAR</b>	Search and Rescue

## **Acronyms**

<b>SNJ</b>	Strategic National Stockpile
<b>SURI</b>	Unified System of Internal Revenue
<b>US&amp;R</b>	Urban Search and Rescue
<b>USACE</b>	United States Army Corps of Engineers
<b>USCG</b>	United States Coast Guard
<b>USDA</b>	United States Department of Agriculture
<b>USTD</b>	The United States Treasury Department
<b>VA</b>	Veterans Affairs
<b>VOAD</b>	Voluntary Organizations Active in Disaster
<b>WebEOC</b>	Web-based Emergency Operation Center