

FEMA-3426-EM-PR

Federal Incident Approach

01/11/2020 1800 AST
(Updated Every 24 Hours)



FEMA

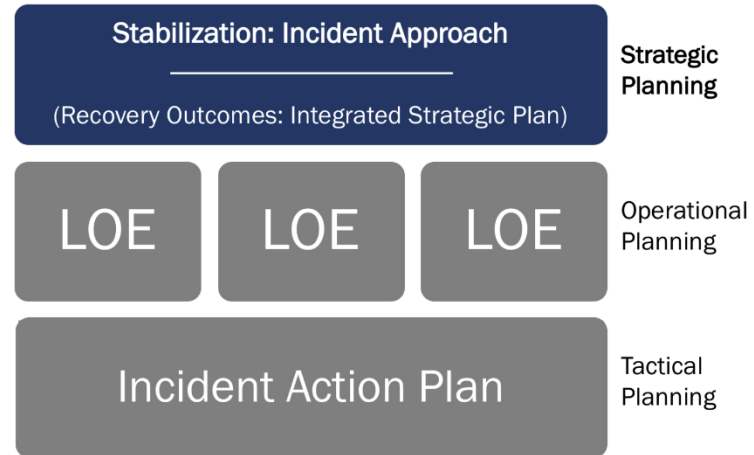


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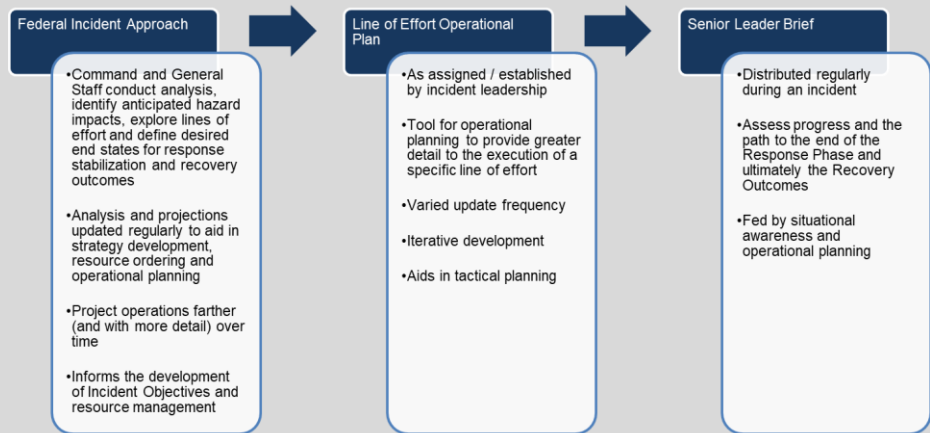
Purpose of the Federal Incident Approach

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 guide 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)



Lifeline Stabilization Problem Frame (1/2)

Planning Factors (Maximum Anticipated or Known Impacts)	Lifeline Stabilization Targets	Federal Assistance Lines of Effort
<p>Safety & Security:</p> <ul style="list-style-type: none"> • 9 fire stations have reported damage, no service disruption <ul style="list-style-type: none"> • ESF-3 Infrastructure Assessment Team Members conducted assessments of (3) fire stations on 10 Jan 2020 in Branch III in Cidra and in Branch IV in Cayey, Penuelas, Guayanilla, and Yauco. An additional 4 stations will be assessed on 1/11 across Branches II and IV. (USACE). <i>Teams that were meant to inspect the other 6 fire stations today were diverted to inspect Branch IV office in Ponce.</i> • Local Search and Rescue currently deployed (R2 SA Report) • 1 Type 3 USAR team in PR (R2 Spot Rep) (no update) • Schools projected to be closed till 01/13/2020 (R2 SPOT Rep) • All dams in southern area are being monitored as shocks continue (RRCC SLB), <i>Unconfirmed reports of damage to Carite and Cayea dams.</i> • USACE Inf. Assessment Team inspected Branch IV post-5.9-aftershock and has been cleared. Branch II has damage on the fourth floor, building deemed unsafe during preliminary inspection. 	<p>Safety & Security: Threats to life-safety are no longer a concern for all response personnel and impacted communities. Government essential functions, including executive leadership, is operational. Sufficient search and rescue assets are on-scene to assist all survivors. Sufficient fire resources are available to support fire suppression efforts.</p>	<p>Safety & Security</p> <ul style="list-style-type: none"> • FEMA Workforce Safety & Accountability • Lifeline Damage Assessment • Infrastructure Assessment • Temporary Critical Public Facilities • Public Messaging
<p>Food, Water & Shelter:</p> <ul style="list-style-type: none"> • 30 shelters open (Mass Care Sit Rep) (13 Shelters, 17 Non-Trad Shelters) <ul style="list-style-type: none"> • Official shelter pop. 4,056 (PREMB) estimated 3,500 Pop. • Non-traditional pop. 1,403 (PREMB) traditional pop. 2,653 • Reports of potential relocation at shelters in San German, Ponce and Guayanilla due to the latest quake this morning. Up to 1000 shelters could be impacted. (not confirmed) • In Adjuntas, Guanica, Yauco, Guayanilla, Penuelas, and Ponce the average rate of disability from census data of the pop. is 20.1%, High 34.2% in Guanica low 14.1% in Penuelas. • 71,204 (6%)↓ potential people without water services (PRASA) as of 5pm • 59 shops and/or supermarkets are operating in the Southern Area. • PRASA operating 72 Water Station Points (Oasis) and have picked up 20 (↑10) water tanks being coord. by FEMA. 6 additional tanks have been requested that FEMA has available • 590,912 L of water and 61,056 MREs delivered 01112020 (ESF 7). 	<p>Food, Water & Shelter: All survivors have access to food, water and sanitation. Sheltering, including reception, capacity, and wrap-around services, is supporting the displaced population. Sufficient resources in place to sustain agricultural requirements.</p>	<p>Food, Water & Shelter</p> <ul style="list-style-type: none"> • Feeding Support • Congregate and Non-Congregate Sheltering

Lifeline Stabilization Problem Frame (2/2)

Planning Factors (Maximum Anticipated or Known Impacts)	Lifeline Stabilization Targets	Federal Assistance Lines of Effort
<p>Health & Medical:</p> <ul style="list-style-type: none"> Hospitals are 100% operational, even if intermittently with the electric service. (ESF-8) <ul style="list-style-type: none"> 8 hospitals are running on generator power, but operational as of 1130 Two dialysis centers closed for evaluation of structural damage and staff safety, patients have been moved and getting assistance at other facilities. Crisis Counseling Outreach: 2,834 participants in shelters & communities 	<p>Health & Medical: All survivors, their pets, and service animals have access to required medical and veterinary care. Emergency medical systems are capable of managing patient movement requirement. Public health services are accessible to all survivors. Sufficient temporary fatality management support in place to meet processing demand. Medical supply chain capable of adequately resupplying medical care providers.</p>	<p>Health & Medical</p> <ul style="list-style-type: none"> Healthcare System Assessment
<p>Energy (Power & Fuel):</p> <ul style="list-style-type: none"> 1.3 million/1.4 million or 95% (↑14%) estimated PREPA's customers have been restored (DOE Sit Rep) as of 0700 <ul style="list-style-type: none"> This morning's quake resulted in outages in Lares, Adjuntas, Ponce, San German. No ETA on restoration PREPA estimates reaching 100% restoration by January 12, however this estimate is contingent on bringing all available generation assets online, including EcoElectrica and renewables, and would leave minimal reserve margin. Approximately 2,000 MW (↑200MW) of generation have been restored, about 87% of average normal load as of 1100 today. Actual electric facilities down are 3 (PR Power Grid): <ul style="list-style-type: none"> San Juan: Estimated restoration Jan 12/13 EcoElectrica: Repairs underway; after-shocks impacting Costa Sur will be offline for an extended period (1 year). PREPA's primary plan is to increase output at Palo Seco and San Juan to make up for the gap Off Island temporary Generation supplements are not considered the primary option at this time due to the improved evolution of the PREPA generation restoration and integration of additional On Island assets currently in PREPA inventory PRASA submitted revised priority list of needed generators to PREMB yesterday. USACE has not started with generator installations due to pending MA. 	<p>Energy (Power & Fuel): Generators are providing temporary emergency power at critical facilities necessary to stabilize other lifelines. Fuel distribution available for responders. Sufficient fuel distribution available for survivors</p>	<p>Energy (Power & Fuel)</p> <ul style="list-style-type: none"> Lifeline Damage Assessment Infrastructure Assessment Temporary Emergency Power

Lifeline Stabilization Problem Frame (2/2)

Planning Factors (Maximum Anticipated or Known Impacts)	Lifeline Stabilization Targets	Federal Assistance Lines of Effort
<p>Communications:</p> <ul style="list-style-type: none"> Cell sites up: 2592/2710 or 96% up (↑9%) <u>before today's quake</u>. Up 7% from yesterday <ul style="list-style-type: none"> Cell sites down: 118, 0 cell sites down due to damage, 8 cell sites down due to transport, 127 cell site down to power, 89 cell sites on back up power Broadband Users Up: 86% (↑8%) (DIRS Report) MCOV currently deployed and fully operational in Branch IV, providing comm support to FEMA staff: 1/11/2020 (ESF-2) 	<p>Communications: Land mobile radio communications network is operational. Survivors have access to commercial communications infrastructure to contact, or be contacted by emergency services. Public safety answering points are available to the public. Survivors have access to financial services.</p>	<p>Communications</p> <ul style="list-style-type: none"> Lifeline Damage Assessment
<p>Transportation:</p> <ul style="list-style-type: none"> All airports open (generator power). The U.S. Coast Guard reports all ports are open All commercial train routes open. (ESF 1) 4 roads (bridges on PR-2,PR-127,PR-384) currently affected by debris (ESF 1/PREMB SLB). <ul style="list-style-type: none"> Bridge 335 Yauco Km 5.7 is closed. An alternate route has been identified, but it's a private road and had recently had reports of rocks falling down. So not a confirmed alternate. (ESF-2) PR-30 bridge at Km 0.1 in the direction of Caguas towards Gurabo, has re-opened in its entirety. (DTOP) El Viaducto bridge closed, 2 weeks to repair (PR SpotRep) PR-52 at kilometer marker 107- remains closed due to toll plaza damage, 10 days to re-open based on plan for demo of toll plaza; request to open toll bypass was rejected by PRHTA Regional (deemed too dangerous). (ESF-1) Viequez and Culebra maritime service was cancelled as of 1600 today due to hazardous maritime conditions. (Spot Rep) Debris currently being removed from a landslide in Jayuya (ESF-1) 	<p>Transportation: Multimodal routes (air, rail, road, port) clear of debris and accessible by normal or alternate means.</p>	<p>Transportation</p> <ul style="list-style-type: none"> Lifeline Damage Assessment
<p>Hazardous Materials:</p>	<p>Hazardous Materials: All contaminated areas are identified and secure</p>	<p>Hazardous Materials</p> <ul style="list-style-type: none"> Lifeline Damage Assessment

Strategic Prioritization – Federal Assistance Lines of Effort

Actively Executing

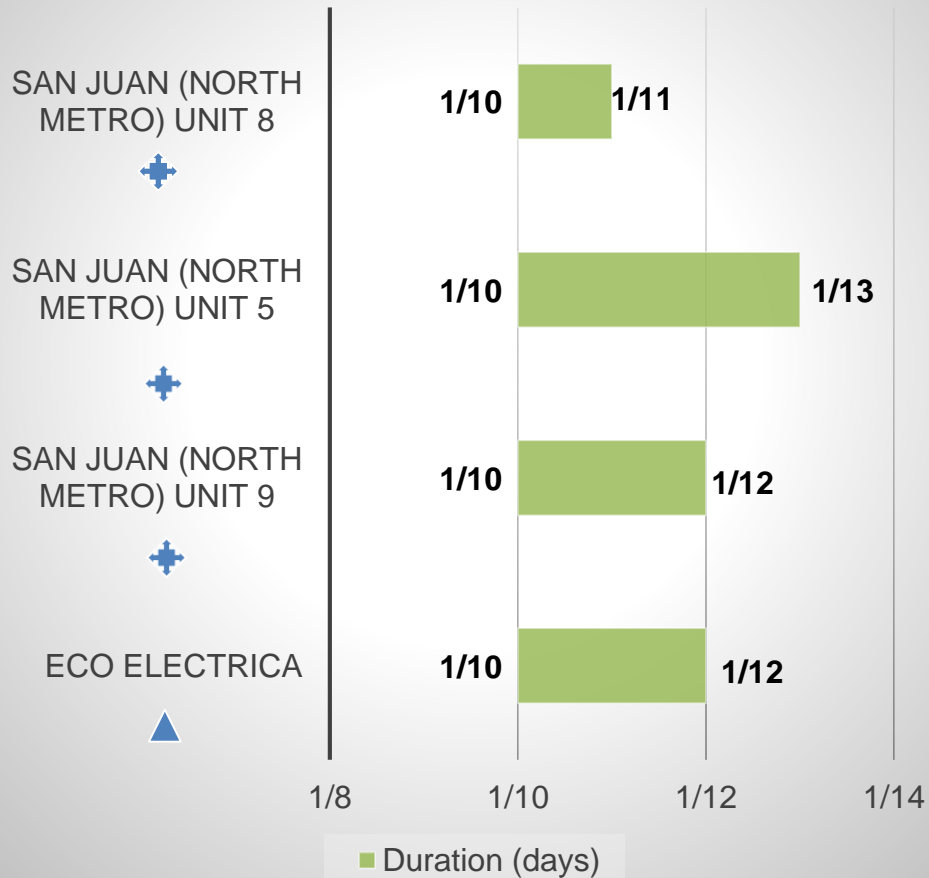
1. FEMA Workforce Safety & Accountability
2. Lifeline Damage Assessment
3. Commodity Support to Shelters
4. Temporary Emergency Power

5. Healthcare System Assessment
6. Infrastructure Assessment
7. Temporary Critical Public Facilities
8. Public Messaging

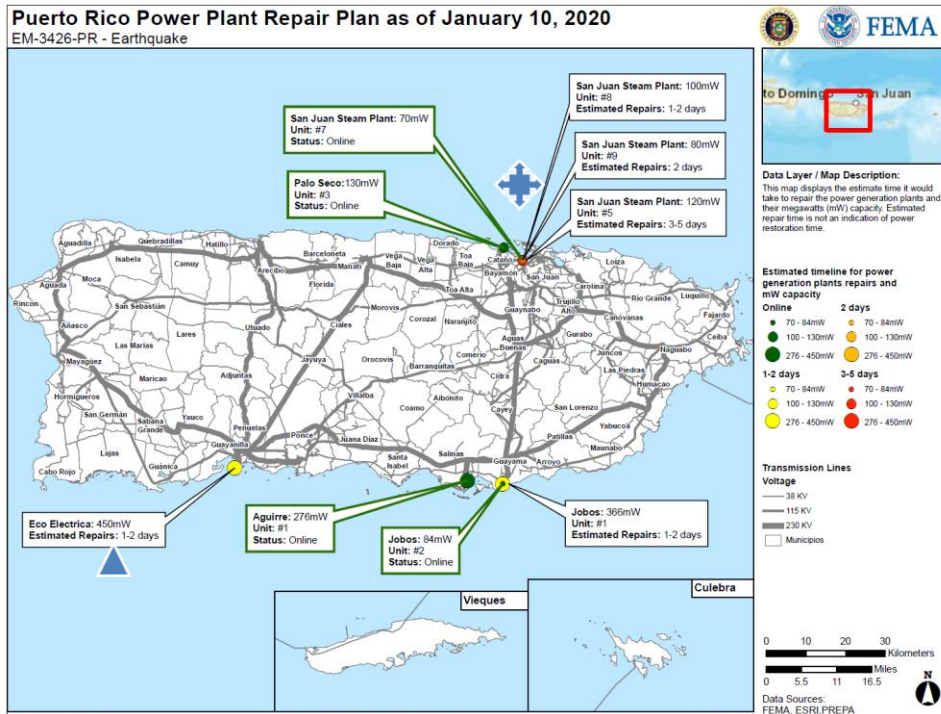
Anticipated

1. Demolition Debris Removal

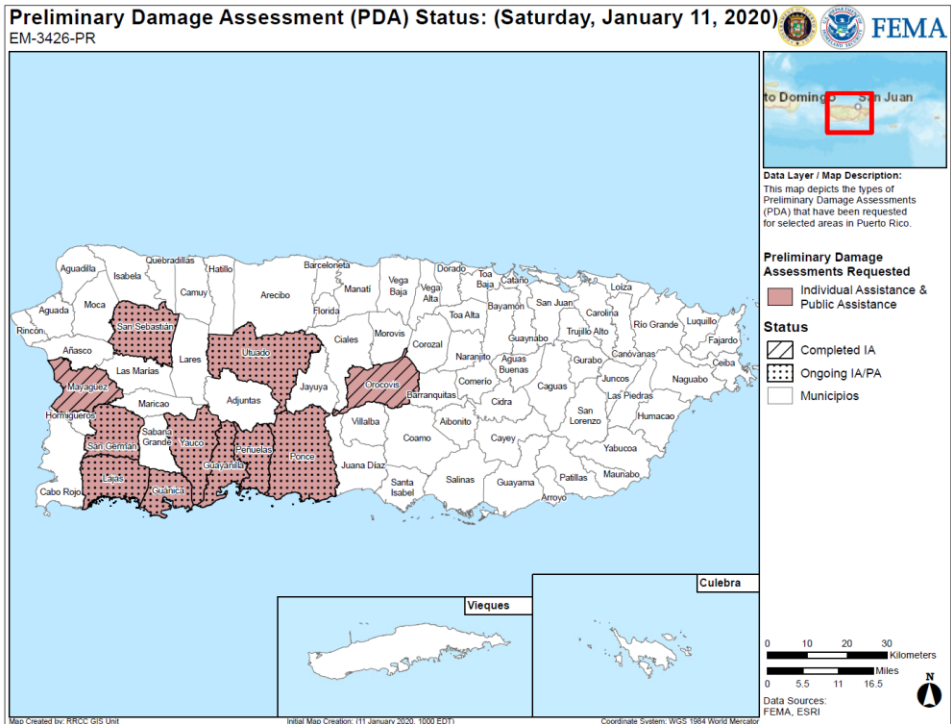
Power Plant Restoration Timeline



Puerto Rico Power Plant Repair Plan as of January 10, 2020
EM-3426-PR - Earthquake



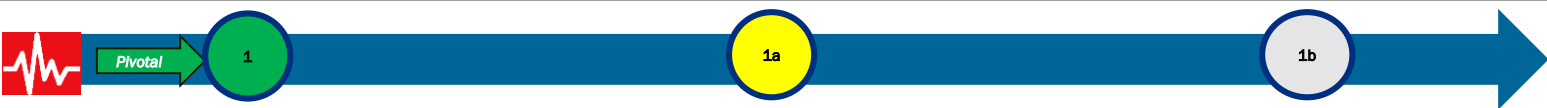
Strategic Prioritization – Geographic Areas



Line of Effort: FEMA Workforce Safety & Accountability

Line of Effort Mapped to ICS Form 202 Objective: [1]

Lead	FEMA	Ray Hetherington	Raymond.Hethering@fema.dhs.gov	404-695-1407
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Post-Hazard Accountability for Federal Disaster Workforce	Maintain major aftershock or large main quake accountability	Post-Hazard Accountability for Federal Disaster Workforce
Continual	As Applicable	Continual

Transition from response to full recovery.

Operational Assessment	
Objective	Key Indicator(s)
1	Entity Point of Contact confirmed full accountability.
1a	DTS Alert Response Report indicates 100% response.
1b	Entity Point of Contact confirmed full accountability.
Non-Resource Limiting Factors	
Limiting Factor	Mitigating Action(s)
Completing individual accountability	Training and education continual. Identify phone accountability locations for local staff to utilize.
Alternate Accountability Awareness	Exercise alternate plans on regular basis with staff
Accountability of staff in transit	Integrate travel status notifications into accountability plans. Stop inbound travel at a pre-identified point prior to landfall.

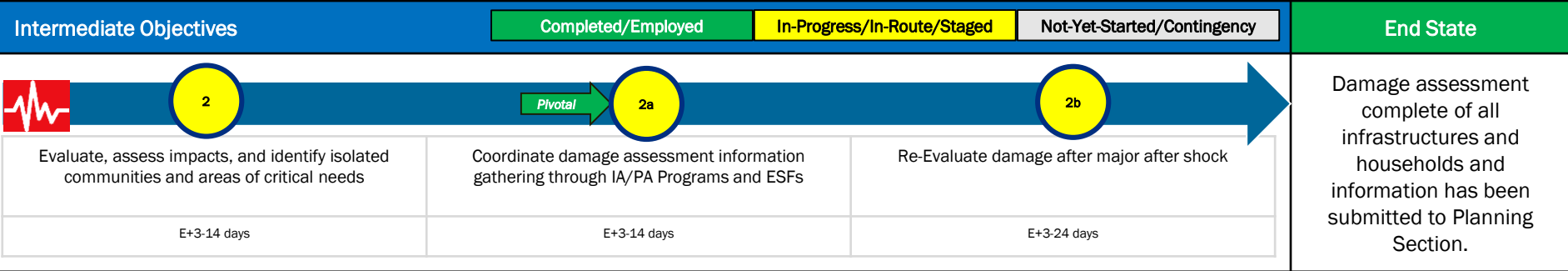
Resourcing	
Source ID	Resources Provided
DTS	Accountability Rosters (DTS/Call Down Lists)
205A	Pre-identified POC List (ICS 205A/Comm Plan)
Call Down List	Accountability/Emergency Communications Plans/Call Down List SOP
Alternate Location List	Alternate physical locations for reporting status (if communications disrupted)
Safety and Security Briefing	Earthquake and Tsunami Awareness

Resource Shortfalls	
Resource Needed	Mitigating Action(s)
Communications	Pre-designated POCs with sat phone or radio communications at hotels/responder shelters and duty stations. POC for each group (JRO, CAD, Response) reports to Region II RRCC. Regular exercise of alternate comms plans.
Alternate Locations List	Pre-designate location for skeleton crew (Emergency Response Group) to initialize accountability and situational awareness.

Line of Effort: Lifeline Damage Assessment

Line of Effort Mapped to ICS Form 202 Objective: [2]

Lead	Planning Section	Matthew Welshans	Matthew.Welshans@fema.dhs.gov	202-710-2262
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Operational Assessment	
Objective	Key Indicator(s)
2	Isolated communities and areas of need identified and disaster impacts known.
2a	All assessments executed
2b	Post-after shock imagery, impacts known

Resourcing	
Source ID	Resources Provided
MA 3426 EM-PR-USAF-02	Civil Air Patrol Overflight/ Ground Imagery
National Geospatial Intelligence Agency (FOS)	Digital Globe Satellite Imagery
PR National Guard	National Guard: Imagery Exploitation

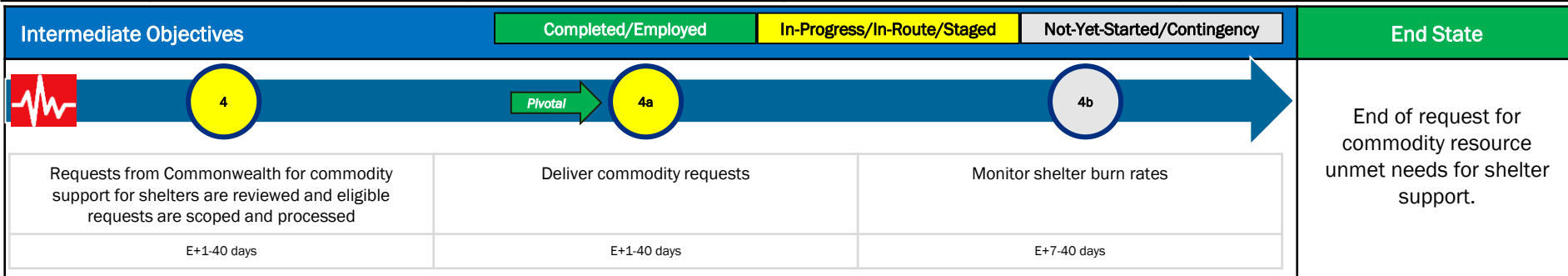
Non-Resource Limiting Factors	
Limiting Factor	Mitigating Action(s)
Flight hours for fixed wing and rotary specific to damage assessment; Area of Interest/Focus; Day vs. Night Operations	Include one observer/camera on resource and evacuation flights when possible Scheduling the right aircraft for the right time/mission
Flights: Expedience	Depending on priority, engage permission process
Weather, Cloud Coverage	Delay collection/alternative remote sensing source
Information Sharing with Private Sector	Networking during steady state; Leverage NBOEC
Route and Facility POC Access	Local and ESF 17 Coordination
Maintenance Windows for Planes	Working with CAP on solutions

Resource Shortfalls	
Resource Needed	Mitigating Action(s)
Ground Imagery	FEMA Employees image and damage report
Field Communications	MERS/ Satellite Internet

Line of Effort: Commodity Support to Shelters

Line of Effort Mapped to ICS Form 202 Objective: [4]

Lead	ESF-6	Carmalla Coley/ Keith Robertory	Carmalla.coley@fema.dhs.gov / keith.robertory@redcross.org	202-674-6331
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Operational Assessment	
Objective	Key Indicator(s)
4	Requests are approved or denied
4a	Correct Commodities delivered to correct shelters timely
4b	Burn rates received
Non-Resource Limiting Factors	
Limiting Factor	Mitigating Action(s)

Resourcing	
Source ID	Resources Provided
Personnel request	Mass Care Group Sup.
RRF	Food, water and Items from CUSI
Resource Shortfalls	
Resource Needed	Mitigating Action(s)

Line of Effort: Temporary Emergency Power

Line of Effort Mapped to ICS Form 202 Objective: [10]

Lead	ESF-3	Asher Alexander	Asher.I.alexander@usace.army.mil	706-856-0300
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Intermediate Objectives

Completed/Employed

In-Progress/In-Route/Staged

Not-Yet-Started/Contingency

End State



Sustainable temporary-power generation capabilities are operational at critical facilities while primary power is being restored.

PRT team and 249 th Prime Power team on island E+3 days	Prioritized critical facility site list approved by PREMB and FEMA Temporary Power Task Force E+3-30 days	Equipment, materials, and contractors are mobilizing and on island E+4 days	All requested Tier I facilities assessments completed E+5-30 days	Resource supported Tier I facilities and generators installed E+5-40	All Requested Tier II facilities assessed and resource supported generators installed E+40 (TBD)
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Operational Assessment

Objective	Key Indicator(s)
10	Staff on island and ready to start assessments
10a	Critical facility list is given to USACE to conduct assessments
10b	Equipment, materials, contractors are on island ready to execute
10c	All Tier I facilities assessed
10d	Resource supported generators installed
10e	Tier II facilities assessed and resources supported generators installed

Non-Resource Limiting Factors

Limiting Factor	Mitigating Action(s)
Security	Utilize FPS or local contract to provide security for installed assets that are determined to be at-risk
Facility & POC Access	Early coordination with facility owner or operator.
Ponce ISB Location can not be used.	Temporary located at Ponce Warehouse parking lot. While they look for another location.

Resourcing

Source ID	Resources Provided
3426EMPRCOE-SAD01V	FOS Power PRT
3426EMPRCOE-SAD01	Stage: PRT, 249th, Advance Contracting Initiative (ACI)
MA 3426-EM-PR-COD-LRD-01	Execution: PRT, 249th, Advance Contracting Initiative (ACI)
USACE Own ACI Contract	ACI Bulk Fuel

Resource Shortfalls

Resource Needed	Mitigating Action(s)
Generators (quantity/type) and Bill Of Materials (BOM)	NRCC Gen Sourcing Working Group
Fuel if shortage	LMD Fuel (Activate or modify fuel contracts through the NRCC)
Security for Key Generators	Contract with FPS or local company

LANNING PRODUCT

Line of Effort: Healthcare System Assessment

Line of Effort Mapped to ICS Form 202 Objective: [5]

Lead	ESF-8	CAPT Andrew Chen	Andrew.chen@hhs.gov	202-373-4932
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Intermediate Objectives

Completed/Employed

In-Progress/In-Route/Staged

Not-Yet-Started/Contingency

End State



Fulfill commonwealths requested and anticipated health medical needs.

Gather and maintain SA of Commonwealth's healthcare system to anticipate healthcare system needs

Identify deployable resource package as a contingency

Activate and deploy resources as requested and eligible/approved

Anticipate and plan for future requirements

E+1-15 days

E+3 (Friday)

E+1-15 days

E+1-15 days

Operational Assessment

Objective	Key Indicator(s)
5	Daily SA is updated
5a	Requested resources received on island
5b	Courses of Action for future requirements created

Non-Resource Limiting Factors

Limiting Factor	Mitigating Action(s)

Resourcing

Source ID	Resources Provided
MA 3426EM-PR-HHS-01-00	ESF-8 LNOs (NRCC)
Under HHS Authority till 1/10/20 MA 3426-EM-PR-HHS-03	1x - 10pax Medical Shelter Assessment Team
MA 3426-EM-PR-HHS 04	Pharmacy Cache
MA 3426EM-PR-HHS-02-00	ESF-8 LNOs (Field)

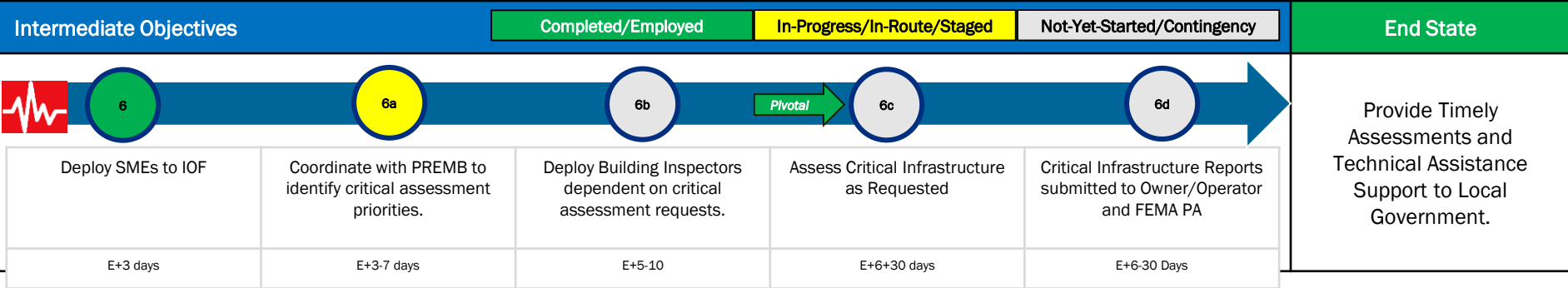
Resource Shortfalls

Resource Needed	Mitigating Action(s)

Line of Effort: Infrastructure Assessment

Line of Effort Mapped to ICS Form 202 Objective: [6]

Lead	ESF-3	Alan Shirey	Alan.d.shirey@usace.army.mil	843-697-1637
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Operational Assessment	
Objective	Key Indicator(s)
6	All SME staged at IOF and ready to execute
6a	Critical assessment priorities identified
6b	Building Inspectors arrive and ready to inspect
6c	Requested assessments complete
6d	Critical Infrastructure reports submitted to Owner(s)/Operator(s) and PA
Non-Resource Limiting Factors	
Limiting Factor	Mitigating Action(s)
Facility access	Early coordination with facility owner or operator
Receipt of assessment request	Resource request system established

Resourcing	
Source ID	Resources Provided
MA PR-20010701-COE-SAD-02	Stage PRT for assessments of Infrastructure Assessment
PSMA 3-283	Conduct Infrastructure Assessment mission
Resource Shortfalls	
Resource Needed	Mitigating Action(s)
Building inspectors	Local inspectors

Line of Effort: Temporary Critical Public Facilities

Line of Effort Mapped to ICS Form 202 Objective: [7]

Lead	USACE	Jason Ritter	Jason.s.ritter@usace.army.mil	304-541-8769
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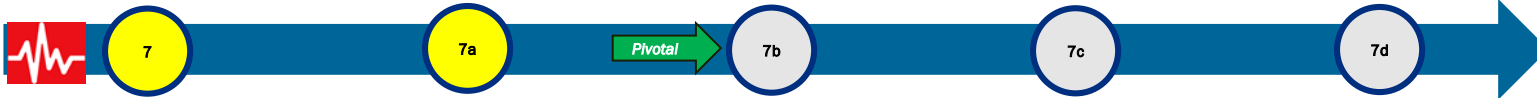
Intermediate Objectives

Completed/Employed

In-Progress/In-Route/Staged

Not-Yet-Started/Contingency

End State



Provide temporary office, classroom space to continue day to day operations.

Stage SME and validate the list of potential CPF with PREMB	Conduct assessments and determine the need for CPF	Deploy additional PRT members dependent on CPF requests	Contracts to provide temporary Facilities bid and awarded	Build out temporary Facilities
E+4-21 days	E+5-TBD	E+12	TBD	TBD

Operational Assessment

Resourcing

Objective	Key Indicator(s)
7	SME Staged and potential CPF is validated for assessments
7a	Assessments for CPF completed
7b	PRT Members Arrived and ready to execute CPF requests
7c	Contracts awarded for temporary facilities
7d	Temporary space built out and ready to be used
Non-Resource Limiting Factors	
Limiting Factor	Mitigating Action(s)
CONUS Transportation	Look on island first for temp buildings

Source ID	Resources Provided
PSMA 3-280	Execution of CPF mission
FEMA Log/USACE Contracts	Temporary Facilities Structures
Resource Shortfalls	
Resource Needed	Mitigating Action(s)
Temporary Units	Activating contracts for manufacturing and shipping
Availability of real estate	Land use agreements

Line of Effort: Public Messaging

Line of Effort Mapped to ICS Form 202 Objective: [9]

Lead	ESF-15	Samuel Carr McKay	samuel.mckay@fema.dhs.gov	202-740-5479
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Intermediate Objectives

Completed/Employed

In-Progress/In-Route/Staged

Not-Yet-Started/Contingency

End State



Amplify life saving messaging	Message joint response actions and federal support	Integrate EA program liaisons and IGA staff	Support program delivery and anticipate issues	Identify staffing and planning for a major declaration	Prepare messaging strategy for a major declaration
E+0-30 days	E+1-30 days	E+4-7	E+0-30 days	E+4-5	E+4-5

Transition of ESF-15 responsibility back to RII/JRO.

Operational Assessment

Objective	Key Indicator(s)
9	Amplification of local, Commonwealth, and other federal public response messaging.
9a	Issue daily briefing points and amplify in interviews and briefings
9b	Program Liaisons and IGA staff deployed, equipped, and connected to ESFs/Branches
9c	Execution and periodic (as needed) update of Strat Comm Plan. Continued coordination with OPS.
9d	Staffing plan approved by Chief of Staff and RII/HQ OEA
9e	Messaging strategy approved by EAO and RII/HQ OEA

Non-Resource Limiting Factors

Limiting Factor	Mitigating Action(s)
Public distrust in Puerto Rico of commonwealth and federal government	Coordinate for amplification of survivor-centric messaging on social media by trusted public figures, and in traditional media via local JRO media contacts
Language capabilities for non-JRO staff	Leverage local JRO staff and LEP/Translation contract

Resourcing

Source ID	Resources Provided
DTS	JRO Staff, IMAT EAOs, EA Cadre/HQ/RII OEA
FEMA JRO/HQ	Translations/ASL of messaging and public briefings (in addition to JRO interpreters)
Resource Shortfalls	
Resource Needed	Mitigating Action(s)

Logistics Concepts of Support

- Distribute commodities to RSAs (or per commonwealth distribution plan) as requested by the Commonwealth of Puerto Rico
- Pre-staging Commodities in Ponce, PR to support anticipated RRFs from Commonwealth of Puerto Rico
- Support generator mission for the Commonwealth of Puerto Rico
- Projecting anticipated resource shortfalls of the Commonwealth of Puerto Rico
- ISB is fully staffed operational
- Coordinating with staff at PMC in Orlando, FL to support personnel needs for 3426EM

Logistics Support Facilities

- IOF: Caguas, PR
- ISB: Ponce, PR
- RSA: Ponce, PR
- PMC: Orlando, FL



FEMA

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Retired Lines of Effort