

FEMA-3426-EM-PR

Federal Incident Approach

01/15/2020 1800 AST
(Updated Every 24 Hours)



FEMA

PRE-DECISIONAL PLANNING PRODUCT

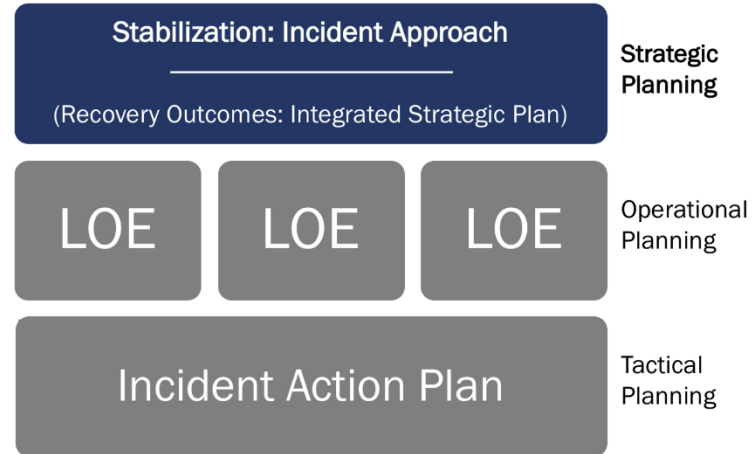


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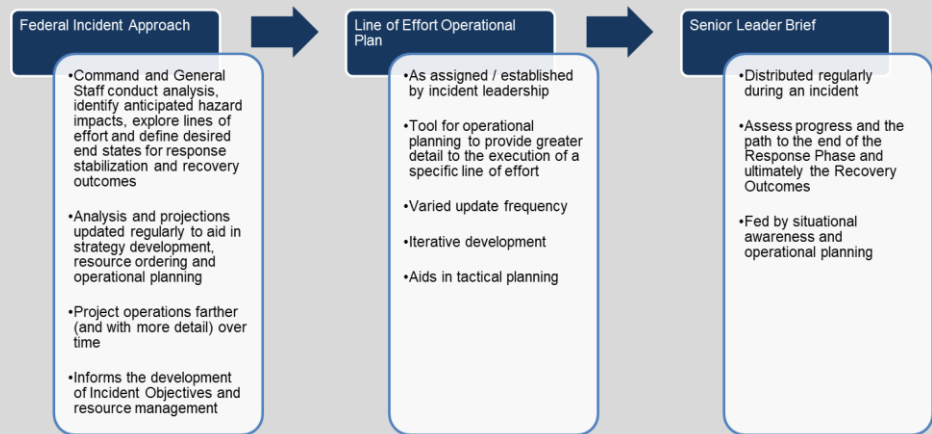
Purpose of the Federal Incident Approach

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"> For emergency services (e.g. fire stations) that had structural damages, they have established workarounds and are operational. There are no anticipated federal requirements at this time. 	<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"> Planning Factor for potential displaced individuals, either in traditional or nontraditional shelters, is 10,000 (7,965 is current max pop. Reported 192 w/ disabilities) Survivor Basecamps under construction in the area, and address up to 7,500 shelterees; it is estimated that there are between 4,000 and 6,000 in open area (non-traditional) shelters). Current analysis shows this solution to be sufficient, absent additional quakes of significant (>=6.4) nature. The focus of support is concentrated in the southern region of the island , the shelter response in unified effort with the Commonwealth, Private Sector, NGO, Local, and Federal partners Feeding requirement max planning factor is to support 10,000 / day, but the current requirement is currently <10,000, and barring any significant new quakes, this factor should wane in conjunction with shelter needs 	<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 (2/3)

Planning Factors (<i>Maximum Anticipated or Known Impacts</i>)	Lifeline Stabilization Targets	Federal Assistance Lines of Effort
<p>Health & Medical:</p> <ul style="list-style-type: none"> With hospital capacity and capability reaching near pre-incident conditions, federal support to the healthcare system is not anticipated With current sheltered ~10,000, anticipate continued degradation in potential health conditions, and emerging needs for either health interventions or other medical shelter type environments may emerge. <ul style="list-style-type: none"> Guayanilla shelter is open to bed ridden 	<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"> Power generation at power plants has reached a level that is at sufficient levels to meet the current load profile. Although the system is currently supporting the requirements of the system, it is being stressed at above normal levels. It is unpredictable if/when/where system generation will fail, either due to stress or the continued aftershocks. To reach stabilized condition PREPA wants to reach approximately 350MW spinning reserves (Available generation above peak load) If there is another large (6.4+) quake, it is expected that similar (or greater) issues to the previous event will occur in vicinity of the quake. If the quake is in the same place as before, the planning factor will be for large scale, long term power loss due to the loss of generation and some distribution. 	<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 (3/3)

Planning Factors (<i>Maximum Anticipated or Known Impacts</i>)	Lifeline Stabilization Targets	Federal Assistance Lines of Effort
<p><u>Communications:</u></p> <ul style="list-style-type: none"> • Communications capacity is proportional to power outages. • Length and magnitude of outage determines the probability of a field mission dependent on internal fueling line capabilities • Currently supporting local operations with comms by coordinating with the Commonwealth. 	<p><u>Communications:</u> 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><u>Communications</u></p> <ul style="list-style-type: none"> • Lifeline Damage Assessment
<p><u>Transportation:</u></p> <ul style="list-style-type: none"> • Roadway conditions continue to fluctuate as stressors are being placed on the bridges and otherwise vulnerable areas; landslides are already persistent in the area. • Although no current issues necessitate federal intervention, additional quakes, even at the 5.0 level, may result in several areas of impact. But, to date, these impacts have not needed federal support. Major road & bridge outages may result in a potential cutoff area. Reasonable max planning factor does not require long term staged resources; if needed, resources could be re-ordered to support. 	<p><u>Transportation:</u> Multimodal routes (air, rail, road, port) clear of debris and accessible by normal or alternate means.</p>	<p><u>Transportation</u></p> <ul style="list-style-type: none"> • Lifeline Damage Assessment
<p><u>Hazardous Materials:</u></p> <ul style="list-style-type: none"> • Current Hazmat issues and risk has been low for the duration of this event. Absent identification of new risk areas, this lifeline has not required federal intervention. 	<p><u>Hazardous Materials:</u> All contaminated areas are identified and secure</p>	<p><u>Hazardous Materials</u></p> <ul style="list-style-type: none"> • Lifeline Damage Assessment

Strategic Prioritization – Federal Assistance Lines of Effort

Actively Executing

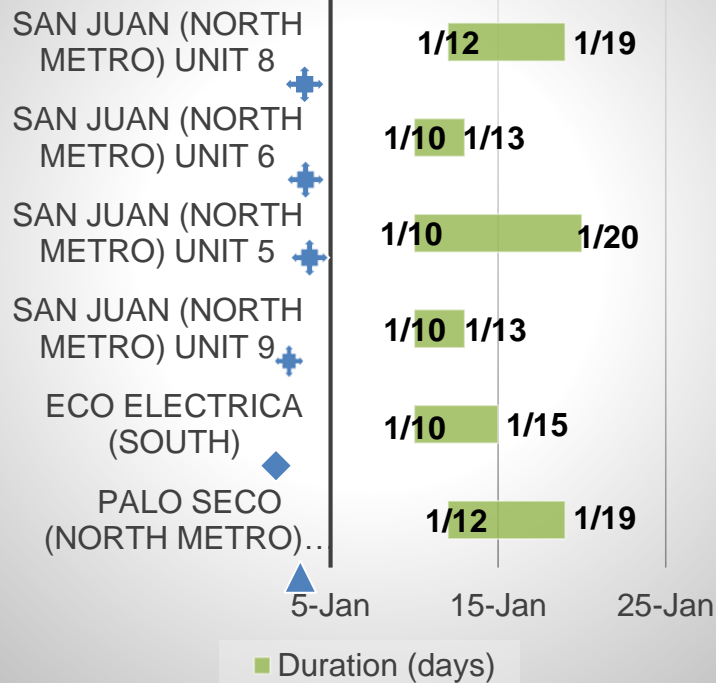
1. FEMA Workforce Safety & Accountability
2. Lifeline Damage Assessment
3. Temporary Emergency Power
4. Healthcare System Assessment
5. Infrastructure Assessment

6. Temporary Critical Public Facilities
7. Public Messaging

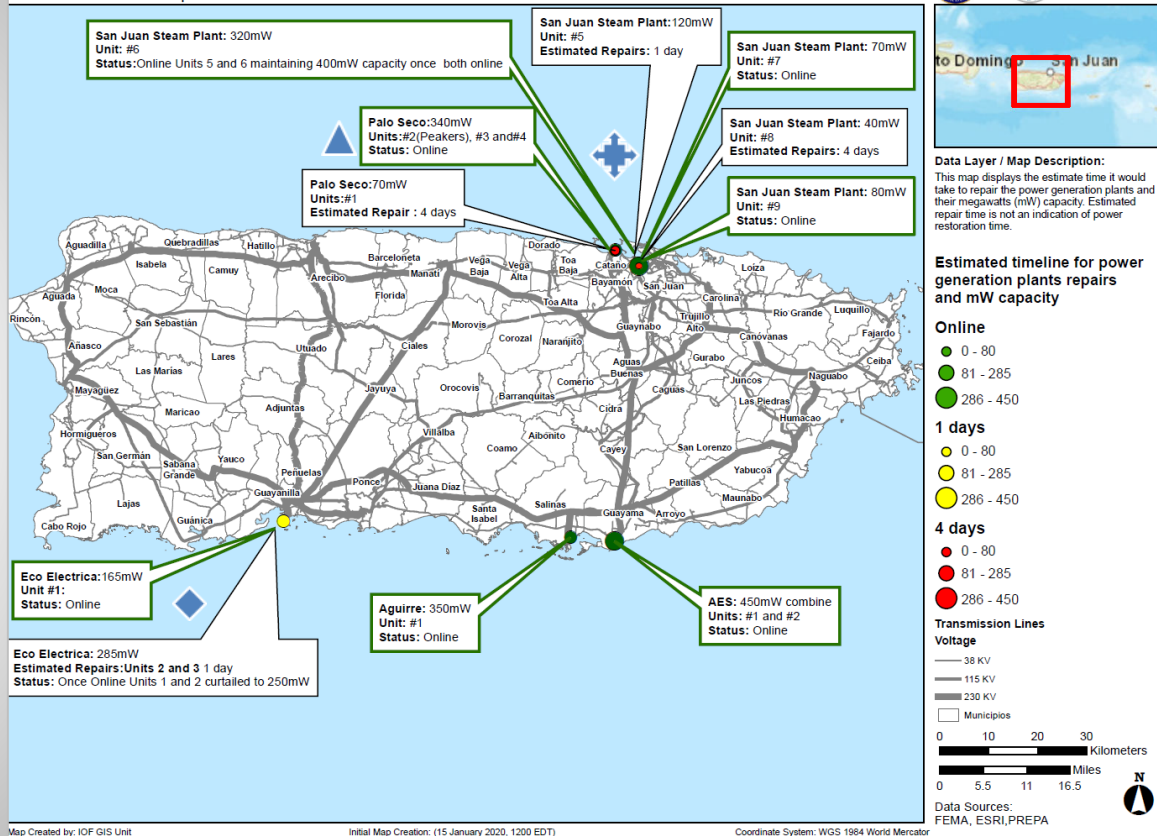
Anticipated

1. Demolition Debris Removal

Power Plant Restoration Timeline

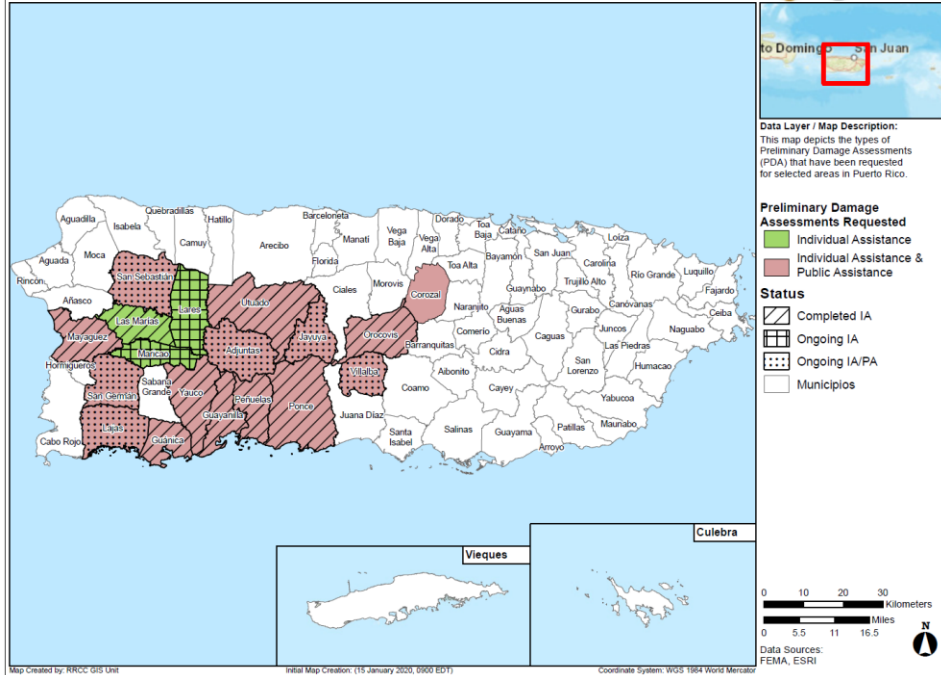


Puerto Rico Power Plant Repair Plan as of January 15, 2020 1200 AST EM-3426-PR - Earthquake

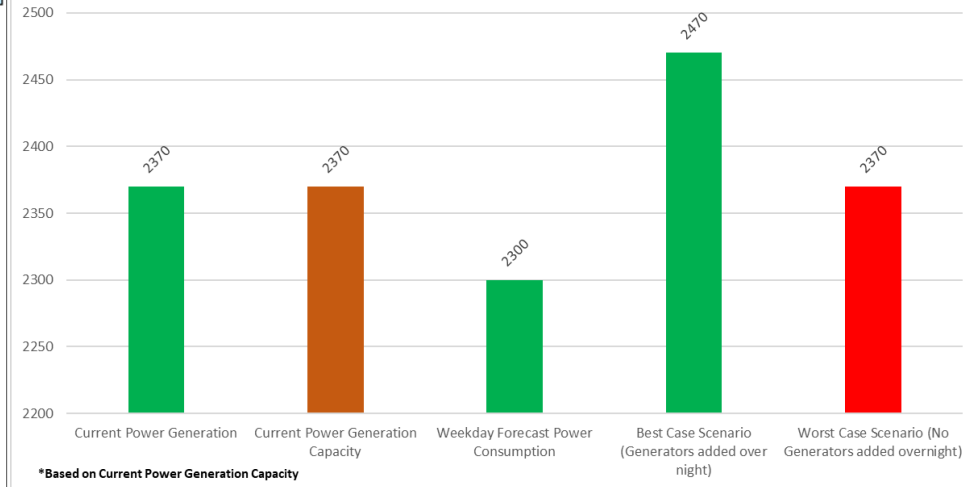


Strategic Prioritization – Geographic Areas

Preliminary Damage Assessment Status: (Tuesday, January 14, 2020)
EM-3426-PR



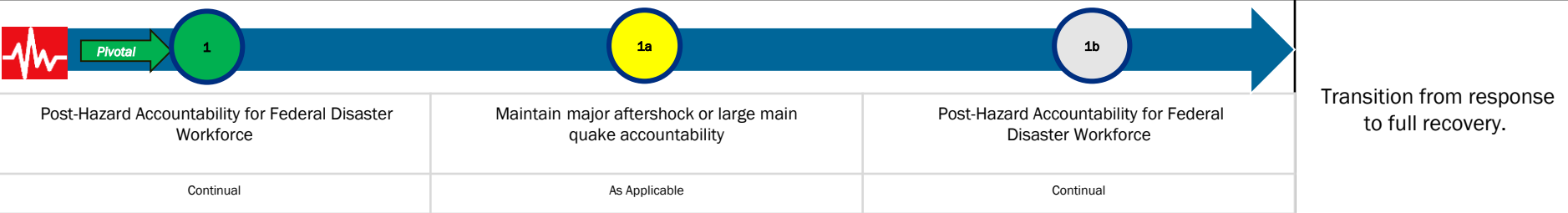
Wattage (MW) Supply and Demand for Tuesday, 15 JAN 2020



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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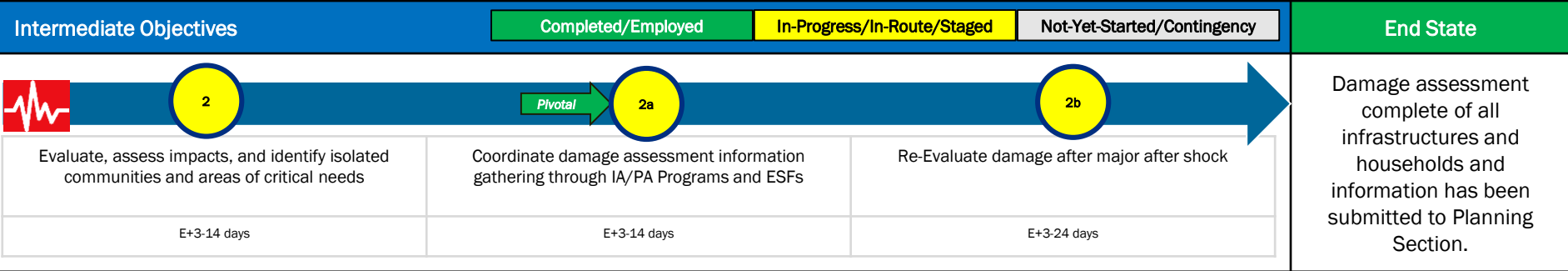
Operational Assessment	
Objective	Key Indicator(s)
1	Entity Point of Contact confirmed full accountability.
1a	DTS Alert Response Report indicates 100% response.
1b	Entity Point of Contact confirmed full accountability.
Non-Resource Limiting Factors	
Limiting Factor	Mitigating Action(s)
Completing individual 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
National Geospatial Intelligence Agency (FOS)	Digital Globe Satellite Imagery
Dewberry	Imagery analysis
PR National Guard	National Guard: Imagery Analysis

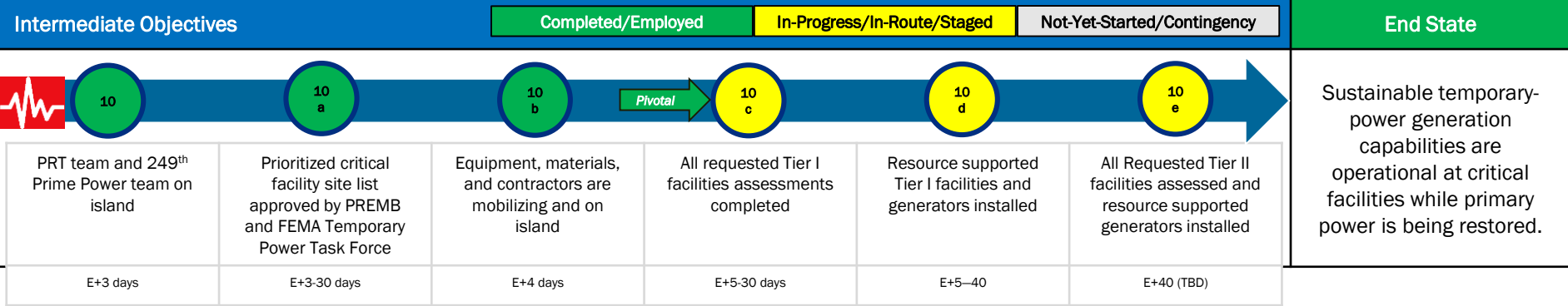
Non-Resource Limiting Factors	
Limiting Factor	Mitigating Action(s)
Flight hours for fixed wing and rotary specific to damage assessment; Area of Interest/Focus; Day vs. Night Operations	Include one observer/camera on resource and evacuation flights when possible Scheduling the right aircraft for the 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: 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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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

Resourcing	
Source ID	Resources Provided
3426-EM-PR-COE-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

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.

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

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



 <p>5</p> <p>Gather and maintain SA of Commonwealth's healthcare system to anticipate healthcare system needs</p> <p>E+1-15 days</p>	<p>5a</p> <p>Identify deployable resource package as a contingency</p> <p>E+3 (Friday)</p>	<p>5b</p> <p>Activate and deploy resources as requested and eligible/approved</p> <p>E+1-15 days</p>	<p>5c</p> <p>Anticipate and plan for future requirements</p> <p>E+1-15 days</p>
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Fulfill commonwealths requested and anticipated health medical needs.

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)
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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 Demobed Wednesday
MA 3426-EM-PR-HHS 04	Funding mission for pharmaceuticals
MA 3426EM-PR-HHS-02-00	ESF-8 LNOs (Field)

Resource Shortfalls

Resource Needed	Mitigating Action(s)
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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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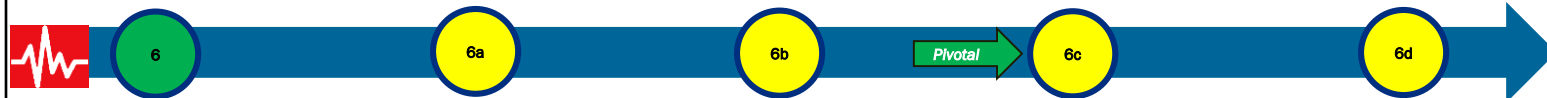
Intermediate Objectives

Completed/Employed

In-Progress/In-Route/Staged

Not-Yet-Started/Contingency

End State



Provide Timely Assessments and Technical Assistance Support to Local Government.

Deploy SMEs and the Management cell to IOF

Coordinate with PREMB & FEMA to identify critical assessment priorities.

Deploy Building Inspectors & Infrastructure Assessment Management Team dependent on critical assessment requests.

Assess Critical Infrastructure as Requested

Critical Infrastructure Reports submitted to Owner/Operator and FEMA PA

E+3 days

E+3-7 days

E+5-10

E+6+30 days

E+6-30 Days

Operational Assessment

Objective	Key Indicator(s)
6	All staff 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-01	Stage PRT for assessments of Infrastructure Assessment
MA 3436-EM-PR-COE-LRD-02	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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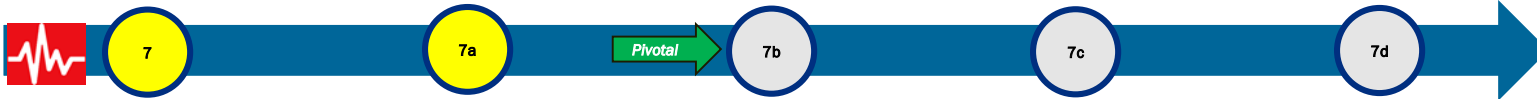
Intermediate Objectives

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

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

Resourcing

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 and at the IOF to support personnel needs for 3426EM

Logistics Support Facilities

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

Puerto Rico Earthquakes

Sheltering & Housing

Course of Action Planning

01/15/2020 1800 AST



FEMA

PRE-DECISIONAL PLANNING PRODUCT

TEMPLATE UPDATED: 06/12/2019

Introduction

Task Force Tasking:

- Identify and analyze options for housing displaced individuals, post-base camp operations (30-45 days post incident)

Facts & Assumptions:

- Major Disaster Declaration to include Individual Assistance is issued
- To be effective housing solutions should be coupled with robust Disaster Case Management (DCM/IDCM) and the Crisis Counseling Program
- Focusing temporary sheltering/housing efforts towards Commonwealth-led housing inspections are key to maximizing the movement of survivors back to their homes
- Partnership with voluntary agencies will enhance the implementation of options
- Solutions must integrate those with access and functional needs
- On island housing solutions were identified as preferred options throughout the planning process
- Sheltering/housing solutions must account for inclement weather durability (i.e. hurricanes)

Departamento de la Vivienda Efforts

- Prioritization of available HUD Vouchers and public housing spaces
- Prioritization of repairs for 455 eligible applicants from Hurricane Maria across Guanica, Guayanilla, Peñuelas, Ponce, Utuado, and Yauco
- Exploring use of modified shipping containers as temporary housing solution

Sheltering & Housing COAs

Lead

FEMA Individual Assistance

MaryAnn Tierney

MaryAnn Tierney

215-687-3090

Problem Statement

There is a large displaced population in need of sheltering and housing solutions including those with damaged homes and those who are afraid to return home.

End State

Survivors no longer need temporary housing and return to their pre-disaster residences or other structurally sound residences.

Courses of Action to Sheltering & Housing

#	Title	Summary	Considerations
COA 1	Post-Base Camp Sheltering	Provide alternative options for sheltering beyond thirty days.	<ul style="list-style-type: none"> COA 1 TSA featured a low on island utilization rate during Hurricane Maria (Days-Weeks)
COA 2	Financial Assistance	Provide financial housing assistance to applicants for repairs or other critical needs.	<ul style="list-style-type: none"> COA 2 requires coordination and sequencing for most effective assistance to applicants (Days-Weeks)
COA 3	Voluntary Agencies Supporting Temporary Repairs	Provide a mechanism to shelter in place at the primary residence.	<ul style="list-style-type: none"> COA 3 requires a decision on the most effective implementation method to meet disaster needs (Weeks-Months)
COA 4	Temporary Housing Solutions	Provide temporary housing options as applicants work to achieve their permanent housing solution.	<ul style="list-style-type: none"> COA 4 contingent upon the availability of properties/sites/vendors (Weeks-Months)
COA 5	Permanent Housing Construction Repair & New Construction	Provide permanent housing repair to a damaged primary residence or provide a new primary residence.	<ul style="list-style-type: none"> COA 5 contingent upon the availability, cost-effectiveness, and feasibility of temporary housing options (Months-Years)



FEMA

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Retired Lines of Effort