

ASSUMPTIONS

1. Mayagüez and other cities located in the West Coast of Puerto Rico, where events will take place during the 2010 Caribbean and Central American Games have low-lying sectors that have been identified by the Puerto Rico Seismic Network as tsunami risk areas. In the event of a tsunami during the Games it would be necessary to conduct response operations and a Tsunami Response Plan is required.
2. A tsunami is one of the types of domestic incidents¹ listed in the National Incident Management System (NIMS) established by the Department of Homeland Security (DHS) of the United States. The Government of Puerto Rico and the municipalities involved in the Games have adopted the NIMS and, consequently, the Tsunami Response Plan must be fully compliant with the system.
3. As required by the NIMS, response operations must follow the specific guidelines of the Incident Command System (ICS), both in terms of the structure of the response organization and of the response protocols.

¹ **Incident:** An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response. (Definition in Glossary of National Incident Management System, December, 2008)

Consequently, the Tsunami Response Plan must strictly comply with ICS guidelines.

4. While a tsunami event could be considered as a separate major incident requiring its own ICS organization and operations, it must be recognized that a tsunami occurring during the Games would impact the sports event and would fall within the jurisdiction of the Security Committee established for the Games. It is assumed that this Committee will manage its own operations under the provisions of NIMS/ICS and a decision may be made to manage a tsunami under the command of the Security Committee, as a sub-part of its Security Plans. Therefore, the Tsunami Response Plan must take into account that possibility and contain provisions to that effect. Even if that is not the case, management of a tsunami response operation during the Games will require appropriate coordination with the Security Committee.

5. Also, since a tsunami would impact a broader geographical area beyond the limits of the sports activities, it must be recognized that such an incident could be managed by a State, regional or municipal response organization, as a subpart of a broader Response Plan. Therefore, provisions must be made in the Tsunami Response Plan for the option of its implementation by such bigger response organizations, or for coordination with them if the response is managed by a separate organization.

6. José A. Bravo Asociados, hereinafter referred to as “the Contractor” is fully qualified to produce the required Tsunami Response Plan and to assist in its implementation. The Contractor has been awarded multiple contracts by the Government of Puerto Rico to train State and Municipal response organizations for the performance of operations under NIMS-

PROPOSAL FOR: 2010 Caribbean and Central American Games Tsunami Response Plan

ICS standards and to direct the workshops that produced the new NIMS-ICS -compliant State Level organization and protocols for response operations.

CONTENTS

1. A Tsunami Response Plan must include the following parts:

- Technical information on the nature of the tsunami hazard
- Geographic, demographic and other information on each of the sectors identified as tsunami risk areas.
- Definition of specific response operations that would be required (e.g. alert, evacuation, search and rescue, medical attention of victims, mass care for affected population, security of affected areas, clearing of debris, public information, etc.).
- Designation of an appropriate response organization capable of performing such operations under the various command options that could be employed.
- Protocols for the execution of all required operations, including coordination with all participating organizations.
- Guidelines for adoption and implementation of the Plan, including a schedule of orientations, trainings and exercises.

2. The technical information on the nature of the tsunami hazard and the geographic, demographic and other information on each of the sectors identified as tsunami risk areas will be provided by the Puerto Rico Seismic Network and incorporated in the plan by the Contractor.

3. The protocols included in the Tsunami Response Plan will contain detailed instructions for the performance of all response operations by NIMS-ICS-compliant response teams, taking into account command and management doctrines and principles such as chain of command, unity of command, unified command, adequate span of control, etc. Such instructions will include assignment of responsibilities to all participating jurisdictions and organizations for the creation, staffing and outfitting of the specific response teams.

SCHEDULE

1. The Schedule for the execution of this Proposal must provide ample time for the following stages:

- Pre-drafting meetings with all concerned parties, including the Puerto Rico Seismic Network, the Games Security Committee and participating jurisdictions (Federal, State and Municipal)
- Drafting of the Response Plan
- Presentation of the plan to all concerned parties for review.
- Modifications to the Response Plan requested by reviewing parties.
- Adoption of the Response Plan.
- Orientation and training sessions for all entities responsible for execution of the Response Plan.
- Exercises, including Tabletop and Full Scale drills.

2. To comply with the above sequence of stages, the Contractor proposes that the Response Plan should be presented to the Puerto Rico Seismic

Network no later than December 15, 2009 and should be adopted no later than February 15, 2010. The specific schedule for each of the above-listed stages will be defined by agreement between the Puerto Rico Seismic Network and the Contractor.

COMPENSATION

The Contractor will perform all required tasks for a lump sum of thirty thousand dollars (\$30,000). A schedule of partial payments tied to the completion of the above-listed stages will be agreed between the Contractor and the Puerto Rico Seismic Network.

QUALIFICATIONS

This project will be co-managed by José A. Bravo, President of José A. Bravo Asociados and attorney Ferdinand E. Sánchez-Martínez, member of the José A. Bravo Asociados staff. Their professional qualifications are as follows:

JOSE. A BRAVO

Education: BBA, Interamerican University, 1973.

Experience: Emergency Management experience, with the U.S. Government, dating from the 1975 Tropical Storm Eloise disaster. Participated in numerous operations, including the 1978 Love Canal (New

York) emergency, the 1983 California Mudslides and floods in several states. Was first designated as “Federal Coordinating Officer” (FCO) in 1987, after the Fargo, North Dakota floods. In 1989 was appointed FCO for the Hurricane Hugo disaster in Puerto Rico. In 1994 was designated “Special Assistant to the FCO” during the post Hurricane Andrew operations in Florida and “Deputy FCO” for the Northridge, California earthquake disaster. Also served as FCO during floods in Kentucky, the Hurricane Marilyn disaster in the U.S. Virgin Islands and Puerto Rico, Hurricane Bertha in the U.S.V.I., Hurricane Hortense in Puerto Rico, the Río Piedras gas explosion and Hurricane Georges. Became Director of the Federal Emergency Management Agency’s (FEMA) Caribbean Division Office when it was established in 1992. After his retirement from the Federal Government he became a consultant for the State Government of Puerto Rico and numerous municipalities, and has become one of the leading specialists in NIMS/ICS compliance. ***José A. Bravo Asociados*** has held contracts with the Government of Puerto Rico and municipalities for the production of plans, training programs and exercises and has recently being in charge of the redesign of Puerto Rico’s emergency response organization and procedures.

FERDINAND E. SANCHEZ-MARTINEZ, ESQ.

Education: BBA, UPR, Río Piedras, 1973; Juris Doctor, UPR, 1976.

Experience: Admitted to the Bar of the Commonwealth of Puerto Rico, 1976. Served as Special Aide to the Secretary of Housing and Director of the Office of Intelligence Coordination and Research of the Special Investigations Bureau of the Justice Department. In 1978-79 served as

PROPOSAL FOR: [2010 Caribbean and Central American Games Tsunami Response Plan](#)

Justice Department representative in the Pan American Games Security Committee, responsible for drafting security plans for the Games. Later became an Emergency Management consultant for several agencies of the Government of Puerto Rico, including State Civil Defense, Electric Power Authority and Aqueducts and Sewers Authority. Drafted emergency plans for the most important dams in Puerto Rico and designed the Emergency Information Center of the Aqueducts and Sewers Authority and the protocols for its operation. Joined the [José A. Bravo Asociados](#) staff in 2007 and has been in charge of designing specialized courses, drafting manuals, teaching seminars, producing tabletop and full-scale exercises and, more recently, guiding the process for the development of a new NIMS-compliant State level emergency response organization .

SUBMITTED BY:

A handwritten signature in blue ink, appearing to read 'José A. Bravo', is displayed on a light yellow rectangular background.

José A. Bravo

President

October 12, 2009