

DR-9501-TN

Federal Incident Approach

February 5, 2019 [EXERCISE FINAL]
(Updated Every 24 Hours)



FEMA



Purpose of the Federal Incident Approach

Provide incident personnel at all echelons with a clear picture of:

- Strategic Approach to Incident Management and Incident Support
- Lines of Effort to achieve Lifeline Stabilization and Unified Recovery Outcomes
- The Concept of Logistics Support

To provide guidance and inform:

- Incident Management and Incident Support resource deployment and employment decisions (contracts, RRFs, Mission Assignments and FEMA personnel requests)
- Establishment of Incident Management Task Forces and Incident Support Crisis Action Planning Teams
- Development of Incident Management objectives (ICS Form 202)

Planning Support Sequence of Production

Phases 1b-2b

Phases 2b-3

Federal Incident Approach

- **Planning Staff conduct analysis**, identify anticipated hazard impacts, explore lines of effort and define desired end states for response stabilization and unified recovery
- Analysis and projections updated regularly to aid in strategy development, resource ordering and operational planning
- Federal Incident Approach will project farther (and with more detail) over time
- Informs the development of the Incident Objectives and resource management

Line of Effort Operational Plan

- **As assigned / established by the Incident Support Leadership, the Unified Coordination Group and/or Operations Section Chief**
- Tool for operational planning to provide greater detail to the execution of a specific line of effort
- Varied update frequency
- Iterative development
- Aids in tactical planning and resource management

Senior Leader Brief

- **Distributed regularly during an incident**
- Assess progress and the path to the end of the Response Phase and ultimately the Unified Recovery Outcomes
- Fed by situational awareness and operational planning

Lifeline Stabilization Problem Frame (Slide 1)

[Current State / Anticipated Impacts]	Intermediate 14 Day Target (February 18, 2019)	Lifeline Stabilization Targets	Federal Lines of Effort
<p>Safety & Security: 341 of 748 (46%) of police stations are not fully operational due to damage. 425 police stations expected to be damaged. More than 30 Correctional Facilities partially or non-operational. 132 fire stations are not fully operational. 653 fire stations expected to be damaged. 3 of 20 (15%) of government offices are not fully operational. Emergency dispatch available in Crocket, Dyer, Gibson, Lake, Lauderdale, Obion, Shelby, Tipton, Wealdehy counties Sporadic looting of both commodities and financial institutions. US&R conducted 4,178 rescue as of 1300 Feb 02. Isolated communities are expected.</p>	<p>Adequate security and law enforcement to protect facilities, survivors, and resources.</p> <p>ESF13 says martial law enacted.</p>	<p>Safety & Security: Communities no longer isolated. Re-entry allowed. Threats to life safety diminished. Landslide threat no longer existing. Federal assets no longer required to conduct rescues. All mandatory evacuations lifted.</p>	<p>Safety & Security Situational and Damage Assessment Ingress and Egress Air Bridge Search and Rescue Urban Fire Fighting General Population Evacuation and Reception</p>
<p>Food, Water & Shelter: Shelter population ~13,910. 510 of 1833 (28%) of shelters have sustained damage and are not operational. 70 of 158 (44%) of wastewater treatment facilities have sustained damage and not operational. 647 of 1397 (46%) of secondary school are closed. More than 1,200 Day Care center closed or partially operational.</p>	<p>Validating and consolidated pop up shelters and stable commodity distribution chain</p> <p>Create process to consolidate pop shelters</p> <p>Coordinate with private sector to establish commodity distribution plan</p>	<p>Food, Water & Shelter: Grocery stores accessible and open with limited operations. Congregate shelters closed. Public water utility restored with potable water (<i>Does not include private water systems</i>). Non-congregate sheltering / temporary home repair programs implemented.</p>	<p>Food, Water & Shelter Situational and Damage Assessment Ingress and Egress Air Bridge Commodity Distribution General Population Evacuation Reception Congregate Sheltering</p>
<p>Health & Medical: Fatalities as of Feb 1 346 . Casualties as of Feb. 1 16,800. 84 hospitals partially damaged. 2 hospitals non-operational. Estimated 135 hospital damaged. 355 nursing homes partially operational</p>	<p>Establish Emergency care in the field.</p> <p>Mortuary collections has started and is on going.</p>	<p>Health & Medical: Hospitals and healthcare facilities have sustainable power and potable water systems. EMS service capable of responding to emergencies organically. Environmental public health impacts fully understood.</p>	<p>Health & Medical Situational and Damage Assessment Ingress and Egress Air Bridge Casualty Reception Triage, Treatment, and Transport Fatality Management Medical Evacuation & Healthcare Decompression Medical Sheltering</p>

Lifeline Stabilization Problem Frame (Slide 3)

[Current State / Anticipated Impacts]	Intermediate 14 Day Target (February 18, 2019)	Lifeline Stabilization Targets	<u>Potential</u> Federal Lines of Effort
<p>Energy (Power & Fuel): 1.2m of 2.5m (61%) costumers out of power . 7 of 7 (100%) of pipelines have collapsed or are at risk of failure. All nuclear power will be operational by 2-9-19</p>	<p>Maintain and refueling of generator.</p> <p>Power restoration improved by 40%</p>	<p>Energy (Power & Fuel): Critical facilities are operational for life-saving and life-sustaining activities. Fuel distribution available for responder vehicles and spot generation at critical facilities. Commercial fuel stations operational. Stable power at distribution sites and substations.</p>	<p>Energy (Power & Fuel) Situational and Damage Assessment Ingress and Egress Air Bridge Fuel Distribution Power Restoration</p>
<p>Communications: The near total outage of Communications to the hardest hit areas is hampering the collection of data to allow for decision making. Access to cellular towers are limiting evaluations of tower integrity until debris removal can be conducted. Tower operating on generators will begin to fail, unless refueling operations can start. 122 of 228 (45%) of cell towers are not operational</p>	<p>Emergency Communications will be restored to 80-90%</p> <p>Commercial Communication (date and voice) will be restored to 65%</p>	<p>Communications: Communications capabilities have sustainable power and are dewatered. Commercial communications service reestablished. 911 services available.</p>	<p>Communications Situational and Damage Assessment Ingress and Egress Air Bridge Responder Communications</p>
<p>Transportation: Memphis Air Route Traffic Control Center (ARTCC) (ZME) airspace closed to all air traffic. Includes Memphis Internarrial Airport. Bus routes in Metropolis Memphis operating at 50%. 2508 of 3826 (66%) of railroad segments damaged and down, partially operational, or need inspection. 3 airports in Memphis are degraded operations. 38 of 62 (61%) of ports damaged, closed, or require inspection prior to re-open. 60 days to clear roads.</p>	<p>80% of primary road will be passable or using alternate routes</p> <p>Complete 40% of emergency road repairs</p>	<p>Transportation: Multimodal routes (air, rail, road, port) clear of debris, thus enabling access, or alternative routes available for emergency services.</p>	<p>Transportation Situational and Damage Assessment Ingress and Egress Air Bridge Port Opening</p>
<p>Hazardous Materials: 9 of 19 (47%) of solid waste facilities are damaged, limited capacity and require inspection. 406 of 800 (51%) chemical manufacturing facilities are damaged, offline, risk of failure or at limited capacity. Large oil spill detected by aviation assets on the Mississippi River</p>	<p>All hazmat materials are identified, assess, and removal remediations in the works</p>	<p>Hazardous Materials: Wastewater issues identified with augmentation in place to meet repair and restoration requirements. Oil and hazmat releases identified; responsible parties engaged.</p>	<p>Hazardous Materials Situational and Damage Assessment Ingress and Egress Air Bridge Hazardous Materials Assessment</p>

Situational and Damage Assessment

Mapped to ICS Form 202 Objective: 1



Principal	Planning Section	Jordan Nelms	Jordan.Nelms@fema.dhs.gov	540-247-6292
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Current State	Intermediate Objectives	Completed	In-Progress	Not-Yet-Started	End State
ESF, state, and community partners are collecting SA information of the disaster. / Critical infrastructure destroyed, damaged, or unknown	Evaluate and assess impacts and identify isolated communities.				Damage assessment complete of all infrastructures and households; Aftershocks have concluded.

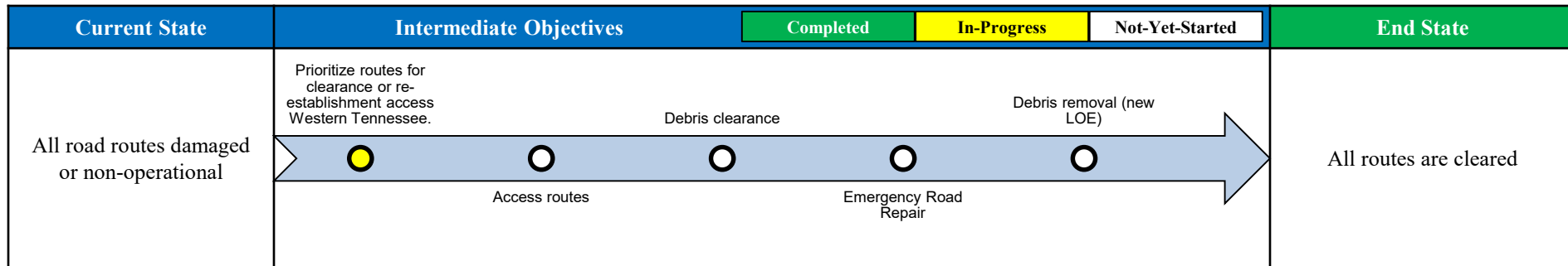
Operational Assessment		Resourcing	
Intermediate Objective	Key Indicator	Type	Identifier
Evaluate and assess impacts and identify isolated communities	Isolated communities identified and disaster impacts known	MA#: FEMA-9502DR-AR.DOD102 & 101	Aerial imagery processing TA
Re-evaluate based on aftershocks	Post-aftershock modeling, imagery and impacts known	MA#: FEMA-9502DR-AR-NASA-101	UAV SAR aircraft, crew, and systems
Conduct hazard performance analysis	Hazard performance analysis is complete	MA#: FEMA-9502DR-AR-CBP	Imagery, FMV, SMEs
Non-Resource Limiting Factors		MA#: FEMA-9502DR-NOAA-101	Imagery, TA
Factor	Mitigating Measure(s)	MA#: 9502DR-AR-CAP-101	Imagery, TA
Flight hours for fixed wing and rotary specific to damage assessment	Include one observer/camera on resource and evacuation flights when possible	MA#: FEMA-9502DR-AR-EPA-101	Imagery, SMEs
Cloud coverage	Delay collection	Modeling	USGS, NRM, DOE, HAZUS, Dewberry
Model run times	Additional IT infrastructure; multiple modeling centers	Fixed and Rotary Wing	As determined by Air Operations Branch
		Commercial Imagery	FEMA and OFA Contracts
		ESRI Viewer	Consolidated Imagery, Model Run Dashboards
		Field Observers	USAR, LNOs, BDs, DIVs
		Resource Shortfalls	
		Resource	Mitigating Measure(s)
		None at this time	



Ingress and Egress

Mapped to ICS Form 202 Objective: 2

Principal	Emergency Service	Manny Barrios	Manuel.Barrios@fema.dhs.gov	202-212-2137
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Operational Assessment	
Intermediate Objective	Key Indicator
Prioritize routes for clearance or re-establishment access Western Tennessee.	Routes are identified
Access routes	Debris clearance begins
Debris Clearance	Roads cleared
Emergency Road Repair	Road access available
Debris Removal	See new LOE
Non-Resource Limiting Factors	
Factor	Mitigating Measure(s)
Inclement weather	Coordinating with NOAA and national weather
Clearance crew and equipment	Buy Federal assets

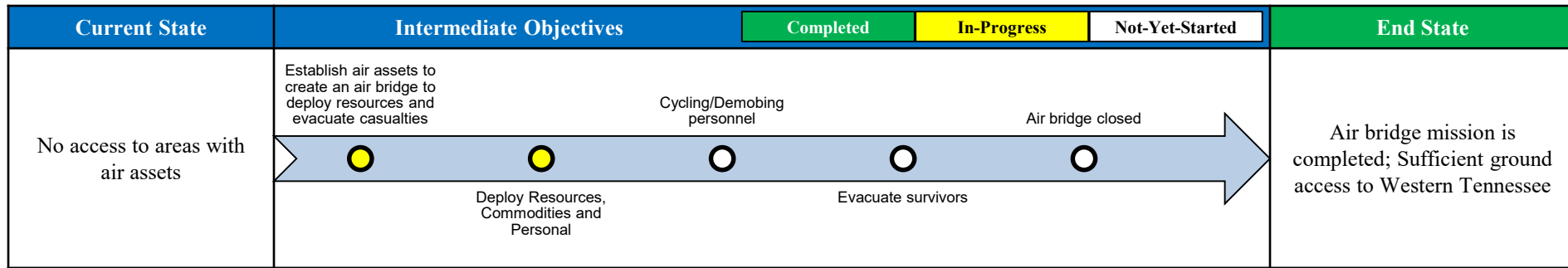
Resourcing	
Type	Identifier
MA# pending Debris Clearance	National Guard
MA# pending Emergency Road Repair	TDOT, County Gov., Local Gov.
Verbal MA #3 DR-9501-TN-COE-LRD Debris Removal	USACE
Resource Shortfalls	
Resource	Mitigating Measure(s)
None at this time	



Air Bridge

Mapped to ICS Form 202 Objective: 3

Principal	Air Operations	Dan Scott	Daniel.Scott@fema.dhs.gov	202-212-2374
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Operational Assessment	
Intermediate Objective	Key Indicator
Establish air assets to create an air bridge to deploy resources and evacuate casualties	Air bridge established and coordinated
Deploy Resources, Commodities and Personal	Based established and supported
Cycling/Demobing personnel	Team Time restraints
Evacuate survivors	Survivors moving to shelters
Air bridge closed	Road routes open
Non-Resource Limiting Factors	
Factor	Mitigating Measure(s)
Inclement Weather	Coordinate with NOAA and National Weather
Scheduling	Endpoint coordination
Scheduling for Competing landing usage	Coordination with private sector, and committee partners

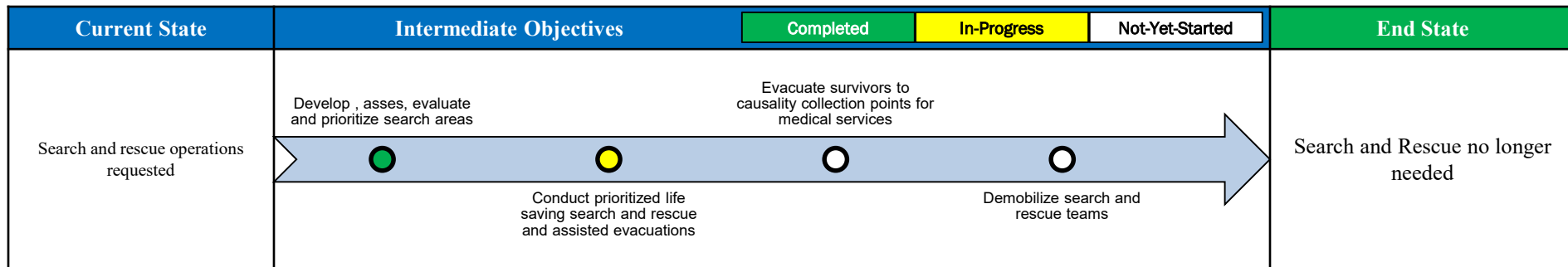
Resourcing	
Type	Identifier
DOD PSMA ESF 7-56	Strategic Air Transportation
DOD PSMA ESF-8-70	Patient Movement - Medical Care: Federal ESF-8: Public Health and Coordinatin Center FCC
DOD PSMA ESF-1-67	DoD Airborne Air Traffic Control
DOD PSMA ESF 1-68	DoD Ground Air Traffic Control
FAA PSMA ESF 1-158	Air Traffic Control (ATC) Services Personnel and Systems
FAA PSMA ESF 1-160	Air Navigation Services (ANS) System and Personnel
Resource Shortfalls	
Resource	Mitigating Measure(s)
DoD Aerial Medical Evacuation	Special Request to DoD



Search & Rescue

Mapped to ICS Form 202 Objective: 5

Principal	FEMA US&R	Vic Ceglie	Vic.ceglie@fema.dhs.gov	202-655-8510
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Operational Assessment	
Intermediate Objective	Key Indicator
Develop , asses, evaluate and prioritize search areas	Conduct search and rescue
Conduct prioritized life saving search and rescue and assisted evacuations	All search areas are cleared
Evacuate survivors to causality collection points for medical services	All survivors are moved to shelters
Demobilize search and rescue teams	All resources and assets are back at US&R ISB
Non-Resource Limiting Factors	
Factor	Mitigating Measure(s)
Inclement Weather	Coordinate with NOAA and National Weather

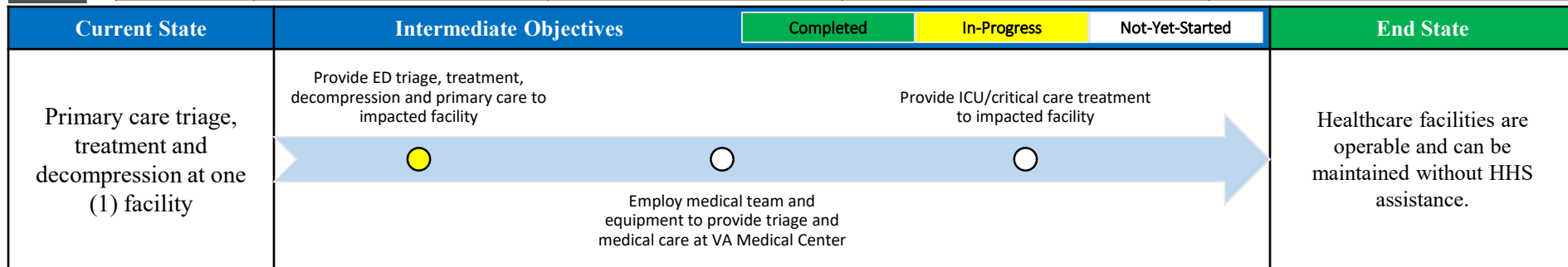
Resourcing	
Type	Identifier
Type 1 USAR TF	NJ-TF1, MD-TF1, MA-TF1, TN-TF1, VA-TF1, VA-TF2,
Type 3 USAR TF	FL-TF1,2 IN-TF1 MA-TF1MD-TF1 NJ-TF1 NY-TF1 OH-TF1 PA-TF1 TN-TF1 VA-TF1,2
Resource Shortfalls	
Resource	Mitigating Measure(s)
Satellite phones	Request RRF for satellite phones
Relief crews	MA with DoD, EMAC, and other ESF partners
Rotation of crews trough force multiplier	MA with DoD, EMAC, and other ESF partners



Healthcare Decompression

Mapped to ICS Form 202 Objective: 6

Principal	HHS	Jeanette Dickinson	Jeanette.dickinson@hhs.gov	202.557.1216
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Operational Assessment	
Intermediate Objective	Key Indicator
Provide ED triage, treatment, decompression and primary care to impacted facility	Medical surge is monitored/tracked via patient encounters
Employ medical team and equipment to provide triage and medical care at VA Medical Center	DMAT Base of Operations (BoO) is established; triage and medical care are being provided
Provide ICU/critical care treatment to impacted facility	Patient care is monitored/tracked via patient encounters
Non-Resource Limiting Factors	
Resource	Mitigating Measure(s)
Facility damage	Temporary roof
Electricity	Power restoration
Transportation	Ingress/Egress accessibility

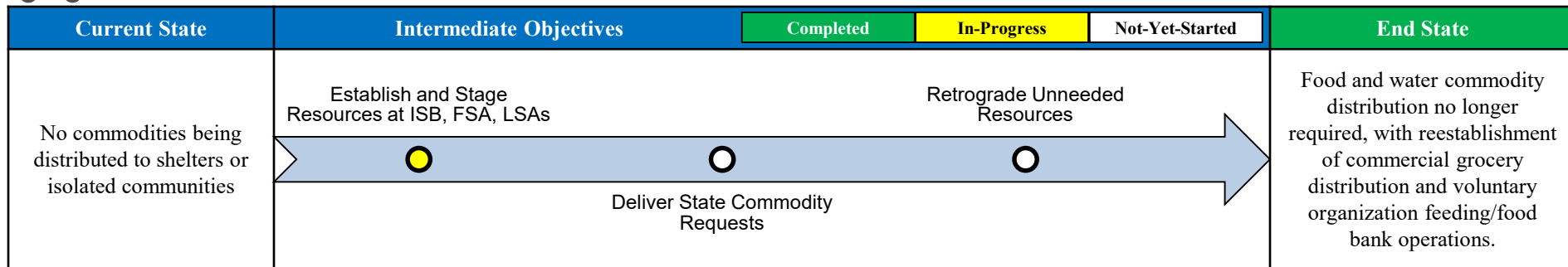
Resourcing	
Type	Identifier
Shaken Fury 19 – EXERCISE	Task Force - ED VA Medical (TF-VA Medical)
Shaken Fury 19 - EXERCISE	Task Force - ICU VA Medical (TF-VA Medical)
Resource Shortfalls	
Resource	Mitigating Measure(s)
Personnel	Lodging, Transportation
Lodging	Responder base camp



Commodity Distribution

Mapped to ICS Form 202 Objective: 2

Principal	FEMA Logistics	Kendal Sessions	Kendal.Session@fema.dhs.gov	123-456-7890
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Operational Assessment	
Intermediate Objective	Key Indicator
Establish & Stage Resources at ISB, FSAs, LSAs	All initially requested resources staged
Deliver State Commodity Requests	Burn rate indicates no additional orders required; no additional RRFs from the State anticipated
Retrograde Unneeded Resources	All commodities excessed, returned, or transferred
Non-Resource Limiting Factors	
Factor	Mitigating Measure(s)
Transportation	Ingress/egress route clearance

Resourcing	
Type	Identifier
RRF pending FEMA Commodities	1,944,000L water 1,278,720 meal
RRF pending FEMA Cots	8,448
RRF pending FEMA Blankets	9,000
RRF pending FEMA Tarps	2,500
Resource Shortfalls	
Resource	Mitigating Measure(s)
Commodity availability	FEMA HQ engaging private sector for new (alternate) contracts
Staffing availability	Surge CapacityForce, volunteers, local hires
Staging Site availability	Evaluate longer-distance solutions; buildouts as needed



Medical Triage, Treatment & Transport

Mapped to ICS Form 202 Objective: 10

Principal	HHS	Jeanette Dickinson	Jeanette.dickinson@hhs.gov	202.557.1216
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Current State	Intermediate Objectives	Completed	In-Progress	Not-Yet-Started	End State
Establish # TBD Casualty Collections Points	<p>Conduct collaborative planning with USAR (ESF-9)</p>				<p>Patients triaged, treated, and transferred to healthcare facilities or treated and released. EMS in impacted areas restored to full capacity and capability.</p>

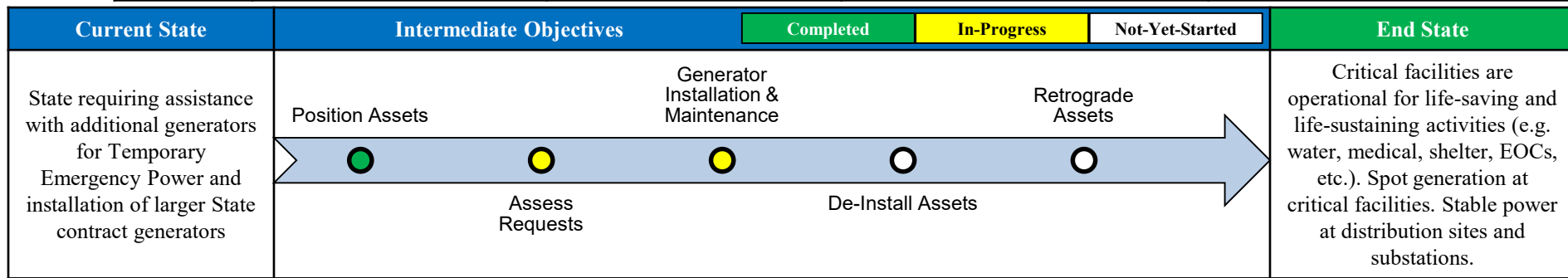
Operational Assessment		Resourcing	
Intermediate Objective	Key Indicator	Type	Identifier
Conduct collaborative planning with USAR (ESF-9)	Plan development for Casualty Collection Points (CCPs)	N/A	N/A
Non-Resource Limiting Factors		Resource Shortfalls	
Factor	Mitigating Measure(s)	Resource	Mitigating Measure(s)
None at this time		None at this time	



Temporary Emergency Power

Mapped to ICS Form 202 Objective: 5

Principal	USACE	Win Hargis	edwin.c.hargis@Usace.army.mil	501-206-5977
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Operational Assessment	
Intermediate Objective	Key Indicator
Positions Assets	All assets at Forward Staging Area – Arnold, AFB
Assess Requests	Assessed, entered into EngLink, and converted to either a work order or a cancellation
Generator Install & Maintenance	First actual install is complete
De-Install Assets	Last de-installation complete
Retrograde Assets	All returned to origination or transferred
Non-Resource Limiting Factors	
Factor	Mitigating Measure(s)
Duration of Outage	Generator replacement cycle
Facility Access	Ingress/egress route clearance

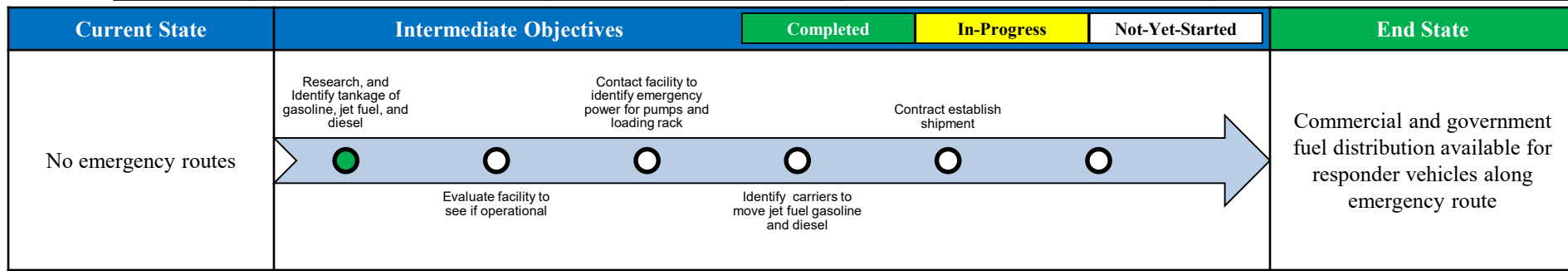
Resourcing	
Type	Identifier
MA#: 9501DR-TN-COE-LRD-02	LRP PRT ACI Contract 249 th Prime Power Battalion
MA#: 9501DR-TN-COE-LRD-03	200 Generators and support resources
Resource Shortfalls	
Resource	Mitigating Measure(s)
Generator and equipment supply	FEMA HQ LMD sourcing assistance



Fuel Distribution

Mapped to ICS Form 202 Objective: 14

Principal	FEMA Logistics	Kendal Sessions	Kendal.Session@fema.dhs.gov	[Phone]
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Operational Assessment	
Intermediate Objective	Key Indicator
Coordinate with state to create emergency routes	Emergency route identified
Develop Fuel Plan	Fuel plan established
Establish and maintain fuel points along emergency routes.	No more fuel shortage
Consolidate Federal fuel points	No more fuel shortfall
Demobilize and retrograde	All resources and equipment back to ISB/Vendor
Non-Resource Limiting Factors	
Factor	Mitigating Measure(s)
Supply lines	Tankers, fuel bladders,
Inclement weather	Coordinate with NOAA and National Weather Service

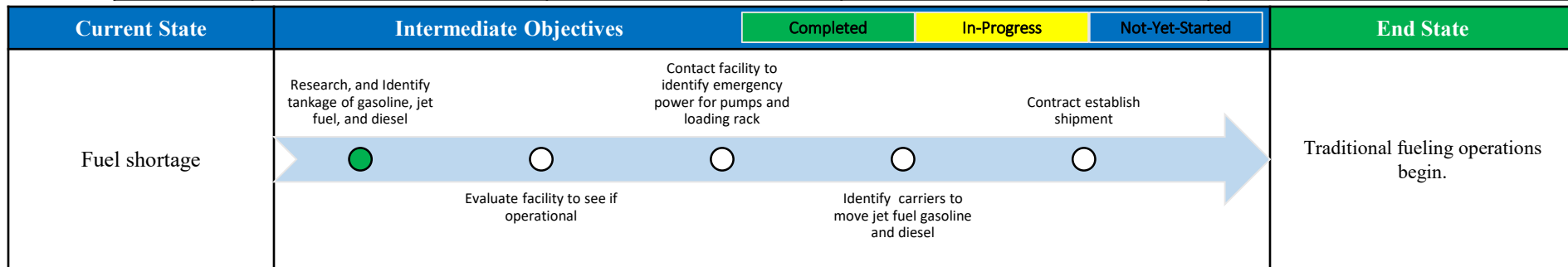
Resourcing	
Type	Identifier
DLA /Contract Pending	Foster Fuel Company
MA# Pending Personnel	FEMA Staff, Monitor
MA# Pending Temporary Power	Generators
Resource Shortfalls	
Resource	Mitigating Measure(s)
Access to fuel	Private sector partnerships
Tankers	Private sector partnerships
Fuel Bladders	Private sector partnerships



Fuel Distribution (Acquisition)

Mapped to ICS Form 202 Objective: 14

Principal	FEMA Logistics	Kendal Sessions	kendal.session@fema.dhs.gov	123-456-7890
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Operational Assessment	
Intermediate Objective	Key Indicator
Research, and Identify tankage of gasoline, jet fuel, and diesel	Assigning of CO, COR, TM
Evaluate facility to see if operational	Approval of ESF 3, and TM
Contact facility to identify emergency power for pumps and loading rack	Assessment by ESF 3 and TM
Identify carriers to move jet fuel, gasoline, and diesel	Assessment by Contracting Officer and COR
Establish contract for percurent and distribution	Contract awarded
Non-Resource Limiting Factors	
Factor	Mitigating Measure(s)
None at this time	

Resourcing	
Type	Identifier
Temporary power	partner with private sector
Personnel	Facilities, Inspectors,
Resource Shortfalls	
Resource	Mitigating Measure(s)
Contract haulers	Partner with private sector

Area of Operations & Lines of Effort

Western Region

Middle Region

Eastern Region

• [LOE]

• [LOE]

• [LOE]

To Be Developed





FEMA

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