



FEMA Region VIII All-Hazards Plan

U.S. Department of Homeland Security

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FEMA

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Executive Summary

The Federal Emergency Management Agency (FEMA) Region VIII All-Hazards Plan (AHP) serves to promote national preparedness and the Federal Government's ability to support local, state, and tribal governments in emergency and disaster response efforts. The AHP outlines a systematic process involving pre-planned and coordinated actions that enables the continuous operation of Community Lifelines that provide critical business and government functions and are critical to human health, safety, or economic security (i.e., Safety and Security; Food, Water, Sheltering; Health and Medical; Energy; Communications; Transportation; and Hazardous Waste), employing Core Capabilities aimed at both saving and sustaining lives and stabilizing any emergency event.

The FEMA Region VIII All-Hazards Plan is a Community Lifelines-based plan that follows National Incident Management System/Incident Command System principles. The AHP utilizes consistent operational phases to facilitate effective and efficient response operations and provides a smooth transition to recovery for FEMA Region VIII communities affected by natural disasters, technological incidents, acts of terrorism, or other emergency events. The AHP was developed collaboratively with regional federal, non-governmental, and private sector partners to ensure inclusion of the whole community to enhance coordination of resources and operations among responding jurisdictions and organizations.

The plan will undergo periodic review to incorporate policy updates, new guidance, and lessons learned from exercises and actual incidents in order to best protect the lives, property, and environment of the communities and jurisdictions within FEMA Region VIII.

Lee dePalo
Regional Administrator
FEMA, Region VIII

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1 *Situation*

The Federal Emergency Management Agency (FEMA) Region VIII All-Hazards Plan (AHP) aims to outline major objectives, actions, and tasks to be accomplished when carrying out an established emergency response concept of operations. This plan addresses timelines and criteria for measuring success in achieving plan Objectives and desired End States through the Community Lifeline structure. The AHP identifies specific capabilities, a defined logistics architecture for response operations, and executable response concepts. Lifelines include teams and strategies that can be employed in any situation to carry out the concept of operations. Lifeline-based plans are then tailored and executed to meet the specific needs of the incident through adaptive, or crisis action planning.



Figure BP-1: FEMA Region VIII

Success in stabilizing these Lifelines, based on stabilizing Components through a Line of Effort, as defined by the *National Planning Guidance* (NPG), would result in a secure and resilient nation with the Lifelines established across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

The development of the FEMA Region VIII AHP is consistent with *Presidential Policy Directive (PPD)-8*, the NPG, the *National Response Framework (NRF)*, and the *Response Federal Interagency Operational Plan (FIOP)* in its support of an integrated framework for emergency response plans. The AHP was developed in collaboration with state and FEMA Region VIII interagency partners to address the specific threats/risks within FEMA Region VIII. It supports state planning efforts, and aligns with and supports national-level plans, including interagency operational plans and department-level operational plans. The plan also aligns with the National Incident Management System (NIMS), uses consistent operational phases in order to facilitate a coordinated and synchronized federal response, and incorporates the concept of whole community, which is aimed at enlisting greater community involvement and resources in emergency response and improving agency coordination and working relationships with community partners.

1.1 Purpose

The FEMA Region VIII All-Hazards Plan (AHP) is an overarching plan that describes how FEMA Region VIII and its partners respond to, recover from, and mitigate a wide variety of potential threats and hazards in support of state, tribal, and territorial governments. The AHP describes standard response, recovery, and mitigation processes using national capabilities and taking into account region-specific considerations for an anticipated Level II or Level III event. It is used by the FEMA Regional Response Coordination Staff (RRCS), the Unified Coordination Group Staff (UCGS), and, as required, the National Response Coordination Staff (NRCS).

1.1.1 How to Use the All-Hazards Plan

The Base Plan (BP) consists of general information that provides context to federal and non-federal responders. It provides an overview of the concept of operations and support so those that are responding can coordinate effectively together in support of the survivors.

The annexes contain more specific information for particular types of staff, such as Operations or Logistics. Within the annexes are appendices that are even more specific to a Line of Effort, job, or purpose, e.g., search and rescue or sheltering.

Detailed information and explanation of the operational application of Lifelines through Lines of Effort (LOEs) can be found in Appendix C-2.

It is recommended to read the entire Base Plan, and then identify the specific annexes, appendices, and/or tabs that apply to your roles and responsibilities when supporting a request for assistance.

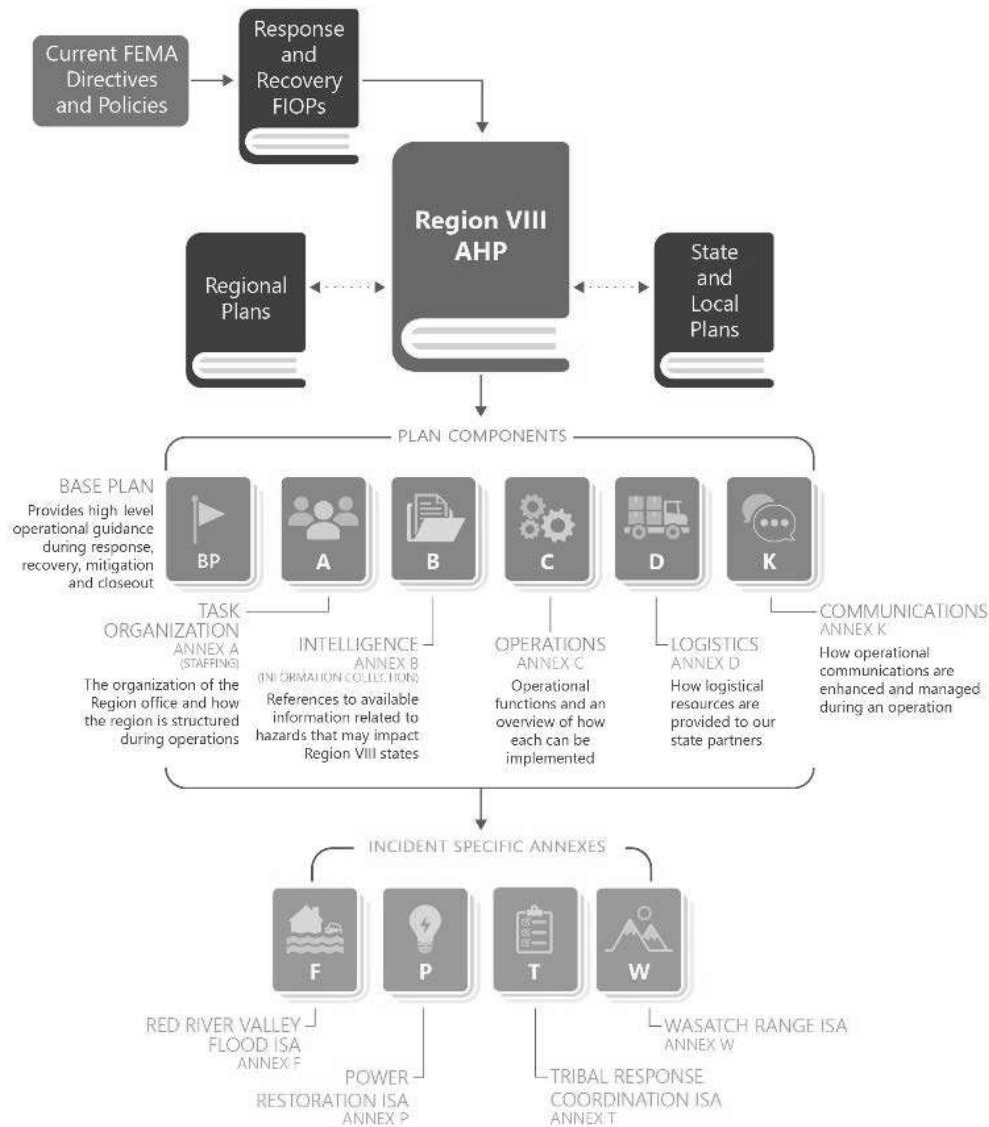


Figure BP-2: Plan Organization

1.2 Scope

The FEMA Region VIII AHP is a document that describes the response effort for any type of incident when requested to support local, state, and tribal efforts to save lives, protect property, and preserve the environment in response to an incident or in anticipation of a request for support. It is intended to be a scalable, flexible document that is written for a Level II (moderate to major) and/or Level III (minor) incident, though it can be used as a foundation for Level I incidents (e.g., Wasatch). While recovery phases are mentioned, this plan is a response-focused document. Future development will incorporate recovery operations. The FEMA Region VIII AHP supports crisis action planning for the NRCS, RRCS, Incident Management Assistance Team (IMAT), and Joint Field Office (JFO) or Unified Coordination Staff (UCS) responding to a Level II or Level III event. The AHP promotes unity of effort by establishing a single plan to be executed at all levels of a FEMA response, from a Level III to transfer of a Level I.

However, the principles outlined set the foundation for responding to a Level I or catastrophic event/incident and support the determination and coordination with the NRCC and how the region coordinates tactical control of resources assigned to the affected state among the Regional and National IMAT Team Leaders. If transfer of control to the NRCC is implemented, the Regional Administrator (RA) continues as the primary point of contact for affected state leadership.

1.3 Regional Overview

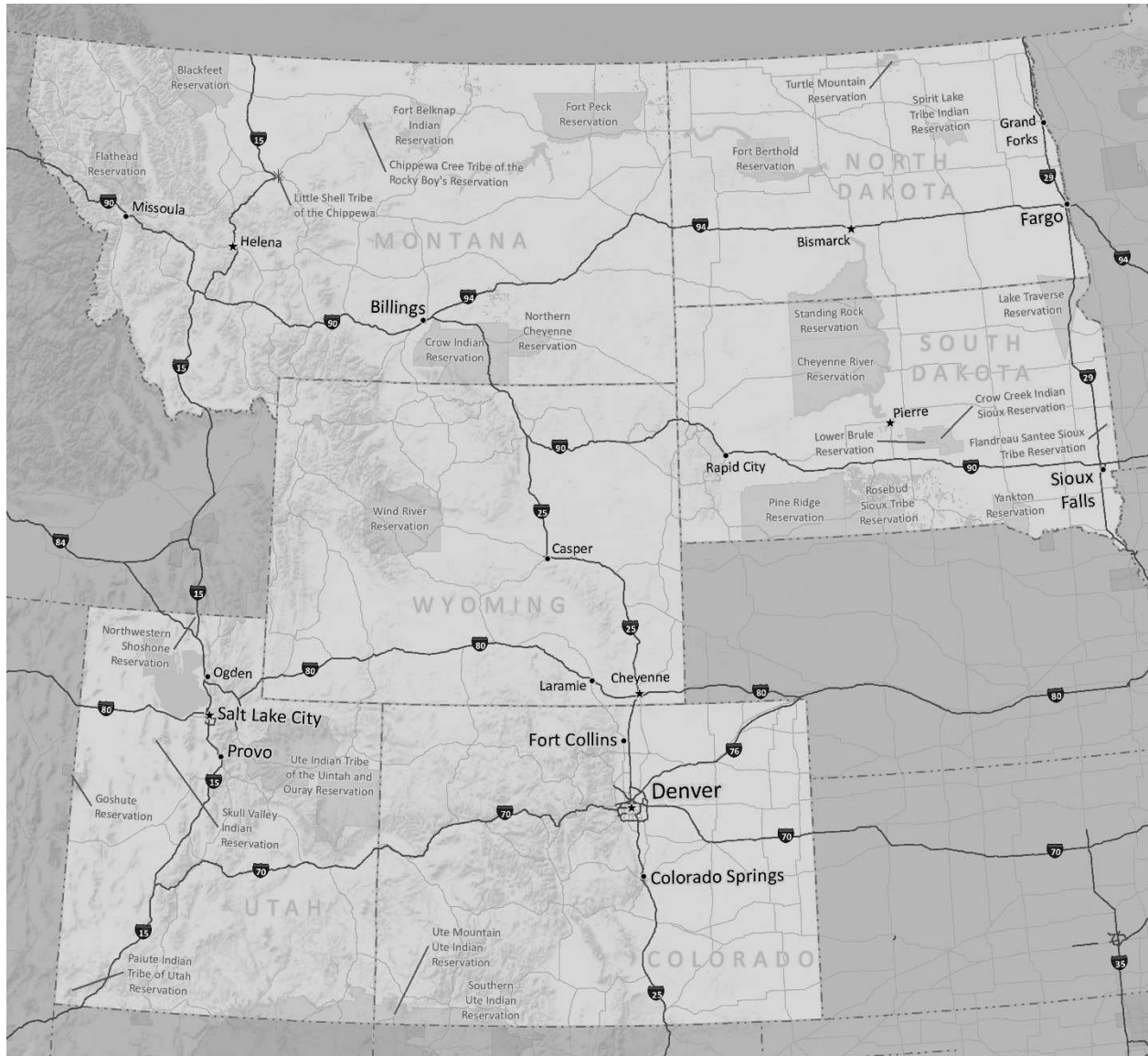


Figure BP-3: FEMA Region VIII States and Tribes

FEMA Region VIII encompasses six states (Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming) and twenty-nine federally recognized tribes (**complete list found in Appendix B-1**). The regional team works closely with federal, state, local, tribal, and private sector partners to meet the needs of the region and its citizens.

1.1.1 Regional Demographics

The population in FEMA Region VIII is centralized around major metropolises, and yet it has many active rural towns. The total population of the region is nearly 12 million and there are 3 major metroplexes: Denver, CO, Colorado Springs, CO, and Salt Lake City, UT. The region has a population of ages 18 years or less ranging from 21–29% of the population and ages 65 years or more ranging from 11–18%. Ethnic minorities comprise 14–32% of the population.

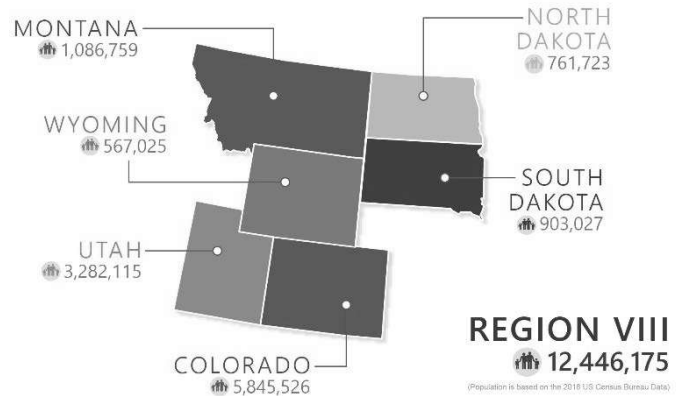


Figure BP-4: 2017 Regional Population Estimates

1.1.2 Regional Climate

The region has a variety of climates, ranging from cold arctic winters to hot dry summers, and topological areas that span mountain ranges to plains. Annual average temperature ranges from 30–65 degrees and annual precipitation varies from 11.12 to 22.2 inches. Annual snowfall in the region can fluctuate from nothing to 50 inches.

	Temperature (°F)	Summer High (°F)	Precipitation (inches)	Snowfall (inches)
COLORADO	36.4°	65.0°	14.16"	39"
MONTANA	32.7°	58.3°	11.12"	38"
NORTH DAKOTA	30.8°	54.8°	17.82"	50"
SOUTH DAKOTA	31.3°	54.3°	22.20"	38"
UTAH	46.2°	63.4°	18.58"	47"
WYOMING	34.3°	58.5°	15.66"	46"

Data comes from the U.S. Climate Data (www.usclimate.com)

Figure BP-5: Regional Climate Averages*

The variety of situations and environments requires FEMA Region VIII to be flexible in its approach to supporting the states and tribes before, during, and after disasters.

For additional information about states and tribes in FEMA Region VIII, see the Community Profiles developed and maintained by the region.

Links to the profiles can be found in Annex B, Appendix B-1.

1.4 Regional Threats and Hazards

This section summarizes the major findings identified in each regional jurisdiction’s Threat and Hazard Identification and Risk Assessment (THIRA), including context statements and impact overviews. For the purposes of the THIRA (from the *Comprehensive Preparedness Guide 201* [CPG-201]), threats and hazards are organized into three categories: natural hazards, technological hazards, and human-caused incidents. Natural hazards are considered acts of nature, technological hazards are accidents or the failures of systems and structures, and human-caused incidents are the intentional actions of an adversary. Additional risk assessments, such as state hazard mitigation plans, should be used to provide a more complete

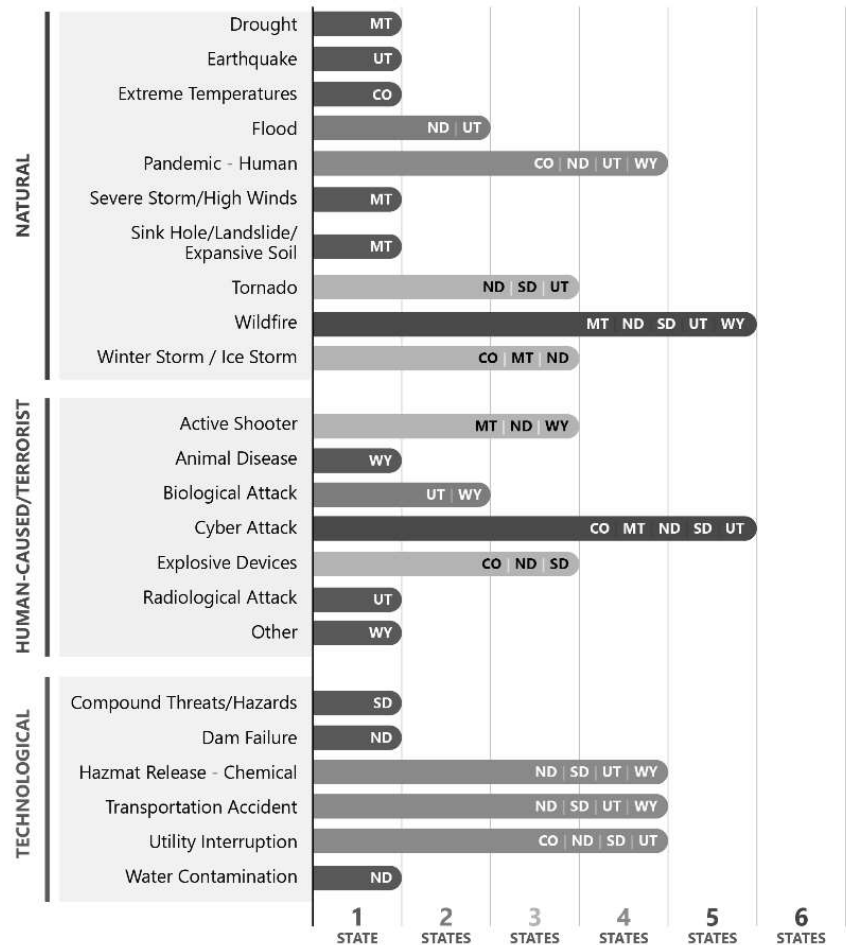


Figure BP-6: FEMA RVIII Hazards Identified in State THIRAs

understanding of the hazards and risks for each state and local community.

FEMA Region VIII has a diverse set of threats and hazards, and each state is unique in its risks and vulnerabilities. Due to no coastal areas, threats such as hurricanes and tsunamis are not a concern. However, natural risks include wildfires, tornadoes, severe storms, and winter storms that can also cause flooding, flash-flooding, and landslides throughout the region. The potential for a catastrophic level earthquake that would severely impact many of the states in the region also exists. In terms of technical disasters, the region is home to several national critical infrastructure, numerous key U.S. military commands – including U.S. Northern Command (USNORTHCOM) and Joint Functional Component Command for Integrated Missile Defense (JFCC-IMD) – and several Inter-Continental Ballistic Missile (ICBM) and strategic bomber bases. Several major transportation routes with various modes and storage facilities are at risk for hazardous materials releases. Large metroplexes with risks for acts of violence and high population density in proximity to manufacturing. Other common risks, such as flooding and high winds, can be found throughout the region.

Based upon the 2018 THIRA data available at the development of this plan, the region identified the hazards that were considered important to the states. Figure BP-6 shows that four of the states identified wildfires and cyber-attacks as one of their greatest concerns, with each hazard being listed by five states in total. Other than pandemic, technological hazards were listed second most frequently by the states. This is followed by tornadoes, winter storms, explosive devices, and active shooters. At least two states identified floods or biological attacks as one of their major concerns. Drought, earthquakes, extreme temperatures, severe storms, landslides, animal diseases, radiological attacks, dam failures, and water contamination were only listed by one state each.

1.5 Planning Facts and Assumptions

To conduct operational planning, planning facts and assumptions must be described. Outlined below are facts and assumptions identified to execute and shape execution of actions included in this AHP. Facts are statements of known information concerning the situation that can be substantiated. Assumptions consist of the information accepted by planners as true in the absence of facts. Assumptions are not predictions and are only used when facts are unavailable. Using assumptions allows planners to further define the scenario, identify potential response requirements, and move forward with the planning process.

For the purpose of the All-Hazards Plan, the following are facts:

- FEMA Region VIII is geographically diverse and sparsely populated, with two major metroplexes; it encompasses 6 states and over 12 million residents within 573,262 square miles (i.e., a population density of almost 21 people per square mile).
- FEMA Region VIII has a seasonal climate that ranges from hot summers to frigid, snowy winters.

For the purpose of the All-Hazards Plan, the following are assumptions:

- FEMA Region VIII is capable of staffing two (2) 12-hour shifts (day and night shifts) using regional staff for five (5) days.
- Initial situational awareness is lacking.
- Incidents are responded to and managed at the lowest possible jurisdictional level.
- Either a Presidential Emergency Declaration or a Presidential Major Disaster Declaration is requested and granted.
- Departments and agencies coordinate and act under their own statutory authorities and under the Stafford Act, as appropriate.
- A portion of the affected population attempts to self-evacuate.
- Damaged infrastructure requires inspection and assessment.
- A portion of the population has disabilities and/or access and functional needs and require assistance.
- Level II response and recovery operations may involve multiple affected state and tribal governments. FEMA Region VIII makes every effort to deploy liaison officers to each affected state or tribal government.
- Border area incidents could result in a coordinated binational response with the Canadian government.
- In a multi-state or multi-region response, there is an initial shortfall of FEMA and other federal agency staffing and other resources. The RRCS sets overall incident priority for delivery of federal capabilities working under Stafford Act authorities.

- The FEMA Region VIII Regional Response Coordination Center (RRCC) initiates response operations prior to the arrival of regional IMATs to support impacts to multiple states. This necessitates substantial coordination between IMATs and RRCS prior to the delegation of operational authority to the field.
- Devolution within the region does not occur during a Level II or Level III incident.
- Due to Climate Change, historic models may no longer accurately reflect the current risk types, frequency, or severity described in the Incident Specific Annexes to this plan.
- Implementation of Community Lifelines may not be fully embraced by FEMA Region VIII states.
- FEMA Region VIII states experience floods and wildfires annually, however, the low frequency of response to significant events in the region can lead to limited expertise with Level I incidents.

Additional information on planning factors are included in Annex B of this plan.

1.6 Critical Considerations

Critical Considerations are vital data points, such as circumstances or distinct regional conditions, that must be considered before and during operations. They describe how each region anticipates deviation from typical operations, as described in the Response, Recovery, and Mitigation Federal Interagency Operational Plans (FIOPs). Critical Considerations should involve information of high consequence or be operationally significant.

For the purpose of this All-Hazards Plan, the following are Critical Considerations:

- Saving and sustaining lives is the highest priority.
- Both the public and responders require protection from hazardous circumstances arising from an incident.
- Displaced survivors as well as responders require shelter, food, water, and fuel.
- A disaster in the region impacts:
 - Infrastructure networks (including systems supporting the Public Information and Warning, Operational Coordination, and Operational Communications core capabilities)
 - Key transportation modes (including means for evacuating affected populations and allowing ingress of responders/supplies) impacts the timeline for deployment of emergency relief supplies to survivors and first responders
- Incident management always occurs at the lowest level possible. In FEMA Region VIII, the incident is managed at the local level, which requests support from the state, followed by the state requesting support from the federal level. Federal response actions supplement state, local, and tribal response, not supplant.
- FEMA Region VIII is expected to respond quickly, effectively, and efficiently when support is requested by the state. Early deployment of federal resources should be considered to minimize the impact of a major incident.
- The Regional Response Coordination Center (RRCC) is activated to manage the planning and pre-positioning of federal resources until the IMAT is deployed, on-scene, and operational, and an orderly and complete hand-off has occurred.

- The IMAT represents the most immediate level of dedicated incident management at FEMA Region VIII. It serves as the lead element, with support from the RRCC, to respond to state requests. It establishes an Initial Operating Facility (IOF) in support of response operations. The functions of the IOF are transferred to a Joint Field Office (JFO), once established, where the Unified Coordination Group (UCG) further coordinates response actions and the IOF is closed.
- Federal resources are prioritized when the demand for resources exceeds available supply. Resources are prioritized for lifesaving, life-sustaining, and protection of property and the environment.
- Risk should be considered when deploying federal personnel and other resources to affected disaster areas.

2 *Mission*

The mission statement outlines the overarching direction and focus of the response and recovery effort. This is supported by Lifeline Sector outcomes that are accomplished by meeting operational End States for Lines of Effort.

2.1 **Mission Statement**

To effectively support state, local, and tribal efforts in addressing any threat or hazard, including cascading effects, with an emphasis on saving and sustaining lives, protecting property and the environment; as well as rapidly meeting basic human needs by stabilizing and sustaining Community Lifelines and supporting the transition to recovery.

2.2 **Community Lifelines**

The 2019 National Response Framework solidified the incorporation of Community Lifelines into operational response. Federal assistance may be required to support state, local, tribal, or territorial (SLTT) governments to stabilize impacted Community Lifelines and to set conditions for stabilization.

Each Lifeline is composed of multiple Components that represent the general scope of services for a Lifeline. Components are further divided into relevant sub-components that provide a granular level of enabling functions for the delivery of services to a community and help define the services that make up that Lifeline.



Figure BP-7: Mission Statement



Figure BP-8: Community Lifelines and Components

When a Lifeline, its Components or sub-components, is de-stabilized by the hazard and is no longer able to support the dependent population, the SLTT responds and applies their capabilities; however, when the impacts are significant enough that they overwhelm SLTT capabilities, the federal government employs resources to stabilize the Lifelines based upon requesting entity priorities.

For a more detailed description of how to operationally implement Lifelines, reference the 2019 Lifeline Stabilization Guide.

Each Community Lifeline is focused on accomplishing the outcome of stabilizing and restoring the capacity to sustain the dependent population. Lines of Effort mirror the Components of a Lifeline and are used to develop Intermediate Objectives and End States to accomplish those outcomes.

For more information on Lines of Effort reference Appendix C-2.

2.3 End State

The overarching End State for the FEMA Region VIII All-Hazards Plan is that impacted state, local, and tribal communities are sustaining the stabilization of their Community Lifelines with limited federal support, thereby allowing for the transition of federal efforts from response to outcome-driven restoration under recovery operations.

3 Execution

3.1 Phased Approach

Phases provide an organizational structure for plan components. They are distinguished by the character of the activity performed and are assigned conditions (i.e., phase transitions) that must be met for the phase to be completed. Planners use phases to describe how operations evolve over time and to promote unity of effort between incident, regional, and national incident operations.

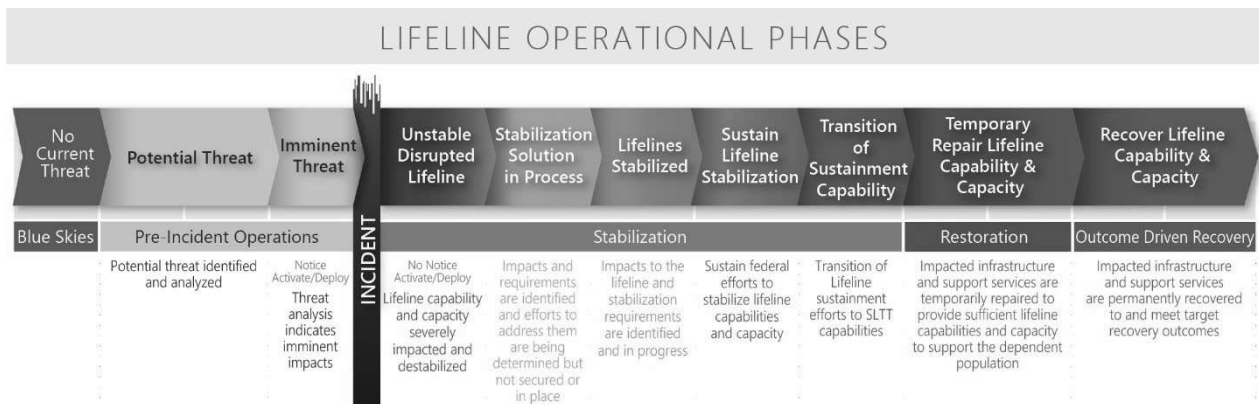


Figure BP-9: All-Hazards Response and Recovery Operational Phases

Federal operations follow a phased approach that reflect the outcomes for the Community Lifelines. Each Lifeline within each community may be at different points along the operational phases. This flexibility allows for alignment between impacted Lifelines, operational priorities, and the communication of where in the overall phases operations reside.

For a more detailed explanation of Lifeline-centric Operational Phases, refer to Annex A, Section 3.3.

3.2 Concept of Operations

The concept of operations for response for FEMA Region VIII is to focus federal support on reaching the stabilization targets and, ultimately, the Lifeline outcomes as defined by each SLTT government. Incidents are typically handled at the lowest jurisdictional level possible. Some local governments may require additional support from neighboring jurisdictions (towns or counties) or state governments. The impacted SLTT activates their incident management structures as well as any response support agreements (e.g., Emergency Management Assistance Compact [EMAC], Mutual Aid Agreements, or other types of arrangements through which additional non-federal capabilities can be made available to supplement organic state/local capabilities). The Lifeline outcomes are accomplished through focusing capabilities, resources, and personnel on major Lines of Effort (LOEs) based on impacted Components of each Lifeline. The Objectives and End State for the LOEs are synchronized with the Mission to stabilize, sustain, and restore each Lifeline.

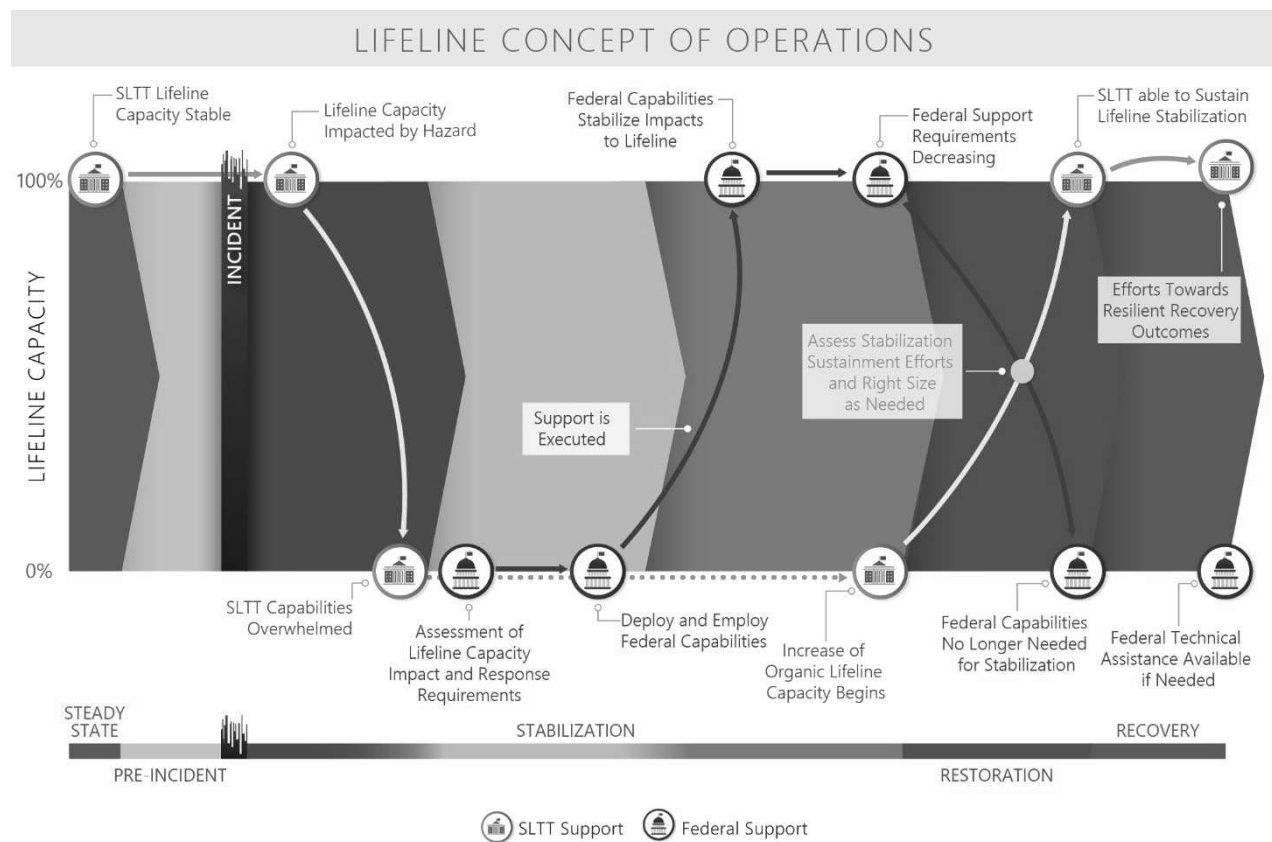


Figure BP-10: Lifeline Concept of Operations

Additional detail on the concept of operations can be found in Annex C.

3.2.1 Steady State Operations

Federal efforts are focused on supporting resiliency efforts through technical assistance and grant programs. Coordinated planning and exercises are used to improve effective operations in steady state conditions.

3.2.2 *Pre-Incident Operations*

Operations receives notification of an incident from the Regional Watch initially; supplemental information is provided by state/tribal Liaison Officers (LNOs). Coordination of the situation is relayed to the appropriate Emergency Support Functions (ESFs) and other federal agencies (OFAs), such as the National Oceanic and Atmospheric Administration (NOAA) and the Defense Coordinating Element (DCE). Operations communicates recommendations with regional senior leadership, the Regional Response Coordination Center (RRCC), and the National Response Coordination Center (NRCC), based on the severity of the incident.

Resources and personnel can be prepositioned in conjunction with SLTT requirements for anticipated impacts to their jurisdictions. This includes the support for an LNO and/or an Incident Management Assistance Team (IMAT). Pre-positioned capabilities can help to determine the necessity for activation of the RRCC, with ESF/OFA activations as needed. Operations also help launch the initial requirements and sourcing or commodities based upon anticipated impacts on the Lifelines.

3.2.3 *Stabilization Operations*

Following the impacts of an event, initial response operations begin in coordination with SLTT and ESF/OFA partners, to include NOAA and the DCE if the situation warrants. In coordination with the state, an assessment takes place to establish the current status of Lifelines and refine stabilization targets, aiding in the development of Component LOEs. Initial incident objectives are developed in by the Regional Administrator, Regional Coordinating Officer (RCO), and regional senior leadership, in consultation with the SLTT.

A Unified Coordination Group (UCG) is established to continue to develop incident objectives and priorities, leading to the development of Courses of Action (COAs) and Component LOEs to be tactically executed by Operations. An assessment of current LOE and Lifeline status occurs at the end of each operational period to provide feedback for UCG decision making. Operations continue to assess requirements for resources, personnel, and commodities.

As the incident progresses, the UCG, in conjunction with SLTTs, refine and determine objectives and priorities based on the incident. Operations updates the UCG on progress toward reaching and maintaining stabilization targets after gathering information, and ESFs/OFAs update during tactics meetings. Operations maintains, manages, and coordinates resources based on burn rates and emerging requirements until a level of restoration is achieved for each Lifeline.

3.2.4 *Response Operations*

Operations continues to sustain response efforts, as governed by incident/crisis action plans and priorities to stabilize and sustain the Lifelines. SLTT governments and the private sector are fully able to address the stabilization and sustainment of all impacted Lifelines. The operational End State is met, and incident outcomes are accomplished.

3.2.5 *Recovery Operations*

Response efforts to stabilize and sustain Lifelines are met and the transition to the implementation of FEMA program areas and Recovery Support Functions (RSFs) begin the long-term road to recovery.

4 Administration, Resources, and Funding

4.1 Administration

4.1.1 *Stafford Act*

The Stafford Act details management and oversight responsibilities for all administrative and logistics requirements that support response and short-term recovery operations. Administration includes the implementation of provisions that control cost-share arrangements between the Federal Government and affected states and tribes. Responsibility for management and oversight of all administrative and logistics requirements supporting operations rests with the following:

- FEMA is the Lead Federal Agency for funding associated with Stafford Act incidents.
- The FEMA Office of the Chief Financial Officer is responsible for supporting disaster funding activities of domestic incident management and provides the core financial management functions in support of RRCC and JFO operations.
- The senior financial advisor of each multi-agency coordination center (MACC), RRCC, and JFO, is responsible for the financial management, monitoring, and tracking of all federal costs relating to the incident.
- FEMA initiates mission assignments to task and coordinate with other federal departments and agencies to provide immediate, short-term emergency response support. Types of mission assignments include direct federal assistance and federal operations support. Although rarely exercised, it is important to note that FEMA retains the authority to mission assign agencies on a non-reimbursable basis.

4.1.2 *Non-Stafford Act*

FEMA may become involved in a supporting or coordination role in incidents or events that do not meet the criteria for a Stafford Act Emergency or Major Disaster Declaration. Federal assistance needed in these events often falls under the existing statutory authority of another federal agency. During incidents that do not warrant or meet the criteria for an Emergency or Major Disaster Declaration under the Stafford Act, the Secretary may direct FEMA to provide support to the National Incident Commander, Federal On-Site Coordinator, and other federal agencies having primary authority for directing the response and providing assistance. However, in the absence of a Stafford Act Declaration, FEMA cannot provide disaster assistance to states, territories, or tribes through the Disaster Relief Fund (DRF) or issue mission assignments to other federal agencies. Instead, FEMA could be tasked to coordinate the efforts of federal interagency support of the lead federal agency.

4.1.3 *FMSA to the NRF*

The Financial Management Support Annex to the National Response Framework (NRF) provides basic financial management guidance for all federal departments and agencies that support incidents requiring a coordinated federal response. For FEMA Region VIII, services are administered through the RRCC at the regional level and the JFO at the field level.

This plan does not alter or affect the responsibilities of senior financial advisors in other federal departments and agencies. When other federal departments and agencies are operating programs under their own statutory authority and funding, there is an expectation that coordination among agencies with financial responsibilities occurs.

Additional information on administrative organization are included in Annex A of this plan.

4.2 Concept of Resource Support

This section describes the FEMA Region VIII Logistics concept of resource support, including Logistics responsibilities during the Lifeline operational phases.

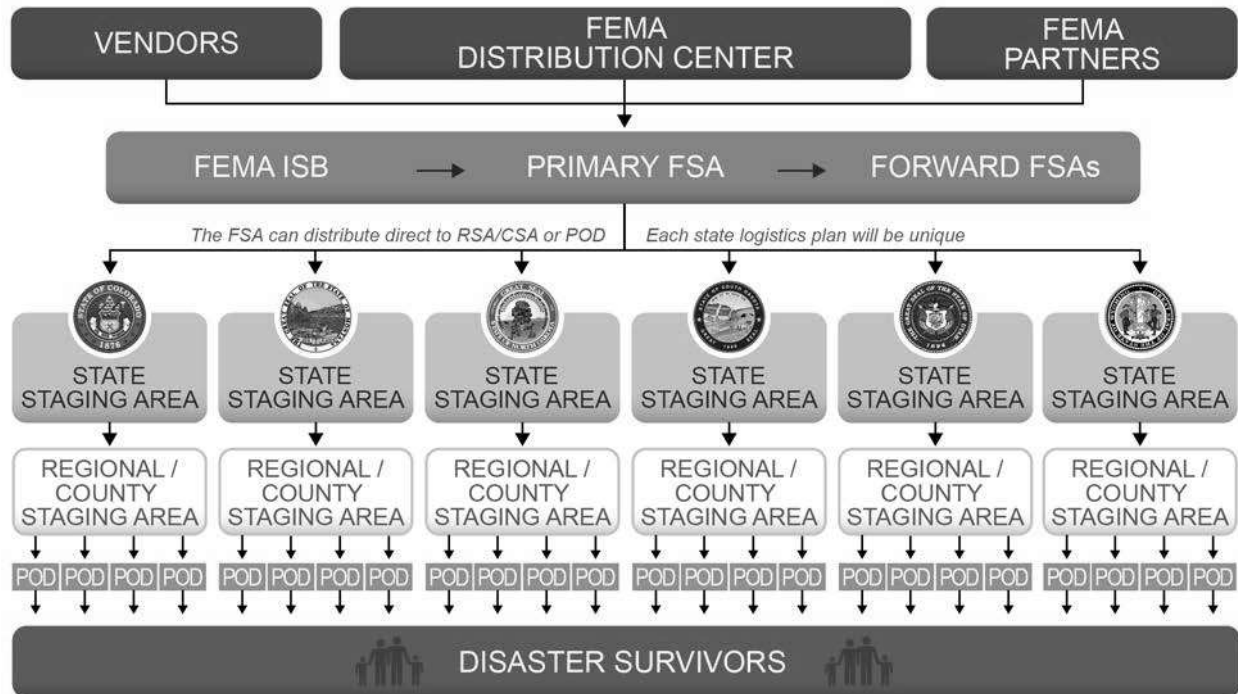


Figure BP-11: Concept of Resource Support

FEMA Region VIII activates the Logistics Supply Chain to distribute resources to impacted communities and stabilize Lifelines. Figure BP-11 depicts the overall FEMA Logistics Supply Chain relationship between federal, state, and county efforts. FEMA Region VIII Logistics adjusts this chain as needed for each incident.

More detail is provided in Annex D Logistics, specifically Section 2 titled “Logistics Supply Chain and Resources.”

4.2.1 Steady State Operations

FEMA Region VIII Logistics support Blue Skies preparation by strengthening relationships with SLTT Emergency Management and Logistics leadership. Logistics updates (approximately every three years) each state list of potential staging sites, and when appropriate, updates notes regarding Emergency Management Assistance Compact (EMAC) provisions and critical supply gaps. Such information is included in regional State Concept of Support plans.

The FEMA Logistics Management Branch (LMB) coordinates with each state to determine pre-staged resources called Initial Response Resources (IRR). Critical logistics capabilities and supply chains are validated and maintained through:

- SLTT capacity improvements, including private sector supply chain resilience Technical Assistance and Emergency Management Performance Grant (EMPG) Distribution Management Plans (DMPs).
- Understanding changes to regional private sector supply chain interdependencies.
- Coordination with private sector operational mechanisms via state and regional multi-agency coordination centers (MACCs), and each State Business Emergency Operations Center (SBEOC).

Also, Logistics conducts a Logistics Capabilities Assessment (LCAT) with each state, which they use to improve their own response capabilities and resiliency planning.

Regional Logistics will continue to refine the Logistics-associated segments of the All-Hazards Plan.

4.2.2 Pre-Incident Operations

Logistics supports pre-incident operations when FEMA activates the RRCC and Logistics begins to execute the applicable concept of support (COS) plan within the RRCC. This COS includes:

- Activations of ISBs and/or FSAs.
- Pre-staging of anticipated critical commodities.

Surge rules of operation permit Logistics staging of anticipated resources, with an aim to stage critical assets 24-48 hours in advance of notice events. Logistics works with states to identify air/sea ports of embarkation (A/SPOE) and domestic ports of entry (DPOE) locations. During large event responses, POEs may be identified in neighboring states.

Incident Management Assistance Team (IMAT) staff deploy to state Emergency Operation Centers (EOC) and monitor the progress of the incident. IMAT Logistics coordinates with state Logistics to address requirements including an Initial Operating Facility (IOF), a Joint Field Office (JFO), and External Support Branch facilities and operations.

Stabilization Operations

FEMA Region VIII Logistics supports stabilization by collaborating with state Logistics to fulfill resource requests and mission assignments (MAs) for commodities and services including food, water, tarps, communications, transportation, sanitation, and sheltering support, for example. FEMA works with the state to monitor resource burn rates and transition from a 'push' (from FEMA HQ) Logistics provision to a 'pull' (as needed) provision. Logistics adjusts supply and resource flow to federal and state staging areas according to state needs and modifies federal staging operations appropriately.

Logistics also continues supporting sustainment by managing facility needs such as the Joint Field Office (JFO), Area Field Offices (AFOs), and Disaster Recovery Centers (DRCs). Logistics coordinates with FEMA security, ensuring federal response facilities and routes are appropriately guarded. Security is essential for staging areas and transportation nodes to protect resources, services, and commodity distribution.

4.2.3 Response Operations

Logistics supports recovery and restoration by maintaining resource flow as needed, and by conducting facility (e.g., staging site, JFO, AFO, and DRC) closures when directed by leadership. When needed, Logistics continues to support Lifelines through missions such as Direct Housing.

4.2.4 Recovery Operations

Recovery and restoration operations require additional long-term Logistics support and coordination, however the operational End State for this plan does not address recovery activities.

Additional information on resource support is included in Annex D of this plan.

4.3 Funding

Federal funding to support coordinated federal response operations is consistent with applicable laws and authorities.

Additional information pertaining to funding can be found in Annex A, Section 4.3.

5 Oversight and Coordinating Instructions

5.1 Oversight

After a Major Disaster is declared, the FEMA Regional Administrator (RA) maintains close contact with the impacted state or tribal emergency management agency. This agency provides overall monitoring, oversight, and coordination of additional resources needed for the response.

Under the potential threat of an impending disaster, the FEMA Region VIII RRCC may activate to Level II, staffed with FEMA personnel, representatives from the primary agencies of activated ESFs, and representatives from selected ESF supporting agencies. When the IMAT is deployed pre-declaration, it may assume the coordination of interagency federal response efforts with the SLTT. Federal ESF representatives may join the IMAT, as appropriate. If the state or tribe receives a Disaster Declaration, a Federal Coordinating Officer (FCO) is appointed and a Joint Field Office (JFO) may be established. The RA designates a Disaster Recovery Manager (DRM) to exercise authority in a major disaster or emergency, including expenditure authority of the Disaster Recovery Fund (DRF). Normally, for a declared emergency or disaster, the RA designates the FCO as the DRM.

5.2 Communications

The concept of operations for provisioning emergency communications support involves the rapid establishment of an effective management structure made up from very distinct component workforces. Each component works closely with the others to meet immediate and sometimes-complex field communications needs. The ability to work as one team enhances regional ability to coordinate effectively during the initial response phase and then seamlessly transition into a unified, robust, sustainable, Disaster Emergency Communications (DEC) Group at the JFO.

The most important DEC/Emergency Support Function (ESF)-2 components from the perspective of this concept of operations is the DEC Regional Emergency Communications Coordinator (RECC) in the state EOC and the RRCC. During RRCC activation, the RA, DEC/RECC, and the Response Division Director (RDD) initiate communications with threatened/impacted states. FEMA Region VIII DEC/ESF-2 Communication may deploy staff to the state EOC and/or the RRCC. The DEC RECC is the primary interface to the threatened or impacted state’s Statewide Interoperability Coordinator, their ESF-2 or Communications counterpart.

The RECC or their designate coordinates between the state/tribal liaison and FEMA Mobile Emergency Support (MERS) DEC Division and/or OFAs to support state/tribal emergency communications unmet needs. The regional DEC Branch focuses externally on the state and tribes while FEMA Information Technologies (IT) is primarily internally-focused in supporting FEMA requirements, for the IMAT and JFO for example. MERS, as a national asset, supports both internal and external functions.

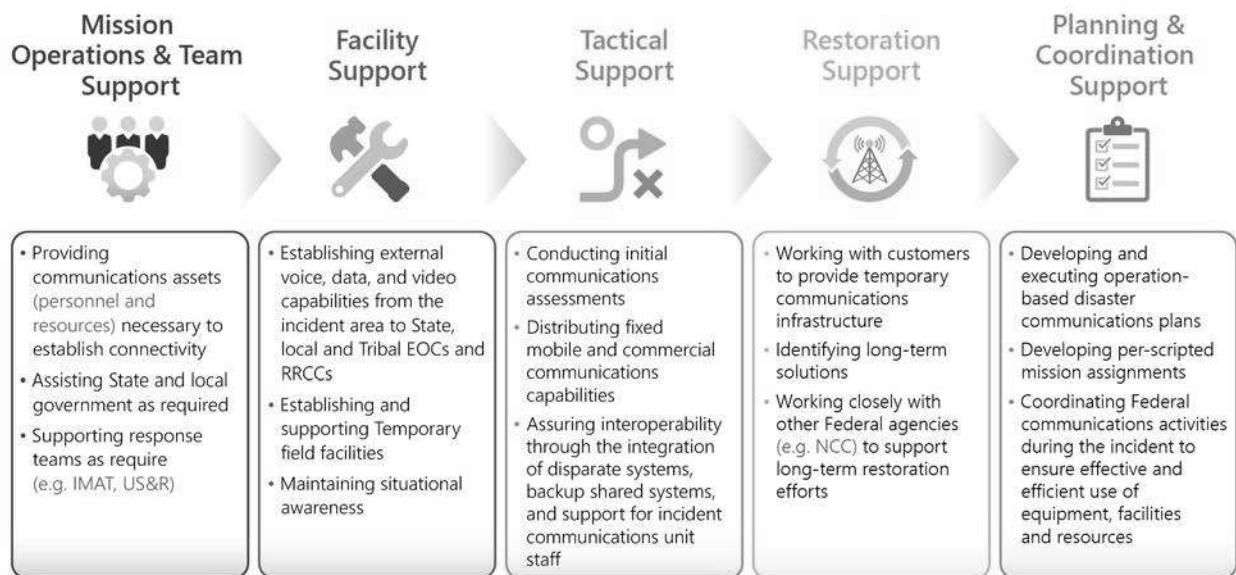


Figure BP-12: Concept of Operational Communications

Following a disaster, normal communications methods may be severely impacted. Federal resources must work closely with SLTT resources to identify operable communications systems and prioritize restoration of communications as quickly as possible. Restoration of communications for responders, 911 services for the impacted public, and alerts and warning capabilities for all are of the highest importance both in obtaining situational awareness and in effectively coordinating disaster operations.

MERS provides tactical communications connectivity for FEMA and other responders and assists in establishing initial communications operations at the Initial Operating Facility (IOF). This capability transitions to the JFO once it is established, based on the availability of communications resources.

5.3 Coordination (Operation Coordination Strategy)

FEMA Region VIII deploys a support team, the regional IMAT, a Liaison Officer, and an FCO, who establish a JFO together. When determined by the FCO, State/Tribal Coordinating Officers (S/TCO) and Branch/Division Office(s) are established in support of the area of operations. The JFO maintains operational control of federal activities and supports requests as well as the provision of status reports to FEMA Region VIII.

Prior to the designated FCO taking operational control, the RRCC coordinates federal support. The FCO, in cooperation with the UCG when established, directs the activities of the JFO. Unified coordination is organized, staffed, and managed in a manner consistent with NIMS principles using the Incident Command System (ICS) structure. The UCG is composed of senior leaders representing state, tribal, and federal interests. UCG members must have significant jurisdictional responsibility and authority.

Some federal departments and agencies have the statutory authority to act without Stafford Act reimbursement. When federal partners deploy under their own authority, full logistical and operational coordination is essential in order to avoid conflicts in the staging and deployment of resources.

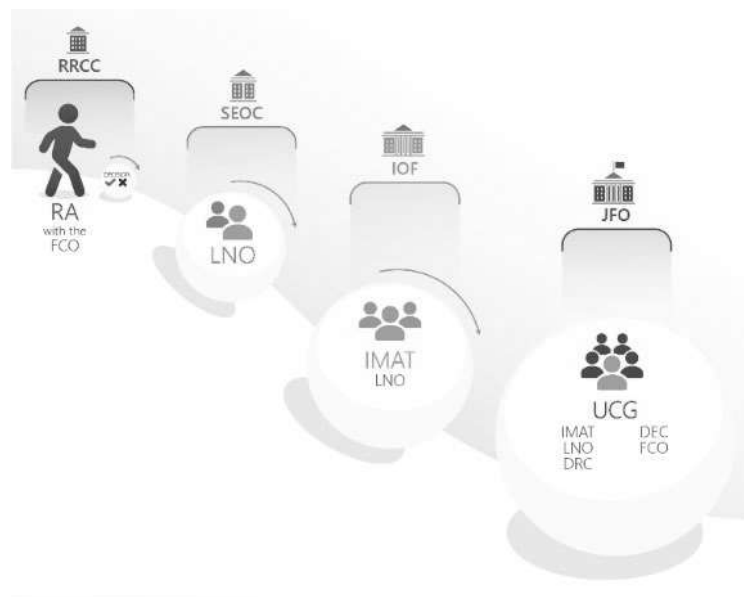


Figure BP-13: Scalable Strategy

For additional information regarding operational coordination, refer to Annex A.

5.3.1 Response Organizations

If the President makes a Stafford Act declaration, or the Regional Administrator approves surge funding, the region coordinates federal support for response and recovery through the RRCC and JFO, as appropriate. In the absence of a Stafford Act declaration, the designated Lead Federal Agency requests related support from individual departments and agencies.

The driving force with disaster response is a federally-supported, state-managed, and locally-executed effort. FEMA designed the response organizational structure to ensure support for subordinate levels (i.e., the NRCC supports the RRCC; the RRCC supports the FCO/UCG).

Operational coordination provides a response capability that is compliant with the National Response Framework (NRF) and NIMS to achieve unity of effort through unified coordination. Specifically, operational coordination is based upon the authorities listed in national guidance, policies, and strategies.

For additional information about response organizations, refer to Annex A.

5.3.1.1 Emergency Support Functions (ESFs)

ESFs are the primary, though not exclusive, federal coordinating mechanisms for building, sustaining, and delivering core capabilities in response to Stafford Act incidents. These structures may also be used for federal-to-federal support responses or for some non-Stafford Act federal responses, such as when organizing select federal operations to prepare for potential incidents during national special security events.

5.3.2 Incident Levels

Incident levels at the federal level refers to the level at which federal incident operations are accomplished, in partnership with states and in support of local offices. Within this All-Hazards Plan, examining incident operations allows FEMA staff to estimate requirements and anticipate activities over the life cycle of the entire incident. This provides overall direction for incident management along the Lines of Effort in accordance with the Lifeline structure. For the purposes of the AHP, operational coordination and response efforts are based on a Level II incident.

For additional information regarding incident levels refer to Annex A, Section 3.3.2.

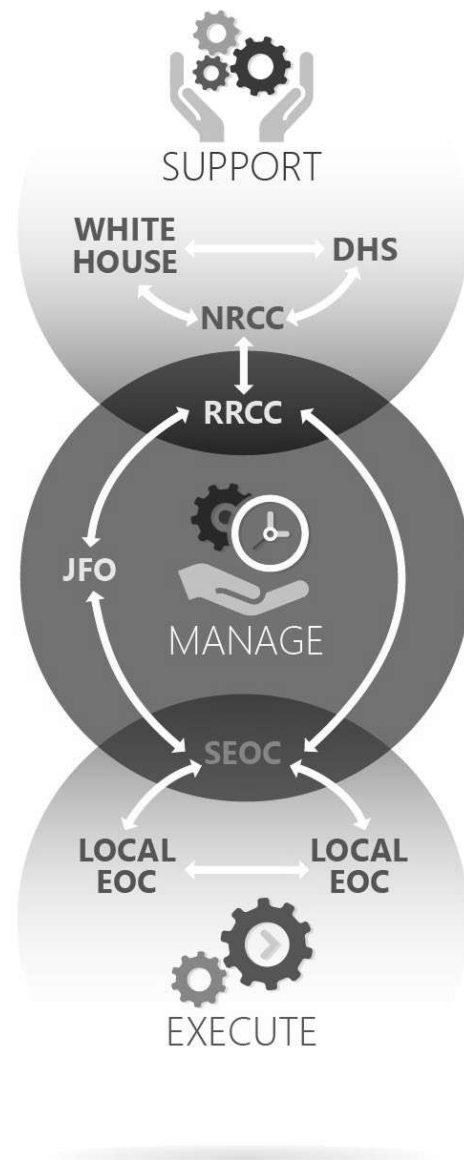


Figure BP-14: Operational Coordination

5.3.3 *Recovery and Mitigation*

This version of the AHP has an operational End State at the transition between restoring the stabilization and sustainment effort to the SLTT capability, to the preparations for long-term recovery. Future additions to this plan will incorporate operational coordination strategy to achieve outcome-driven recovery, including mitigation, in additional annexes.

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Annex A: Task Organization

1 Purpose

The purpose of this All-Hazards Plan (AHP) is to define roles and responsibilities and provide guidance on actions expected of FEMA Region VIII personnel and whole community partners in response to any regional incident that occurs within Colorado, Montana, North Dakota, South Dakota, Utah, or Wyoming. The AHP is written to provide a Community Lifeline-based deliberate plan for FEMA Region VIII to successfully meet the FEMA mission, while providing support to state partners without interfering with the execution of their own response plans. It is expected that federal responders adapt this deliberate plan to meet the unique requirements of any major incident.

The AHP does not replace any existing policy or document, nor does it create any new doctrine. It will be reviewed, revised, and updated on a schedule established by the Regional Planning Branch or as predicated on lessons learned from ‘real world’ incidents or exercises.

Recommended changes should be sent to the Planning Branch within the Response Division, FEMA Region VIII.

2 Response Operations Roles and Responsibilities

2.1 Community Lifelines

A Lifeline enables the continuous operation of government functions and critical business and is essential to human health and safety or economic security. The Community Lifelines reframe incident information to provide decision-makers with impact statements and root causes. This construct maximizes the effectiveness of federally-supported, state-managed, and locally-executed response. Lifelines are designed to highlight priority areas and interdependencies, focus attention on actions being taken, communicate coordination efforts towards stabilization, and integrate information. The Lifeline construct is used to focus response actions on incident stabilization; thus, the expected outcome is to stabilize all Lifelines.



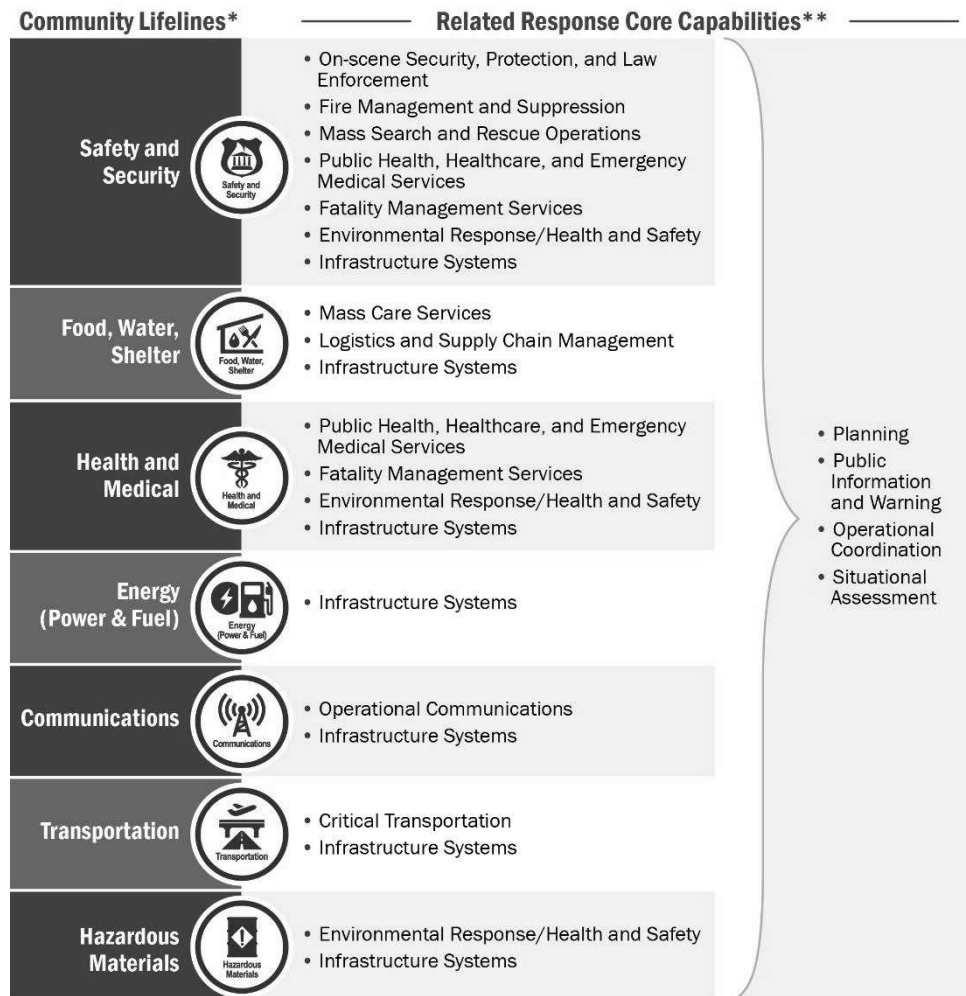
Figure A-1: Community Lifeline Sectors

During an incident, response personnel assign a status to each Lifeline and Component by integrating situational awareness reports and impact assessments from state, tribal, territorial, local, regional, federal, private sector, and non-profit or community partners.

For a thorough understanding of Community Lifelines, see the National Response Framework, 4th Ed., Oct 30, 2019.

2.2 Core Capabilities

Response Core Capabilities (CCs) are used to correlate the existing organization of federal resources with the Lifeline stabilization efforts to which they are most likely to be applied. This graphic shows the relationship between Lifelines and those CCs that are most commonly applied to support operations for Lifeline stabilization. When the THIRA process is updated to incorporate Lifelines as the organizing construct, and state, local, tribal, and territorial (SLTT) capability information is captured in that way, CCs will no longer be necessary to communicate federal response efforts.



*Community Lifelines: The manner emergency managers assess and prioritize employment of capabilities to achieve stabilization.

**Core Capabilities: An interoperable means to characterize capabilities that may be assessed, built, or validated during preparedness or applied to response operations.

Figure A-2: Relationship Between Core Capabilities and Lifelines

2.3 Emergency Support Functions

Emergency Support Functions (ESFs) are the primary, though not exclusive, federal coordinating mechanisms for building, sustaining, and delivering core capabilities in response to Stafford Act incidents. These structures may also be used for federal-to-federal support responses or for some non-Stafford Act federal responses, such as when organizing select federal operations to prepare for potential incidents during national special security events. However, for most non-Stafford Act incidents, structures other than ESFs are used by lead federal agencies. Departments and agencies use National Incident Management System (NIMS) structures that are appropriate to their authorities.

ESFs can be viewed as the active element in addressing the impacts of hazards to Lifelines in communities. Lead agencies are charged with coordinating the efforts of the supporting agencies in providing resources and capabilities to support SLTTs in stabilizing the Lifelines, based upon the prioritization of the Unified Coordination Group (UCG).

3 Execution

Operational coordination provides a response capability that is compliant with the National Response Framework (NRF) and NIMS to achieve unity of effort through unified coordination. Specifically, operational coordination is based upon the authorities listed in national guidance, policies, and strategies.

3.1 Senior Leader's Intent

The AHP focuses FEMA Region VIII and key stakeholders to effectively respond to any threat or hazard, including those with cascading effects, to support states during a disaster response. Emphasis is placed on saving and sustaining lives and **stabilizing the response**. Once federal response has been activated in the field, the assembled organization focuses on rapidly meeting basic human needs, restoring basic services and Community Lifeline functionality, establishing a safe and secure environment, and supporting the transition to recovery.

The region must systematically engage the whole community in developing and refining the AHP, which should focus on delivering core capabilities and identifying critical objectives and the timeframe for their accomplishment, as well as other resources critical to the mission. The region must also include individual and community preparedness as it is fundamental to success.

3.2 Operational Organizations

FEMA designed the response organizational structure to ensure support for the subordinate levels. For example, the National Response Coordination Staff (NRCS) supports the Regional Response Coordination Staff (RRCS); and the RRCS supports the Incident Management Assistance Team (IMAT) and Federal Coordinating Officer (FCO)/Unified Command (UC). While only the FCO is managing the incident (for FEMA), the NRCS plays a key role by supporting the RRCS and then supporting the FCO/UC once the RRCS stands down. The RRCS for each region is also organized into the same four functional NIMS and Incident Command System (ICS) sections.

3.2.1 Federal Organization

3.2.1.1 National Response Coordination Center (NRCC)

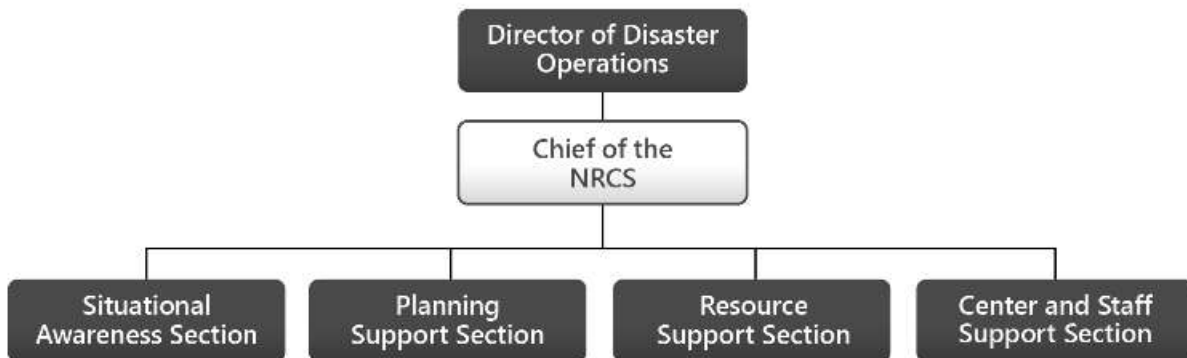


Figure A-3: NRCC Organizational Chart

The NRCC is a multi-agency center, operated by the NRCS, that coordinates the overall federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation. The Department of Homeland Security (DHS)/FEMA maintains the NRCC as a functional component of the National Operations Center (NOC), supporting incident support operations at the regional level. Depending on the number, size, or complexity of incidents, the NRCS may operate on a 24/7 basis or as required, in coordination with elements of the NOC. If required, the NRCS activates and deploys national-level entities such as the National Disaster Medical System, Urban Search and Rescue (USAR) Task Forces, Mobile Emergency Response Support (MERS), and National IMATs.

3.2.1.2 Regional Response Coordination Center (RRCC)

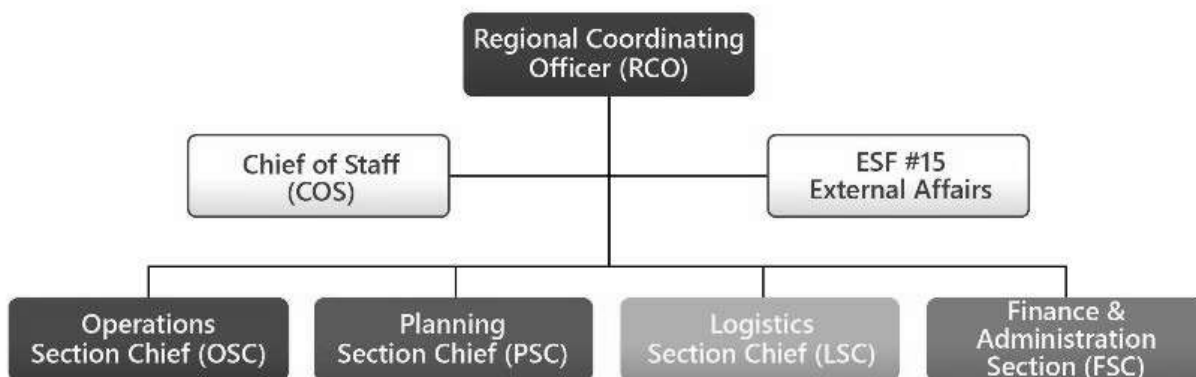


Figure A-4: RRCC Organizational Chart

FEMA operates RRCCs – multi-agency coordination centers – in each of the ten regional FEMA offices. When activated, an RRCC is staffed by FEMA regional personnel, ESF, private sector, and non-governmental organization (NGOs) representatives, and coordinators with the NRCS. The RRCS is the primary source of situational awareness and coordination support to FEMA’s incident management at the UCG level. The RRCC is the focal point for initial regional resource coordination.

The Regional Administrator (RA) or designee activates the RRCS. The RRCS builds and maintains situational awareness of incidents at the regional level.

3.2.1.3 Joint Field Office (JFO)

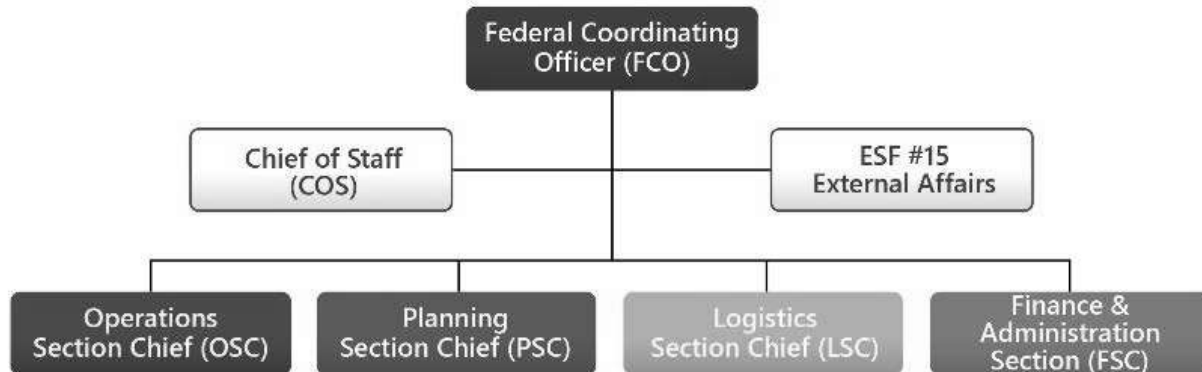


Figure A-5: JFO Organizational Chart

An Initial Operating Facility (IOF) is established to provide a centralized point for federal, state, and local governments, as well as private sector and non-governmental organizations, and are often co-located with state Emergency Operations Centers (EOCs). This function is eventually established in a more long-term facility called a JFO. The UCG is housed inside the JFO facility and has responsibility for incident oversight, direction, and/or assistance to effectively coordinate and direct prevention, preparedness, response, and recovery actions. Typically, the JFO is located at or near the incident area of operations.

Prior to a designated FCO taking operational control, the RRCC coordinates federal support for local, state, and tribal jurisdictions. The FCO, in cooperation with the Unified Coordination Group (UCG), when established, directs the activities of the JFO. Unified coordination is organized, staffed, and managed in a manner consistent with NIMS principles using the Incident Command System (ICS) structure.

3.2.2 Unified Coordination Group

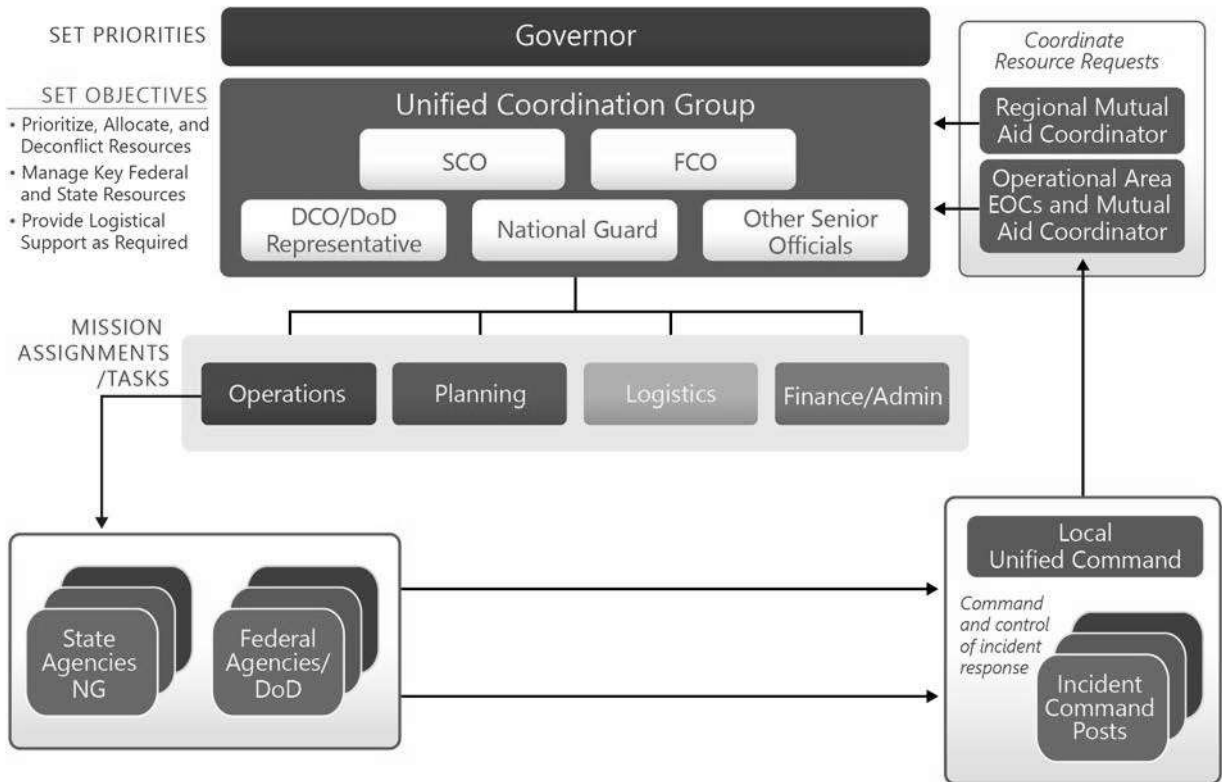


Figure A-6: Joint State/Federal Unified Coordination Group

The UCG typically consists of the FCO, the State Coordinating Officer (SCO), Defense Coordinating Officer (DCO), tribal and/or territorial coordinating officers, and senior officials from other agencies or organizations with both: (1) primary statutory or jurisdictional responsibility, and (2) significant operational responsibility for one or more functions of an incident response.

For non-Stafford Act incidents, federal response or assistance may be led or coordinated by various federal departments and agencies consistent with their authorities. In non-Stafford Act incidents, federal agencies that have responsibility for on-scene, tactical-level operations may establish incident command and area command structures or coordinate with local and state agencies to form unified incident command and unified area command structures.

3.2.3 Federally-Recognized Tribes

The FEMA Region VIII All-Hazards Plan assists in facilitating the collaboration and coordination of the 29 federally-recognized Tribal Sovereign Nations that make up 31 communities within 6 states of FEMA Region VIII, covering a wide geographic area. Each of these tribal nations are different in their ways of life, capacities to address disasters, and land size.

For detailed information about how FEMA Region VIII plans to coordinate and support response efforts to tribes, refer to Annex T.

3.3 Incident Operations

3.3.1 Incident Phasing

FEMA Region VIII uses incident phasing that provides a descriptive understanding to help better communicate the operations and assist in aligning incident impacts, priorities, and operational efforts. Phasing is linked to Lifeline status and the efforts to address its status.

Refer to **Figure BP-9: All-Hazards Response and Recovery Operational Phases** in the base plan for more information.

- Operations are considered Steady State when there is no threat to Community Lifelines.
- Pre-Incident Operations (if notice is available) address activities that identify, assess, and take preventative actions for possible and imminent threats to the Lifelines.
- Stabilization outlines activities that are undertaken to assess the disruption, identify solutions, deploy resources, and employ them to actively stabilize the disruption. This phase also incorporates sustaining activities undertaken while maintaining stabilization of the Lifelines.
- Restoration is the transition phase when SLTT capabilities return to adequate levels to maintain stabilization of any disrupted Lifelines without federal resources or capabilities.
- Outcome Driven Recovery identifies an orderly hand-off to recovery-focused operations.

This approach allows for the flexibility needed to scale from a single community with 3–4 different Lifelines impacted, to the regional level where the effort to support impacted Lifelines have not required federal support. Depending on the level at which a user is viewing the incident, they could be within a different part of the phases than other levels of operations. Additionally, within a single response effort, like a mid-sized town, each Lifeline may be at different phases. This allows for the variability of different types of hazards impacting several communities differently. The prioritization of a Lifeline is evident by the phase it is identified to be within. Ultimately, this approach gives key decision makers the most information across an entire incident in the smallest package possible.

The typical activities included in Figure A-7 below are representative and not comprehensive. They are meant to provide the user with examples to illustrate phase transition conditions. These are focused on situational awareness, operational coordination, logistics, and program delivery and are written broadly in order to consider unique geography, operational practices, and incident requirements.

PHASE DESCRIPTION	TYPICAL ACTIVITIES
STEADY STATE	
<p>In support of the SLTT, coordinate, train, and prepare to provide federal capabilities during an incident.</p> <p>Phase Begins Steady state. Phase Ends Potential threat is identified.</p>	<ul style="list-style-type: none"> ● Identify capabilities and conduct deliberate planning. ● Conduct preparedness activities. ● Monitor situational awareness of potential threats or hazards.
PRE - INCIDENT	
<p>In support of the SLTT, conduct situational awareness and staging activities as necessary.</p> <p>Phase Begins Potential threat is identified. Phase Ends Initial onset of impacts. Impact is ongoing or has occurred.</p>	<ul style="list-style-type: none"> ● Develop situational awareness products. ● Confirm availability of federal staff and capabilities; consider alert or possible activation. ● Stage or deploy federal capabilities. ● Support pre-impact protection of life and property. (e.g., evacuation operations)
STABILIZATION	
<p>In support of the SLTT, stabilize and sustain disrupted Lifeline Sectors to a sufficient capacity to support the dependent population.</p> <p>Phase Begins Lifeline Sectors are stabilized. Objectives are re-assessed, and sustainment activities are ongoing.</p> <p>Phase Ends The SLTT begins restoring their capabilities to assume sustainment efforts.</p>	<ul style="list-style-type: none"> ● Establish and disseminate situational awareness about the impacts of the incident, including status of community lifelines. ● Stage or deploy federal capabilities. ● Establish or sustain incident support bases and initial operating facilities. ● Provide lifesaving and life sustaining assistance. ● Initiate temporary or alternative actions towards stabilization of community lifelines based on situational awareness and Regional stabilization targets. ● Establish incident organization and coordination. ● Begin and coordinate federal crisis action planning; and provide and track federal capabilities as requested. ● Support impacted jurisdictions for population re-entry and return. ● Establish temporary response facilities. (e.g., Joint Field Offices [JFOs]) ● Continue and coordinate federal crisis action planning; and provide and track federal capabilities as requested. ● Continue actions to maintain stabilization of community lifelines based on situational awareness and Regional stabilization targets.
RESTORATION	
<p>In support of the SLTT, restore the organic capability of supporting the dependent population to a sufficient capacity and prepare to transition to recovery.</p> <p>Phase Begins The SLTT begins restoring their capabilities to assume sustainment efforts. Phase Ends The UCG shifts from response-focused to recovery-focused objectives</p>	<ul style="list-style-type: none"> ● Demobilize federal response resources and staff (e.g., Emergency Support Functions [ESFs]) with completed missions. ● Organize or re-organize operations to support effective recovery operations. ● Prioritize and plan recovery actions. (e.g., develop a Recovery Support Strategy) ● Support survivor transition from congregate sheltering to temporary or permanent housing solutions.
RECOVERY	
<p>In support of the SLTT, conduct operations to achieve outcome-oriented recovery.</p> <p>Phase Begins The UCG shifts from response-focused to recovery-focused objectives. Phase Ends Long term recovery objectives and close out operations are complete.</p>	<ul style="list-style-type: none"> ● Continue to deliver recovery grant programs. ● Continue to deliver National Disaster Response Framework (NDRF) capabilities. ● Prepare to transition to recovery offices or the Region for closeout.

Figure A-7: Operational Phase Descriptions

3.3.2 *Incident Levels*

This section describes operational coordination by incident level. The following incident level operations methods are provided from the *2017 FEMA Incident Management Handbook (IMH)*.

3.3.2.1 **Level One Incident Operations**

A Level One incident is of such magnitude that the available assets designed and in place for the response are completely overwhelmed or broken at the local, regional, or national level. Due to its severity, size, location, and actual or potential impact on public health, welfare, and infrastructure, this type of incident requires an **extreme** amount of Direct Federal Assistance for response and recovery efforts for which the capabilities to support does not exist at any level of government.

3.3.2.2 **Level Two Incident Operations**

Due to its severity, size, location, and actual or potential impact on public health, welfare, and infrastructure, this type of incident requires a **high** amount of Direct Federal Assistance for response and recovery efforts. Disasters of this size require elevated coordination among local, state, tribal, territorial, insular area, and federal entities due to moderate levels and breadth of damage.

3.3.2.3 **Level Three Incident Operations**

Due to its severity, size, location, and actual or potential impact on public health, welfare, and infrastructure, this type of incident requires a **moderate** amount of federal assistance. Typically, this is primarily a recovery effort with minimal response requirements, and existing federal and regional resources can meet requests.

3.4 **Recovery**

This AHP describes support up to the operational transition to short- and long-term recovery efforts. The need for federal response resources diminishes and requirements increase for other federal recovery programs that assist individuals, families, and individuals with disabilities or access and functional needs, as well as long-term public health. The need for resources to restore critical infrastructure and essential government and commercial services increases.

Preparedness and Mitigation operations focus on pre-incident. Federal departments and agencies participate in joint and internal planning workgroups, training events, and exercises during this period to validate capabilities requirements, test their efficacy, perform enhancements as required, and leverage their resources to remediate shortfalls and gaps. FEMA also funds and conducts research and provides mitigation guidelines associated with reducing the potential for damages and the overall impact before a disaster strikes.

4 **Administration, Resources, and Funding**

4.1 **Administration**

Federal departments and agencies are responsible for managing their own financial activities during all operational phases and across all mission areas within their established processes and procedures. During an incident, federal departments and agencies may waive several regulatory requirements and/or extend the deadlines for required reports and applications to assist survivors and ease economic impacts.

Response support to an incident in FEMA Region VIII, and any cascading effects, requires a coordinated effort involving local, state, tribal, and federal agencies, NGOs, and private sector partners. All responding entities are expected to use organic resources and capabilities, mutual aid agreements, and support contracts to provide for their own logistic requirements.

4.2 Resources

Resource requirements for response and recovery operations, once identified, are addressed using existing state and/or federal procedures for logistical support.

For additional information related to Resources and Logistics refer to the **Base Plan Section 4.2** and **Annex D**.

4.3 Funding

Use of disaster funds is triggered by an Emergency Declaration or Major Disaster Declaration by the President. Should an Emergency Declaration and/or Major Disaster Declaration be approved and issued, the processes, limitations, and cost-share ratios identified within the Stafford Act and 44 CFR apply. Authorized federal response and recovery operations are funded under the Disaster Relief Fund once an Emergency Declaration and/or Major Disaster Declaration has been made.

FEMA is the coordinating federal agency for funding associated with Stafford Act incidents, and other federal departments and agencies manage financial activities for all response operations within their established processes. FEMA Region VIII is authorized to obligate funds to mobilize and deploy resources as needed prior to a Stafford Act declaration using surge funds. When a federal declaration is made, federal response operations are funded under the Disaster Relief Fund (DRF). The Stafford Act provides the legal framework to financially support immediate lifesaving and life-sustaining activities.

4.3.1 *Funding for Emergency Declarations*

A State Governor or Tribal Chief Executive may submit a request for an emergency declaration to the President through the FEMA Region VIII Regional Administrator (RA) within 30 days of the occurrence of an incident. Per 44 CFR 206.35, the request must include a finding that the situation is of such severity and magnitude that effective response is beyond the capability of the state and affected local governments and that it requires supplementary federal emergency assistance to save lives, protect property, public health and safety, and lessen or avert the threat of a disaster. Identification of the type and extent of additional federal support is required in the request.

Two programs are authorized under an emergency declaration; Individual Assistance (very rare and limited to Housing Assistance and Other Needs Assistance) and Public Assistance (PA). IA Stafford Act declarations are dependent on a range of factors including concentration of damage, uninsured loss, fatalities, and other factors. Under PA, only debris removal and emergency protective measures (Categories A and B) are authorized under an emergency declaration. Cost shares under the Stafford Act vary by program.

4.3.2 Funding for Pre-Emergency Declarations

A State Governor or Tribal Chief Executive may request an emergency declaration in advance or in anticipation of the imminent impact of an incident that threatens such destruction as could result in a major disaster. Such requests must meet all statutory and regulatory requirements for an emergency declaration request. Requests must demonstrate the existence of critical emergency protective measure needs that are beyond the capabilities of the affected government prior to impact and must identify specific unmet emergency needs that can be met through Direct Federal Assistance (DFA). Such DFA may include, but is not limited to: personnel, equipment, supplies, and evacuation assistance. Pre-positioning of assets generally does not require a declaration. Assistance made available under a pre-disaster emergency declaration will typically be Category B (emergency protective measures), limited to DFA.

4.3.3 Funding for Major Disaster Declarations

A State Governor or Tribal Chief Executive may apply for a Major Disaster Declaration with a request that includes much of the same information required for an Emergency Declaration, but with the additional requirements that the request includes: an estimate of the amount and severity of damages and losses impacting the public and private sectors; a preliminary estimate of the types and amounts of supplementary federal disaster assistance needed; and certification that the state and local governments will comply with all applicable cost-sharing requirements.

The request for a major disaster declaration must include a finding that the situation is of such severity and magnitude that effective response is beyond the capability of the government, and that federal assistance is necessary to supplement resources of the government.

Under a Major Disaster Declaration, most IA and PA programs are available, although not all programs are activated for every disaster. The determination of which programs are authorized is based on the types of assistance specified in the request and the needs identified during the Preliminary Damage Assessment (PDA) and subsequent PDAs. The request must include information on the types of federal assistance needed.

4.3.4 Non-Stafford Funding

FEMA may become involved in a supporting or coordination role in incidents or events that do not meet the criteria for a Stafford Act Emergency or Major Disaster Declaration. Federal assistance needed in these events often falls under the existing statutory authority of another federal agency. During incidents that do not warrant or meet the criteria for an Emergency or Major Disaster Declaration under the Stafford Act, the Secretary may direct FEMA to provide support to the National Incident Commander, Federal On-Site Coordinator, and other federal agencies having primary authority for directing the response and providing assistance. However, in the absence of a Stafford Act Declaration, FEMA cannot provide disaster assistance to states, territories, or tribes through the DRF or issue mission assignments to other federal agencies. Instead, FEMA could be tasked to coordinate the efforts of the federal interagency response in support of the lead federal agency.

For additional details concerning funding types, processes, and information, please reference the Stafford Act Declaration Process Fact Sheet.

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Annex B: Intelligence

1 Purpose

The purpose of Annex B is to support and inform decision making through the organized and timely collection, processing, analysis, and dissemination of situational intelligence. The desired End State is achieved when incident management and support leaders are equipped with the proper situational intelligence to make informed, data-driven operational decisions.

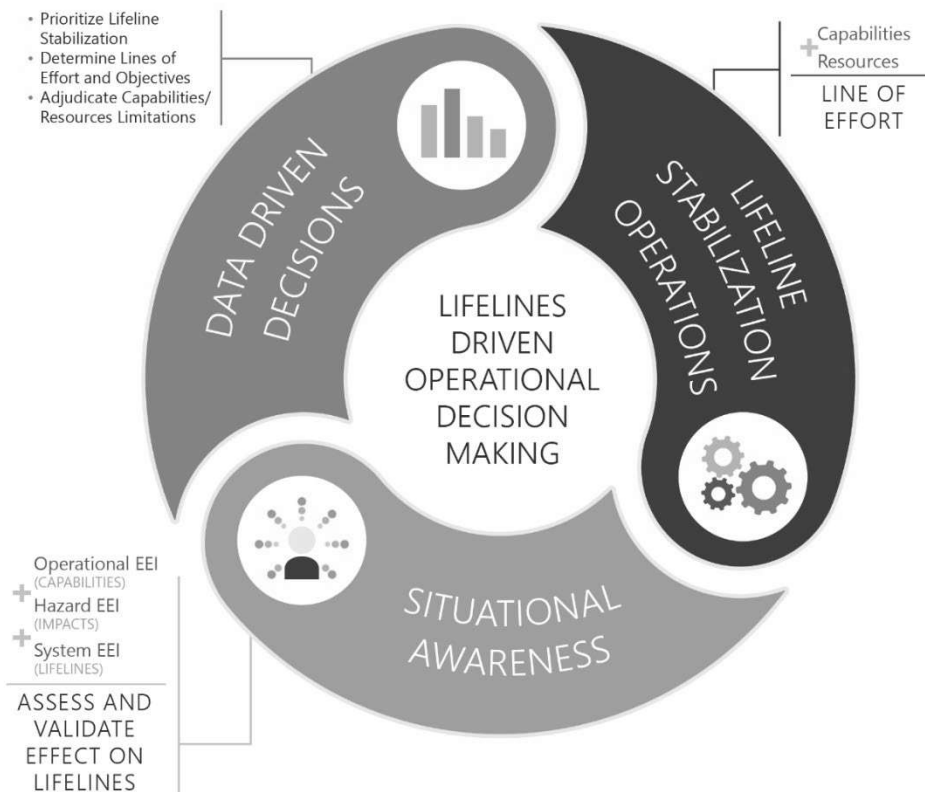


Figure B-1: Lifeline-Driven Operational Decision Making

2 Regional Planning Factors

Figure B-2 was developed using state Threat and Hazard Identification and Risk Analysis (THIRA) data concerning potential impacts for hazards. This figure shows the highest, unaddressed, capability gaps identified of any of the six states in FEMA Region VIII. This information provides FEMA Region VIII with potential maximum support requirements as anticipated by the states. The region can assess whether they can fill the capability gap or if they need to plan to request additional support from outside the region to support state requirements. Crisis Action Planning teams can modify these planning factors to better align the with incident information available during a response.

Planning factors are simply a starting point for crisis action planners to begin to build a picture of situational awareness, hazard impacts, and capability requirements to support state response.

Planning Factors [=Impact - Capability]	Core Capability	Planning Factors [=Impact - Capability]	Core Capability
INCIDENT MANAGEMENT			
53 Jurisdictions Affected	Operational Communications, Planning	8,947 Partner Organizations involved in Incident Management	Operational Communications, Planning
SAFETY AND SECURITY			
5,397 Structure Fires	Fire Management and Suppression	9,000 People requiring Rescue	Mass Search and Rescue Operations
FOOD, WATER, SHELTERING			
344,462 Customers (without water service)	Infrastructure Systems	12,614 People requiring Shelter	Mass Care Services
1,231,122 People requiring Food and Water	Logistics and Supply Chain Management	11,353 people with Access and Functional Needs (requiring accessible shelter)	Mass Care Services
48,069 People with Access and Functional Needs (requiring food and water)	Mass Care Services	300,032 People requiring Temporary, Non-Congregate Housing	Mass Care Services
36,890 People requiring Evacuation	Mass Care Services	57,000 People with Access and Functional Needs (requiring accessible, temporary, non-congregate housing)	Mass Care Services
7,378 People with Access and Functional Needs (requiring evacuation)	Mass Care Services	535,862 Animals requiring Shelter, Food, and Water	Mass Care Services
HEALTH AND MEDICAL			
64,000 Fatalities	Fatality Management Services	100 Affected Healthcare Facilities and Social Service Organizations	Health and Social Services
385,110 People requiring Medical Care	Public Health, Healthcare, and Emergency Medical Services		
ENERGY (POWER AND FUEL)			
337,462 Customers (without power service)	Infrastructure Systems		
COMMUNICATIONS			
588,398 Customers (without communication service)	Infrastructure Systems	287,386 People with Access and Functional Needs (affected)	Public Information and Warning
61,148 People with Limited English Proficiency Affected	Public Information and Warning	1,160,349 People Affected	Public Information and Warning
TRANSPORTATION			
57,900 Miles of Road Affected	Critical Transportation		
HAZARDOUS WASTE			
49 Hazmat Release Sites	Environmental Response/Health and Safety	344,462 Customers (without wastewater service)	Infrastructure Systems
636,209 Exposed Individuals (hazmat-related incidents)	Environmental Response/Health and Safety		
RECOVERY			
279,549 People requiring Long-Term Housing	Housing	53,038 Businesses Closed Due to the Incident	Economic Recovery
43,830 People with Access and Functional Needs (requiring accessible long-term housing)	Housing	400 Damaged Natural and Cultural Resources and Historic Properties Registered in the Jurisdiction	Natural and Cultural Resources

Figure B-2: Planning Factors

3 Execution

3.1 Concept of Intelligence Support

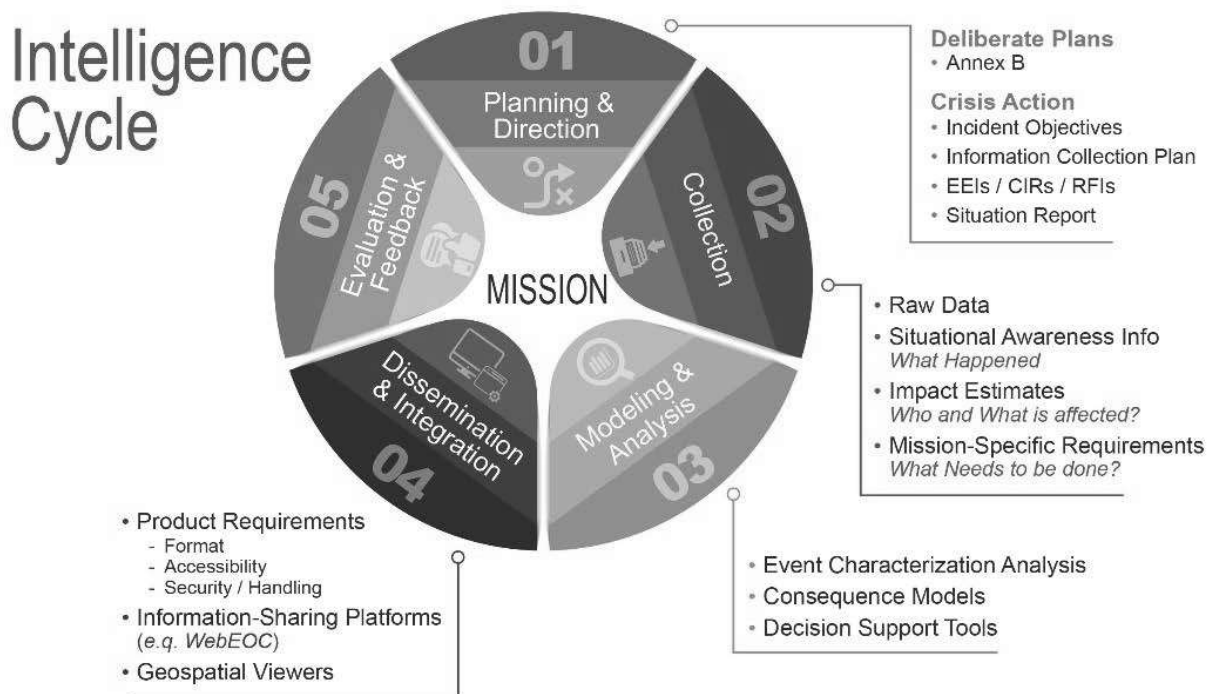


Figure B-3: Intelligence Cycle

The concept of intelligence for FEMA Region VIII is to actively engage in intelligence collection to address known Essential Elements of Information (EEIs) and to identify unknown outliers, in support of Key Leader Decisions that drive operations and resource support of the response. This is accomplished throughout the response effort by the Planning Section, who spearhead integration of the 5-Step Intelligence Cycle, as seen in Figure B-3, into the operational decision-making process. Some of the key products that are developed from this become the Regional Leadership Brief.

Intelligence support follows a five-step cycle, as seen in Figure B-4 below, providing timely, accurate, and actionable information to enable decision making. The intelligence cycle is designed to continually collect, analyze, inform, evaluate, and direct incident operations. The use of this process helps to ensure that decisions made are based on the best data possible and that operations are focused on the most effective activities to directly counter Lifeline disruptions. The intelligence cycle feeds the future operations cell, and looks beyond the current operational period to anticipate operational needs, allowing for the response organization to plan, prepare, and resource the upcoming operations.

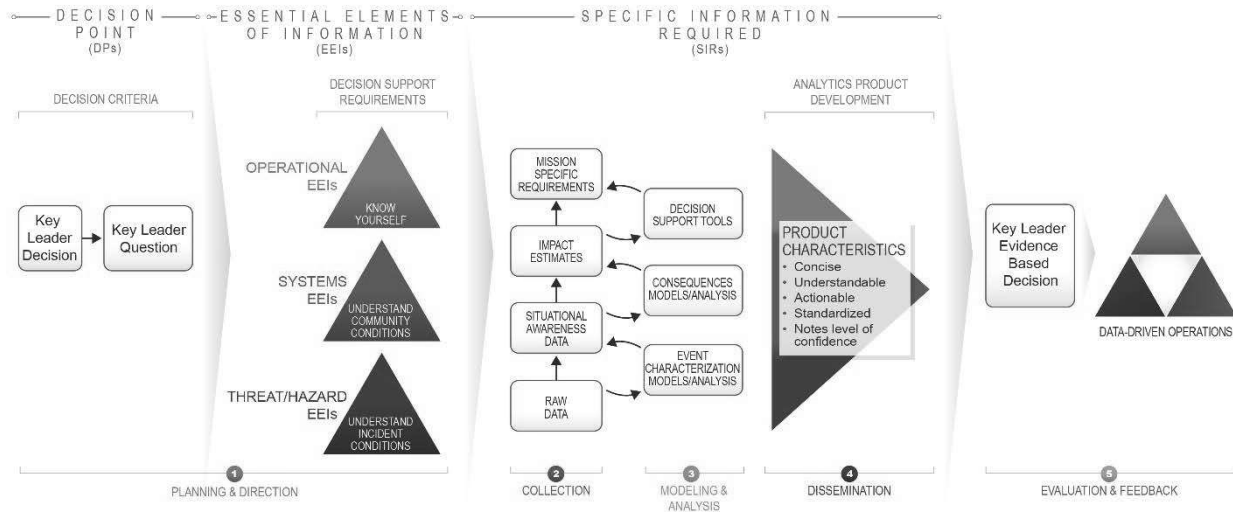


Figure B-4: FEMA Region VIII Concept of Intelligence

3.1.1 Pre-incident

Key leaders determine potentially important EEIs, data sources, preferred analytical methods, and other relevant data to support the development and integration of the intelligence collection cycle. Intelligence product development shall initially be focused on the following areas: decision-support, resource tracking, resource utilization, course of action development, gap analysis, efficiency and effectiveness of disaster field operations, and situational awareness/Common Operating Picture.

It is recommended that those slated to work in the Intel Cell be uniquely qualified across a variety of disciplines and have sound research and writing ability. Formal training should be obtained pursuant to the FEMA-approved Intelligence Analyst training courses found at <https://www.dhs.gov/fema-approved-intelligence-analyst-training-courses>. This will ensure the quality and consistency of intelligence products and conformity with industry standards and approved analytical methods.

Participation in training exercises also presents opportunities to hone analytical skills, produce sample products, and validate policies, procedures, and structured analytical techniques during the production of relevant intelligence products. Advance coordination with the Federal Coordinating Officer and Operations Section Chief is also vital to identify trigger points for implementation of intelligence activities.

3.1.2 Stabilization

At the request of Field Leadership, the Planning Section may support disaster field operations during response through developing and/or implementing their collection plan based upon unique aspects of each disaster. This includes validation of EEIs, access to data collection repositories, data integrity, and imposition of other information management strategies. This information is commonly consolidated into the Tier III element of the Senior Leadership Brief.

The Planning Section interfaces with Future Operations, the Situation Unit, the Geographic Information System (GIS) Unit, and across the federal response enterprise to incorporate data collection methods, along with modeling and analysis with the GIS/Modeling Group, and to address EEIs. The information is then integrated into the products and decision support tools being supplied to field leadership and other decision makers, such as the Tier I element of the Senior Leadership Brief. The Intel Cell may provide briefings, training, qualitative and quantitative analyses, course of action development, and other analytical products at the request of field leadership. Objective analysis and peer review, coupled with the use of structured analytical techniques, help ensure the validity of findings.

The maintenance of the Intelligence Cycle is the responsibility of the Planning Section. The development of new EEIs – collecting available data, modeling, analyzing, and producing products and decision support tools, as well as dissemination of the information to key leaders and field leadership – is a continuous process throughout the operation.

3.1.3 Restoration and Recovery

As operations transition from sustained stabilization to restoration efforts, the Intel Cell shifts to support the identification of new EEIs and the Intelligence Cycle for decisions regarding state, local, tribal, and territorial (SLTT) capabilities and their capacity to sustain the stabilized Lifelines without federal support. The process continues to cycle until operations transition to support recovery efforts.

3.1.4 Recovery

As operations transition from restoration efforts to recovery, the Intel Cell shifts to support the identification of new EEIs and the Intelligence Cycle for recovery-focused decision support. The process continues to cycle until operations transition to demobilization.

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Appendix B-1: Community Profiles

Community profiles for each state are contained within the Recovery Profiles found on the FEMA Geospatial Platform (FEMA Region VIII Recovery SharePoint). Tribal community profiles require approval from the Response Division before accessing. Geospatial Profiles are stored as GeoPDFs on SharePoint as well.

Table B-1-1: State Profile References

State Profiles	Website	Geospatial
Colorado	www.colorado.gov/dhsm	Hyperlink
Montana	readyandsafe.mt.gov/Emergency	Hyperlink
North Dakota	www.des.nd.gov/	Hyperlink
South Dakota	dps.sd.gov/emergency-services/emergency-management	Hyperlink
Utah	dem.utah.gov/	Hyperlink
Wyoming	hls.wyo.gov/contacts	Hyperlink

Table B-1-2: Tribal Profile References

Tribal Profiles	Website
Blackfeet Nation	www.blackfeetnation.com
Cheyenne River Sioux Tribe	www.sioux.org
Chippewa Cree Indians Of the Rocky Boy's Reservation	www.chippewacree.org
Confederated Salish And Kootenai Tribes of The Flathead Reservation	www.cskt.org
Confederated Tribes of The Goshute Reservation	ctgr.us/home
Crow Creek Sioux Tribe	www.crowcreekconnections.org
Crow Nation	www.crow-nsn.gov
Eastern Shoshone Tribe	easternshoshone.org/
Flandreau Santee Sioux Tribe	santeesioux.com
Fort Belknap Indian Reservation	www.ftbelknap.org
Fort Peck Assiniboine and Sioux Tribes	www.fortpecktribes.org
Little Shell Tribe of the Chippewa	tribalnations.mt.gov/littleshell
Lower Brule Sioux Tribe	www.lbst.org
Mandan, Hidatsa, And Arikara Nation (Three Affiliated Tribes)	www.mhanation.com
Navajo Indian Reservation (AZ, NM, UT)	www.navajo-nsn.gov
Northern Arapaho Tribe	northernarapaho.com/wp
Northern Cheyenne Tribe	www.cheyennenation.com
Northwestern Band of Shoshone Nation	indian.utah.gov/northwestern-band-of-shoshone
Oglala Sioux Tribe	www.oglalalakotatianation.org
Paiute Indian Tribe of Utah	www.utahpaiutes.org
Rosebud Sioux Tribe	www.rosebudsiouxtribe-nsn.gov
Sisseton-Wahpeton Oyate Of the Lake Traverse Reservation	www.swo-nsn.gov
Skull Valley Band of The Goshute Indians	indian.utah.gov/skull-valley-band-of-goshute/
Southern Ute Indian Tribe	www.southernute-nsn.gov
Spirit Lake Tribe	www.spiritlakenation.com
Standing Rock Sioux Tribe	www.standingrock.org
Turtle Mountain Band of Chippewa Indians	tmchippewa.com/
Ute Indian Tribe of The Uintah And Ouray Reservation (U&O)	www.utetribe.com/
Ute Mountain Ute Tribe	www.utmountainutetribe.com
Yankton Sioux Tribe	www.yanktonsiouxtribe.net

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Appendix B-2: Essential Elements of Information

The Information Requirements document provides a template for intelligence planning and direction during adaptive planning and execution/crisis action planning; it should detail research, collection requirements, production requirements, and the Request for Information (RFI) process. The template functions as a starting point for the Information Collection Plan (ICP).

Essential Elements of Information (EEIs) are categorized into three groups: Threat/Hazard Information, Community Lifelines System Information, and Operations/Resource Information. EEIs for the threat and hazard provide context for the area of geographical impact, level of severity, and type of response that is needed. EEIs for the Lifelines Systems provide context as to the community itself and its capabilities and capacity, such as demographics, critical infrastructure, and dependent populations. EEIs for Operations and Resources provide context to state, local, tribal, and territorial (SLTT) capabilities to address the impacts of a hazard to the Lifelines in a community. Additionally, it provides an awareness of the potential threshold that will overwhelm SLTT capabilities and require Federal support operations.

It is important to note that EEIs are derived from the Key Leader Questions (KLQs) that are used to guide those operational decisions. The following tables are a collection of common EEIs based upon frequent KLQs. The tables are organized by the type of EEI.

Community Lifeline System Information

- Table B-2-1: Communications
- Table B-2-2: Energy
- Table B-2-3: Food, Water, Sheltering
- Table B-2-4: Hazardous Materials
- Table B-2-5: Health and Medical
- Table B-2-6: Safety and Security
- Table B-2-7: Transportation

Threat/Hazard Information [To Be Developed]

- Table B-2-8: Flooding
- Table B-2-9: Wildfire
- Table B-2-10: Earthquake
- Table B-2-11: Pandemic/Biological Attack
- Table B-2-12: Severe Winter Storm
- Table B-2-13: Active Shooter/Civil Unrest
- Table B-2-14: Hazmat Release
- Table B-2-15: Utility Failure
- Table B-2-16: Cyber Attack

Operations/Resource Information [To Be Developed]

- Table B-2-17: SLTT Geography and Demographics
- Table B-2-18: SLTT Capabilities and Capacity
- Table B-2-19: Federal Capabilities and Capacity
- Table B-2-20: Operational Requirements
- Table B-2-21: Logistical Requirements

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Table B-2-1: Communications Lifeline EEIs

Lifeline	Component	Key Element	EEI	Source(s)	Responsible Element	Notes
Communications	Infrastructure	Public/ Private Sectors	What is the overall status of telecommunications service in the affected area?	<ul style="list-style-type: none"> ▪ Department of Homeland Security (DHS)/Cybersecurity and Infrastructure Security (CISA) ▪ DHS/Emergency Communications Division (ECD) ▪ DHS/National Coordinating Center for Communications ▪ Open Sources/Telephone Companies ▪ Federal Communications Commission (FCC) Disaster Information Reporting System (DIRS) ▪ Emergency Support Function (ESF)-2 Representative 	Emergency Support Function (ESF)-2	
Communications	Infrastructure	Wireless, Landline, Satellite, Etc.	What is the availability and reliability of internet service in affected areas?	<ul style="list-style-type: none"> ▪ Open Sources ▪ Internet Companies ▪ ESF-2 Representative 	ESF-2	
Communications	Infrastructure	Wireless	What is the availability and reliability of cellular service in affected areas? What share of cell sites are on emergency power in affected areas?	<ul style="list-style-type: none"> ▪ Open Sources ▪ Cellular Companies ▪ ESF-2 Representative 	ESF-2	
Communications	Infrastructure	Radio	Is there a potential requirement for radio communication capability? Is there a potential requirement for satellite communication capability?	<ul style="list-style-type: none"> ▪ ESF-2 Representative 	ESF-2	

Lifeline	Component	Key Element	EEI	Source(s)	Responsible Element	Notes
Communications	Alerts, Warnings, Messages	Public Service Announcement (PSA) Transmit Capability	What is the status of the emergency alert system (TV, radio, cable)?	<ul style="list-style-type: none"> ▪ FCC ▪ FEMA Integrated Public Alert and Warning System (IPAWS), Wireless Emergency Alerts (WEAs) ▪ EAS-Broadcast, Radio, TV 	ESF-2	
Communications	Alerts, Warnings, Messages	PSA Transmit Capability	What is the status of public safety radio communications?	<ul style="list-style-type: none"> ▪ State Emergency Operations Center (EOC) ▪ Local EOC ▪ ESF-13 Representative ▪ ESF-4 Representative ▪ ESF-2 Representative 	ESF-2	
Communications	Alerts, Warnings, Messages	PSA Transmit Capability	What is the most reliable and accessible way to disseminate information to the whole community? What is the availability and reliability of 9-1-1 in affected areas?	<ul style="list-style-type: none"> ▪ ESF-2 Representative ▪ External Affairs Representative ▪ Disability Integration Advisor 	ESF-2	
Communications	911 and Dispatch		What is status of Public Safety Answering Points (PSAPs)/dispatch centers in affected areas?	<ul style="list-style-type: none"> ▪ 		
Communications	Responder Communications			<ul style="list-style-type: none"> ▪ 		
Communications	Financial Services			<ul style="list-style-type: none"> ▪ 		

Table B-2-2: Energy Lifeline EEIs

Lifeline	Component	Key Element	EEI	Source(s)	Responsible Element	Notes
Energy	Power (Grid)		What is the status of electrical power generation and distribution facilities?	<ul style="list-style-type: none"> ▪ EAGLE-I ▪ ESF-12 Representative ▪ Open Sources ▪ Power Companies ▪ Department of Energy (DOE) Situation Reports (SitReps) ▪ DHS CISA 	ESF-12	
Energy	Power (Grid)		How many people and what locations are without power?	<ul style="list-style-type: none"> ▪ EAGLE-I ▪ Geographic Information System (GIS) Products ▪ ESF-12 Representative ▪ Open Sources ▪ Power Companies ▪ DOE SitReps 	ESF-12	
Energy	Power (Grid)		What is the estimated time to restoration of power?	<ul style="list-style-type: none"> ▪ EAGLE-I ▪ DHS/National Infrastructure Simulation and Analysis Center ▪ U.S. Army Corps of Engineers (USACE) 	ESF-12	
Energy	Power (Grid)		How many electrically dependent persons (i.e. medical equipment or DAFN) are affected?	<ul style="list-style-type: none"> ▪ emPOWER ▪ ESF-8 Representative ▪ ESF-12 Representative ▪ Disability Integration Advisor 	ESF-12	
Energy	Power (Grid)		What is the status of nuclear power plants in the affected area?	<ul style="list-style-type: none"> ▪ DHS CISA 	ESF-12	
Energy	Power (Grid)		What is the status of nuclear power plants within 10 miles of the affected area?	<ul style="list-style-type: none"> ▪ DHS CISA ▪ ESF-12 Representative 	ESF-12	
Energy	Power (Grid)		What is the status of natural gas and fuel pipelines in the affected area?	<ul style="list-style-type: none"> ▪ EAGLE-I 	ESF-12	
Energy	Fuel	Commercial Fuel	What is the status of commercial fuel stations?	<ul style="list-style-type: none"> ▪ ESF-12 Representative ▪ ESF-1 Representative ▪ National Transportation Fuels Model 	ESF-12	

Table B-2-3: Food, Water, and Shelter Lifeline EEIs

Lifeline	Component	Key Element	EEI	Source(s)	Responsible Element	Notes
Food, Water, and Shelter	Feeding	Private Sector	What is the operating status of supermarkets within the affected area?	<ul style="list-style-type: none"> ▪ Field Assessment ▪ Aerial Reconnaissance ▪ GIS Products ▪ National Business Emergency Operations Center (NBEOC) 	ESF-6 / ESF-14	
Food, Water, and Shelter	Feeding	Private Sector	What is the operating status of neighborhood markets and small grocery stores?	<ul style="list-style-type: none"> ▪ Field Assessment ▪ Aerial Reconnaissance ▪ GIS Products 	ESF-6 / ESF-14	
Food, Water, and Shelter	Feeding	Private Sector	What is the operating status of restaurants in the affected area?	<ul style="list-style-type: none"> ▪ Field Assessment ▪ Aerial Reconnaissance ▪ GIS Products ▪ Small Business Administration (SBA) Disaster Loan Data 	ESF-6 / ESF-14	
Food, Water, and Shelter	Feeding	Private Sector	What impacts did the event have on the food supply chain?	<ul style="list-style-type: none"> ▪ N-ABLE ▪ U.S. Coast Guard (USCG) CART (Seaports), Homeport ▪ LogiSims 	ESF-6 / ESF-14	
Food, Water, and Shelter	Shelter	Shelter	How many people need emergency shelter?	<ul style="list-style-type: none"> ▪ ESF-6 Representative ▪ Voluntary agency (VOLAG) Representatives ▪ Local Census and Demographics data ▪ Local Human Services Representative ▪ American Red Cross Liaison 	ESF-6	
Food, Water, and Shelter	Shelter	Shelter	How many shelters are open and where are they located?	<ul style="list-style-type: none"> ▪ American Red Cross National Shelter System ▪ State EOC ▪ Local EOC ▪ VOLAG Representatives 	ESF-6	
Food, Water, and Shelter	Shelter	Shelter	What is the current population in shelters?	<ul style="list-style-type: none"> ▪ American Red Cross National Shelter System ▪ State EOC ▪ Local EOC ▪ VOLAG Representatives 	ESF-6	

Lifeline	Component	Key Element	EEI	Source(s)	Responsible Element	Notes
Food, Water, and Shelter	Shelter	Shelter	What Transitional Sheltering Assistance is being offered?	<ul style="list-style-type: none"> Individual Assistance (IA) Housing Group Mass Care Group Supervisor 	ESF-6	
Food, Water, and Shelter	Shelter	Shelter	What are potential future sheltering requirements?	<ul style="list-style-type: none"> ESF-6 Representative VOLAG Representatives IA Housing Group Local Census and Demographics data Local Human Services Rep American Red Cross Liaison 	ESF-6	
Food, Water, and Shelter	Durable Goods		Is there a current or future need for points of distribution (PODs)?	<ul style="list-style-type: none"> ESF-6 Representative State EOC Local EOC 	Operations Section Logistics Section	
Food, Water, and Shelter	Durable Goods		Are there pre-designated locations for PODs in the affected jurisdiction?	<ul style="list-style-type: none"> Logistics Section ESF-6 Representative State EOC Local EOC GIS Products 	Operations Section Logistics Section	
Food, Water, and Shelter	Durable Goods		What is the location, type, and operating status of PODs?	<ul style="list-style-type: none"> Logistics Section ESF-6 Representative State EOC Local EOC GIS Products 	Operations Section Logistics Section	
Food, Water, and Shelter	Durable Goods		What resources are being distributed at the PODs?	<ul style="list-style-type: none"> Logistics Section POD Manager ESF-6 Representative State EOC Local EOC 	Operations Section Logistics Section	
Food, Water, and Shelter	Water	Water Utility Systems	What is the operating status of public and private water supply systems?	<ul style="list-style-type: none"> DHS CISA ESF-3 Representative 	ESF-3	

Lifeline	Component	Key Element	EEI	Source(s)	Responsible Element	Notes
Food, Water, and Shelter	Water	Water Utility Systems	What is the operating status of water control systems (i.e. dams, levees, storm drains, etc.)?	<ul style="list-style-type: none"> ▪ DHS CISA ▪ ESF-3 Representative ▪ USACE CorpsMap 	ESF-3	

Table B-2-4: Hazardous Waste Lifeline EEIs

Lifeline	Component	Key Element	EEI	Source(s)	Responsible Element	Notes
Hazardous Waste	Debris, Pollutant, Contaminant		Are there any debris issues affecting the transportation system?	<ul style="list-style-type: none"> ▪ Aerial Reconnaissance ▪ Field Assessment 	ESF-1	
Hazardous Waste	Debris, Pollutant, Contaminant		What is the status of debris clearance operations?	<ul style="list-style-type: none"> ▪ USACE Debris Model ▪ FEMA Debris Calculator ▪ ESF-3 Representative 	ESF-1	
Hazardous Waste	Waste Water Systems		What is the operating status of public wastewater systems and private septic systems?	<ul style="list-style-type: none"> ▪ ESF-3 Representative 	ESF-3	
Hazardous Waste	Debris, Pollutant, Contaminant		Are there reported or suspected hazardous material/toxic release incidents?	<ul style="list-style-type: none"> ▪ ESF-10 Representative ▪ ESF-8 Representative ▪ Remote Sensing ▪ GIS Products ▪ Environmental Protection Agency (EPA) Facility Registry Service 	ESF-10	
Hazardous Waste	Debris, Pollutant, Contaminant		Are there actual or potential radiological or nuclear incidents?	<ul style="list-style-type: none"> ▪ DHS CISA ▪ ESF-10 Representative ▪ Remote Sensing ▪ Private Sector Companies ▪ NARAC Modeling System ▪ QJIC (IMAAC) ▪ HPAC 	ESF-10	
Hazardous Waste	Debris, Pollutant, Contaminant		What monitoring actions are planned or underway regarding HAZMAT incidents?	<ul style="list-style-type: none"> ▪ DHS CISA ▪ ESF-10 Representative ▪ I-WASTE 	ESF-10	

Table B-2-5: Health and Medical Lifeline EEIs

Lifeline	Component	Key Element	EEI	Source(s)	Responsible Element	Notes
Health and Medical	Medical Care	Acute Medical Care	What is the status of acute medical care facilities (i.e., level 1 trauma center)?	<ul style="list-style-type: none"> ▪ Health and Human Services (HHS) GeoHEALTH ▪ Hospital Available Beds for Emergencies and Disasters (HAVBED) ▪ ESF-8 Representative 	ESF-8	
Health and Medical	Medical Care	Post-Acute Medical Care	What is the status of chronic medical care facilities (i.e., long-term care centers)?	<ul style="list-style-type: none"> ▪ HHS GeoHEALTH ▪ ESF-8 Representative ▪ State EOC ▪ Local EOC 	ESF-8	
Health and Medical	Medical Care	Behavioral Health	What is the status of primary care and behavioral health facilities?	<ul style="list-style-type: none"> ▪ HHS GeoHEALTH ▪ ESF-8 Representative 	ESF-8	
Health and Medical	Medical Care		What is the status of home health agencies?	<ul style="list-style-type: none"> ▪ ESF-8 Representative 	ESF-8	
Health and Medical	Public Health	Public Health Continuity of Operations	What is the status of state and local health departments?	<ul style="list-style-type: none"> ▪ HHS GeoHEALTH ▪ ESF-8 Representative ▪ State EOC ▪ Local EOC 	ESF-8	
Health and Medical	Patient Movement	EMS	What is the status of state and local EMS systems?	<ul style="list-style-type: none"> ▪ ESF-8 Representative ▪ ESF-4 Representative ▪ State EOC ▪ Local EOC 	ESF-8	
Health and Medical	Medical Care		What is the status of VA Health System resources in the affected area?	<ul style="list-style-type: none"> ▪ ESF-8 Representative 	ESF-8	
Health and Medical	Patient Movement	Medical Evacuations	Are there any active patient evacuations underway?	<ul style="list-style-type: none"> ▪ ESF-8 Representative ▪ ESF-4 Representative 	ESF-8	
Health and Medical	Patient Movement	Medical Evacuations	Are there any cascading effects that could cause future patient evacuations?	<ul style="list-style-type: none"> ▪ ESF-8 Representative ▪ ESF-4 Representative 	ESF-8	

Table B-2-6: Safety and Security Lifeline EELs

Lifeline	Component	Key Element	EEL	Source(s)	Responsible Element	Notes
Safety and Security	Law Enforcement and Security	Evacuations	What is the status of evacuation routes?	<ul style="list-style-type: none"> State EOC Local EOC 	ESF-1	
Safety and Security	Responder Safety/Security		What are the safety hazards affecting response and recovery operations?	<ul style="list-style-type: none"> Field Assessment Aerial Reconnaissance 	Safety Officer	
Safety and Security	Responder Safety/Security		Is there a need for personnel protective equipment?	<ul style="list-style-type: none"> Field Assessment Aerial Reconnaissance Occupational Safety and Health (OSHA) Consultation 	Safety Officer	
Safety and Security	Responder Safety/Security		What are the security issues or concerns affecting response and recovery operations?	<ul style="list-style-type: none"> ESF-13 Representative Open Source/News Media 	ESF-13	
Safety and Security	Law Enforcement and Security		What is the status of force protection and security for response and recovery staff?	<ul style="list-style-type: none"> ESF-13 Representative State EOC/State ESF-13 Local EOC/Local ESF-13 	ESF-13	
Safety and Security	Law Enforcement and Security		What is the status of security assessments at external facilities?	<ul style="list-style-type: none"> ESF-13 Representative State EOC/State ESF-13 Local EOC/Local ESF-13 	ESF-13	
Safety and Security	Government Services		What is the operating status of federal, state, and local law enforcement agencies?	<ul style="list-style-type: none"> ESF-13 Representative State ESF-13 Representative Local ESF-13 Representative 	ESF-13	
Safety and Security	Law Enforcement and Security		Were law enforcement or correctional facilities damaged by the event?	<ul style="list-style-type: none"> ESF-13 Representative State ESF-13 Representative Local ESF-13 Representative 	ESF-13	

Table B-2-7: Transportation Lifeline EEIs

Lifeline	Component	Key Element	EEI	Source(s)	Responsible Element	Notes
Transportation	Infrastructure		What is the operating status of all transportation modes including air, sea, rail, and land?	<ul style="list-style-type: none"> ESF-1 Representatives State Department of Transportation (DOT) Open Sources/News Media USACE Private Sector 	ESF-1	
Transportation	Highway/Roadway Motor Vehicle	Main Road Access	What is the status of major roads and highways?	<ul style="list-style-type: none"> Clarus Road Weather TRansportation ANalysis SIMulation System (TRANSIMS) TrafficView Multiple Award Task Order Contracting (MATOC) 	ESF-1	
Transportation	Highway/Roadway Motor Vehicle	Main Road Access	What is the status of critical and non-critical bridges?	<ul style="list-style-type: none"> Field Assessment Aerial Reconnaissance USACE CorpsMap 	ESF-1	
Transportation	Pipeline	Pipeline Facilities	What is the status of natural gas and fuel pipelines?	<ul style="list-style-type: none"> EAGLE-I NGFast 	ESF-1	
Transportation	Aviation/Maritime	Airport/Waterway Status	What is the status of area airports and waterways?	<ul style="list-style-type: none"> Field Assessment Aerial Reconnaissance Federal Aviation Administration (FAA) SWIM (Air) USGC CART (Sea) 	ESF-1	
Transportation	Mass Transit	Bus/Commuter/Ferry	What is the status of public transit systems including underground rail and buses? Are there any accessibility concerns regarding transportation system status?	<ul style="list-style-type: none"> State DOT 	ESF-1	
Transportation	Infrastructure		Are there any accessibility concerns regarding transportation system status?	<ul style="list-style-type: none"> State DOT ESF-1 Representative FEMA Disability Integration Advisor 	ESF-1	

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Appendix B-3: Geospatial Intelligence

1 *Concept of Operations*

1.1 Overall Activities

Requests from external stakeholders should be sent to the Geospatial Intelligence Unit Leader (GIUL). The GIUL coordinates and prioritizes providing data, analysis and display products, and related information to the requestor in the most efficient manner.

Table B-3-1 is a checklist of activities that the GIUL facilitates during an incident:

Table B-3-1: GIUL Checklist

✓	Activity
	Activate Geographic Information System (GIS) specialist(s).
	Publish standardized GIS information about the region.
	Inquire about non-standard GIS needs.
	Disseminate GIS maps to appropriate personnel and facilities.
	Display GIS products in the Regional Response Coordination Center (RRCC), Initial Operating Facilities (IOFs), and Joint Field Offices (JFOs).
	Forward requests for GIS predictive modeling to the Mapping and Analysis Center (if unable to be completed locally).
	Establish GIS capability in the IOF(s) and JFO(s).

1.1.1 *Pre-Incident Operations*

The Regional GIUL works with local, state, tribal, and federal partners to identify local resources and regional trends. In addition, a GIS Specialist (GISP) works with the Regional Watch Center (RWC) to develop products for situational awareness. GISPs use previous events and historic trends to identify areas of interest and refine information.

- GISPs identify areas that are most likely to be affected during an event and refine information about these areas.
- GISPs prioritize areas based on population and demographic information.
- GIUL may add areas not previously identified for refinement of information.
- The Regional GIUL works with the Incident Management Assistance Team (IMAT) Situation Unit Leader to develop products for situational awareness.
- Depending on the size of the threat, predictive modeling may be requested to help identify areas of concern.

1.1.2 *Stabilization*

The Geospatial Information System Unit at the RRCC:

- Monitors and refines information about areas of interest.
- Monitors critical infrastructure and key resources and develops situational awareness (SA) products as needed.
- Provides SA products on Community Lifeline components (for example, identifying evacuation routes and noting where routes are blocked).
- Enhances overall situational and damage assessments.
- Monitors commodity distribution and develops SA products as needed.

- Monitors state requirements, requests for assistance, and status of disaster declarations.
- Compiles information, maps, and loss-estimation modeling from Hazards United States Multi-Hazard (HazardUS-MH) software.
- Graphically represents resource tracking and force laydown.
- Monitors and graphically represents Community Lifeline components (for example, status of government services).

1.1.3 Restoration

The Geospatial Information System Unit at the RRCC:

- Graphically depicts the sheltering system, including current and maximum number of occupants at each shelter.
- Monitors and graphically represents Community Lifeline components (for example, status of responder communications infrastructure).

1.1.4 Recovery Operations

GISPs in the RRCC and/or JFO produce geospatial products for:

- Mission-essential functions and services
- Mass care
- Individual assistance (expediting application process)
- Public assistance
- No specific activities

1.2 Support

Requests for GIS products are to be made via email to the FEMA Region VIII GIUL. The email address for the FEMA Region VIII Geospatial Information Center is: FEMA-R8-GIS@fema.dhs.gov

The FEMA geospatial platform (GeoPlatform) is ArcGIS Online. FEMA maintains an account for ArcGIS Online, which is a powerful cloud-based GIS service to create interactive web maps and applications to share with other organizations and the public. The home page for FEMA maps and applications is: <http://fema.maps.arcgis.com/home/index.html>

Table B-3-2: GIS Information Collection Plan

Essential Element of Information	Required Actions
Broadly identify the extent of the damage.	<ul style="list-style-type: none"> ▪ Graphically indicate the extent of the damage. ▪ Report and identify status of critical infrastructure and key resources (CIKR) by Community Lifeline.
Identify the human impact of the damage.	<ul style="list-style-type: none"> ▪ Graphically indicate: <ul style="list-style-type: none"> • Residential districts in the impact area • Industrial districts in the impact area • Major fires in the impact area
Government facilities.	<ul style="list-style-type: none"> ▪ Report status of local government facilities and systems. ▪ Report and identify: <ul style="list-style-type: none"> • Damaged schools • Damaged public buildings
Essential private services.	<ul style="list-style-type: none"> ▪ Report and identify locations and status of gasoline and diesel stations.
Status of public and private utilities.	<ul style="list-style-type: none"> ▪ Report and identify: <ul style="list-style-type: none"> • Status of water treatment plants, water storage tanks, and wastewater treatment systems • Downed communications towers and power lines
Status of transportation infrastructure.	<ul style="list-style-type: none"> ▪ Report and identify: <ul style="list-style-type: none"> • Any transportation infrastructure damage (impassable bridges, overpasses, underpasses) • Damaged runways or debris on runways ▪ Report the status of: <ul style="list-style-type: none"> • Main roads and highways • Public transit systems (such as subways and streetcars) • Any rail lines or facilities in the area • Port facilities • Marine structures (docks, piers, seawalls, breakwaters, and jetties) • Pipelines
Hazardous materials and immediate health risks.	<ul style="list-style-type: none"> ▪ Report and identify: <ul style="list-style-type: none"> • Smoke or haze in residential areas • Visible sheen or discoloration on water surfaces • Damaged and ruptured storage containers and tanks • Oil slicks, chemical spills, and leaking hazardous materials ▪ Report the proximity or vulnerability to hazards of: <ul style="list-style-type: none"> • Emergency response facilities • Government facilities • Medical facilities

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Appendix B-4: Media and Social Media Monitoring

1 *Social Media Listening*

Social Media Monitoring is the process by which FEMA staff that are trained in social media look for trends, identify major areas of concern, and analyze positive and negative FEMA tweets (and establish why). This monitoring is performed through the official FEMA handle account. Each region has a handle along with a handle at FEMA Headquarters (HQ). By monitoring through these accounts, personnel can catch hashtags related to the disaster, which is critical to obtain a full picture of the different twitter threads and provides insight into the analytics of what the account is seeing. Social media monitoring is a tool to gauge overall public sentiment of those posting or sharing information about FEMA to understand what people are thinking, how they're feeling, and what can be done to clarify any issues, misinformation, or rumors that exist during a disaster.

2 *Media Monitoring*

Media monitoring is used to track what more traditional publications, radio, and television are saying about FEMA. Much like social media monitoring, issues may be found that need to be addressed with a rapid response. Collecting this information can be time consuming as there is a need to look at all media outlets with event coverage (depending on the tempo of an event, clips may air more than one time per day) and discern what is FEMA related and what is not. But this process provides overall viability to FEMA about the conversation the media is having with the public and any trends and issues that may require a FEMA response.

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Annex C: Operations

1 Purpose

Annex C provides supplemental guidance for achieving the Mission and Senior Leaders' Intent of the Base Plan. The Annex C appendices provide more detailed information specific to federal agencies and Emergency Support Functions (ESFs). This annex and its appendices are written to support state and tribal efforts to effectively respond to a probable or actual major event in the region – including cascading effects – with an emphasis on saving and sustaining lives, protecting property and the environment, stabilizing the incident, and supporting a transition to recovery.

2 Execution

This All-Hazards Plan (AHP) focuses on providing requested support to the states in response to a potential and actual Level 2 or Level 3 incident within the region. It also takes into consideration the impacts of interagency, multi-state, and multi-region operations.

2.1 Operational Outcomes

Stabilization of Lifelines is a primary focus and priority for all levels of emergency management. The focus on Lifeline stabilization better aligns ESFs, sector-specific agencies, and private sector partners to provide a unity of effort in disaster operations. Long-term recovery and a return to normalcy cannot occur until each Lifeline is stabilized. Figure C-1 shows the relationship of Community Lifelines that support a dependent population after disaster impacts cause a disruption. The Lifeline's capacity can be impacted by hazards, and it is the job of state, local, tribal, and territorial (SLTT) governments and federal agencies to apply their Core Capabilities (CCs) to address those impacts to stabilize and restore the capacity of the Lifeline. An assessment of each of the seven Lifelines (by Component) in a disaster-impacted community assists the inter-governmental response in understanding priorities and applying resources and capabilities in a prioritized strategy.

The development of the federal Mission, the Lifeline outcome, and the End States for the Lines of Effort (LOEs) are based upon the response approach to address identified Planning Factors. This approach creates clear relationships between hazard impacts that are modeled, and the response requirements needed to address those impacts, turning a theoretical plan into something that can be rapidly modified to match actual incident factors as needed.

The response approach also identifies what is the most effective application of federal capabilities in order to stabilize, sustain, and then restore the capacity of Lifelines to support the dependent population. In FEMA Region VIII, those capabilities are focused around Lifeline-centric LOEs. This creates a direct relationship between problems, capabilities, and actions needed to address them as well as creating a feedback loop between observing the issue, orienting to potential solutions, deciding on a solution, and acting (commonly referred to as the OODA Loop). This approach is reflected in the organization of the LOE tabs.

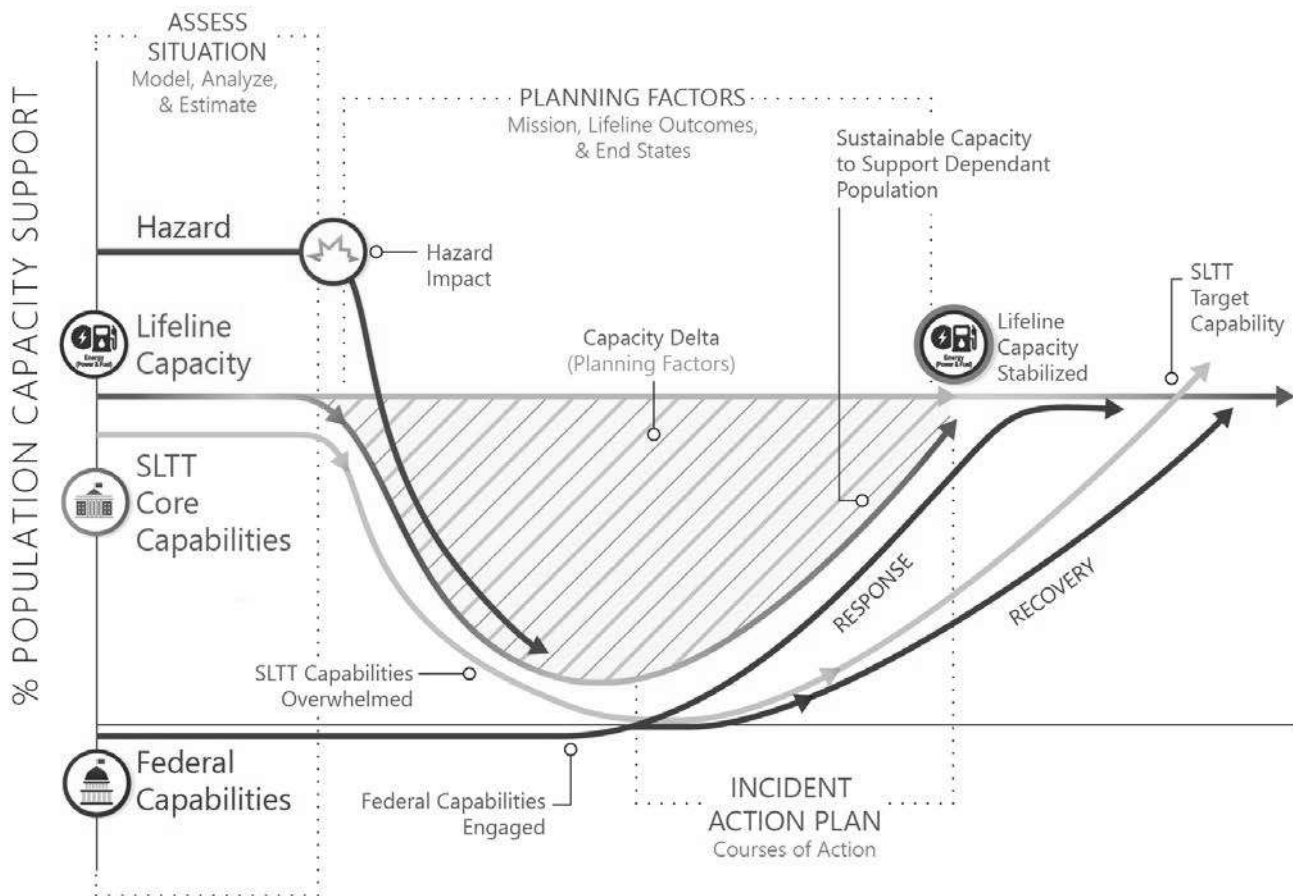


Figure C-1: Outcome Driven Operations

2.2 Concept of Operations

When a major event is forecasted or occurs, FEMA Region VIII may initiate a regional partner conference call with states, tribes, and/or federal interagency partners that serves as a coordination call to discuss federal agency actions.

Prior to a Presidential Disaster Declaration, the FEMA Region VIII Liaison Officer (LNO), with the support of External Affairs (EA), collaborates with local, state, tribal, and other federal agencies (OFAs) as well as private sector partners, on critical, actionable public information, situational updates, and methods to reach an entire affected community. FEMA Region VIII EA reviews and updates pre-scripted emergency public service messages written in pre-designated languages and, in collaboration with the state, releases messages as appropriate.

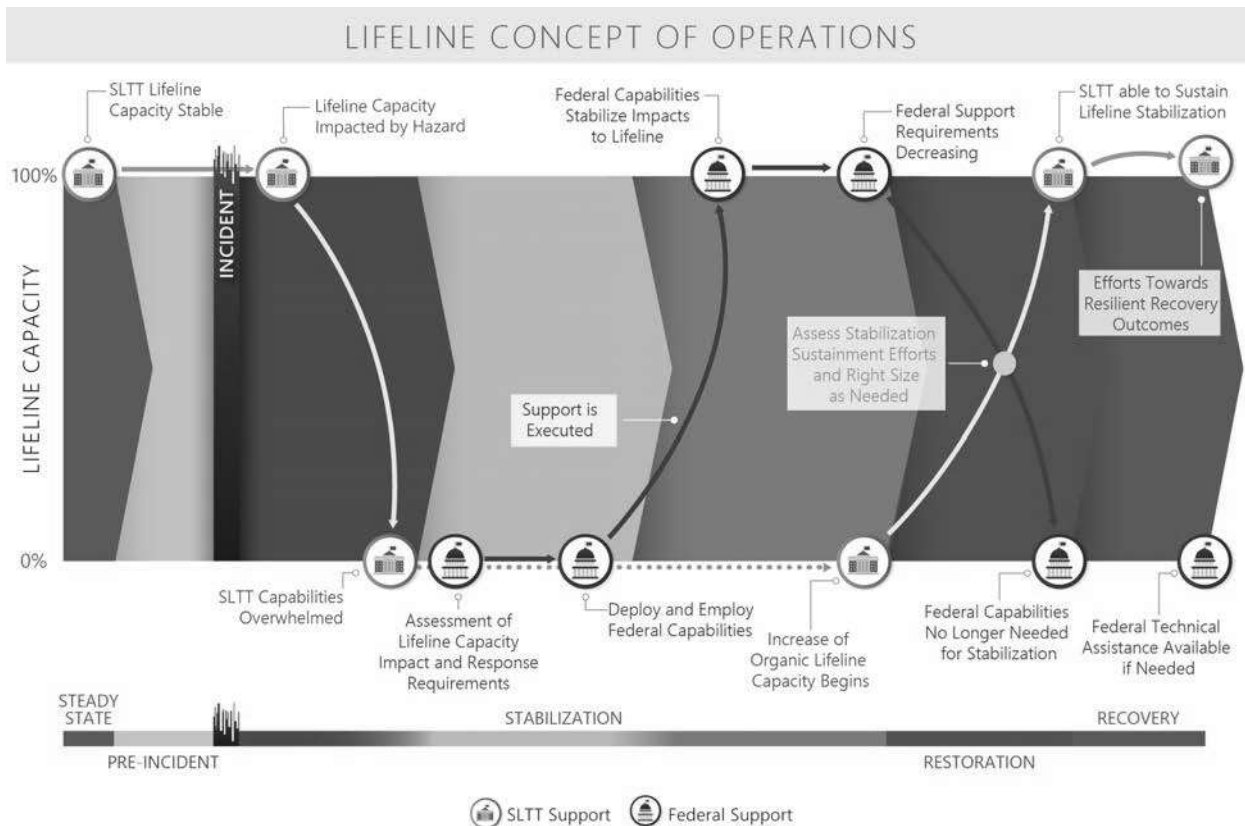


Figure C-2: Concept of Operations

When requested by the state and following a Disaster Declaration, FEMA Region VIII, additional personnel, and resources deploy to the Initial Operating Facility (IOF)/Joint Field Office (JFO) and throughout the theater of operations, as appropriate, to assist in providing critical lifesaving and life-sustaining support, taking protective actions, and providing emergency assistance information to all affected segments of the impacted area, including those with disabilities and those with access and functional needs (AFN).

Figure C-2 depicts how operational objectives are focused and prioritized on identifying impacts to Lifelines, stabilization targets, and support operational requirements. Situational awareness provides intelligence on the impacts to a Lifeline’s capacity to support the dependent population, the capabilities of the SLTT to address impacts, and the gap of capabilities requiring federal support. Stabilization targets are defined, objectives are adjusted from the LOE tabs, and support requirements are incorporated into logistics operations. As a Lifeline reaches sustainment, all efforts are then focused on regaining pre-disaster organic capability. Once this is achieved, restoration is achieved.

2.2.1 Pre-Incident

Pre-Incident actions shape operations for an impending incident. Assessment of Lifeline status, in coordination with SLTT partners and deliberate plans, drives the establishment of incident priorities and organizes LOEs to focus toward the goal of Lifeline and incident stabilization. The pre-incident phase consists of normal operations at a steady-state. Federal departments and agencies participate in joint and internal planning working groups, training events, exercises, and tests during this phase to validate capability requirements, test their efficiency, perform enhancements as required, and leverage their resources to remediate shortfalls.

2.2.2 Stabilization

Lifeline stabilization is the primary focus of Annex C. Prioritization and focus of response efforts and resources are made to maintain the most critical services and infrastructure identified through Lifelines analysis, ensuring limited resources are working toward the common goal of stabilization across the whole community, while identifying and anticipating cascading impacts due to the dynamics of an incident.

Sustained resource flow is established to maintain Lifelines and their Components. Continuous evaluation of Lifeline status continues until restoration projects can begin. Resource shortfalls are identified through Situation Reports (SITREPs) and additional resource requests from the state and WebEOC.

2.2.3 Restoration

The timeline for restoration of Lifelines and their Components impacted by an incident is unknown until the area involved, the extent of impact, and the severity of the damage is determined. The process of restoration involves a multi-pronged approach of both building SLTT capabilities to sustain the stabilization effort while simultaneously conducting temporary repairs to critical infrastructure. This increases the ability of SLTT communities to support the dependent population as well as to restore capabilities, allowing for a transition to recovery operations.

2.2.4 Recovery

Long-term recovery involves working with a variety of federal agencies via Recovery Support Functions (RSFs) to develop permanent, affordable, and accessible solutions. Incident management transitions from ESF to RSF capabilities. The RSFs identified in the *National Disaster Recovery Framework* (NDRF) bring together the core recovery capabilities of federal departments and agencies to focus on long-term community recovery needs.

Appendix C-1: Operations Execution Checklist

1 Purpose

The purpose of Appendix C-1 is to enable the establishment and maintenance of a unified and coordinated operational structure and process. This process appropriately integrates all critical stakeholders and supports the execution of identifying and initiating the coordination of incident management activities and maintain, as required, adequate backup capability.

2 Execution

The Federal Government provides response and recovery support to requesting states and their whole community stakeholders within the confines of prescribed authorities. FEMA Region VIII provides primary strategic leadership for the coordination of federal resources and capabilities. The following tasks are intended to provide general guidance as to the typical activities that should be executed to accomplish an effective operation.

Table C-1-1: Operations Execution Checklist

Execution Checklist		
Obj	Task	Responsibility
	Identify federal emergency assets and capabilities available for deployment and activate the Regional Response Coordination Center (RRCC) and Emergency Support Functions (ESFs) to the appropriate level, based on threat.	All
	Conduct operational planning to develop unified federal response.	All
	Establish coordination and planning processes with other federal departments and agencies.	All
	Activate Continuity of Operations Plans (COOPs) if necessary.	All
	Obtain situational awareness.	All
	Deploy liaisons to Agency Operations Centers and the RRCC.	All
	Activate and deploy tailored Incident Management Assistance Teams (IMATs), Liaison Officers (LNOs), and ESF representatives, as required, to analyze and assess situational reports for potential activation of local, state, tribal, and federal coordination structures.	All
	Assign and/or deploy staff to the RRCC, IMAT, and Joint Field Office (JFO), as operationally required.	All
	Implement appropriate air traffic and airspace management.	ESF-1
	Identify temporary alternative transportation solutions to be implemented when primary systems or routes are unavailable or overwhelmed.	ESF-1
	Coordinate regulatory waivers, exemptions, and permits.	ESF-1
	Provide long-term coordination for the restoration and recovery of affected transportation systems and infrastructure if required.	ESF-1
	Activate the emergency communications plan.	ESF-2
	Activate and deploy U.S. Army Corps of Engineers (USACE) ESF-3 to the RRCC and JFOs, once established.	ESF-3

Execution Checklist		
Obj	Task	Responsibility
	Provide coordination, response, and technical assistance to support the rapid restoration of critical waterways, channels, and ports.	ESF-3
	Prepare and issue ESF-3 pre-declaration, pre-scripted mission assignments (PSMAs) for debris removal, commodities, infrastructure assessment, and temporary emergency power.	ESF-3
	Provide radio communications systems to support firefighters, law enforcement officers, and incident response operations.	ESF-4
	Provide command, control, and coordination resources, to include incident management teams, area command teams, and multi-agency coordination group support personnel to local, state, tribal, and federal departments and agencies.	ESF-4
	Establish and maintain shared situational awareness through the RRCC and IMAT teams by coordinating the activation of ESF personnel and teams, the size and composition of the organizational structure, the level of staffing, and key personnel required for the disaster response, as well as the operational tempo at the RRCC, as necessary.	ESF-5
	Coordinate overall staffing of federal emergency management activities at multi-agency coordination centers (MACCs).	ESF-5
	Establish a federal support infrastructure in affected states that aligns with local, state, and/or tribal structures.	ESF-5
	Conduct resource allocation and tasking, and detect and resolve resource issues, through the MACC (RRCC or JFO, as applicable) using the resource request process based upon rapid needs priority.	ESF-5
	Communicate with affected states and IMATs and convene periodic video teleconferences with all appropriate parties to coordinate federal and state operations.	ESF-5
	Provide situation reports (SITREPs) and other information to the National Response Coordination Center (NRCC) and other federal interagency partners.	ESF-5
	Maintain accountability of all deployed federal resources.	ESF-5
	Provide an informational link between the RRCC and the NRCC, other federal department and agency operations centers, and local, state, and tribal emergency operations organizations.	ESF-5
	Engage the private sector and non-governmental organizations (NGOs) to determine resource availability within the impacted area.	ESF-5
	Participate in scheduled National Incident Communications Conference Line (NICCL) conference calls.	ESF-5
	Implement an Information Collection Plan (ICP).	ESF-5
	Coordinate and request geospatial and geographic information system support needed for incident management.	ESF-5
	Process requests for Major Disaster or Emergency Declarations for affected states, tribes, and territories.	ESF-5

Execution Checklist		
Obj	Task	Responsibility
	Initiate and support demobilization planning of federal assistance for response activities.	ESF-5
	Engage in incident action, current, and future planning functions in coordination with other ESFs engaged in the operation and with those who are operating under department and agency statutory authorities.	ESF-5
	Continue support of RRCC activities until the IMAT or Federal Coordinating Officer (FCO) is ready to assume responsibility.	ESF-5
	Deploy continuity support teams to assist in reconstitution of critical government facilities and services.	ESF-5
	Track funding and financing from other federal agencies for inclusion in close out proceedings.	ESF-5
	Coordinate with National Voluntary Organizations Active in Disasters (NVOAD) and NGO partners to provide personnel and equipment to support response operations.	ESF-6
	Evaluate capabilities of transportation assets and evacuee reception areas to accommodate individuals with disabilities and others with access and functional needs who have been routed to temporary shelters.	ESF-6
	Initiate alert and notifications to the American Red Cross.	ESF-6
	Support the mobilization and implementation of mechanisms to track the movement of evacuees, resources, household pets, service animals, medical equipment, and evacuee personal belongings.	ESF-6
	Support the establishment, management, and operation of congregate and non-congregate facilities.	ESF-6
	Coordinate with local, state, and tribal governments and NGOs to facilitate the return of evacuees to their pre-disaster residences or alternate locations.	ESF-6
	Develop an initial temporary housing strategy to transition survivors from congregate to non-congregate alternatives and provide relocation assistance or interim housing solutions for households unable to return to their pre-disaster residences.	ESF-6
	Identify housing resources from the private sector and other federal departments and agencies available to disaster survivors.	ESF-6
	Establish required field facilities (e.g., JFO, Joint Information Center [JIC]), arrange for supplies and equipment to support federal activities related to the management of an incident, and provide leasing specialists to procure JFOs and other facilities, as requested.	ESF-7
	Source vendors and/or request ESFs to fulfill sustainment, replenishment, and transportation needs for all requirements.	ESF-7
	Confirm that reservist and transportation staffing levels, as well as operational capabilities, are adequate to meet increased RRCC staffing and operational-level requirements.	ESF-7
	Activate the Health and Human Services (HHS) Office of the Assistant Secretary for Preparedness and Response (ASPR) Regional Emergency Coordinators (RECs).	ESF-8

Execution Checklist		
Obj	Task	Responsibility
	Coordinate with FEMA and other ESF-8 partners on the activation and subsequent deployment and continued engagement of HHS/ESF-8 response equipment, personnel, services, and systems.	ESF-8
	Provide guidance and technical assistance for medical and veterinary care, public and environmental health, behavioral health, and fatality management activities.	ESF-8
	Activate and deploy ESF-10 at the regional level, including On-scene Coordinators (OSCs), to venues as needed, to provide coordination, technical assistance, and response for oil/hazardous materials (HAZMAT) releases.	ESF-10
	Establish incident/unified command structures for incidents involving HAZMAT response to coordinate with local, state, and tribal officials providing oil/HAZMAT response.	ESF-10
	Assist the Resource Management Group through the U.S. Department of Agriculture (USDA) to determine requirements for evacuating the affected population and pets from impacted areas.	ESF-11
	Assist in data collection and information analysis to inform decisions on placement of temporary housing sites and staging areas and mitigate possible damage to natural and cultural resources.	ESF-11
	Facilitate whole community multi-agency coordination with NGOs for animal response activities.	ESF-11
	Conduct surveys of wetlands and archaeological sites, conduct biological assessments, and conduct conditions assessments of historic structures and museum and archival collections to assist with site evaluations for informing planning and operational decisions.	ESF-11
	Coordinate critical needs assessments for animals, including household pets and service animals, and provide technical support for animal response needs and activities, including evacuation support and emergency animal sheltering.	ESF-11
	Coordinate with state emergency management offices to communicate fueling locations for emergency responders.	ESF-12
	Serve as the federal point of contact with the energy industry for information sharing and requests for assistance from private and public sector owners and operators.	ESF-12
	Deploy initial ESF-15 personnel to the RRCC and JFO/Initial Operating Facility (IOF).	ESF-15
	Hold NICCL conference calls for interagency ESF-15 coordination, and State Incident Communications Coordination Line (SICCL) calls for state-to-state and federal/state ESF-15 coordination.	ESF-15
	Coordinate ESF-15 actions, including messaging and staffing, with state and federal partners.	ESF-15

Execution Checklist		
Obj	Task	Responsibility
	Coordinate with affected states to identify community leaders (e.g., grassroots, political, religious, education, business, cultural, ethnic) and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative local, state, tribal, and federal planning and mutual support for disaster response.	ESF-15

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Appendix C-2: Operational Lines of Effort

1 Purpose

Appendix C-2 describes the application of Lines of Effort (LOEs) to operationalize Community Lifelines. FEMA Region VIII works with federal inter-agency partners and local, state, and tribal governments to support their efforts to stabilize, sustain, and restore disrupted Lifelines. FEMA addresses disruptions utilizing the Line of Effort (LOE) structure (refer to Tab C-2-1 through Tab C-2-29). These have been developed with Emergency and Recovery Support Function (ESF/RSF) input to operate with the LOEs in accordance with the Incident Stabilization Guide.

1.1 Lifeline Outcomes

Each Component of a Lifeline is a major effort, or LOE, that the federal government supports through the application of resources and capabilities via ESF/RSFs. The End States of the LOEs result in the Lifeline Outcomes being achieved. These Outcomes are established by the Lifeline Toolkit 2.0. For the purposes of this plan, the construct of LOEs accomplish the:

- Identification of Community Lifelines status.
- Allocation of resources and capabilities in line with Unified Coordination Group (UCG)-directed Lines of Effort.
- Stabilization of Community Lifelines.

Figures C-2-1 through C-2-6 identify FEMA Region VIII's Lifelines, Lines of Effort, Purpose statements, End States, Core Capabilities, Emergency Support Functions (ESFs), and Recovery Support Functions (RSFs). These tables are designed to provide a general snapshot of FEMA operating procedures under the Lifeline structure as well as to serve as a cross-walk to various existing response framework constructs. The tables also provide clarity on which ESF/RSFs have a role in the implementation of LOEs.




LINE OF EFFORT	PURPOSE	END STATE	CORE CAPABILITIES	ESF	RSF
SAFETY AND SECURITY					
 LAW ENFORCEMENT/ SECURITY	Maintain civil order throughout the incident life cycle. Law enforcement entities in impacted areas respond to support where needed.	All survivors rescued and search and recovery operations complete.	On-scene Security, Protection, and Law Enforcement Fire Management and Suppression Mass Search and Rescue Operations Public Health, Healthcare, and Emergency Medical Services Fatality Management Services Environmental Response/ Health and Safety Infrastructure Systems	2, 13, 15, NGB	N/A
 SEARCH AND RESCUE	Locate, rescue, and transport survivors in impacted area to medical care and shelter.	All disaster-related fatalities are recovered, identified, and provided temporary mortuary solutions. Information to reunify family members and caregivers with decedents is shared and counseling is provided to the bereaved.	On-scene Security, Protection, and Law Enforcement Fire Management and Suppression Mass Search and Rescue Operations Public Health, Healthcare, and Emergency Medical Services Fatality Management Services Environmental Response/ Health and Safety Infrastructure Systems	1, 5/ NOAA, 8, 9, 13, DOD	N/A
 FIRE SERVICES	Firefighters and support personnel respond to and support outside agencies in combating emergencies.	Fire service in impacted areas restored to full capacity and capability. Local firefighters no longer need outside assistance.	On-scene Security, Protection, and Law Enforcement Fire Management and Suppression Mass Search and Rescue Operations Public Health, Healthcare, and Emergency Medical Services Fatality Management Services Environmental Response/ Health and Safety Infrastructure Systems	4, 5, DOD	NCR



Figure C-2-1: Lifeline Component Line of Effort





LINE OF EFFORT	PURPOSE	END STATE	CORE CAPABILITIES	ESF	RSF
SAFETY AND SECURITY <i>(continue)</i>					
 GOVERNMENT SERVICES	Assist with supplying resources and services to impacted communities.	All equipment returned to GSA and incident evaluation and AAR's completed.	On-scene Security, Protection, and Law Enforcement	7, 8, 11-NCH, 13	Health and Social Services
			Fire Management and Suppression Mass Search and Rescue Operations Public Health, Healthcare, and Emergency Medical Services Fatality Management Services Environmental Response/Health and Safety Infrastructure Systems		
 COMMUNITY SAFETY			On-scene Security, Protection, and Law Enforcement	5-NOAA, 7, 8, 12, 13, DOD, FEMA SEC/FPS	5, 6
			Fire Management and Suppression Mass Search and Rescue Operations Public Health, Healthcare, and Emergency Medical Services Fatality Management Services Environmental Response/Health and Safety Infrastructure Systems		
FOOD, WATER, SHELTERING					
 FOOD	Provide food to the affected population. Until options within the community are sufficiently available.	Food distribution no longer required, due to commercial grocery fully operational.	Mass Care Services	3, 7, 11 (Food Program), 13, DOD	N/A
			Logistics and Supply Chain Management Infrastructure Systems		
 WATER	Provide potable water to the affected population. Until options within the community are sufficiently available.	Potable and non-potable bulk water distribution no longer required, due to water utility restoration.	Mass Care Services	3, 7, 10, 11, 13, DOD	N/A
			Logistics and Supply Chain Management Infrastructure Systems		

Figure C-2-2: Lifeline Component Line of Effort (Cont.)







LINE OF EFFORT	PURPOSE	END STATE	CORE CAPABILITIES	ESF	RSF
FOOD, WATER, SHELTERING <i>(continue)</i>					
 SHELTER	Provide survivors shelters	All survivors in shelters transitioned to permanent housing solutions, with accommodations for individuals with disabilities or other access and functional needs.	Mass Care Services Logistics and Supply Chain Management Infrastructure Systems	3, 6, 7, 11, 12, 13, ARC	N/A
	 AGRICULTURE	Provide support to agricultural providers and processors	Support farming transportation, storage, and processing of agricultural products that the population is dependent on.	Mass Care Services Logistics and Supply Chain, Natural and Cultural Resources	1, 6, 11
HEALTH AND MEDICAL					
 MEDICAL CARE	Provide immediate medical services until normal operations are restored.	Medical care facilities are fully restored to normal capabilities.	Public Health, Healthcare, and Emergency Medical Services Fatality Management Services <i>(day to day deaths)</i> Environmental Response/Health and Safety Infrastructure Systems	7, 8, 12, DOD	3
	 PATIENT MOVEMENT	Safely move all disaster casualties to appropriate healthcare facilities.	Patient services are fully reestablished in impacted communities.	Public Health, Healthcare, and Emergency Medical Services Fatality Management Services <i>(day to day deaths)</i> Environmental Response/Health and Safety Infrastructure Systems	1, 7, 8, DOD
 PUBLIC HEALTH		Federal and non-federal public health and medical teams respond to support disaster survivors. These resources are integrated to support and prioritize public health emergencies.	Epidemiological and public health capabilities, such as surveillance, outreach, vector control, and immunization fully restored.	Public Health, Healthcare, and Emergency Medical Services Fatality Management Services <i>(day to day deaths)</i> Environmental Response/Health and Safety Infrastructure Systems	8, DOD
	 FATALITY MANAGEMENT	Support the recovery of fatalities over the geographically impacted area. Additionally, bereavement and counseling services are offered to families and loved ones.	All victims have been identified, all remains have been reunified with family members/caregivers, permanent internment solutions are in place, and bereavement counseling operations have concluded.	Public Health, Healthcare, and Emergency Medical Services Fatality Management Services <i>(day to day deaths)</i> Environmental Response/Health and Safety Infrastructure Systems	1, 8, 13

Figure C-2-3: Lifeline Component Line of Effort (Cont.)








LINE OF EFFORT	PURPOSE	END STATE	CORE CAPABILITIES	ESF	RSF
HEALTH AND MEDICAL <i>(continue)</i>					
 HEALTH CARE SUPPLY CHAIN	Provide lifesaving and life sustaining medications and durable medical supplies.	Public health, environmental and medical laboratory services are fully restored in impacted communities.	Public Health, Healthcare, and Emergency Medical Services Environmental Response/Health and Safety Infrastructure Systems	1, 8, 10, 14	2, 5, 6
ENERGY (POWER AND FUEL)					
 POWER (GRID)	Power generation, transmission, and distribution to restore electrical utility service to all customers.	Temporary power resources are reallocated or demobilized as electrical utility service is restored.	Infrastructure Systems	1, 2, 11, 12, 14-CISA	N/A
 FUEL	Assess needs and distribute fuel to priority locations until commercial fuel services are sufficiently available.	Full reestablishment of the commercial fuel distribution system with normal availability of all types of fuel.	Infrastructure Systems	1, 3, 7, 10, 12, 14, DOD	2, 5
COMMUNICATIONS					
 INFRASTRUCTURE	Assess damages to existing public communications and repair and restore critical communications infrastructure in order to provide reliable networks to survivors.	Reliable cellular networks, land-line, fiber-optic, and related infrastructure systems are fully restored.	Operational Communications Infrastructure Systems	1, 2, 3, 7, 12, 13, 14	N/A
 ALERTS, WARNINGS, MESSAGES	Identify, alert, and deploy messaging and warning systems through federal and non-federal communications resources to reach impacted populations.	Critical information networks reestablished. Including cybersecurity, situational awareness, and public warnings.	Operational Communications Infrastructure Systems	5, 12, 14, NOAA, DOD	N/A
 911 AND DISPATCH	Communications for critical services so 911 and dispatch able to provide support the impacted population.	Local responders able to sustainably maintain response efforts without outside assistance.	Operational Communications Infrastructure Systems	2, 3, 7, 14, NCC Private Sector Comms	N/A
 RESPONDER COMMUNICATIONS	Interoperable voice and data communications for public responders and private sector support organizations.	First responders and field deployed staff using operable and redundant communications systems and procedures to enable operational coordination using available communications systems.	Operational Communications Infrastructure Systems	2, 7, 14	

Figure C-2-4: Lifeline Component Line of Effort (Cont.)

LINE OF EFFORT	PURPOSE	END STATE	CORE CAPABILITIES	ESF	RSF
COMMUNICATIONS <i>(continue)</i>					
 FINANCIAL SERVICES	Provide accessibility of financial services.	All financial services are available	Operational Communications, Cybersecurity, Economic Recovery	2	Economic Recovery Support Functions.
TRANSPORTATION					
 HIGHWAY/ROADWAY	Identify, clear and repair critical highway/roadway infrastructure to support emergency and public access.	Highway and roadway infrastructure is restored, safe and capable of handling stabilized traffic flows.	Critical Transportation Infrastructure Systems	1, 3, 4, 5-NOAA, 7, 10, 11, 12, 13, 14	2, 5, NOAA
 MASS TRANSIT	Identify, critical mass transit systems and assets; implement alternative solutions necessary to support access to essential services; and initiate key repairs to continue service.	Mass transit systems implemented sustainable alternatives to continue critical service.	Critical Transportation	1, 3, 4, 7, 12, 15, DOD	2, 5
 RAILWAY	Identify, clear and repair critical railways for normal railway operations.	Freight rail systems repair underway with sufficient alternatives implemented to meet demand and delivery requirements.	Critical Transportation Infrastructure Systems	1, 7, 10, 14	N/A
 AVIATION	Identify, clear and repair critical runways and navigation aids so normal aviation operations can resume. Identify, assess, and repair critical aviation and airspace management assets, including runways, navigation aids, and system operations.	Aviation and airspace management assets restored to meet incident response and commercial aviation requirements.	Critical Transportation Infrastructure Systems	1, 2, 3, 5-NOAA, 7, 12, 13, DLA, DOD	N/A
 MARITIME	Identify, clear and repair critical waterways and navigational aids so normal maritime operations can resume.	Seaports and maritime infrastructure reestablished, fully accessible, and capable of handling normal marine traffic and port throughout.	Critical Transportation Infrastructure Systems	3, 5, 10, 14, DOD	N/A
 PIPELINE	Identify, clear and repair critical pipeline paths so normal operations can resume.	Pipeline infrastructure restored and fully functional. Initiate pipeline infrastructure repairs.	Critical Transportation Infrastructure Systems	1, 5-NOAA, 7, 12, 14	2, 3, 5, 6

Figure C-2-5: Lifeline Component Line of Effort (Cont.)



LINE OF EFFORT	PURPOSE	END STATE	CORE CAPABILITIES	ESF	RSF
HAZARDOUS WASTE					
 FACILITIES	Identify impacted industrial/regulated public facilities and restore services to the impacted population.	Stabilize regulated facilities in compliance with environmental statutory regulations.	Environmental Response/ Health and Safety Infrastructure Systems	1, 8, 10, 11, 12, 13, DOD, DOE	3, 5, 6
 NON-FIXED SITES	In coordination with the EPA, debris, pollutants, and contaminants are assessed and removal and mitigation efforts are started in order to remove environmental and public risks.	Communicate risks in coordination with ESF 15.	Environmental Response/ Health and Safety Infrastructure Systems	1, 8, 10, 11, 12, 15, DOD	

Figure C-2-6: Lifeline Component Line of Effort (Cont.)

2 Execution

2.1 Operationalizing Lifelines

In FEMA Region VIII, each Component of the Lifelines are developed as Lines of Effort (LOEs), with Intermediate Objectives that identify the major efforts and the statuses of the LOE, and an End State for the operational response to pursue as a part of an overarching Lifeline outcome.

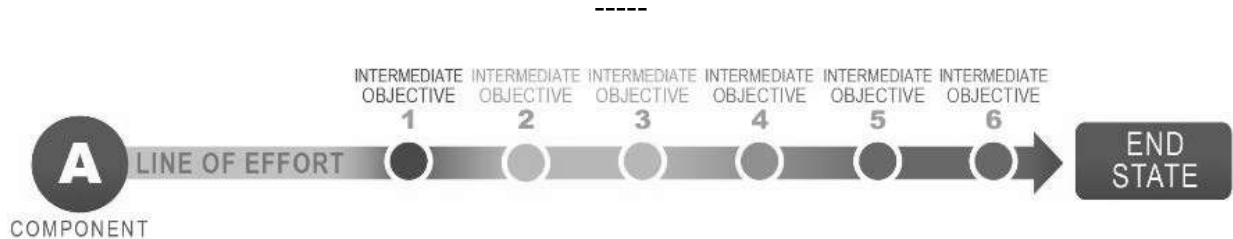


Figure C-2-7: Line of Effort Operational Approach

Lifelines have Components to assess impacts and communicate priority issues. Lines of Effort center around the Components of a Lifeline and provide incremental objectives toward stabilization, sustainment, and ultimately restoration to recovery. For the purposes of this plan, the LOEs have developed End States that stop at the Restoration Phase.

2.2 Executing Lines of Effort

Lines of Effort help to organize the efforts of ESFs around common objectives in addressing disrupted Lifelines. The ESFs coordinate and execute their operations in support of the objectives for each relevant LOE to meet the End State. If properly coordinated, and when met in concert with the other LOEs of a sector, the LOEs accomplish the Lifeline’s Outcome and lead to the operational End State of the plan.

Figure C-2-8 shows how each Component of the Lifeline is used as a unifying Line of Effort for the ESFs to coordinate their functional efforts around and how LOE Objectives drive a coordinated response effort toward the intended Lifeline outcome (Stabilization Targets).

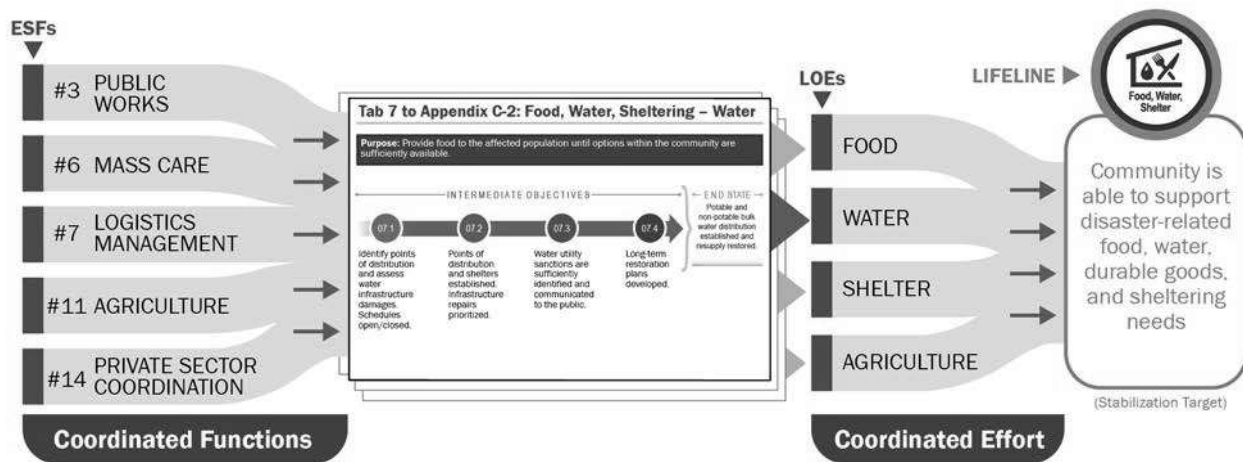


Figure C-2-8: Lifelines Stabilization through Lines of Effort Coordinated Operations

LOEs are focused on the priorities of decision makers and should be the backbone upon which operations are coordinated. As the UCG assesses the situation and determines priorities, LOEs are used to provide a unified approach to directly address the impacts to a community. Each LOE is supported by the capabilities and resources of ESFs, state, local, tribal, and territorial governments (SLTTs), and other stakeholders. Their unified efforts help to identify and reach stabilization targets, sustain efforts, and restore the capability of Lifelines to support the dependent population.

Multiple LOEs can be executed in order to reach the outcome-driven response goal of stabilizing the Lifelines and restoring its capacity to support the dependent population. By developing the Lines of Effort around the Components of a Lifeline, FEMA is able to reduce complexity, increase executability, and create a clean and clear relationship between impacted Lifelines and the efforts taken to address them.

2.3 How to Use Line of Effort Tabs

Each tab in this appendix follows a methodology to package relevant information in such a way that users of the document are able to engage in operations with awareness and can begin executing immediately. While not specifically formatted to show the divisions, each tab's organization was based upon a 'Problem, Tools, Actions' process.

These sections were considered part of the information framing the **Problem**:

- Purpose, End State, Intermediate Objectives, Critical Considerations

These sections were considered part of the information framing the **Tools**:

- Organizations, Resources, Pre-Scripted Mission Assignments

These sections were considered part of the information framing the **Actions**:

- Execution Checklist, Additional Information

This approach intends to guide the users through the operation with enough information to execute their coordinated efforts without dictating specific courses of action that they must follow.

2.3.1 Purpose

The Purpose section is a simple statement as to why the end user is initiating a LOE.

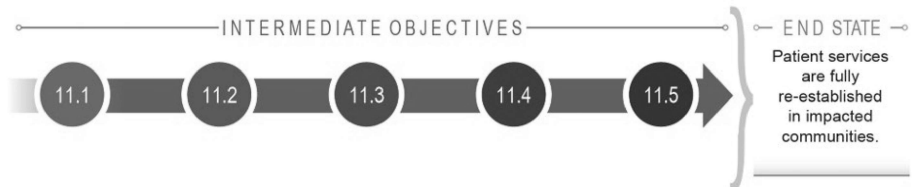
Purpose: Safely move all disaster casualties to appropriate healthcare facilities.

Figure C-2-9: LOE Purpose

2.3.2 Intermediate Objectives and End State

Intermediate Objectives are deliberate plan objectives that are expected to be operationalized during crisis action

planning activities. **They should be qualified and quantified during the Incident Action Plan or Regional Support Plan planning process.** The



End State is what the entire public and private sector response is attempting to achieve and must be reached regardless of FEMA or federal involvement.

Figure C-2-10: LOE Intermediate Objectives and End State

2.3.3 Operational Assessment

The Operational Assessment table in each LOE tab depicts the Intermediate Objectives and their corresponding key indicators. Indicators describe how the objective is being accomplished and how the user knows they are working to achieve the desired End State of the LOE. The source of the indicators provides validation of operational accomplishments and informs operational courses of action.

Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
11.1	Assess patient movement requirements for regular EMS and disaster-related patient movement.	•	• ESF 8
11.2	Determine needs for outside transport assets.	•	• ESF 8
11.3	Execute patient movement.	<ul style="list-style-type: none"> • All patients requiring transport of evacuation have been transported/evacuated. • All patients have been tracked to a destination and are accounted for 	• ESF 8

Figure C-2-11: LOE Operational Assessment

2.3.4 Critical Considerations

This section contains information that is relevant to the LOE that should be taken into account in the development of courses of action and execution of operations.

Critical Considerations
<ul style="list-style-type: none"> • Pre-disaster activities develop updated planning factors that highlight gaps. • Coordinate with Air Movement Wing on fixed and rotor wing medical transportation. • Coordinate with SLTT to supplement the MOU/MOAs with the National Ambulance Contract and the potential for joint staging and transportation management. •

Figure C-2-12: LOE Critical Considerations

2.3.5 Organizational Roles and Responsibilities

The Organization table includes those primary federal organizations that can be Mission Assigned or work under their own statutory authorities in direct support of the LOE. The roles and responsibilities are kept at an operational or strategic level and do not describe tactical activities.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
EA	Communicate necessary information.	
FEMA	National contracting of ambulances and EMS.	
FEMA Log	Potentially assist with large scale patient movement.	
HHS	Administration and prioritization of patient movement.	
NDMS	Manage other states and hospitals providing care.	
NDMS-DOD	Air traffic and airframe lift capacity.	
NDMS-HHS	Lead and coordinate with state.	
NDMS-VA	Reception and sorting of impacted area.	
NOAA/NWS	Communicate potential weather/water impacts to patient movement.	

Figure C-2-13: LOE Organizational Roles and Responsibilities

2.3.6 Resources

Resources are federal resources that can be requested, deployed, and employed organically or through Mission Assignments to support the LOE.

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	NOAA/NWS	NOAA/NWS	Onsite or remote weather support	
	National Ambulance Contract	FEMA/HHS		
	Air support and EMS resources	DOD		
	JPAT	HHS	Patient tracking (joint patient assessment team)	
	VA FCC	VA		
	SAT		Service Access Team	
	GPMR Center		Global Patient Movement Requirement Center	
	Patient repatriation teams			
	Patient Movement Strike Team			
	Air ambulance		Fixed- and rotary-wing	
	Commercial aircraft			
	HAvBED system	NDMS	Hospital Available Beds for Emergencies and Disasters	
	Aeromedical resources	NDMS		

Figure C-2-14: LOE Resources

2.3.7 Pre-Scripted Mission Assignments (PSMAs)

The PSMA section of an LOE tab simply provides PSMA information that may be required to achieve the End State.

These PSMAs are derived directly from the PSMA catalog but organized for ease of identification and execution by operators.

PSMA		
PSMA ID	PSMA Title	Type
HHS PSMA ESF 8 – 180	Patient Tracking: Joint Patient Assessment Tracking System (JPATS) Team	DFA
HHS PSMA ESF 8 – 254	NDMS Patient Evacuation Support	DFA
DOD PSMA ESF 8 – 74	Patient Movement Enablers	DFA

Figure C-2-15: LOE Pre-Scripted Mission Assignments

2.3.8 Execution Checklist

The Execution Checklist in the LOE tab is not meant to be an exhaustive list of tasks but rather those that must be executed in order to achieve the End State. Procedural level documents may be referenced, but tasks within standard operating procedures (SOPs) are not typically repeated in this checklist.

Execution Checklist		
Obj. #	Task	Responsibility
11.1	Contact SLTT and assess impacts to the patient movement lifeline capability and capacity.	HHS
11.2	In coordination with SLTT, identify gaps and determine the appropriate level of federal support required.	HHS
11.2	Activate National Disaster Medical System with NDMS partners.	HHS
11.3	Identify and establish collection points and reception locations.	ESF 8
11.3	Identify key potential alternate care facilities to house patients before transport outside of the impacted area.	ESF 8
11.3	Establish field medical units and alternate care facilities to treat patients while they await transport.	ESF 8
11.3	Assess and track disposition of patients and availability of beds.	ESF 8
11.3	Coordinate return of remains of patients who die while in NDMS system.	ESF 8
11.3	Validate patient number counts and ensure current counts are contained in regional senior-leader briefings.	HHS
11.4	Provide case management services and coordinate return of patients to appropriate locations, as required	HHS

Figure C-2-16: LOE Execution Checklist

2.3.9 Additional Information/References

The References section is the final section in an LOE tab. This is a free text box that provides end users with a list of other relevant national, regional, or state and tribal references that can support the achievement of the desired End State of the LOE.

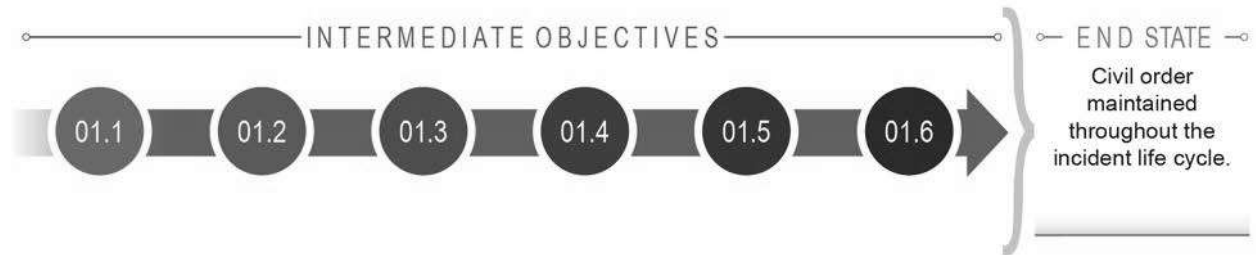
References
<ul style="list-style-type: none"> • Execution Checklist found in WebEOC at: [Link] • Relevant PSMAs located in WebEOC at: [Link] • National Response Framework (NFR) ESF #8 Public Health and Medical Services Annex (Jan 2008)

Figure C-2-17: LOE Additional Information/References

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Tab 1 to Appendix C-2: Safety and Security – Law Enforcement and Security

Purpose: Maintain civil order throughout the incident life cycle. Law enforcement (LE) entities in impacted areas respond to support where needed.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
01.1	Gain situational awareness of law enforcement status.	<ul style="list-style-type: none"> Disruption of available infrastructure and public services. 	<ul style="list-style-type: none"> State and federal Emergency Support Function (ESF)-13
01.2	Establish law enforcement and security operations in support of lifesaving and sustaining operations.	<ul style="list-style-type: none"> State, local, tribal, and/or territorial (SLTT) resources overwhelmed No increases in federal ESF-13/Emergency Management Assistance Compact (EMAC) if requested 	<ul style="list-style-type: none"> State and federal ESF-13
01.3	Disaster law enforcement plan established.	<ul style="list-style-type: none"> Extended federal presence in multiple jurisdictions required 	<ul style="list-style-type: none"> State and federal ESF-13
01.4	Law enforcement capability augmented by mutual aid resources and/or federal support, and capable of maintaining civil order.	<ul style="list-style-type: none"> High potential for civil unrest or responder safety issues 	<ul style="list-style-type: none">
01.5	Report public safety/law enforcement operations updates as necessary.	<ul style="list-style-type: none"> Establish joint LE coordination center 	<ul style="list-style-type: none"> State and federal ESF-13
01.6	Law enforcement organizations in impacted areas capable of responding to maintain civil order using mutual aid and EMAC.	<ul style="list-style-type: none"> Local LE authority no longer requires assistance Federal ESF-13 resources released 	<ul style="list-style-type: none"> U.S. Department of Justice (DOJ) ESF-13

Critical Considerations	
<ul style="list-style-type: none"> ▪ Centralized or de-centralized federal LE operations ▪ Life supporting/sustaining services availability for LE responders ▪ Necessary SLTT deputation process for Constitutional LE Officers enforcing local law and order 	

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
State ESF-13	All of it	
DOJ ESF-13	DOJ LE assistance under direct Federal Operations Support (FOS) force protection and establish LE coordination center	
ESF-15	Communicate messaging for federal family and public	
National Guard Bureau (NGB)	Partner with local LE	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Federal LE Quick Reaction Team	DOJ		
	State LE Coordination Center augmentation			
	ESF-13	DOJ		3

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
01.1	Based on pre-incident intelligence, inventory federal LE assets for recall.	ESF-13

Execution Checklist		
Obj. #	Task	Responsibility
01.1	Based on pre-incident intelligence, pre-deploy federal LE assets to staging areas.	ESF-13
01.1	Coordinate and provide public messaging on movement restrictions and curfews to keep the public informed and provide crowd control.	ESF-15
01.1	Identify LE and FOS force protection shortfalls and the need for mission assignment (MA) assistance through ESF-13 is required for early mobilization.	ESF-13
01.2	Augment critical infrastructure and key resource (CIKR) protection.	ESF-13
01.2	Review and implement plans for Federal Law Enforcement Officer (FLEO) deployment in support of local LE efforts.	ESF-13
01.2	Review and execute plans for provision of support to the proper local LE authorities.	ESF-13
01.2	Coordinate with federal LE agencies to execute plans and deploy personnel to support and augment their efforts.	ESF-13
01.2	Review and implement deployment plans to augment security for search and rescue (SAR) teams as requested by FEMA.	ESF-9
01.2	Augment local LE efforts to secure the perimeter of an impacted area, including secondary and tertiary roads, as requested.	ESF-13
01.2	Coordinate, as necessary, to receive and deputize mobilized FLEOs in support of local LE.	ESF-13
01.2	Coordinate with other federal departments and agencies to identify additional security requirements or shortfalls.	ESF-13
01.2	Coordinate logistical support to federal LE resources to support field operations.	ESF-13
01.2	Issue MA to activate and deploy general and specialized federal LE resources, as requested by local, state, tribal, and federal LE departments and agencies.	ESF-13
01.2	Coordinate security requirements and need for deployment of response teams to support local LE efforts.	FEMA Security
01.2	Coordinate security requirements for response operations, including incident action planning; operations; logistics management; direction and control; information collection, analysis, and management; and remote sensing reconnaissance.	ESF-5
01.2	Support the appropriate technical security and/or vulnerability assessments of field operational structures.	FEMA Security
01.2	Support the local efforts to address the needs of institutionalized/incarcerated survivors who cannot access mass care services while also ensuring public security.	ESF-6, 13
01.2	Activate and deploy ESF-13 Coordinator to the RRCC and with the Incident Management Team (IMT) to the affected area to coordinate federal LE operations with SLTT departments and agencies to determine requirements and shortfalls.	ESF-13
01.2	Determine availability of safety and security resources within ESF-13 departments and agencies for potential deployment to the affected area.	ESF-13

Execution Checklist		
Obj. #	Task	Responsibility
01.2	Coordinate with ESF-7 to procure base camp and other resources for ESF-13 deployed personnel.	ESF-13
01.2	Establish LE staging area/coordination center.	ESF-13
01.2	Deploy additional federal LE assets and personnel, when requested and approved.	ESF-13
01.2	Augment security for shelter and evacuation operations, as requested in support of local LE and FEMA Security.	ESF-13
01.2	Provide information on safety and security issues in impacted areas.	ESF-13
01.2	Deploy federal LE resources and capabilities in support of local, state, tribal, and federal authorities.	ESF-13
01.2	Issue MA to coordinate with partner agency security forces and supplement local LE protective measures around the incident site, critical infrastructure, and/or critical facilities.	ESF-13
01.2	Augment force protection services for the protection of emergency responders and other workers operating in a high-threat environment and for the operational security of emergency response operations, wherever they may occur.	ESF-13
01.2	Augment perimeter enforcement in quarantine zones during an animal health emergency.	ESF-13
01.2	In coordination with Department of Homeland Security (DHS) Transportation Security Administration (TSA), and under Direct Federal Assistance (DFA), support deployment needs of Transportation Security Forward Team (TSFT), if required by the Transportation Security Advance Team (TSAT).	ESF-1
01.2	Activate ESF-13 in the Joint Field Office (JFO) to provide coordination and technical assistance.	IMT
01.2	Support the protection of chain of custody of evidence.	ESF-5
01.3	Augment fixed-post security as requested.	FEMA Security
01.3	Augment state and local LE.	SLTT, ESF-13
01.3	As requested by local LE, augment their efforts to secure evacuated areas.	SLTT, ESF-13
01.3	Provide specialized LE resources as requested to augment partner and local LE efforts.	SLTT, ESF-13
01.3	Augment LE efforts to evacuate and transport prisoners.	SLTT, ESF-13
01.3	Augment LE efforts toward security of transportation assets and egress and ingress routes used in evacuation.	SLTT, ESF-13
01.3	Provide specialized security assets, including traffic barriers; chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) detection devices; canine units; and LE personal protective gear.	ESF-13
01.3	Coordinate Department of Defense (DOD) movement of ESF-13 capabilities through the Defense Coordinating Officer (DCO)/Defense Coordinating Element (DCE).	ESF-5

Execution Checklist		
Obj. #	Task	Responsibility
01.3	Mission assign the U.S. Coast Guard (USCG) to provide additional On-Scene Security and Protection resources, if required.	ESF-5
01.3	Secure access to oil/hazardous materials (HAZMAT) contaminated areas through Environmental Protection Agency (EPA) On-Scene Coordinators (OSCs) and local, state, and tribal LE officials.	ESF-10
01.3	If required, activate EPA's National Criminal Enforcement Response Team to assist ESF-10 in coordinating with LE officials.	ESF-10
01.3	Augment SLTT protection support for federal responders, the agencies having jurisdiction for local/state personnel, and assets involved in the response and in protecting the public.	ESF-13
01.4	Support the development of an Incident Action Plan (IAP) for LE operations.	ESF-13
01.4	Initiate demobilization and close-out planning.	ESF-13
01.4	Coordinate with local, state, and tribal jurisdictions and other federal agencies (OFAs) to evaluate changes in security requirements within the affected area.	ESF-13
01.4	Establish rotation, replenishment, and replacement schedules for federal LE and security personnel/teams.	ESF-13
01.5	Provide status reports on federal LE capabilities, deployments, and operations throughout the affected area.	ESF-13
01.5	Assess projected local, state, and tribal LE shortfalls as well as operational objectives that have been achieved.	ESF-13
01.5	Determine operational strategy for transitioning primary LE and/or security responsibilities back to local, state, or tribal LE officers or to Lead Federal Agencies.	ESF-13
01.6	Transition LE services to local, state, tribal, or federal jurisdictions; demobilize resources.	ESF-13

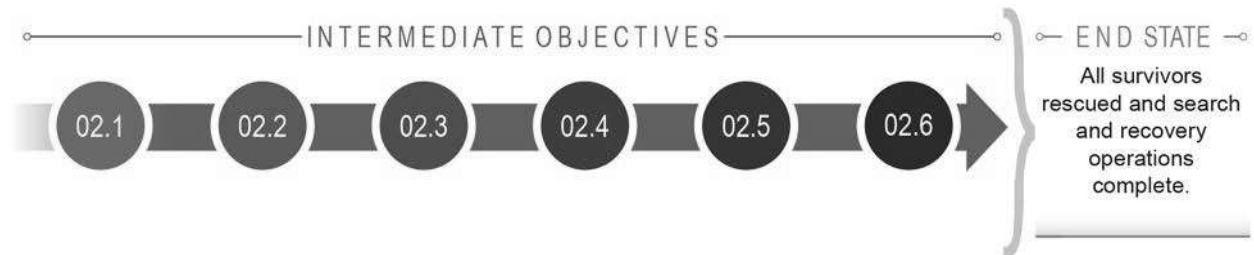
References

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Tab 2 to Appendix C-2: Safety and Security – Search and Rescue

Purpose: Locate, rescue, and transport survivors in impacted area to medical care and shelter.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
02.1	Geographic organization of response operations established and prioritized for search and rescue (SAR).	<ul style="list-style-type: none"> Incident that overwhelms state, local, tribal, and/or territorial (SLTT) SAR resources. 	<ul style="list-style-type: none">
02.2	Location of heaviest impact areas identified. Access routes established.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
02.3	Deployment of search and rescue resources capable of performing search and rescue operations in impacted areas.	<ul style="list-style-type: none"> Federal Urban Search and Rescue (US&R) team and Incident Support Team (IST) pager deployment. 	<ul style="list-style-type: none">
02.4	Completion of life safety search and rescue, beginning of building clearances, and transition to search and recovery.	<ul style="list-style-type: none"> 100% of search areas have been searched. All live rescued personnel have been extracted. 	<ul style="list-style-type: none">
02.5	Completion of SAR activities. Resources begin to right-size operations.	<ul style="list-style-type: none"> Building clearances ___% complete. All known recoveries made. 	<ul style="list-style-type: none">
02.6	Survivors in impacted areas located, rescued, and transported to medical care and shelter.	<ul style="list-style-type: none"> SLTT SAR resources can complete the effort. No more SLTT requests for USAR support. 	<ul style="list-style-type: none">

Critical Considerations
<ul style="list-style-type: none"> Emphasize communications plan and situational report.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Search and Rescue (ESF-9)	Federal US&R and ISTs.	
Emergency Support Function (ESF)-13	Embed force protection.	
National Oceanographic and Atmospheric Agency (NOAA)/National Weather Service (NWS)	Provide support for SAR operations at tactical level. Conduct survival modeling based on weather data.	
Emergency Management Assistance Compact (EMAC)	EMAC.	
Local LE/Coroner	Coordination of management of deceased victims	
Department of Defense (DOD) Defense Logistics Agency (DLA)	Provide fuel.	
FEMA Logistics	Assist DOD flight operations with fuel, assist contracting.	
National Guard Bureau (NGB)	Special vehicles for medical transport.	
ESF-15	Embed with SAR and work with media messaging and communications to stakeholders.	
FEMA	Disaster Mortuary Teams (DMORTs) and Disaster Medical Assistance Teams (DMATs).	
U.S. Army Corps of Engineers (USACE) ESF-9	Upon FEMA Request, Structures Specialist (StS) Cadre Members Augment US&R Task Forces to support heavy structural collapse situations.	

Resources				
Resource ID	Resource/ Team	Dept./Agency	Capability Summary	# of Teams
	Federal US&R Team	FEMA	Urban Search and Rescue	28
	Federal IST	FEMA	Incident Support	
	Emergency response specialists	Department of Justice (DOJ)	Federal agents	
	Emergency response specialists	NWS	On site direct weather support	
	DOD IRA	DOD	Immediate response	
	Coordination of management of deceased victims	DOD	Immediate response	
	DLA	DLA	Fuel contract	
	ESF-15	Department of Homeland Security (DHS)	Media, messaging, support to DMORT and DMAT	
	Heavy equipment	State	Emergency debris clearance	
	Structures Specialist (StS) Cadre	USACE	Disaster Engineering and heavy structural collapse	

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
02.1	Activate ESF-9 coordinators to assist with structural collapse SAR operations.	ESF-9
02.1	Activate the ESF-9 Federal Search and Rescue Coordination Group (FSARCG) and assign to the Operations Section of the Incident Management Assistance Team (IMAT)/Joint Field Office (JFO) to assist with strategic federal SAR planning, operations, and coordination.	ESF-9
02.1	Activate and deploy one or more SAR ISTs and task forces.	ESF-9

Execution Checklist		
Obj. #	Task	Responsibility
02.1	Activate appropriate federal SAR resources for deployment to and employment in the affected area. Once activated, SAR resources deploy and begin SAR operations within 16 hours.	ESF-9
02.1	Activate USACE structural specialist support cadre to assist US&R task forces in the affected area.	ESF-9
02.1	Identify reception airports for federal SAR resources.	ESF-9
02.1	Coordinate with the Logistics Management Division (LMD) to ensure that materials handling equipment resources are adequate to meet requirements and are in place at reception airport(s) prior to the arrival of US&R resources.	ESF-9
02.2	Obtain and execute strategic objectives for coordination of SAR resources.	ESF-9
02.2	Coordinate dialogue with the JFO on the identification and coordination of any EMAC SAR resources.	ESF-9
02.2	Coordinate with the LMD to ensure that ground transport is adequate to meet requirements for federal SAR resources arriving by air and is in place at reception airports.	ESF-9
02.2	Provide information to ESF-6 on SAR activities, including the location of rescued survivors to facilitate family reunification.	ESF-9
02.2	Coordinate with the local Incident Commander and the assigned IMAT.	ESF-9
02.3	Coordinate and execute pre-scripted mission assignments (PSMAs), if required, for the FEMA Logistics Section and other federal SAR resources required to support field operations.	ESF-9
02.3	Deploy, employ, and maintain shared situational awareness of federal SAR resources and other mission-assigned or mutual aid SAR resources.	ESF-9
02.3	Coordinate the mission assignments (MAs) of other federal SAR resources.	ESF-9
02.3	Issue an MA to the U.S. Coast Guard (USCG) for aviation and marine SAR requirements.	ESF-9
02.3	Issue an MA requesting that DOD fulfill aviation SAR requirements and provide additional resources as force multipliers to support FEMA US&R resources.	ESF-9
02.3	Provide force protection capabilities to deployed SAR resources.	ESF-13
02.3	Provide and coordinate resources and personnel to perform operational and tactical SAR services.	ESF-9

Execution Checklist		
Obj. #	Task	Responsibility
02.4	Coordinate with ESF-6 to transfer rescued survivors and their household pets from mass SAR operations to mass care sites.	ESF-9
02.4	Provide additional structural engineers, as necessary, to support SAR efforts and ensure the safety of responders and/or survivors.	ESF-3
02.4	Continue to assist with debris removal to allow US&R teams to gain access to survivors trapped within collapsed structures.	ESF-3
02.5	Determine resource levels needed to enable federal SAR resources to rotate with other SAR resources and allow personnel to rest and maintain functional capability.	ESF-9
02.5	Provide reports on the status of SAR operations and SAR objectives to augment a shared situational awareness.	ESF-9
02.6	Assist with the transition from SAR operations to search and recovery operations.	ESF-9

References
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Tab 3 to Appendix C-2: Safety and Security – Fire Services

Purpose: Firefighters and support personnel respond to and support local and state capabilities in combating emergencies.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
03.1	Active fires and potential threats identified.	▪	▪
03.2	Available firefighters deployed to respond to active fires.	▪	▪
03.3	Fire service augmented in impacted areas capable of responding to emergencies.	▪	▪
03.4	Planning for additional threats completed.	▪	▪
03.5	Firefighting operations reported and necessary parties updated.	▪	▪
03.6	Fire survivors in impacted areas located, rescued, and transported to medical care and shelter.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Environmental Protection Agency (EPA)	Conduct monitoring if requested (i.e., industrial, chemical, etc.)	
National Weather Service (NWS) National Oceanographic and Atmospheric Agency (NOAA)		
National Fire Service (NFS) National Wildfire Coordinating Group (NWCG)		
Emergency Management Assistance Compact (EMAC)		
National Guard Bureau (NGB)		

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		NWS	On site direct weather support	

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
03.1	Based on the threat, ensure necessary planning and training have been conducted at appropriate responder levels.	ESF-9
03.1	Based on the threat, ensure appropriate personnel and resources have been pre-deployed to staging areas.	ESF-9
03.1	Obtain an initial fire situational and damage assessment through established intelligence procedures.	ESF-4
03.2	Assign ESF-9 Liaison Officers (LNOs) to all locations/entities requested (e.g., Regional Response Coordination Center [RRCC], state Emergency Operations Centers [EOCs], Incident Management Assistance Teams [IMATs], Joint Field Offices [JFOs]).	ESF-9

Execution Checklist		
Obj. #	Task	Responsibility
03.2	Activate ESF-9 to provide coordination and technical assistance.	ESF-5
03.3	Provide equipment and supplies from the National Interagency Cache System; use National Interagency Fire Center (NIFC)-contracted aircraft during incidents based on standby agreements and contingency plans.	ESF-4
03.3	Coordinate support with jurisdictional Emergency Medical Services (EMS)/firefighting units, healthcare facilities/systems/coalitions, and ESF-9 to triage, treat, and transport rescued and/or injured survivors.	ESF-8
03.3	Respond to medical needs associated with physical, mental, and behavioral health as well as any substance abuse issues of incident survivors and response workers.	ESF-8
03.3	Coordinate the mobilization of interagency firefighting resources and appropriate logistical support to assist local, state, tribal, and federal jurisdictions.	ESF-4
03.3	Arrange for and provide a direct liaison with local, state, and tribal EOCs and fire chiefs in the designated area, as appropriate, to coordinate requests for firefighting assistance in structural or industrial fire detection, protection, and suppression operations.	ESF-4
03.3	Coordinate and provide firefighting assistance to federal land management organizations and local, state, and tribal fire organizations, as requested under the terms of existing agreements.	ESF-4
03.4	Implement existing interagency plans utilizing the national firefighting mobilization system to provide personnel, equipment, and supplies in support of local, state, tribal, territorial, and insular area agencies involved in wildland, rural, and urban firefighting operations.	ESF-4
03.4	Implement existing interagency plans using the national firefighting mobilization system to provide personnel, equipment, and supplies.	ESF-4
03.5	Continue to coordinate support with jurisdictional EMS/Fire units, healthcare facilities/systems/coalitions, and ESF-9 to triage, treat, and transport rescued and/or injured survivors.	ESF-8
03.5	Coordinate with local, state, and tribal responders to identify additional incident firefighting resource needs and to determine issues regarding resource shortages and requests.	ESF-4
03.6	Coordinate the movement of the rescued and injured.	ESF-9

References

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Tab 4 to Appendix C-2: Safety and Security – Government Services

Purpose: Assist with supplying resources and services to impacted communities.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
04.1	All purchased and loaned supplies and services monitored for desired effects.	▪	▪
04.2	Short-term recovery plans completed.	▪	▪
04.3	Long-term recovery plans requiring General Services Administration (GSA) assistance completed.	▪	▪
04.4	Complete damage assessments, stabilization (<i>including securing cultural and historic resources from looting</i>), planning, and long-term recovery of natural resources, cultural resources, and historic properties.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
FEMA/GSA	Acquisitions, staging of commodities, facilities, equipment	
Department of the Interior (DOI)	Damage assessments, stabilization, planning and long-term recovery of natural/cultural resources and historic properties	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		DOI	Damage assessments, stabilization, planning and long-term recovery of natural/cultural resources and historic properties	

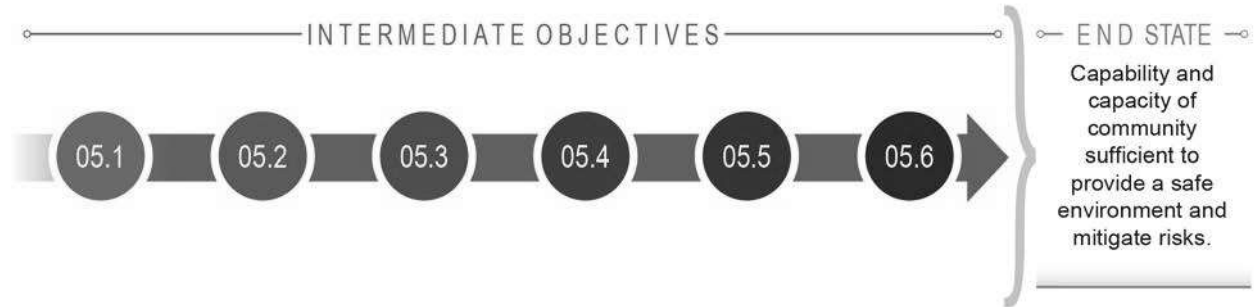
PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
04.1		
04.2	Review laws and regulations in potentially affected jurisdictions to determine if waivers or other legal requirements are needed.	
04.3	Ensure continuity of criminal justice.	
04.4		

References
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Tab 5 to Appendix C-2: Safety and Security – Community Safety

Purpose: Provide for a safe environment, mitigate immediate or imminent risks, and restore capability and capacity to support community safety.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
05.1	Identify risks and assess impacts to community safety.	▪	▪
05.2	Coordinate with the state to prioritize efforts to mitigate immediate or imminent risks.	▪	▪
05.3	Determine capability and capacity support requirements.	▪	▪
05.4	Issue mission assignments (MAs) to address threats/hazards as appropriate.	▪	▪
05.5	Continually support situational awareness and coordination of community safety activities between all agencies.	▪	▪
05.6	Transition operational capability and capacity to local and state agencies.	▪	▪

Critical Considerations
▪ Must be consistent with regulatory and statutory requirements.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Department of Justice (DOJ)	Embed force protection with Urban Search and Rescue (US&R) and the National Disaster Medical System (NDMS). Provide protection of security for operational locations as requested. Support Law Enforcement Coordination Center.	
Department of Homeland Security (DHS)		
FEMA Security / Federal Protection Services (FPS)	Provide security for FEMA operating locations.	
FEMA Logistics	Activate responder support camp contract (only supplementary). Site and initiate contracts for shelter/lodging (reference Logistics Annex D).	
FEMA Regional Response Coordination Center (RRCC)	Mass care sheltering, non-governmental organizations (NGOs) – situational awareness.	
Cybersecurity and Infrastructure Security Agency (CISA), DOJ, and Department of Defense (DOD)		
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Weather support to ensure responder safety. Dispersion/trajectory modeling.	
Health and Human Services (HHS)	Guidance on hazards and mitigations in theater.	
Emergency Support Function (ESF)-15	Internal messaging if needed.	
Environmental Protection Agency (EPA) ESF-10	Conduct perimeter air monitoring or other analytics as necessary to define hot zones, etc.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Federal law enforcement (LE) Quick Reaction Teams	DOJ	25 person teams	
	ESF-13 Incident Management Teams (IMTs)	DOJ	40 person teams	
	Mobile command vehicles	DOJ	150 available	
	Emergency response specialists	NOAA/NWS	2+ person teams, expand as needed	
	Contract Task Order Proposal Request	FEMA	Responder Support Camp (RSC)	
	Personnel Mobilization Center	FEMA	Reception, Staging, Onward Movement, and Integration (RSOI)	
	Incident Support Base (ISB)	DOD	Can address responder safety purpose	
	Logistical Capability	DOD	Bed down capability	
	Air monitoring task force	EPA	Can scale to whatever size needed	
	Shelters	FEMA		
	Various	EPA/ESF-10		

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
05.1	Conduct threat and risk assessments.	LE Core Capabilities (All)
05.2	Provide communications, inspections, and hazard assessments.	FEMA
05.2	Provide situational awareness and coordination of mass evacuation efforts.	ESF-5
05.2	Coordinate with the affected states to assist/support emergency evacuations (as requested by states).	ESF-6
05.2	Provide planning assistance to states, in coordination with ESF-6 and ESF-11, for the evacuation of household pets.	ESF-11
05.2	Coordinate with local, state, and tribal LE entities, as well as ESF-13, to ensure the security of transportation assets used for evacuation.	ESF-6
05.2	Develop on-scene safety and security plans for each type of facility requiring such services, including shelters and critical infrastructure.	State LE / FEMA Security
05.2	Coordinate evacuation routes with local, state, and tribal departments and agencies as well as with private sector and voluntary organizations.	ESF-1
05.2	Coordinate and manage transportation requirements for evacuation operations and the inflow of response teams and supplies into the affected area.	ESF-1
05.3	Determine capability and capacity support requirements.	
05.3	For air evacuations, in coordination with Federal Aviation Administration (FAA) and ESF-6, develop requirements for preparing proper manifests for evacuees.	ESF-5
05.3	Identify numbers of evacuees, including individuals with disabilities and others with access and functional needs, and determine the distance to and availability of shelters.	ESF-6
05.3	Determine the distance and number of household pets and service animals that need to be evacuated.	ESF-6
05.3	Provide transportation planning assistance to states for the evacuation of survivors, including individuals with disabilities and others with access and functional needs.	ESF-1
05.3	Provide planning assistance to states for the evacuation of household pets.	ESF-1
05.3	Develop requirements for preparing proper manifests for evacuees.	ESF-1
05.3	Provide support to coordinate the evacuation of household pets.	ESF-5

Execution Checklist		
Obj. #	Task	Responsibility
05.3	Coordinate assessments by Administration for Children and Families (ACF) of human services/social services critical needs in impacted areas.	ESF-6
05.4	Issue mission assignments (MAs) to address threats/hazards as appropriate.	
05.4	Plan for the evacuation of survivors who exceed the capacity of existing or projected shelter spaces, when appropriate.	ESF-6
05.4	Identify population shelters as close to embarkation points as safely possible.	ESF-6
05.4	Initiate capabilities to support the tracking of evacuee movement and reunification services in coordination with private sector organizations and NGOs, where appropriate.	ESF-6
05.4	Provide goods and services to support evacuation efforts and transportation services.	ESF-7
05.4	Coordinate evacuation support contracts with National Response Coordination Center (NRCC).	ESF-5
05.4	Deploy National Center for Missing & Exploited Children (NCMEC) Team Adam to the affected area to assist in the location and reunification of missing children and their parents/legal guardians, if required.	ESF-6
05.4	Assess and implement federal resources to include the National Mass Evacuation Tracking System (NMETS), National Emergency Child Locator Center (NCLEC), and NCMEC Team Adam to support reunification at the local, state, and tribal levels as required.	ESF-6
05.5	Support ongoing threat and risk assessment, if authorized by the SLTT.	LECC
05.5	Support federal evacuation actions as requested.	ESF-5
05.5	Provide information and coordination of non-medical mass care support for mass evacuations, including emergency housing, human services, and reunification services for children.	ESF-6
05.5	Provide support of local, state, and tribal public safety and security measures (e.g., crowd control, traffic direction, and control of contra-flow lanes) used in evacuations.	ESF-13
05.5	Assist the state in the maintenance of the peace and protection of civil rights, as requested.	ESF-13
05.5	Support local, state, and tribal governments in coordinating transportation assets, including accessible transportation at reception sites, for the transport of evacuees to appropriate shelters.	ESF-1

Execution Checklist		
Obj. #	Task	Responsibility
05.5	Support tracking of evacuee movement and provide mass care access and functional needs support, support to household pets and service animals, and reunification services.	ESF-6
05.5	Develop a strategy for allowing the population to return to the affected area without disrupting response operations or straining local resources, including roads, power, and fuel as well as resources used for feeding, sheltering, and security activities.	ESF-6
05.6	Determine when the affected area and its infrastructure are safe for a return of the population.	ESF-6
05.6	Coordinate the transportation of evacuees back to the affected area and provide transportation means, including vehicles for those with disabilities or access and functional needs.	ESF-6
05.6	Initiate and implement a long-term host jurisdiction mass care services plan to facilitate the return of survivors to their home states.	ESF-6 / ESF-7

References
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Tab 6 to Appendix C-2: Food, Water, Sheltering – Food

Purpose: Provide food to the affected population until options within the community are sufficiently available.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
06.1	Identify points of distribution (PODs). Schedules open/closed.	▪	▪
06.2	Targeted food delivery complete and restoration efforts underway.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-15	Lifesaving messaging and disseminating info.	
ESF-8	Health and Human Services (HHS) – medications.	
ESF-3/ESF-10/ Environmental Protection Agency (EPA)	Water testing for water units.	
ESF-10/EPA	Boil water advisory as needed by state regulations.	
Defense Logistics Agency (DLA)	Potable commodities – Deployable Distribution Center teams (staging).	
American Red Cross	Opens shelters to make sure people have a safe place to stay, hot meals, and access to other support from trained volunteers. Works with community partners to provide hot meals, snacks, and water to shelters as well as the community through mobile distribution in emergency response vehicles.	
FEMA Logistics	Contracting and delivery of large temporary water units (see Annex D Tab D-6-6, Bulk Water).	
ESF-13	Security assistance for PODs, coordinate with local law enforcement (LE).	
ESF-14	Coordinate with Business and Economic Development Commission (BEDCs).	
ESF-11 U.S. Department of Agriculture (USDA)	Food programs (e.g., Disaster Supplemental Nutrition Assistance Program [D-SNAP]).	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	On site or remote weather support	
	Volunteer Force	Corporation for National and Community Service (CNCS)	PODs support, warehouse operations, emergency supply distribution	

PSMA		
PSMA ID	PSMA Title	Type
USDA PSMA ESF 11 – 364	(FOS) Activation to Regional Response Coordination Center (RRCC): USDA Subject Matter Experts (SMEs)	FOS
USDA PSMA ESF 6 – 366	(FOS) Rural Development Support: USDA SMEs	FOS
PSMA-CNCS PSMA ESF 6-8	CNCS Field Deployment to support but not limited to sheltering, feeding, distribution of supplies	DFA

Execution Checklist		
Obj. #	Task	Responsibility
06.1	Provide technical assistance and coordinate with state agencies on potential USDA food needs and D-SNAP requests.	ESF-11
06.1	Identify immediate feeding, hydration, and emergency supply, including Durable Medical Equipment (DME), requirements for the affected area. Coordinate with Logistics to support requirements.	ESF-6
06.1	Establish Mass Care Task Force.	ESF-6
06.1	Conduct meetings with partner departments and agencies to identify ways to develop a common operating picture (COP), resolve outstanding activation and operational issues, and support the entire community, including people from diverse racial and ethnic groups, individuals with limited English proficiency, and individuals with disabilities and others with access and functional needs.	ESF-6
06.1	Determine the need for mobile and fixed Disaster Recovery Center (DRC) sites and Mobile Registry Intake Centers through the RRCC/Joint Field Office (JFO).	ESF-6
06.1	Coordinate logistics requirements for mobile DRC and mass care service sites.	ESF-6
06.1	Establish and monitor communications links with FEMA Logistics Management Division (LMD) regarding mass care support items.	ESF-6
06.1	Activate Contracting Officer's Representatives for mass care contracts and resource allocation.	ESF-6
06.1	Activate and mobilize surge staffing for the National Processing Service Center (NPSC) to meet anticipated increase in registration and call center volume, if required.	ESF-6
06.1	Establish a Multi-Agency Feeding Task Force to utilize local, state, and federal resources to support feeding operations that meet the needs of the impacted population.	ESF-6

Execution Checklist		
Obj. #	Task	Responsibility
06.1	Coordinate with National Voluntary Organizations Active in Disasters (NVOAD) members and other mass care service providers to identify available inventory of mass care resources and fill any shortfalls.	ESF-6
06.1	Identify resources available to disaster survivors in the impacted area.	ESF-6
06.1	Coordinate with USDA Food and Nutrition Service (FNS) and food banks to develop a bulk distribution plan to support the feeding and hydration needs of the impacted population.	ESF-6
06.1	Support management of unsolicited donations.	ESF-6
06.1	Share information with voluntary organizations to avoid duplication of services.	ESF-6
06.1	Coordinate with the JFO to open mobile DRCs.	ESF-6
06.2	Coordinate with local, state, and tribal governments and non-governmental organizations (NGOs) to identify local capabilities and shortfalls and provide resource support for mass care services as requested by states.	ESF-6
06.2	Ensure coordination with impacted states, ESF-6, and voluntary organizations to minimize duplication of commodities delivered to the field.	ESF-7
06.2	Coordinate with jurisdictional authorities and ESF-6 on the potential need for ESF-8 support for mass care operations, including HHS Substance Abuse and Mental Health Services Administration (SAMHSA) Crisis Counseling Support and HHS Administration for Children and Families (ACF) Disaster Case Management.	ESF-8
06.2	Coordinate with ESF-6 to provide access for voluntary organization staff in impacted areas.	ESF-6
06.2	Provide information on regulatory waivers, exemptions, and permits to support mass care services activities.	ESF-1
06.2	Feeding Task Force (FTF) initiates outreach to vendors, NGOs, and NVOADs to acquire additional support vehicles for mobile feeding activities.	ESF-6
06.2	Feeding Task Force (FTF) coordinates the deployment of mobile feeding units and kitchens to staging areas with NGOs (e.g., American Red Cross, Southern Baptists, The Salvation Army).	ESF-6
06.2	Place food vendor, personal assistance services, and other contractors on alert.	ESF-6
06.2	Feeding Task Force (FTF) evaluates the need for private sector services, USDA Food and Nutrition Service (FNS) Disaster-Supplemental Nutrition Assistance Program (D-SNAP), and Household Distribution Program.	ESF-6 / ESF-11

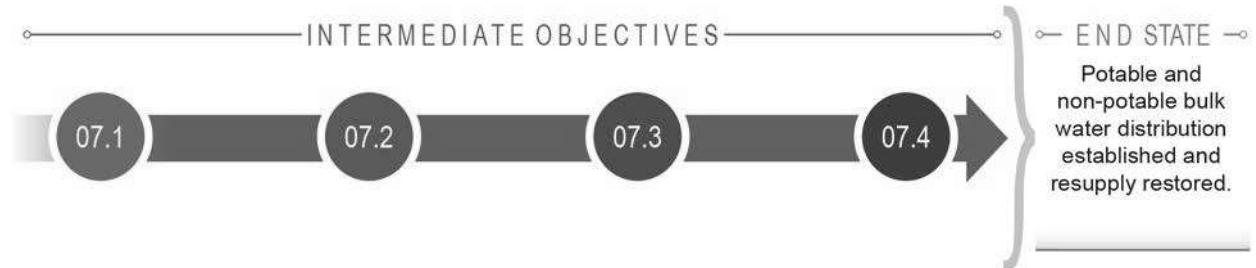
Execution Checklist		
Obj. #	Task	Responsibility
06.2	Cooperate with ESF-8 to ensure the safety, security, and defense of federally-regulated foods and the health, safety, and security of food-producing animals, animal feed, and therapeutics.	ESF-6 / ESF-11
06.2	Support state Emergency Management Assistance Compact (EMAC) requests for out-of-state mass care resources.	ESF-6
06.2	Mission assign HHS, DOD, Department of the Interior (DOI), United States Postal Service (USPS), DOJ, USDA, Department of Labor (DOL), and Department of Transportation (DOT) as needed.	ESF-6
06.2	Execute emergency contract support for life-sustaining services.	ESF-3
06.2	Collaborate with ESF-6 to provide nutritional assistance to disaster survivors.	ESF-11
06.2	Authorize state agencies to issue D-SNAP benefits.	ESF-11
06.2	Collect, analyze, monitor, and report on the status of mass care services activities.	ESF-6
06.2	Coordinate with ESF-11 on requests for USDA foods and ESF-7 on the delivery of shelter and emergency supplies to staging areas, support shelters, PODs, and shelter-in-place populations.	ESF-6
06.2	Provide technical assistance and coordinate with state agencies on potential USDA food needs and D-SNAP requests.	ESF-11
06.2	Coordinate with ESF-7 to deliver commodities and other emergency supplies (e.g., tents, tarps) to staging areas.	ESF-6
06.2	Provide mass evacuation coordination support (e.g., registration and tracking of evacuees) and mass care support for evacuation operations.	ESF-6
06.2	Coordinate with other ESF-6 components, Emergency Assistance, Housing, and Human Services to ensure the full, efficient, and timely delivery of mass care services.	ESF-6
06.2	Volunteer Agency Liaisons Group Supervisor (VALGS) manages/provides support for unsolicited donations and unaffiliated volunteers.	ESF-6
06.2	VALGS coordinates with other local, state, tribal, and federal agencies as well as voluntary organizations and private sector partners to provide mass care support to states as well as to identify and deliver additional service and resource requirements with host jurisdictions.	ESF-6
06.2	Mass Care Group supervisor (MCGS) adjusts operational objectives and assumptions based on developing a shared situational awareness and understanding.	ESF-6
06.2	Provide USDA foods to state agencies for distribution to shelters and other mass feeding sites and, in certain limited situations, to households.	ESF-11

Execution Checklist		
Obj. #	Task	Responsibility
06.2	MCGS and Mass Care Task Force leader (MCTF) evaluate the effectiveness in meeting objectives for: <ul style="list-style-type: none"> ▪ Sheltering, feeding, distribution of emergency supplies. ▪ Support to individuals with disabilities and others with access and functional needs, individuals with limited English proficiency, children, household pets, and service animals. ▪ Reunification support. 	ESF-6
06.2	MCGS deploys additional resources to the field or repositions current resources based on a shared situational awareness and the status of completed objectives.	ESF-6
06.2	Coordinate the relief efforts of NVOADs deployed to the affected area.	ESF-6
06.2	Support local, state, and tribal governments in the development and employment of the mass care personnel rotation plan to minimize fatigue, ensure worker health, and maintain capabilities.	ESF-6
06.2	Coordinate with ESFs 1, 6, 8, 11, and 12 to ensure the continued delivery of equipment and supplies to shelters, PODs, and other mass care services sites.	ESF-7
06.2	Provide information on new regulatory waivers and exemptions to support Mass Care Services activities, if any have been requested and approved.	ESF-1

References
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Tab 7 to Appendix C-2: Food, Water, Sheltering – Water

Purpose: Provide potable water to the affected population while restoring water and wastewater infrastructure and utility systems.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
07.1	Identify points of distribution (PODs) and assess water infrastructure damages. Schedules open/closed.	▪	▪
07.2	Points of distribution and shelters established. Infrastructure repairs prioritized.	▪	▪
07.3	Water utility sanctions are sufficiently identified and communicated to the public.	▪	▪
07.4	Long-term restoration plans developed.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-15	Lifesaving messaging and disseminating info.	
ESF-8	Health and Human Services (HHS) – medications.	
ESF-3/ESF-10/ Environmental Protection Agency (EPA)	Water testing for water units.	
ESF-10/EPA	Boil water advisory as needed by state regulations.	
Defense Logistics Agency (DLA)	Potable commodities – DDX teams (staging).	
American Red Cross	Water for shelters.	
FEMA Logistics	Contracting and delivery of large temporary water units (see Annex D, Tab D-6-6, Bulk Water).	
ESF-13	Security assistance for PODs, coordinate with local law enforcement (LE).	
ESF-14	Coordinate with Business and Economic Development Commission (BEDCs).	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Communicate potential weather or water impacts to infrastructure and utility.	
ESF-3 – U.S. Army Corps of Engineers (USACE)	EPA sub-tasked by USACE to do assessment of Publicly Owned Treatment Works (POTW).	
ESF-10	EPA testing, pending requests for assistance.	
ESF-11	Agriculture testing.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		NWS	On site or remote weather support	
	POTW assessment team	Joint EPA and USACE	Assessment of POTW	

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
07.1	Identify immediate feeding, hydration, and emergency supply (including Durable Medical Equipment [DME]) requirements for the affected area and coordinate with Logistics to support requirements.	ESF-6
07.1	Conduct meetings with partner departments and agencies to identify ways to develop a common operating picture (COP), resolve outstanding activation and operational issues, and support the entire community, including people from diverse racial and ethnic groups, individuals with limited English proficiency, and individuals with disabilities and others with access and functional needs.	ESF-6
07.1	Determine the need for mobile and fixed Disaster Recovery Center (DRC) sites and Mobile Registry Intake Centers through the Regional Response Coordination Center (RRCC)/Joint Field Office (JFO).	ESF-6
07.1	Coordinate logistics requirements for mobile DRC and mass care service sites.	ESF-6
07.1	Coordinate with the JFO to open mobile DRCs.	ESF-6
07.2	Establish and monitor communications links with FEMA Logistics Management Division (LMD) regarding mass care support items.	ESF-6
07.2	Activate Contracting Officer’s Representatives for mass care contracts and resource allocation.	ESF-6
07.2	Activate and mobilize surge staffing for the National Processing Service Center (NPSC) to meet anticipated increase in registration and call center volume, if required.	ESF-6
07.2	Establish a Multi-Agency Feeding Task Force to use local, state, and federal resources to support feeding operations that meet the needs of the impacted population.	ESF-6
07.2	Coordinate with National Voluntary Organizations Active in Disasters (NVOAD) members and other mass care service providers to identify available inventory of mass care resources and fill any shortfalls.	ESF-6
07.2	Coordinate with U.S. Department of Agriculture (USDA) Food and Nutrition Service (FNS) and food banks to develop a bulk distribution plan to support the feeding and hydration needs of the impacted population.	ESF-6

Execution Checklist		
Obj. #	Task	Responsibility
07.2	Support management of unsolicited donations.	ESF-6
07.2	Share information with voluntary organizations to avoid duplication of services.	ESF-6
07.3	Coordinate with local, state, and tribal governments and non-governmental organizations (NGOs) to identify local capabilities and shortfalls and provide resource support for mass care services as requested by the states.	ESF-6
07.3	Ensure coordination with impacted states, ESF-6, and voluntary organizations to minimize duplication of commodities delivered to the field.	ESF-7
07.3	Coordinate with jurisdictional authorities and ESF-6 on the potential need for ESF-8 support for mass care operations, including HHS Substance Abuse and Mental Health Services Administration (SAMHSA) Crisis Counseling Support and HHS Administration for Children and Families (ACF) Disaster Case Management.	ESF-8 / ESF-6
07.3	Coordinate with ESF-6 to provide access for voluntary organization staff in impacted areas.	ESF-13
07.3	Provide information on regulatory waivers, exemptions, and permits to support mass care services activities.	ESF-1
07.3	Support state Emergency Management Assistance Compact (EMAC) requests for out-of-state mass care resources.	ESF-6
07.3	Mission assign HHS, DOD, Department of the Interior (DOI), United States Postal Service (USPS), Department of Justice (DOJ), Department of Labor (DOL), and Department of Transportation (DOT).	ESF-6
07.4	Collect, analyze, monitor, and report on the status of mass care services activities.	ESF-6
07.4	Coordinate with ESF-7 to deliver commodities and other emergency supplies (e.g., tents, tarps) to staging areas.	ESF-6
07.4	Provide mass evacuation coordination support (e.g., registration and tracking of evacuees) and mass care support for evacuation operations.	ESF-6
07.4	Coordinate with other ESF-6 components, Emergency Assistance, Housing, and Human Services to ensure the full, efficient, and timely delivery of mass care services.	ESF-6
07.4	Manage/provide support for unsolicited donations and unaffiliated volunteers.	ESF-6
07.4	Coordinate with other local, state, tribal, and federal agencies, as well as voluntary organizations and private sector partners, to provide mass care support to states and to identify and deliver additional services and resource requirements with host jurisdictions.	ESF-6

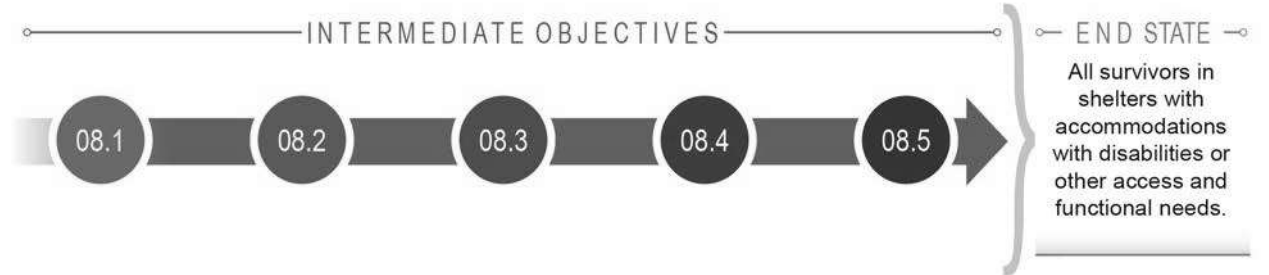
Execution Checklist		
Obj. #	Task	Responsibility
07.4	Adjust operational objectives and assumptions based on developing a shared situational awareness and understanding.	ESF-6
07.4	Evaluate the effectiveness in meeting objectives for: <ul style="list-style-type: none"> ▪ Sheltering, feeding, distribution of emergency supplies. ▪ Support to individuals with disabilities and others with access and functional needs, individuals with limited English proficiency, children, household pets, and service animals. ▪ Reunification support. 	ESF-6
07.4	Deploy additional resources to the field or reposition current resources based on a shared situational awareness and the status of completed objectives.	ESF-6
07.4	Coordinate the relief efforts of NVOADs deployed to the affected area.	ESF-6
07.4	Support local, state, and tribal governments in the development and employment of the mass care personnel rotation plan to minimize fatigue, ensure worker health, and maintain capabilities.	ESF-6
07.4	Coordinate with ESFs 1, 6, 8, 11, and 12 to ensure the continued delivery of equipment and supplies to shelters, PODs, and other mass care services sites.	ESF-7
07.4	Provide information on new regulatory waivers and exemptions to support mass care services activities, if any have been requested and approved.	ESF-1
07.4	Provide damage/status reports on water and wastewater treatment plants.	ESF-5
07.4	Support restoration of critical navigation, flood control, and other water infrastructure systems, including drinking water distribution and wastewater collection systems.	ESF-3

References
▪

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Tab 8 to Appendix C-2: Food, Water, Sheltering – Shelter

Purpose: Provide survivors with adequate sheltering.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
08.1	Identify and assess state, local, tribal, and territorial (SLTT) shelter requirements. Identify and include individuals with disabilities and others with access and functional needs.	▪	▪
08.2	Coordinate shelter operations with partners to meet identified gaps.	▪	▪
08.3	All survivors provided safe shelter including reasonable accommodations for individuals with disabilities or others with access and functional needs.	▪	▪
08.4	Identify longer-term shelter solutions to consolidate shelters and transition remaining shelter clients, including identification of those with access and functional needs.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Provide essential information regarding shelter (i.e., flood plan). Identify hazards – mass care/sheltering use NOAA hazard info.	
NOAA, External Affairs (EA)	Communicate hazards.	
EA, Mass Care	Public messaging.	
Mitigation	Can identify and share dam safety info, etc.	
American Red Cross	Sheltering.	
Health and Human Services (HHS)	Provide medical support to general shelters.	
FEMA Logistics	Process shuttle contracts.	
ESF-12	Coordinate with co-ops, U.S. Army Corps of Engineers (USACE), and utilities for powering temporary shelters.	
U.S. Department of Agriculture (USDA)	Sheltering domestic pets.	
Humane Society	Sheltering domestic pets.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		Corporation for National and Community Service (CNCS)	Deploy CNCS volunteers to support disaster operations.	Volunteers
		USACE	Temporary housing repair.	

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
08.1	Based on the threat and working with public, private, and non-governmental organization (NGO) partners, identify and plan for anticipated mass care and housing support needs.	ESF-6
08.1	Collect, analyze, monitor, and report on the status of mass care services activities.	ESF-6
08.1	Coordinate with local, state, and tribal governments and NGOs to identify local capabilities and shortfalls and provide resource support for mass care services as requested by states.	ESF-6
08.1	Establish and monitor communications links with FEMA Logistics Management Division (LMD) regarding mass care support items.	ESF-6
08.1	Activate Contracting Officer's Representatives for mass care contracts and resource allocation.	ESF-6
08.1	Activate ESF-6.	ESF-5
08.1	Activate and deploy pre-identified mass care response personnel/teams and other resources to support logistics response, evacuation, and shelter/mass care/emergency assistance requirements.	ESF-6
08.1	Identify and coordinate sheltering requirements to determine federal resources required to meet state shortfalls.	ESF-6
08.1	Determine the need for mobile and fixed Disaster Recovery Center (DRC) sites and Mobile Registry Intake Centers through the Regional Response Coordination Center (RRCC)/Joint Field Office (JFO).	ESF-6
08.1	Identify resources available to disaster survivors in the impacted area.	ESF-11
08.1	Work with ESF-6 to identify shelters and prioritize other mass care facilities that require emergency power.	ESF-3
08.1	Deploy mass care assessment teams, mission planning teams, and mass care personnel (including contractors and other support personnel).	ESF-6
08.1	Evaluate the feasibility of nontraditional sheltering methods (e.g., private sector solutions, soft-sided shelters, small-sized portable/collapsible shelters).	ESF-6
08.1	Activate national Corporate Lodging Consultants (CLC) contract for placing individuals in hotels, if required.	ESF-6
08.1	Assist local, state, and tribal jurisdictions with determining housing needs, vendors, and alternative solutions.	ESF-6
08.1	Identify resources available to disaster survivors in impacted area.	ESF-11
08.1	Provide information on new regulatory waivers and exemptions to support mass care services activities, if any have been requested and approved.	ESF-1

Execution Checklist		
Obj. #	Task	Responsibility
08.1	Assess and quantify projected housing needs, including needs for accessible housing.	ESF-6
08.1	Develop a preliminary temporary housing plan, including a plan for accessible housing.	ESF-6
08.1	Deploy teams to the Area Field Office (AFO)/JFO to assess the need for an Emergency Residential Roof Covering mission and for emergency repair of primary residences damaged as the result of a disaster.	ESF-6
08.2	Provide a liaison to the Evacuation Liaison Team (ELT) to support coordination with local, state, and tribal governments.	ESF-6
08.2	Ensure coordination with impacted states, ESF-6, and voluntary organizations to minimize duplication of commodities delivered to the field.	ESF-7
08.2	Coordinate with jurisdictional authorities and ESF-6 on the potential need for ESF-8 support for mass care operations, including HHS Substance Abuse and Mental Health Services Administration (SAMHSA) Crisis Counseling Support and HHS Administration for Children and Families (ACF) Disaster Case Management.	ESF-8
08.2	Coordinate with ESF-6 to provide access for voluntary organization staff in impacted areas.	ESF-6
08.2	Provide information on regulatory waivers, exemptions, and permits to support mass care services activities.	ESF-1
08.2	Activate memoranda of understanding (MOUs), memoranda of agreement (MOAs), and/or contracts to meet resource requirements at shelters, points of distribution (PODs), and other mass care sites.	ESF-6
08.2	Assist states with activation of host city or state MOUs.	ESF-6
08.2	Advise on the sheltering needs of institutionalized and incarcerated persons.	ESF-13
08.2	Support state Emergency Management Assistance Compact (EMAC) requests for out-of-state mass care resources.	ESF-6
08.2	Mission assign HHS, Department of Defense (DOD), Department of the Interior (DOI), United States Postal Service (USPS), Department of Justice (DOJ), Department of Labor (DOL), and Department of Transportation (DOT).	ESF-6
08.2	Coordinate with other ESF-6 components, Emergency Assistance, Housing, and Human Services to ensure the full, efficient, and timely delivery of mass care services.	ESF-6
08.2	Coordinate with other local, state, tribal, and federal agencies, as well as voluntary organizations and private sector partners, to provide mass care support to states and to identify and deliver additional services and resource requirements with host jurisdictions.	ESF-6

Execution Checklist		
Obj. #	Task	Responsibility
08.2	Coordinate with National Voluntary Organizations Active in Disasters (NVOAD) members and other mass care service providers to identify available inventory of mass care resources and fill any shortfalls.	ESF-6
08.2	Conduct meetings with partner departments and agencies to identify ways to develop a common operating picture (COP), resolve outstanding activation and operational issues, and support the entire community, including people from diverse racial and ethnic groups, individuals with limited English proficiency, and individuals with disabilities and others with access and functional needs.	ESF-6
08.2	Execute emergency contract support for life-sustaining services.	ESF-3
08.2	Establish a Multi-Agency Shelter Task Force for congregate sheltering.	ESF-6
08.2	Initiate coordination for out-of-area sheltering capability.	ESF-6
08.2	Augment American Red Cross facility, staff, and resource requirements within as well as outside of the affected area, if requested.	ESF-6
08.2	Identify shortfalls and anticipate potential areas for possible support services needed in shelters and other congregate sites.	ESF-6
08.2	Identify secondary shelter locations (including those outside of the impacted area) and determine resource needs for supporting them.	ESF-6
08.2	Coordinate the relief efforts of NVOADs deployed to the affected area.	ESF-6
08.2	Share information with voluntary organizations to avoid duplication of services.	ESF-6
08.2	Support local, state, and tribal governments in the development and employment of the mass care personnel rotation plan to minimize fatigue, ensure worker health, and maintain capabilities.	ESF-6
08.2	Coordinate with ESFs 1, 6, 8, 11, and 12 to ensure the continued delivery of equipment and supplies to shelters, PODs, and other mass care services sites.	ESF-7
08.2	Support the establishment, management, and operation of congregate and non-congregate facilities.	ESF-6
08.2	Assist in the construction of temporary shelter facilities, including accessible shelters in the affected area, as required.	ESF-3
08.2	Provide technical assistance, including engineering expertise, construction management, contracting, and inspection of private/commercial structures.	ESF-3

Execution Checklist		
Obj. #	Task	Responsibility
08.2	Activate State Housing Task Force and support RRCC/JFO housing strategy planning.	ESF-6
08.2	Coordinate with local, state, and tribal jurisdictions to identify requirements for direct housing missions, identify alternative housing options, and synchronize local, state, tribal, and federal government assistance programs.	ESF-6
08.3	Coordinate with the American Red Cross on the activation of the Safe and Well website.	ESF-6
08.3	Coordinate with Public Information Officers/ESF-15 to distribute reunification information.	ESF-6
08.3	Determine the placement of functional needs sheltering caches from regional storage sites.	ESF-6
08.3	Provide mass evacuation coordination support (e.g., registration and tracking of evacuees) and mass care support for evacuation operations.	ESF-6
08.3	Manage/provide support for unsolicited donations and unaffiliated volunteers.	ESF-6
08.3	Coordinate procurement specifications with local, state, and tribal agencies through Individual Assistance – Technical Assistance Contract (IA-TAC) and activate/issue requests for assistance, as needed.	ESF-6
08.3	Adjust operational objectives and assumptions based on developing a shared situational awareness and understanding.	ESF-6
08.3	When requested, inspect mass care facilities to ensure suitability and accessibility for survivors.	ESF-3
08.3	Provide structural specialist expertise to support inspection of mass care facilities and Urban Search and Rescue (US&R) operations in coordination with ESF-9.	ESF-3
08.3	Deploy resources, including cots, blankets, sleeping bags, and personnel, to support the mass care mission, if requested and available.	ESF-4
08.3	Establish a Pet Sheltering Task Force to utilize state and local resources.	ESF-6
08.3	Provide for phone service and computer access at shelters.	ESF-6
08.3	Deploy FEMA registration teams to shelters and other mass care sites.	ESF-6
08.3	Evaluate the effectiveness in meeting objectives for: <ul style="list-style-type: none"> ▪ Sheltering, feeding, distribution of emergency supplies. ▪ Support to individuals with disabilities and others with access and functional needs, individuals with limited English proficiency, children, household pets, and service animals. ▪ Reunification support. 	ESF-6

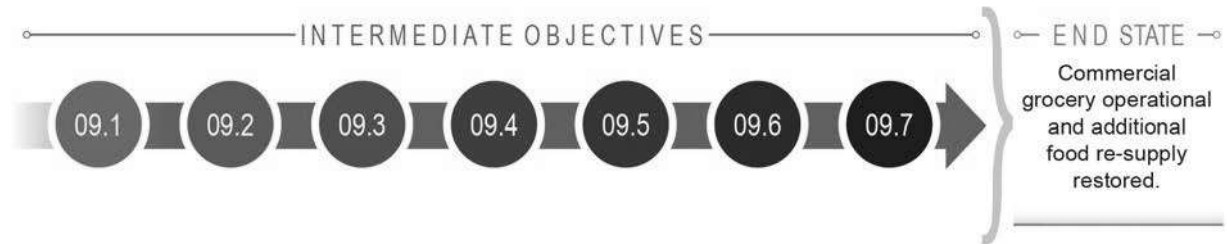
Execution Checklist		
Obj. #	Task	Responsibility
08.3	Deploy additional resources to the field or reposition current resources based on a shared situational awareness and the status of completed objectives.	ESF-6
08.3	Support management of unsolicited donations.	ESF-6
08.3	Coordinate with local, state, and tribal governments and NGOs to facilitate the return of evacuees to their pre-disaster residences or alternate locations.	ESF-6
08.3	Develop an initial temporary housing strategy to transition survivors from congregate to non-congregate alternatives and provide relocation assistance or interim housing solutions for households unable to return to their pre- disaster residences.	ESF-6
08.3	Request implementation of the National Disaster Housing Strategy (NDHS), if required.	ESF-6
08.3	Obtain the status of temporary housing units (THUs) nationwide from FEMA Logistics (e.g., availability and accessibility); identify the availability of other types of interim and permanent housing alternatives.	ESF-6
08.3	Initiate the FEMA Transitional Sheltering Assistance Program and provide other mass care services if needed.	ESF-6
08.3	Support the transition of survivors from congregate to non-congregate sheltering.	ESF-6
08.3	Provide wrap-around support services (e.g., food, mental health, pet care) for populations in transitional sheltering.	ESF-6
08.3	Develop a strategy for the transition from emergency sheltering to transitional sheltering and then to temporary and permanent housing.	ESF-6
08.3	Coordinate with ESFs 1, 7, and 8 for the relocation of individuals with acute medical conditions whose medical care cannot be sustained in the impacted area to communities that can provide required services in the most integrated setting appropriate.	ESF-6
08.4	Assist in data collection and information analysis to inform decisions on placement of temporary housing sites and staging areas and mitigate possible damage to natural and cultural resources.	ESF-11
08.4	Provide technical assistance to mass care operations, including engineering expertise, construction management, contracting, and real estate services.	ESF-3
08.4	Coordinate logistics requirements for mobile DRC and mass care service sites.	ESF-6
08.4	Coordinate with the JFO to open mobile DRCs.	ESF-6
08.4	Identify housing resources from the private sector and other federal departments and agencies available to disaster survivors.	ESF-6

Execution Checklist		
Obj. #	Task	Responsibility
08.4	Provide technical support to impacted and host states and FEMA for the coordinated return of survivors to pre-disaster dwellings or to new post-disaster locations.	ESF-1
08.4	Initiate deployment actions for THUs in the affected area.	ESF-6
08.4	Support reunification services and survivor relocation mechanisms.	ESF-6
08.4	Provide federal financial assistance to eligible survivors through the Individuals and Households Program (IHP), Small Business Administration (SBA), Internal Revenue Service (IRS), Department of Labor (DOL), and other programs and departments and agencies to facilitate the transition of survivors from shelters to permanent housing and to begin the recovery process.	ESF-6
08.4	Coordinate with the Housing Recovery Support Function (RSF) to transition survivors from shelters and temporary housing to long-term and permanent housing.	ESF-6
08.4	Identify temporary and permanent housing alternatives (including accessible housing alternatives) and facilitate the movement of survivors from emergency and transitional sheltering to those options.	ESF-6
08.4	Implement the Emergency Residential Roof Covering program and/or the emergency repair of survivor primary residences, if requested.	ESF-3
08.4	Provide construction, engineering, and project management expertise and support for temporary housing and direct housing missions.	ESF-3
08.4	Coordinate on case registration and case management activities with local, state, and tribal governments as well as voluntary organizations to ensure resources such as housing are available.	ESF-6

References
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Tab 9 to Appendix C-2: Food, Water, Sheltering – Agriculture

Purpose: Provide appropriate agricultural infrastructure that supports commercial grocery to enable normal operating capacity. Provide protection and recovery of natural and cultural resources as well as historic properties.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
09.1	Deploy assessment and planning teams.	▪	▪
09.2	Establish a feeding task force to provide life-sustaining human services to the affected population while agriculture assessments take place.	▪	▪
09.3	Feeding task force able to disseminate and self-sustaining options return to the impacted area.	▪	▪
09.4	Conduct long-term farmland and agriculture restoration planning.	▪	▪
09.5	Support the initial assessment, stabilization, and long-term recovery of natural/cultural resources and historic properties.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Environmental Protection Agency (EPA)	Water quality irrigation monitoring. Quality and control source of contamination.	
EPA	Assess nature and extent of contamination if appropriate.	
External Affairs (EA)	Coordination any messaging public, government officials, media, etc.	
EA	Direct to correct agency, if outside jurisdiction.	
EA	Look at issues and political implications.	
National Oceanographic and Atmospheric Administration (NOAA)	Communicating weather, water impacts – i.e., flooding, hydrologic forecast, irrigation impact.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		NOAA National Weather Service (NWS)	On site or remote weather support	
		Department of the Interior (DOI)	Teams to support assessment of damages, response (including stabilization), partnership development, and long-term recovery planning and implementation	

PSMA		
PSMA ID	PSMA Title	Type

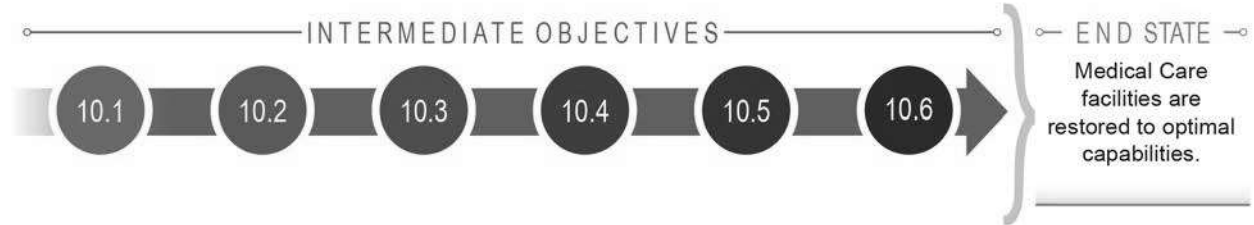
Execution Checklist		
Obj. #	Task	Responsibility
09.1	Assist the Resource Management Group through the U.S. Department of Agriculture (USDA) to determine requirements for evacuating the affected population/pets from impacted areas.	ESF-11
09.1	Assess and coordinate large animal/livestock sheltering and rescue teams.	ESF-11
09.2	Provide nutrition assistance; respond to animal and agricultural health issues; provide technical expertise; coordinate and support animal and agricultural emergency management; ensure the safety and defense of the Nation's supply of meat, poultry, and processed egg products; and ensure the protection of Natural and Cultural Resources and Historic Properties (NCH).	ESF-11
09.2	Activate multi-agency coordination (MAC) functions to provide support for animal issues, as mission assigned, and provide technical assistance and subject matter expertise to local, state, tribal, and federal agencies and non-governmental organizations (NGOs) regarding animal response issues.	ESF-11
09.2	Facilitate whole community multi-agency coordination with NGOs for animal response activities.	ESF-11
09.2	Coordinate critical needs assessments for animals, including household pets and service animals, and provide technical support for animal response needs and activities, including evacuation support and emergency animal sheltering.	ESF-11
09.2	Serve as the federal lead on zoonotic and wildlife diseases through the U.S. Geological Survey (USGS) and the National Wildlife Health Center.	ESF-11
09.2	Cooperate with ESF-11 to ensure the safety, security, and defense of federally regulated foods as well as the health, safety, and security of food-producing animals, animal feed, and therapeutics.	ESF-6
09.2	Provide technical assistance to impacted jurisdictions to assist with animal issues.	ESF-11
09.3	Ensure regulated meat, poultry, and processed egg product producing facilities meet regulatory requirements.	ESF-11
09.4	Implement existing plans and provide adaptive planning to address conditions identified through situational assessment and provide functional planning for the delivery of animal- and agriculture-specific expertise.	ESF-11
09.4	Plan, coordinate, and provide emergency contracting and technical assistance for the support of animal carcass removal, transport, and disposal, as needed.	ESF-3

Execution Checklist		
Obj. #	Task	Responsibility
09.4	Provide updates on progress made toward resolving plant and animal emergencies and information related to the care of animals impacted by the incident (including exotic animals), in close coordination with FEMA EA.	ESF-11
09.5	Ensure a return to normal operations for regulated meat, poultry, and processed egg product producing facilities in the affected area to provide for the protection of public health.	ESF-11

References
▪

Tab 10 to Appendix C-2: Health and Medical – Medical Care

Purpose: Provide immediate medical services until normal operations are restored.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
10.1	Medical care facility impacts assessed.	▪	▪
10.2	Site prioritization.	▪	▪
10.3	Temporary field medical sites established with crisis standards of care.	▪	▪
10.4	Focus is on acute care.	▪	▪
10.5	Long-term plan established. Focus on durable medical equipment and pharmaceutical.	▪	▪
10.6	Patient care transitioned to permanent medical care facilities.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
External Affairs (EA)	Communicate necessary information.	
FEMA	National contracting of ambulances and Emergency Medical Services (EMS).	
FEMA Logistics	Potentially assist with large scale patient movement.	
Health and Human Services (HHS)	Administration and prioritization of patient movement.	
National Disaster Medical System (NDMS)	Manage other states and hospitals providing care.	
NDMS-Department of Defense (DOD)	Air traffic and airframe lift capacity.	
NDMS-HHS	Lead and coordinate with state.	
NDMS-Veterans Administration (VA)	Reception and sorting of impacted area.	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Communicate potential weather/water impacts to patient movement.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Disaster Medical Assistance Team (DMAT), International Medical/Surgical Response Teams (IMSURT), (Acute Care)	HHS/NDMS	Medical and pharmaceutical caches	
	Strategic National Stockpile (SNS)	HHS	Strategic national stockpile	
	Federal Medical Stations	HHS	Low acuity medical sheltering	
	Rapid Deployment Force	HHS	Medical personnel	
	Force protection	ESF-13	Security	
	Regional Incident Support Team	HHS	Operational Coordination	

PSMA		
PSMA ID	PSMA Title	Type

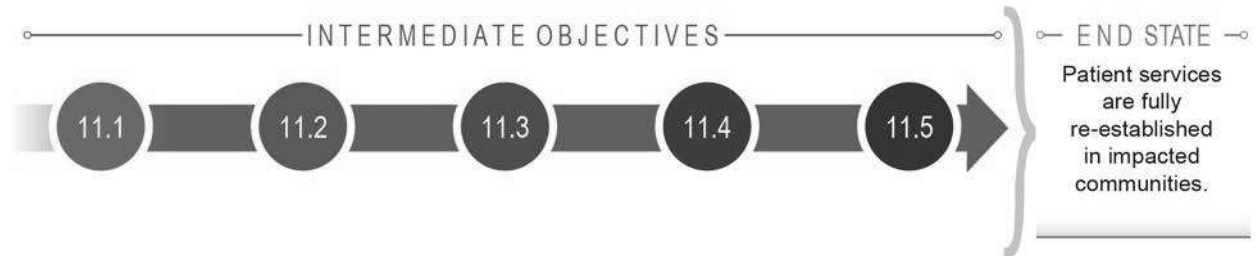
Execution Checklist		
Obj. #	Task	Responsibility
10.1	Contact state, local, tribal, and territorial (SLTT) governments and assess the impacts to healthcare systems.	ESF-8
10.2	In coordination with SLTT, identify gaps and prioritize appropriate level of federal support required.	ESF-8
10.2	Coordinate force protection requirements with ESF-13	ESF-8
10.3	Activate National Disaster Medical System with NDMS partners.	HHS
10.3	Identify and establish medical care sites.	ESFs 6, 8, and 13
10.3	Sustain operations of medical care sites.	ESFs 3, 7, 8, and 13
10.4	Coordinate with SLTT and federal partners to determine efficacy and exit plan.	ESFs 5 and 8
10.4	Coordinate with Voluntary Organizations Active in Disasters (VOADs), non-governmental organizations (NGOs), and other federal agencies (OFAs) for acute behavioral health services.	ESFs 6 and 8
10.5	Provide case management services and coordinate return of patients to appropriate locations, as required (Service Access Teams [SATs]).	HHS
10.6	Demobilization.	ESF-8

References
<ul style="list-style-type: none"> ▪ Execution Checklist found in WebEOC at: [Link] ▪ Relevant PSMAs located in WebEOC at: [Link] ▪ National Response Framework (NFR) ESF #8 Public Health and Medical Services Annex (Jan 2008)

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Tab 11 to Appendix C-2: Health and Medical – Patient Movement

Purpose: Safely move all disaster casualties to appropriate healthcare facilities.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
11.1	Assess patient movement requirements for regular Emergency Medical Service (EMS) and disaster-related patient movement.	▪	▪ Emergency Support Function (ESF)-8
11.2	Determine needs for outside transport assets.	▪	▪ ESF-8
11.3	Execute patient movement.	<ul style="list-style-type: none"> ▪ All patients requiring transport of evacuation have been transported/evacuated. ▪ All patients have been tracked to a destination and are accounted for. 	▪ ESF-8
11.4	Stop out of area transports and conduct patient return.	<ul style="list-style-type: none"> ▪ Patients still requiring medical care have a care plan established and/or have re-entered their prior care area. 	▪ ESF-8
11.5	Demobilize medical transportation resources.	<ul style="list-style-type: none"> ▪ All equipment, supplies, and personnel have been demobilized. 	▪ ESF-8

Critical Considerations
<ul style="list-style-type: none"> ▪ Pre-disaster activities develop updated planning factors that highlight gaps. ▪ Coordinate with Air Movement Wing on fixed and rotor wing medical transportation. ▪ Coordinate with state, local, tribal, and territorial (SLTT) to supplement the Memoranda of Understanding/Agreement (MOU/MOAs) with the National Ambulance Contract and the potential for joint staging and transportation management.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
External Affairs (EA)	Communicate necessary information.	
FEMA	National contracting of ambulances and EMS.	
FEMA Logistics	Potentially assist with large scale patient movement.	
Health and Human Services (HHS)	Administration and prioritization of patient movement.	
National Disaster Medical System (NDMS)	Manage other states and hospitals providing care.	
NDMS-Department of Defense (DOD)	Air traffic and airframe lift capacity.	
NDMS-HHS	Lead and coordinate with state.	
NDMS-Veterans Administration (VA)	Reception and sorting of impacted area.	
National Oceanographic and Atmospheric Administration (NOAA /National Weather Service (NWS)	Communicate potential weather/water impacts to patient movement.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	NOAA NWS	NOAA NWS	Onsite or remote weather support	
	National Ambulance Contract	FEMA, HHS		
	Air support and EMS resources	DOD		
	Joint Patient Assessment and Tracking System (JPATS)	HHS	Patient tracking (joint patient assessment team)	
	Veterans Affairs	VA, FCC	Telecare	
	Service Access Team (SAT)		Service Access Team	
	Global Patient Movement Requirement Center (GPMR) Center		Global Patient Movement Requirement Center	
	Patient repatriation teams			
	Patient Movement Strike Team			
	Air ambulance		Fixed- and rotary-wing	
	Commercial aircraft			

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Hospital Available Beds for Emergencies and Disasters (HAVBED) system	NDMS	Hospital Available Beds for Emergencies and Disasters	
	Aeromedical resources	NDMS		

PSMA		
PSMA ID	PSMA Title	Type
HHS PSMA ESF 8 – 180	Patient Tracking: Joint Patient Assessment Tracking System (JPATS) Team	Direct Federal Assistance (DFA)
HHS PSMA ESF 8 – 254	NDMS Patient Evacuation Support	DFA
DOD PSMA ESF 8 – 74	Patient Movement Enablers	DFA

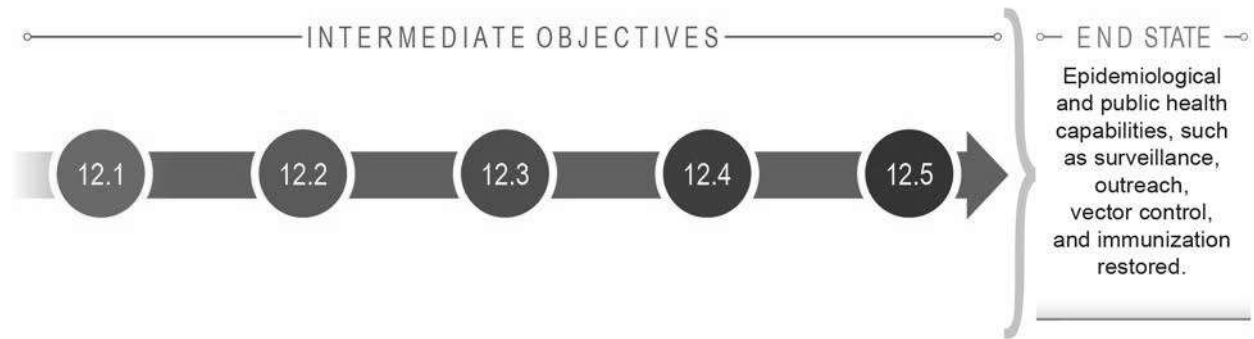
Execution Checklist		
Obj. #	Task	Responsibility
11.1	Contact SLTT and assess impacts to the patient movement lifeline capability and capacity.	HHS
11.2	In coordination with SLTT, identify gaps and determine the appropriate level of federal support required.	HHS
11.2	Activate National Disaster Medical System with NDMS partners.	HHS
11.3	Identify and establish collection points and reception locations.	ESF-8
11.3	Identify key potential alternate care facilities to house patients before transport outside of the impacted area.	ESF-8
11.3	Establish field medical units and alternate care facilities to treat patients while they await transport.	ESF-8
11.3	Assess and track disposition of patients and availability of beds.	ESF-8
11.3	Coordinate return of remains of patients who die while in NDMS system.	ESF-8
11.3	Validate patient number counts and ensure current counts are contained in regional senior-leader briefings.	HHS
11.4	Provide case management services and coordinate return of patients to appropriate locations, as required (SATs).	HHS
11.5	Identify and execute reimbursements, as appropriate.	HHS
11.5	Deactivate NDMS patient movement system.	HHS

References

- Execution **Checklist** found in WebEOC at: [Link]
- Relevant **PSMAs** located in WebEOC at: [Link]
- National Response Framework (NFR) ESF #8 Public Health and Medical Services Annex (Jan 2008)

Tab 12 to Appendix C-2: Health and Medical – Public Health

Purpose: Federal and non-federal public health and medical teams respond to support disaster survivors. These resources are integrated to support and prioritize public health emergencies.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
12.1	Public health impacts assessed.	▪	▪
12.2	Activate and deploy federal health operations and initiate public health operations in cooperation with local/state prioritized needs.	▪	▪
12.3	Augment existing public health facilities providing full spectrum public health services.	▪	▪
12.4	Long-term public health recovery plan established.	▪	▪
12.5	Public health capabilities established in impacted areas.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Environmental Protection Agency (EPA)	Can assist as needed.	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Communicating weather/water related hazards that may impact teams in field or sheltering operations.	
External Affairs (EA)	Continue to disseminate activity-driven information.	
EA	Translation services.	
EA	Advisory and notices distribution.	
Environmental Health and Protection		
Department of Defense (DOD)		
Health and Human Services (HHS) Centers for Disease Control (CDC)	CDC provides team assistance, advice, and personnel.	
Voluntary Organizations Active in Disasters (VOADs)	Assistant Secretary for Preparedness and Response (ASPR) – Applied Public Health Teams.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	NOAA NWS	NWS	Onsite or remote weather support	
	EA ESF-15	EA ESF-15	Translation services	
	HHS Applied Public Health Team (APHT)	HHS U.S. Public Health Service	Public health providers and personnel	
	DOD	DOD		
	Tech support and strike teams	HHS/CDC	Public health advisors	

PSMA		
PSMA ID	PSMA Title	Type

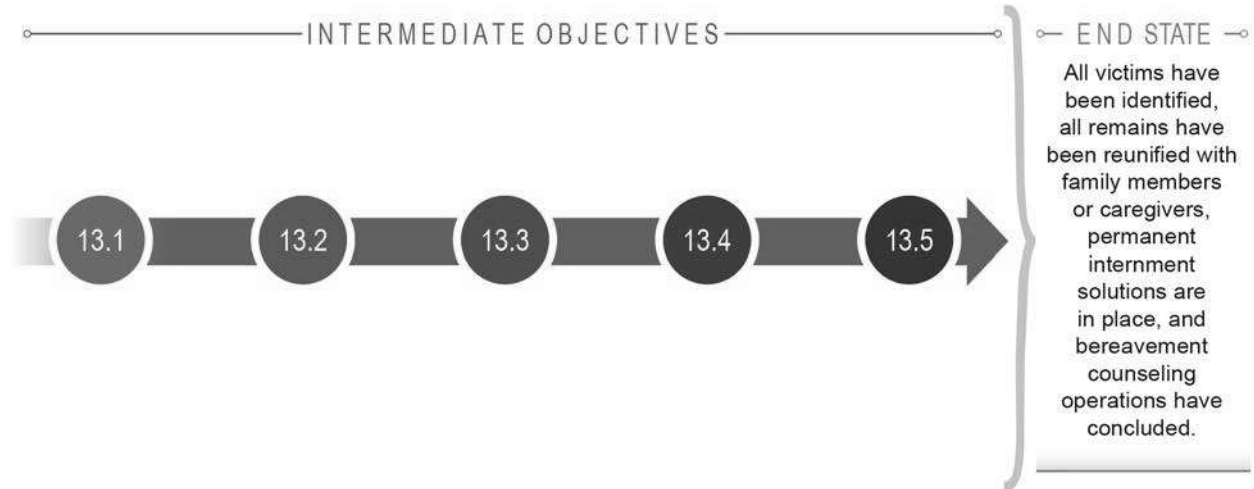
Execution Checklist		
Obj. #	Task	Responsibility
12.1	Contact state, local, tribal, and territorial (SLTT) agencies and assess the impacts to public health systems.	ESF-8
12.1	In coordination with SLTT, determine the gap and prioritize appropriate level of federal support required.	ESF-8
12.2	Coordinate regular public health activities with response needs.	HHS
12.2	Activate U.S. Public Health Service and other personnel as necessary.	HHS
12.3	Sustain public health activities.	ESFs 8 and 10
12.4	Coordinate with SLTT and federal partners to determine efficacy and transition to steady state.	ESFs 5, 8, and 10
12.5	Demobilization.	ESF-8

References
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Tab 13 to Appendix C-2: Health and Medical – Fatality Management

Purpose: Support the recovery of fatalities over the geographically impacted area. Additionally, bereavement and counseling services are offered to families and loved ones.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
13.1	Assess and prioritize state needs and supply technical assistance and advice.	▪	▪
13.2	Assist state fatality management efforts as requested.	▪	▪
13.3	Fatality management operations established with Disaster Portable Morgue Unit (DPMU) if necessary.	▪	▪
13.4	Conduct full spectrum integrated fatality management.	▪	▪
13.5	All remains are returned for final disposition and fatality management services fully return to local authorities.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Communicating weather/water related hazards that may impact DMORT operations.	
Environmental Protection Agency (EPA)	Only needed if contaminated bodies/infectious diseases are involved.	
External Affairs (EA)	Deploys with Disaster Mortuary Operational Response Team (DMORT).	
Health and Human Services (HHS)	DMORT – Assessment, victim identification, and morgue operations in response to state needs.	
Department of Defense (DOD)	Mortuary affairs assistance.	
ESF-6	Coordinate with Voluntary Organizations Active in Disasters (VOADs) for bereavement and reunification services.	
ESF-13	Coordinate emergency management with coroners.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	DMORT	HHS	Disaster Mortuary Services	
	DPMU	HHS	Disaster portable mortuary unit	
	Victim Identification Center (VIC)	HHS	Victim identification center	
	DMORT Assessment	HHS	Assessment team	
	Mortuary affair teams	DOD	Assist HHS	
	Behavior and spiritual health providers	FEMA Voluntary Agency Liaison (VAL)	Chaplains, coroners, VOADs	

PSMA		
PSMA ID	PSMA Title	Type

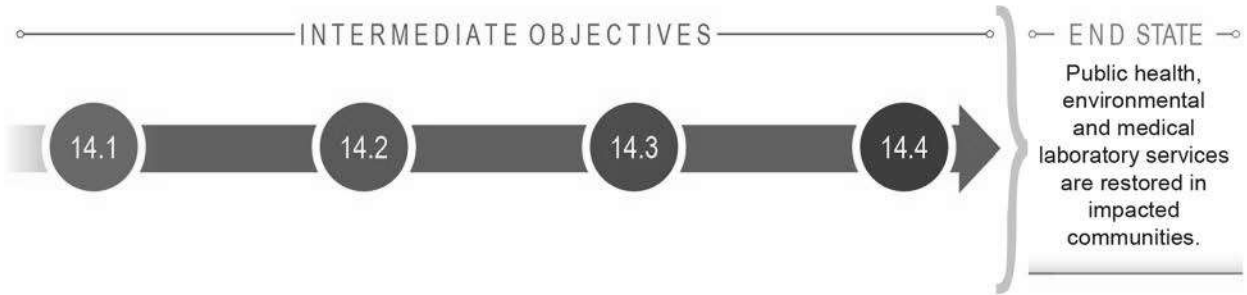
Execution Checklist		
Obj. #	Task	Responsibility
13.1	Contact state, local, tribal, and territorial (SLTT) agencies and assess impacts to mortuary services and mass fatality systems.	ESF-8
13.1	Activate National Disaster Medical System (NDMS) system for deployment of DMORT assessment team.	HHS
13.1	In coordination with SLTT, determine the gap and prioritize appropriate level of federal support required.	ESF-8
13.2	Activate other DMORT personnel, the Victim Identification Center (VIC), and other equipment as necessary.	HHS, ESF-13
13.3	Provide culturally-appropriate bereavement counseling.	ESF-8, and VOADs/Non-governmental organizations (NGOs)
13.4	Coordinate with SLTT and federal partners to determine efficacy and transition to steady state.	ESFs 5, 8, and 10
13.4	Demobilization.	ESF-8

References
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Tab 14 to Appendix C-2: Safety and Security – Medical Supply Chain

Purpose: Provide lifesaving and life-sustaining medications and durable medical supplies.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
14.1	Health care supply chain and distribution impacts assessed.	▪	▪
14.2	Temporary emergency medical supply distribution activated.	▪	▪
14.3	Federal health and medical teams to support emergency health care supply chain and distribution services deployed and active, to include private sector assistance.	▪	▪
14.4	Health care supply chain begins partial distribution to critical facilities. Stabilize (re)supply efforts.	▪	▪

Critical Considerations
▪ Facilitate private sector efforts for medication and medical supply.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Environmental Protection Agency (EPA)	Could assist with emergency repairs if contaminated.	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Communicating weather/water hazard that might affect supply chain.	
External Affairs (EA)	Standard communicating.	
Health and Human Services (HHS)	Internal re-supply.	
ESF-1	Collect and disseminate status of pipelines transporting products essential to the manufacture of medications, such as anhydrous ammonia, and life-saving/sustaining products like oxygen	
ESF-13	Security as needed.	
ESF-1	Transportation.	
ESF-12	Energy.	
Cybersecurity and Infrastructure Security Agency (CISA)	Identify sole-source providers and alternative providers of medical goods.	
Public Transit Agencies	Transit agencies serve the access and functional needs of a community and many medically-dependent members of the community that register for services, such as dialysis patients.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		NOAA NWS	Onsite or remote weather support	
	Medical Surge Capacity	HHS	HHS medical resupply	
	Emergency Prescription Assistance Programs (EPAP)	HHS	Emergency prescription assistance programs	
	Strategic National Stockpile (SNS)	HHS	Strategic National Stockpile	
	Logistics Response Assistance Team (LRAT)	HHS	Operational Coordination	

PSMA		
PSMA ID	PSMA Title	Type

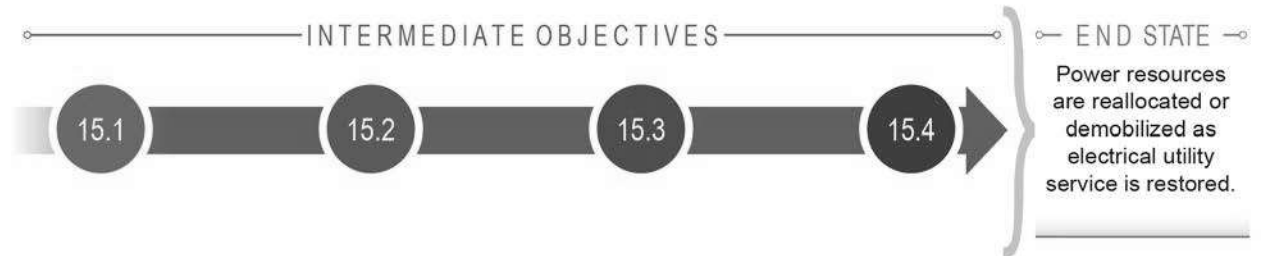
Execution Checklist		
Obj. #	Task	Responsibility
14.1	Coordinate calls with National Response Coordination Center (NRCC) and sector calls.	CISA
14.1	Contact state, local, tribal, and territorial (SLTT), private industry, non-governmental organizations (NGOs), and assess the impacts to health care supply chain.	ESFs 5, 8, and EA Private Sector Liaison Officer (LNO)
14.1	Identify and address health care supply chain gaps and shortfalls.	ESFs 5, 7, and 8
14.2	Consider the need for rapid deployment of medical stockpile distribution.	HHS
14.2	Consider activation of the emergency pharmacy assistance program.	HHS
14.3	Support health care supply chain operations.	ESFs 7 and 8
14.4	Maintain ongoing coordination to address supply chain shortfalls.	ESFs 5, 7, and 8
14.4	Coordinate with supply chain partners to determine viability and transition to steady state.	HHS

References
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Tab 15 to Appendix C-2: Energy – Power

Purpose: Restore power generation, transmission, and distribution to electrical utility services to all customers.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
15.1	Stabilize critical infrastructure functions.	▪	▪
15.2	Minimize health and safety threats.	▪	▪
15.3	Restore and revitalize systems and services to support a viable, resilient community.	▪	▪
15.4	Provide decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-12 – Energy	Identify supporting resources needed to stabilize and reestablish energy systems.	
ESF-12 – Energy	Advise area authorities on priorities for energy system reestablishment during response.	
ESF-12 – Energy	Serve as a federal point of contact with the energy industry for information sharing and requests for assistance.	
ESF-12 – Energy	Coordinate preliminary damage assessments for the energy sector.	
ESF-1 – Transportation	Coordinate regulatory waivers, exemptions, and permits for energy mutual assistance crews.	
Cybersecurity and Infrastructure Security Agency (CISA)	Serve as a source for reporting of critical infrastructure damage and operating status.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
ESF-12	Incident Management Assistance Team (IMAT)/State Emergency Operations Center (EOC)	Department of Energy (DOE)	Preliminary Damage Assessments (PDAs)	1
ESF-12	Regional Response Coordination Center (RRCC)	DOE	Situational Awareness	1
ESF-12	Energy Task Force	DOE	Operational Coordination	1
ESF-12	Initial Operating Facility (IOF)/Joint Field Office (JFO)	DOE	Restoration and Recovery	1
ESF-1	IOF/JFO	DOT	Restoration and Recovery	1
CISA				
ESF-7	Logistics	FEMA	Logistics management and resource support	1+

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
ESF-7	Logistics	FEMA Distribution Centers	Provide generator packs	1+
		DLA	Fuel contracts	
		USACE	Generator requirements identification	
		GSA	Generator contracts	

PSMA		
PSMA ID	PSMA Title	Type
	Pre-Declaration Activation, RRCC	
	Post-Declaration, RRCC	

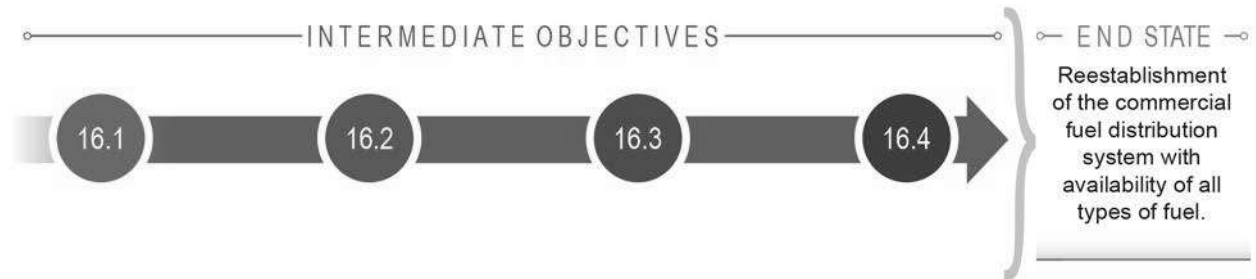
Execution Checklist		
Obj. #	Task	Responsibility
15.1	Coordinate with local, state, tribal, and federal governments for the restoration of energy-generating systems during response and recovery operations.	ESF-12
15.2	Provide temporary emergency power to critical facilities (e.g., hospitals, water treatment plants, shelters, and fire/police stations).	ESF-3
15.3	Coordinate with private sector energy owners and operators; assist local, state, and tribal governments in developing and refining their energy emergency assurance prioritization and restoration plans.	ESF-12
15.3	Coordinate preliminary damage assessments in the energy sector to determine the extent of infrastructure damage and the effects of the damage on regional and national energy systems.	ESF-12
15.4	Report critical energy infrastructure damage and operating status for energy systems within the impacted area as well as for regional and national energy systems.	ESF-12
15.4	Gather, assess, and share information on energy system damage and estimate energy system outage impacts to the affected area.	ESF-5
15.4	Assess incident impacts on energy systems, provide analyses of the extent and duration of energy shortfalls, and identify repair requirements.	ESF-12

Execution Checklist		
Obj. #	Task	Responsibility
15.4	Serve as a federal point of contact through the Department of Energy (DOE) with the energy industry to facilitate information sharing and support requests for assistance from private and public sector energy industry owners and operators.	ESF-12
15.4	Provide updates on the status of essential energy resources to ESF-15 for release to the public, in coordination with private sector energy owners and operators.	ESF-12

References
▪

Tab 16 to Appendix C-2: Energy – Fuel

Purpose: Assess needs and distribute fuel to priority locations and the general public until commercial fuel services are sufficiently available.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
16.1	Stabilize critical infrastructure functions.	▪	▪
16.2	Minimize health and safety threats.	▪	▪
16.3	Restore and revitalize systems and services to support a viable, resilient community.	▪	▪
16.4	Provide decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-12	Assist federal departments and agencies by locating fuel for transportation, communications, emergency operations, and national defense pursuant to the authorities available to the agency providing assistance.	
ESF-12	Analyze the potential impacts to fuel infrastructures and determine the effect a disruption has on other critical infrastructure.	
ESF-12	Serve as a source for reporting of critical infrastructure damage and operating status.	
ESF-1	Coordinate regulatory waivers, exemptions, and permits for energy mutual assistance crews.	
ESF-15	Provide incident-related information through the media and other sources to individuals, households, businesses, and industries affected by the incident.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
ESF-12	Incident Management Assistance Team (IMAT)/State Emergency Operations Center (EOC)	Department of Energy (DOE)	Preliminary Damage Assessments (PDAs)	1
ESF-12	Regional Response Coordination Center (RRCC)	DOE	Situational Awareness	1
ESF-12	Energy Task Force	DOE	Operational Coordination	1
ESF-12	Initial Operating Facility (IOF)/Joint Field Office (JFO)	DOE	Restoration and Recovery	1
ESF-1	IOF/JFO	Department of Transportation (DOT)	Restoration and Recovery	1
ESF-15				

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
Department of Defense (DOD)		DOD	Fuel tank site installation prep	1

PSMA		
PSMA ID	PSMA Title	Type
	Pre-Declaration Activation, RRCC	
	Post-Declaration, RRCC	

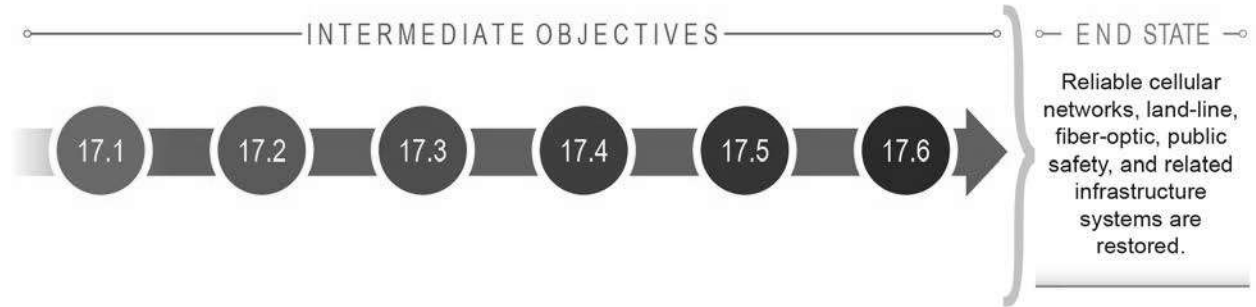
Execution Checklist		
Obj. #	Task	Responsibility
16.1	Coordinate with the state emergency management offices in communicating fueling locations for emergency responders.	ESF-12
16.4	Execute fuel and mobile maintenance contract support, as needed.	ESF-7

References
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Tab 17 to Appendix C-2: Communications – Infrastructure

Purpose: Assess damages to existing public communications, and repair and restore critical communications infrastructure to provide reliable networks to survivors.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
17.1	Conduct assessments of existing public communications and their impacts and establish emergency communications.	▪	▪
17.2	Develop a plan to address impacts, provide temporary solutions, and reestablish 911 and public-facing communications.	▪	▪
17.3	Mobile communication solutions for first responders implemented.	▪	▪
17.4	Cellular service partially reestablished to key locations.	▪	▪
17.5	Long-term communications restoration plans completed.	▪	▪
17.6	Commercial communications services reestablished in impacted communities.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Cybersecurity and Infrastructure Security Agency (CISA)	Leads cyber security response and coordinates with private communications industry.	
FEMA	Logistics identify and assign requirements.	
General Services Administration (GSA)	Fulfill assigned requirements.	
Department of Defense (DOD)	Fulfill FEMA assignments.	
Department of Energy (DOE)	Prioritize needs for repair and assign and fill local gaps.	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Communicate potential weather/water hazards that could impact communications restoration.	
National Coordinating Center (NCC) Communications	Coordinates with land line and cellular telecommunications industry partners to gather outage status and coordinate assistance between public and private sector response.	
External Affairs (EA)	Use alternate means of communication – flyers, social media, Civil Authority Information Support Element (CAISE), etc.	
Amateur Radio	Amateur Radio Emergency Service (ARES), Radio Amateur Civil Emergency Service (RACES) provide volunteer HAM Radio Operators to Emergency Operations Centers (EOCs), hospitals, public agencies, etc., as an alternate or supplement to normal communications tools.	
Department of Transportation (DOT) Federal Aviation Administration (FAA)	Coordinate on temporary flight restrictions associated with assessment and repair activities; review and issuance of Significant Government Interest (SGI) and Emergency Certificates of Waiver (ECOAs) to permit assessment via Unmanned Aerial Systems (UAS).	
U.S. Army Corps of Engineers (USACE) – ESF-3	Upon mission assignment, USACE can perform repairs to critical facilities or design/build temporary critical public facilities.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Civil Air Patrol (CAP) and techs	CAP	Aerial assessment of capabilities.	
	Division of Public Safety (DPS), Police, Fire	DPS, Police, Fire	Provide radios and communications.	
	Defense Logistics Agency (DLA)	DLA	Provide generators.	
	Cybersecurity and Infrastructure Security Agency (CISA) Emergency Communications Division (ECD)/ESF-2	CISA ECD/ ESF-2 / Regional Emergency Communications	Government Emergency Telecommunications Service (GETS) for land lines and Wireless Priority Service (WPS) for cellular calling.	
	NOAA NWS	NOAA NWS	Remote or onsite weather support.	
	DOD	DOD	Communications progress.	
	USACE	USACE	Install, maintain, fuel, de-install FEMA provided generators.	

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
17.1	Identify communications critical infrastructure and key resources (CIKR) needs per state DEM and FEMA/State Emergency Communications Plan Annex.	ESF-2
17.1	Contact NCC to request Public/private sector communications industry restoration all, if not already scheduled, to receive and provide situational awareness and set battle rhythm.	ESF-2
17.1	Contact CISA.	ESF-2
17.1	Work with state to identify and priority restoration needs and at-risk sites.	ESF-2

Execution Checklist		
Obj. #	Task	Responsibility
17.1	Coordinate with FEMA/MERS and other federal agencies to provide temporary communication capabilities for critical response needs.	ESF-2
17.1	Coordinate with public/private sectors to identify and address potential access, security, and fuel needs.	ESF-2
17.1	Identify at-risk CIKR (but not failed) preservation.	ESF-2
17.1	Participate in NCC Industry Call regarding restoration of private sector communications assets.	ESF-2
17.1	Provide communications situational awareness and inputs to the Regional Response Coordination Center (RRCC) for inclusion in the common operating picture.	ESF-2
17.1	Coordinate with the NCC for Communications to establish/conduct an industry conference call with state and/or tribal partners.	ESF-2
17.1	Gather information to assess communications system needs and communications system damage or outages.	ESF-5
17.1	Activate ESF-2 to provide coordination and technical assistance.	ESF-5
17.2	Establish multi-sector meeting and concept of operations.	ESF-2
17.2	Coordinate with the activities of private sector entities in the restoration of their communications resources to provide accessible communications to both responders and survivors.	ESF-2
17.2	Participate with the private sector in developing Incident Action Plans (IAPs) related to the restoration of private sector communications assets.	ESF-2
17.2	Coordinate with appropriate departments, agencies, and industry partners to identify critical communications infrastructure damage and report status.	ESF-2
17.2	Assess the need for on-scene security and protection capabilities for deployed resources.	ESF-2
17.3	Establish emergency communications.	ESF-2
17.3	Monitor communications systems in the affected area for situational awareness and provide alternative communications system options, as necessary.	ESF-2
17.3	Assist private industry in restoring communications infrastructure by facilitating access and security through state and tribal authorities.	ESF-2
17.3	Coordinate with the private communications industry for phone caches for survivors to support reunification efforts.	ESF-15

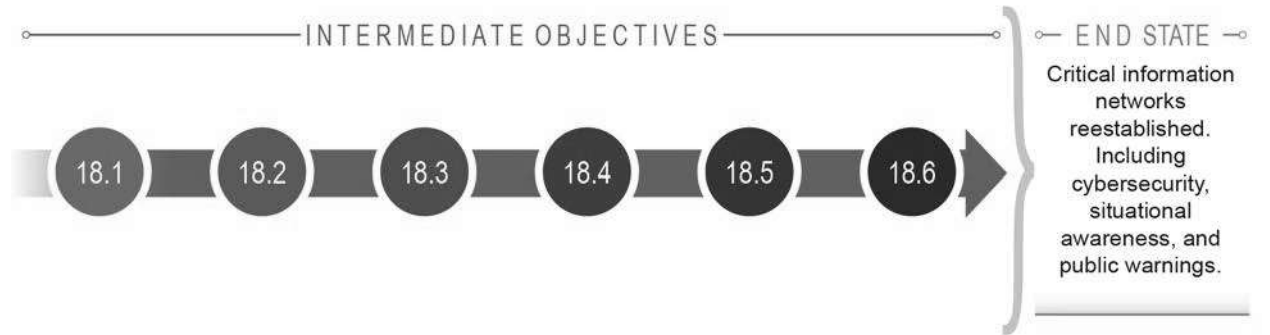
Execution Checklist		
Obj. #	Task	Responsibility
17.3	Coordinate with appropriate departments, agencies, and industry partners to perform temporary restoration of local communications infrastructure.	ESF-2
17.3	Establish tactical radio networks to support field operations and enable interoperability between systems.	ESF-2
17.3	Coordinate the procurement of communications equipment and services.	ESF-7
17.4	Establish interoperable voice and data communications between local, state, tribal, and federal first responders.	ESF-2
17.4	Request additional bandwidth provisioning, as required.	ESF-2
17.4	Coordinate federal actions to assist industry in stabilizing and re-establishing public communications infrastructure and facilitating the dissemination of instructions to the public regarding the delivery of on-scene security and protection services.	ESF-2
17.4	Restore communications infrastructure and provide expertise to coordinate the location of additional capabilities for response operations (e.g., electricity).	ESF-2
17.5	Coordinate public information and outreach with owners and operators of critical communications and cyber infrastructure as well as federal agencies that have authorities or equities in protecting the communications infrastructure through CISA.	ESF-2
17.5	Coordinate with the private sector to support permanent restoration of local, state, and tribal emergency communications capabilities.	ESF-2
17.6	Provide communications support to local, state, and tribal governments for recovery efforts.	ESF-2
17.6	Support local, state, and tribal governments with the restoration of public safety and first responder networks.	ESF-2

References
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Tab 18 to Appendix C-2: Communications – Alerts, Warnings, Messages

Purpose: Identify, alert, and deploy messaging and warning systems through federal and non-federal communications resources to reach impacted populations.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
18.1	Conduct assessments of existing alert and warning systems.	▪	▪
18.2	Gain and maintain a shared situational awareness and understanding of the operating environment.	▪	▪
18.3	Deploy and activate Mobile Emergency Response Support (MERS).	▪	▪
18.4	Reliable alerts, warnings, and messages established among all response entities.	▪	▪
18.5	Long-term message delivery plan established.	▪	▪
18.6	Restoration and permanent repair projects are underway.	▪	▪

Critical Considerations
▪ Accessible Communications – Americans with Disabilities Act (ADA) Compliant

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-12 through state Emergency Operations Center (EOC)	Coordinate non-federal utility warnings.	
ESF-15 External Affairs (EA)	Contents of messages when needed (alternate language, alternate channel to broadcast such as social media, continuity of messaging).	
Amateur Radio	Amateur Radio Emergency Service (ARES), Radio Amateur Civil Emergency Service (RACES), etc.	
Private Sector	Private apps establish relationships pre-disaster.	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Communicate weather/water related and non-weather messaging.	
Broadcasters	Mass media.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		NOAA/NWS	Onsite or remote weather support	
		Integrated Public Alert and Warning System (IPAWS)/Emergency Notification System (ENS)		
		Wireless Emergency Alert (WEA), Wireless Priority System (WPS)		
		NOAA non-weather	Alerts via NOAA radios	
		Mitigation	Aid to fund early warning notification system	
		Department of Defense (DOD)	Civil Affairs Information Support Element (CAISE)	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		National Weather Service (NWS)	Social media	

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
18.1	Prepare and coordinate pre-scripted emergency services and public messages based on the threat; coordinate with affected jurisdictions, including the private sector and non-governmental organizations (NGOs).	ESF-15
18.1	Based on the threat, update and revise prepared pre-scripted emergency services and public messages and release as appropriate.	ESF-15
18.1	Within the first hour of the incident, coordinate the first release of information to the public and establish social media messaging and media monitoring.	ESF-15
18.2	Feed alerts into daily briefings.	ESF-16
18.2	Coordinate deployment of alter infrastructures.	ESF-17
18.2	Review plans and coordinate Public Information and Warning activities for the delivery of information, status reports, and advisories to responders and survivors.	ESF-15
18.2	Assist the ESF-15 External Affairs group with information relative to the safety and accessibility of roads, bridges, and other transportation routes for media releases that provide information to responders and the general public.	ESF-1
18.2	Coordinate public health and medical messages across the Federal Government and with local, state, and tribal jurisdictions to ensure accuracy and consistency.	ESF-8
18.2	Support ESF-15 with information on oil/hazardous materials incidents for distribution to the public.	ESF-10
18.2	Establish a Joint Information Center (JIC) and provide and coordinate timely media or public information; assess and identify emergency risk communications needs across all media platforms; develop, translate, and disseminate key public health messages.	ESF-15

Execution Checklist		
Obj. #	Task	Responsibility
18.2	Participate in the National Incident Communications Conference Line (NICCL), State Incident Communications Conference Line (SICCL), and Private Sector Incident Communications Conference Line (PICCL) as identified by ESF-15 leadership for interagency, state, and private sector communications coordination.	ESF-15
18.2	Coordinate with other Emergency Support Functions (ESFs) and local, state, tribal, and federal governments and private sector partners on critical, actionable public information, situational updates and methods to reach the entire community.	ESF-15
18.2	Monitor social networking and Internet-based private sector media to obtain awareness and to support the reunification of individuals and families separated during the disaster.	ESF-15
18.3	Mission assign and deploy federal ESF-15 field Public Information Officer (PIO) staff to the state JIC, working in conjunction with the Incident Management Assistance Team (IMAT).	ESF-15
18.3	Consider activation of a regional JIC through FEMA Region VIII EA.	ESF-15
18.3	Activate the FEMA Region VIII JIC to coordinate all response-related press and media affairs.	ESF-15
18.3	Appoint an ESF-15 External Affairs Officer (EAO) and deploy ESF-15 component staff to the affected area to support the response; work with states to identify EA gaps, shortfalls, and staffing needs.	ESF-15
18.3	Ensure enough federal assets are deployed to the field to provide accurate, coordinated, timely, culturally and linguistically appropriate, and accessible information to affected audiences.	ESF-15
18.4	Develop and implement incident-specific messaging plans.	ESF-15
18.4	Provide Notices to Airmen for aeronautical advisories and Notices to Mariners for maritime advisories.	ESF-1
18.4	Provide information to survivors regarding the location of shelter facilities and distribution points for food, water, and other human needs materiel.	ESF-6
18.4	Develop, coordinate, and disseminate unified messaging to external stakeholders on key lifesaving and life-sustaining information.	ESF-15
18.4	Ensure all messaging is accessible to the entire community, including individuals with limited English proficiency.	ESF-15
18.4	Respond to rumors and inaccurate information to minimize concern and social disruption.	ESF-15
18.4	Through FEMA External Affairs, provide public messaging to notify affected populations about evacuation routes and other emergency information.	ESF-15
18.4	Support responders and local, state, and tribal government officials in providing accurate, coordinated, and timely public information to affected audiences.	ESF-15

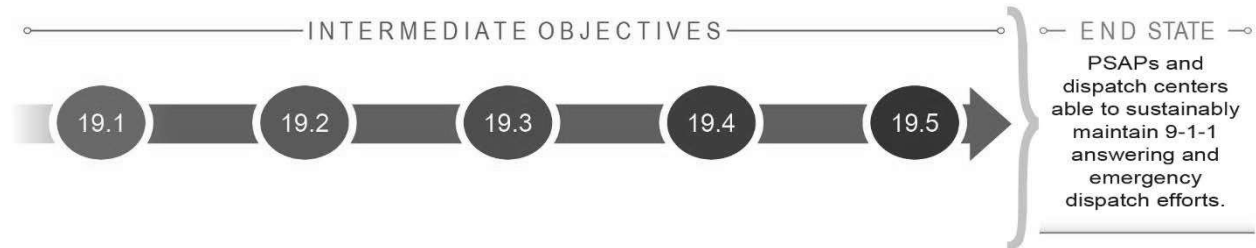
Execution Checklist		
Obj. #	Task	Responsibility
18.4	Work with ESF-6 to develop public messaging for survivors, including locations of shelters and other mass care sites as well as information on available federal assistance programs.	ESF-15
18.4	Provide public messaging to notify affected populations about evacuation routes and other emergency information.	ESF-15
18.4	Provide incident-related information through the media and other sources in accessible formats and multiple languages to the impacted population, including individuals with disabilities and others with access and functional needs as well as households, businesses, and industries directly or indirectly affected by the incident.	ESF-15
18.5	Coordinate with owners/operators of variable messaging signs (local and state Department of Transportation) to provide real-time instructions to transportation carriers and the general public.	ESF-1
18.5	Coordinate the use of the Integrated Public Alert and Warning System (IPAWS) for public safety messaging.	ESF-5
18.5	Provide information for the development of messages to inform ongoing emergency services and the public about protective measures and other lifesaving and life-sustaining actions.	ESF-5
18.5	Coordinate with and support jurisdictional authorities and the JIC in the release of public health and medical public service announcements.	ESF-8
18.5	Coordinate region-level messages with local, state, and tribal governments outlining the federal support and capabilities being provided.	ESF-15
18.5	Work with ESF-6 to refine public messaging for survivors, including locations of shelters and other mass care sites as well as information on available federal assistance programs.	ESF-15
18.5	Disseminate messages to the public on available disaster assistance programs, application processes, and strategies to reduce future risks; ensure information is accessible to the entire community.	ESF-15
18.5	Provide critical information to evacuees returning home and strategies to rebuild safer and stronger communities.	ESF-15
18.5	Coordinate with affected states to identify community leaders (e.g., grassroots, political, religious, education, business, cultural, ethnic) and neighborhood advocacy groups to assist in the rapid dissemination of information, identify unmet needs, establish an ongoing dialogue and information exchange, and facilitate collaborative local, state, tribal, and federal planning and mutual support for disaster response.	ESF-15
18.5	Refine, expand, and broadcast public messaging on ESF-6 programs and services available to disaster survivors.	ESF-15
18.6	Employ risk communications to regularly update the public on the impacts of the incident.	ESF-15

Execution Checklist		
Obj. #	Task	Responsibility
18.6	Continue to provide appropriate information to ESF-15 representatives to facilitate the delivery of information related to the transition from response messages to responders and survivors, to instructional messages related to the transition to recovery.	All
18.6	Support the dissemination of information about disaster assistance available to support rebuilding efforts.	ESF-15

References
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Tab 19 to Appendix C-2: Communications – 911 and Dispatch

Purpose: Communications for critical services so 911 and dispatch can provide support to impacted population.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
19.1	Conduct assessments of existing responder communications.	▪	▪
19.2	Gain and maintain a shared situational awareness and understanding of the operating environment.	▪	▪
19.3	Deploy resources to re-establish, supplement, or sustain emergency call answering and resource dispatch capabilities.	▪	▪
19.4	Public-Safety Answering Points (PSAPs) and dispatch center return to routine operations and staffing.	▪	▪
19.5	Mutual assistance partners begin to taper off support.	▪	▪

Critical Considerations
▪ Split between alternate or back-up sites, return to primary PSAP once available.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-2	Lead.	
ESF-7	Contracts.	
ESF-14	Private sector – 911 on wheels, backhaul, building temporary PSAP, dispatch contractors.	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Communicates potential weather/water support for dispatchers to increase situational awareness so they can help responders stay informed.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
		Mobile Emergency Response System (MERS)	Support temporary measures	
		ESF-14	911 trailer	
		ESF-5	Portable PSAP facilities	
		NOAA NWS	Onsite/remote weather support	

PSMA		
PSMA ID	PSMA Title	Type

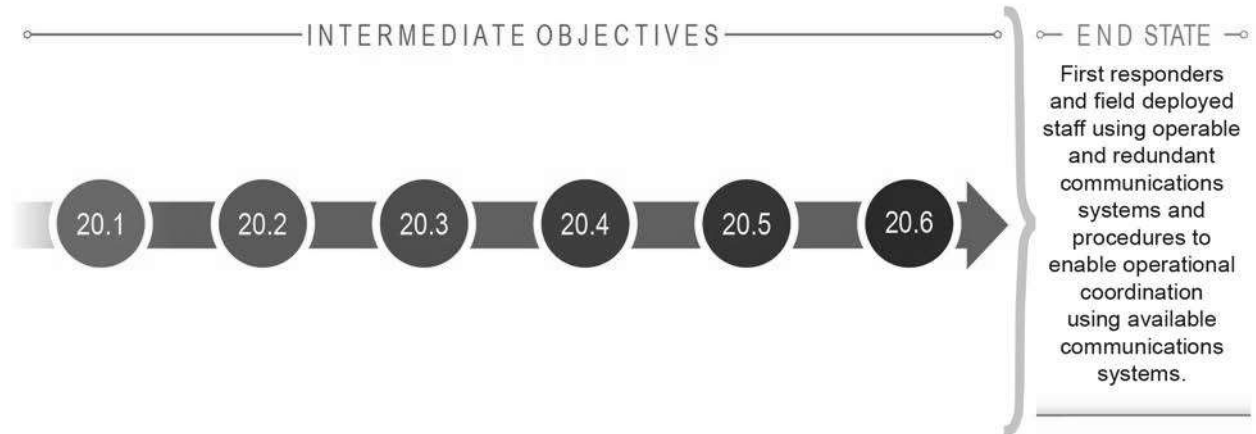
Execution Checklist		
Obj. #	Task	Responsibility
	Temporary PSAP 911 Facilities (e.g., trailers) would be covered in their Continuity of Operations Plan. MERS can also provide some temporary facilities and support, but not the 911 Systems themselves.	ESF-14

References
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Tab 20 to Appendix C-2: Communications – Responder Communications

Purpose: Interoperable voice and data communications for public responders and private sector support organizations.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
20.1	Conduct assessments of existing public safety systems using established Disaster Emergency Communications (DEC) checklist and Essential Elements of Information (EEl)s).	▪	▪
20.2	Gain and maintain a shared situational awareness and understanding of the operating environment.	▪	▪
20.3	Reliable communications established among all response entities.	▪	▪
20.4	Communications and Information Technology (IT) system interoperability established.	▪	▪
20.5	Restoration and permanent repair projects are underway.	▪	▪
20.6	Full communications and IT system interoperability enable standardized reporting mechanisms.	▪	▪

Critical Considerations
<ul style="list-style-type: none"> Responders need reliable voice and data communications capabilities.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-2	Lead	
ESF-7	Contract support/acquisitions	
ESF-14	Purchase of radio equipment	
ESF-15	Standard response	
U.S. Forest Service (USFS) National Interagency Fire Center (NIFC)	Radio cache – Communication unit leaders – Communications technology	
First Net	Support	
Local Office of Emergency Management	Wireless Priority Service (WPS)	

Resources				
Resource ID	Resource/Team	Dept./ Agency	Capability Summary	# of Teams
ESF-2		Federal Communications Commission (FCC)	Spectrum Management-Civilian	
ESF-2		FCC	Roll Call/Telecom Expense Management System (TEMS)	
ESF-2		National Telecommunications and Information Administration (NTIA)	Spectrum Management – Federal	
ESF-2		USFS	Communications: Radio Starter System	
ESF-4		USFS	Coordination for air to ground frequencies	

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
20.1	Based on the threat, coordinate with local, state, tribal, and federal agencies to identify potential whole community emergency communications requirements and ensure operational communications plans are refined as required.	ESF-2
20.1	Initiate deployment of Disaster Emergency Communications (DEC) and Mobile Emergency Response Support (MERS) personnel and resources to state Emergency Operations Centers (EOCs) and/or pre-determined staging locations to support states/tribes.	ESF-2
20.3	Deploy MERS personnel and resources to support to Incident Management Assistance Teams (IMATs).	ESF-2
20.1	Pre-position communications assets as required to support anticipated response effort.	ESF-2
20.1	Based on the threat, ensure appropriate response communications equipment and personnel are identified, cataloged, and prepared for potential deployment.	ESF-2
20.1	Assess lines of communications with state EOCs in the impacted area.	ESF-2
20.1	Assess lines of communications from outside the incident area to the Regional Response Coordination Center (RRCC), MERS Operations Centers, and state EOCs in the impacted area.	ESF-2
20.2	Activate the FCC Disaster Information Reporting System (DIRS), as appropriate.	ESF-2
20.2	Coordinate forward movement of deployed MERS assets to provide shared situational awareness and assistance once the safety of personnel in the incident area can be confirmed.	ESF-2
20.2	Determine support requirements of incident area leadership, federal facilities, and field teams as well as local, state, and tribal EOCs.	ESF-2
20.2	Conduct communications planning through an Incident Action Plan (IAP) with incident-specific guidance and objectives.	ESF-2
20.3	Activate the emergency communications plan.	ESF-2
20.3	Provide appropriate response communications capability for FEMA Response Operations infrastructure in support of evacuation, mass shelter facilities, logistics, law enforcement (LE,) search and rescue (SAR), and medical support operations.	ESF-2
20.3	Participate in the RRCC and other joint coordination locations to provide communications support to responders.	ESF-2
20.3	Provide communications reach-back from the incident area to state EOCs, the RRCC, and other key sites.	ESF-2

Execution Checklist		
Obj. #	Task	Responsibility
20.3	Support regional DEC preparedness activities through activation of other FEMA region Regional Emergency Communication Coordinators (RECC) and through deployed MERS detachments.	ESF-2
20.3	Prioritize and adjudicate communications resources to meet operational objectives; includes Initial Operating Facility (IOF) and Joint Field Office (JFO) requirements.	ESF-2
20.3	Coordinate DEC response activities with other Department of Homeland Security (DHS) components, Emergency Support Functions (ESFs), the FCC, the National Telecommunications and Information Administration (NTIA), and Department of Defense (DOD).	ESF-2
20.3	Determine status of command, control, and communications (C3) capabilities and identify C3 restoration requirements to meet operational objectives.	ESF-2
20.3	Review and issue communications pre-scripted mission assignments (PSMAs) to meet operational requirements.	ESF-2
20.3	Issue mission assignments (MAs) to ESF-2, the National Coordinating Center for Communications (NCC), and other federal partners for communications assets that cannot be supplied by FEMA.	ESF-5
20.3	Provide radio communications systems to support firefighters, LE officers, and incident response operations.	ESF-4
20.3	Deploy MERS and Defense Coordinating Element (DCE) support to affected areas and within the response structure, if not previously deployed.	ESF-2
20.3	Deploy communications resources, as directed, to support incident management teams, the command and control structure, EOCs, and the Mass Care Services, Public Health and Medical Services, Mass Search and Rescue, and Public Information and Warning Core Capabilities.	ESF-2
20.3	Assist, if requested, in providing communications support for the FEMA National Emergency Medical Services (EMS) contract resources in the impacted area.	ESF-2
20.4	Mission assign and coordinate the use of FCC Project Roll Call assets.	ESF-2
20.4	Provide communications support to state, tribal, and local entities as requested.	ESF-2
20.4	Provide communications support to other leadership in the area.	ESF-2
20.4	Deploy FCC, NTIA, and FEMA frequency managers to coordinate frequency usage and deploy DEC to coordinate DOD frequency assignments, as appropriate.	ESF-2

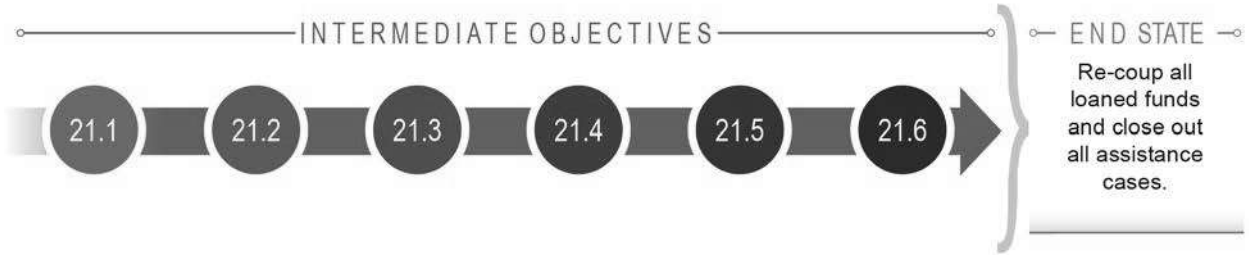
Execution Checklist		
Obj. #	Task	Responsibility
20.4	MERS provides IT support in the establishment of IOFs and JFOs.	ESF-2
20.4	Provide communications reach-back from the incident area to state EOCs, the RRCC, and other key sites.	ESF-2
20.4	Provide communications support to IMAT teams, Public Health and Medical Services response teams, FEMA Urban Search and Rescue (US&R) teams, staging areas, and other federal response entities and facilities.	ESF-2
20.4	Mobilize Deployable Tactical Operation Systems (DTOS) to support mission execution.	ESF-3
20.4	Ensure all status updates and related documents are furnished to the JFO to facilitate continuation of operations as appropriate.	ESF-5
20.4	MERS assists in build-out of FEMA facilities in coordination with IT.	ESF-2
20.4	Continue to support IMATs, the command and control structure, EOCs, fixed and semi-fixed disaster support facilities, and the Mass Care Services, Public Health and Medical Services, Mass Search and Rescue, and Public Information and Warning Core Capabilities, as required.	ESF-2
20.5	Support planning for governmental emergency responders to provide restoration of communications capabilities.	ESF-2
20.5	Support federal departments and agencies in procuring and coordinating communications services and other needed resources.	ESF-2
20.5	Provide engineers, technicians, and liaison staff resources to assist with ESF-2 activities.	ESF-4
20.5	Provide National Interagency Radio Support Cache (NIRSC) resources for use by damage reconnaissance teams and in other applications.	ESF-4
20.5	Evaluate effectiveness in meeting communications needs and resources.	ESF-2
20.6	Maintain shared situational awareness and provide reports on the deployment and status of communications resources.	ESF-2
20.6	Maintain awareness of requirements, asset deployment, and current and potential shortfalls.	ESF-2
20.6	Identify objectives that have been completed and re-deploy or demobilize resources.	ESF-2
20.6	Rotate deployed personnel, as appropriate.	ESF-2
20.6	Demobilize resources, as appropriate.	ESF-2

References

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Tab 21 to Appendix C-2: Communications – Financial Services

Purpose: This LOE will be developed in the future to reflect recently released guidance on Disaster Finance.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
21.1		▪	▪
21.2		▪	▪
21.3		▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams

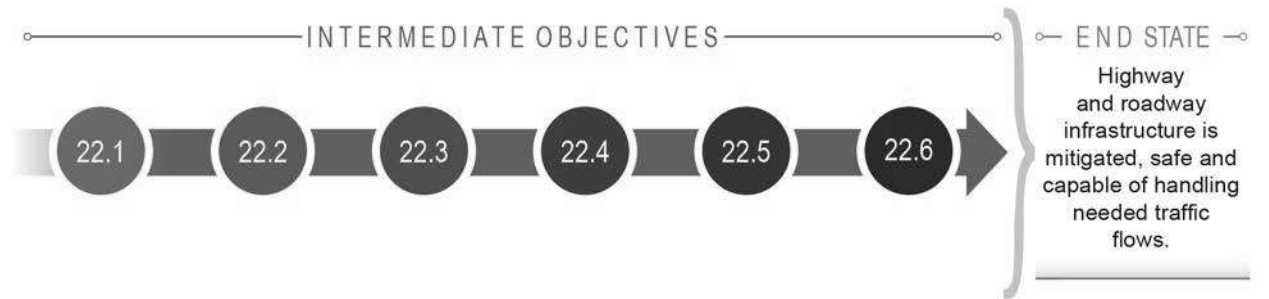
PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
21.1		
21.2		
21.3		

References
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Tab 22 to Appendix C-2: Transportation – Highway/Roadway

Purpose: Identify, clear, and repair critical highway/roadway infrastructure to support emergency and public access.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
22.1	Transportation infrastructure damage assessments are complete, including bridges, tunnels, adjacent infrastructure, and traffic management devices (e.g., signals/lights). Continuously monitor route status and report (e.g., 511, CoTrip).	▪	▪
22.2	Roadways clear of debris. Roadway hazards identified and are closed to public use.	▪	▪
22.3	Debris clearance priorities are determined/verified and coordinated among stakeholders. Open and/or construct ingress/egress routes and alternative routes (clearance and additional objective later).	▪	▪
22.4	Other critical roadways (e.g., search and rescue, supply lines, staging areas, and critical facilities) are clear of debris and hazards enabling access to impacted areas.	▪	▪
22.5	Isolate hazardous (contaminated) debris for removal to approved disposal sites.	▪	▪
22.6	Highways, bridges, and roadways are accessible. Roadside debris removed. Stabilized repair projects underway.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Private sector – Local construction	Private sector – Local construction.	
Emergency Management Assistance Compact (EMAC)	National Guard for debris clearance and temporary bridges, state Department of Transportation (DOT) bridge and road inspectors, temporary bridges; temporary protective measures (signs, temporary traffic lights, etc.).	
Oil and gas companies	Provide fuel and power.	
ESF-4	Debris removal/route clearance.	
Department of the Interior (DOI)	Debris removal/route clearance.	
U.S. Army Corps of Engineers (USACE)	Upon mission assignment (MA): <ul style="list-style-type: none"> ▪ USACE can conduct route clearance and debris removal. ▪ USACE can provide support to conducting Preliminary Damage Assessments (PDAs). 	
DOT – Emergency Support Function (ESF)-1	<ul style="list-style-type: none"> ▪ Collect and disseminate information on infrastructure and systems across all modes of transportation. ▪ Provide alternate routing recommendations (possibly activating DOT Routing Assistance Hotline, which is for responders and contractors only). ▪ Coordinate waivers across all modes of transportation. ▪ Coordinate recovery issues. ▪ Conduct damage assessments for Federal Highway Authority (FHWA) Emergency Response Program eligible roads and associated infrastructure. 	
State DOTs	<ul style="list-style-type: none"> ▪ Provide updates to road status information. ▪ Advise whole community on status of PDAs (different program and timetable than FEMA Public Assistance [PA] PDAs). ▪ Coordinate recovery issues. ▪ Implement emergency protective measures to limit additional damage. 	
Department of Justice (DOJ) – ESF-13	Route security.	

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
FEMA Logistics/Defense Logistics Agency (DLA)	Staging, fuel contracts.	
Bureau of Indian Affairs (BIA)	Tribal liaison, coordinates mutual aid.	
Environmental Protection Agency (EPA)	Identification of hazardous and other debris sorting and disposable locations.	
Department of Defense (DOD)	Temporary roads/bridges.	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Weather forecasting, river forecasting.	
ESF-15	Communications messaging (public and congressional, media, etc.).	
	FEMA tribal liaison (this would be for all Lifelines, all tribal Liaison Officers [LNOs] fall under ESF-15).	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Engineers – Inspection/ Assessment	State DOTs, DOT/FHWA (federal aid), EMAC from other state DOTs, local Public Works Departments	Assess roads/highways.	
	Engineers/ Construction Management	State DOTs, EMAC SDOT, Local Public Works Departments, FHWA Federal Lands Highway (under MA)	Temporary and permanent repair of roads/bridges/tunnels.	
	Route Clearance	U.S. Forest Service (USFS), U.S. National Guard (USNG), DOD, State DOTs	Create initial passage along routes.	
	NOAA NWS	NOAA NWS	On-site/remote weather updates.	
	Debris Removal	USACE, SDOTs, local Public Works Departments		

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
22.1	Conduct damage assessments.	ESF-1
22.1	Prioritize damage assessments.	ESF-1
22.1	Identify fuel stations.	ESF-1
22.1	Based on the threat, ensure appropriate pre-planning for the potential evacuation of affected areas has been accomplished and coordinated with public and private sector transportation system operators.	ESF-1
22.1	Based on the threat, predictive modeling, and coordination with public and private stakeholders, necessary resources are pre-identified and available for the reconstitution of damaged transportation infrastructure.	ESF-1
22.1	Dispatch staff to the Regional Response Coordination Center (RRCC), Joint Field Offices (JFOs), and Evacuation Liaison Team, as required.	ESF-1

Execution Checklist		
Obj. #	Task	Responsibility
22.1	Monitor and report the status of and damage to transportation systems and infrastructure as a result of the incident.	ESF-1
22.1	Provide informational planning data through the Transportation and Movement Coordination Group and its partners.	ESF-5
22.1	Provide resources and coordinate support to local, state, and tribal evacuation operations for affected populations.	ESF-1
22.1	Support the state DOT, ESF-6, and ESF-11 as they identify shortfalls and use additional capabilities to transport identified populations, support required pet evacuation capabilities, provide reception capabilities throughout the impacted area and surrounding region, and track evacuees.	ESF-1
22.1	Monitor and report status of and damage to the transportation system and infrastructure as a result of the incident.	ESF-1
22.2	Monitor access and route status, report to partners.	ESF-1
22.2	Staff ESF-3 at the RRCC.	ESF-3
22.2	Coordinate with ESF-13 on transportation and site security requirements.	ESF-7
22.3	Coordinate access, control, and reentry for private partners.	ESF-1
22.3	Assist in route prioritization.	ESF-1
22.3	Identify temporary alternative transportation solutions that can be implemented if systems or transportation infrastructure is damaged, unavailable, or overwhelmed.	ESF-1
22.3	Provide critical transportation coordination and analysis for evacuation operations and evacuation route conditions.	ESF-1
22.3	Initiate emergency permit and waiver requests to facilitate evacuation.	ESF-1
22.3	Coordinate with federal departments and agencies to determine evacuation support requirements.	ESF-1
22.3	Perform activities conducted under the direct authority of DOT elements as they relate to aviation, maritime, surface transportation, railroad, and other transportation systems to assist in the provision of search and rescue (SAR) assets.	ESF-1
22.3	Provide information on temporary alternative transportation solutions if primary systems or routes are unavailable or overwhelmed.	ESF-1
22.3	Identify temporary alternative transportation solutions and associated support systems to be implemented by others when existing systems or infrastructure are damaged, unavailable, or overwhelmed.	ESF-1
22.3	Coordinate with ESF-3 on the removal of debris (when classified as debris) affecting Natural and Cultural Resources and Historic Preservation (NCH) resources.	ESF-11

Execution Checklist		
Obj. #	Task	Responsibility
22.3	Coordinate with ESF-10 on the removal of debris affecting NCH resources when debris is contaminated by oil/hazardous materials.	ESF-11
22.4	Manage, monitor, and/or provide technical advice in the clearance, removal, and disposal of debris from public property and the re-establishment of ground and water routes into impacted areas.	ESF-3
22.4	Work with transportation system owners and operators to coordinate the pre-positioning of resources to complete the restoration of transportation infrastructure following a disaster.	ESF-1
22.4	Coordinate with ESFs 5, 6, and 8; local, state, and tribal governments; the private sector; and voluntary organizations to identify and deploy capabilities to transport identified populations.	ESF-1
22.4	Provide status of and damage to transportation systems and infrastructure.	ESF-1
22.4	Coordinate and support response and recovery activities among transportation stakeholders.	ESF-1
22.4	Activate ESF-1 to provide coordination and technical assistance.	ESF-5
22.4	Provide engineering, contracting, and procurement personnel and equipment to assist with emergency debris removal, demolition operations, and repair work to roads and bridges.	ESF-4
22.4	Provide the resources (personnel and equipment) necessary to clear fallen trees, brush, and debris from state, county, and city roads to facilitate emergency access within the disaster area.	ESF-4
22.5	Coordinate and communicate hazard identification partners with teams on the ground.	ESF-1
22.5	Provide reports on the status of, and damage to, transportation systems and infrastructure (e.g., roads, air traffic) and other information related to transportation activities and accessibility.	ESF-1
22.5	Support local, state, and tribal authorities with debris management as well as with monitoring, assessment, stabilization, and restoration activities.	ESF-3
22.5	Activate the DOT Emergency Response Team.	ESF-1
22.5	Coordinate with local and state DOTs on restoration and repair operations for roadways, bridges, rails, ports, and national airspace system infrastructure.	ESF-1
22.5	Coordinate with local, state, and tribal governments to support debris removal operations that align with transportation priorities.	ESF-3
22.6	Provide long-term coordination of restoration and recovery of affected transportation systems and infrastructure, if required.	ESF-1
22.6	Conduct restoration of navigation pathways, including air, surface, and water routes.	ESF-3
22.6	Identify shortfalls and reposition or demobilize resources from operational areas where objectives have been achieved.	ESF-1

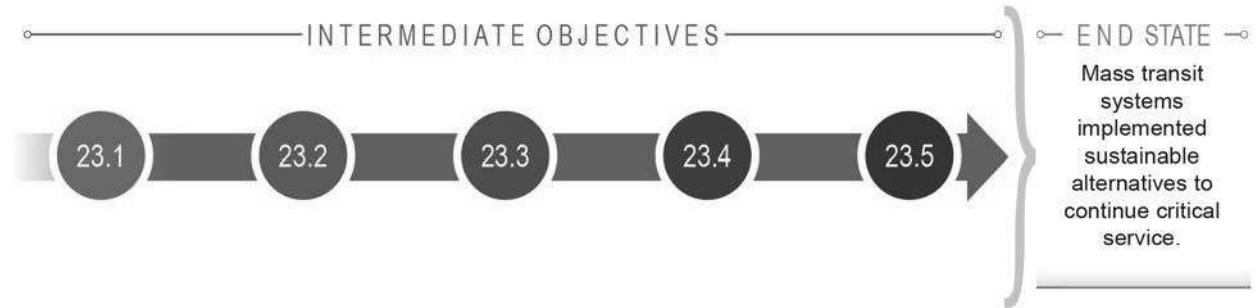
Execution Checklist		
Obj. #	Task	Responsibility
22.6	Provide long-term coordination of the restoration and recovery of affected transportation systems and infrastructure.	ESF-1
22.6	Coordinate with state DOTs to provide status of transportation infrastructure (e.g., road conditions).	ESF-1
22.6	Coordinate with local, state, and tribal governments to support debris removal operations that align with transportation priorities.	ESF-3
22.6	Provide public works and engineering support to activities relating to the debris clearance of evacuation routes.	ESF-3

References
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Tab 23 to Appendix C-2: Transportation – Mass Transit

Purpose: Identify critical mass transit systems and assets; implement alternative solutions necessary to support access to essential services; and initiate key repairs to continue service.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
23.1	Conduct initial damage assessments to determine critical repairs necessary for providing service.	▪	▪
23.2	Identify and prioritize service (types of service and routes) requirements to support whole community needs.	▪	▪
23.3	Identify required assistance necessary to implement and maintain critical service, such as additional personnel and rolling stock, fuel, and temporary power.	▪	▪
23.4	Identify key debris clearance and removal needs, such as clearance of a priority route between a shelter and Disaster Recovery Center (DRC), or removal of debris from curbs for paratransit customers.	▪	▪
23.5	Complete detailed damage assessments for restoration of all services.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Local transit authority	Damage assessments, debris removal, infrastructure repair, develop alternate routing (new routes around damaged roads or bus bridges for rail or bridge outages); request mutual aid or peer-to-peer assistance from other transit agencies.	
Power companies/ Cooperatives/ Rural Electric Authorities	Power restoration for systems, such as third rail, catenary, signaling, switching, operations/control centers, radio systems, fuel storage, and distribution pumping.	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Weather forecasting/modeling.	
ESF-12	Standard communications, such as cell and radio for dispatching and operations.	
FEMA Logistics	Fuel for operations, particularly for bus and paratransit services; contracts for bus and paratransit service if transit agency has insufficient resources.	
Department of Transportation (DOT) Federal Transit Administration (FTA)	Damage assessments, administer funds.	
Oil and gas companies	Provide fuel and power.	
ESF-3	<ul style="list-style-type: none"> ▪ Temporary power, such as installation of generators for critical systems. For rail systems this could include power distribution to catenary, third rail, signaling, and switching. For both rail and bus systems, this could be operations centers, radio systems, fuel storage, and fuel distribution (pumping from underground tanks). ▪ Debris removal/disposal around bus stops, transit hubs, sidewalks leading to transit hubs, and curbs associated with pickup points of paratransit customers. 	

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-10	Transit systems typically have some type on internal fuel storage and distribution capability. If there was a spill or underground tank rupture, the Environmental Protection Agency (EPA) may be needed. Disposal process for debris obstructing transit stops, sidewalks, and curbs.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Damage Assessments	DOT FTA	FTA staff or contractors to complete damage assessments and prepare project worksheets.	
	Temporary Power	U.S. Army Corps of Engineers (USACE)	Provide temporary power solutions for critical systems.	
	Fuel	FEMA	Provide refueling for critical transit services, such as buses, in the absence of contract fuel delivery and/or temporary power for fuel pumps.	
	Vehicles/ drivers	FEMA	Provide contract buses and paratransit vehicles where local resources are not adequate to meet critical demand.	

PSMA		
PSMA ID	PSMA Title	Type
DOT PSMA ESF 1 – 147	Damage Assessments for Transit Agencies	Direct Federal Assistance (DFA)
DOT PSMA ESF 1 – 147	Damage Assessments for Transit Agencies	Federal Operations Support (FOS)

Execution Checklist		
Obj. #	Task	Responsibility
23.1	Coordinate with power companies and provide situational awareness.	ESF-12
23.1	Coordinate with transit agencies.	ESF-1
23.1	Based on the threat, ensure appropriate pre-planning for the potential evacuation of affected areas has been accomplished and coordinated with public and private sector transportation system operators.	ESF-1
23.1	Based on the threat, predictive modeling, and coordination with public and private stakeholders, necessary resources are pre-identified and available for the reconstitution of damaged transportation infrastructure.	ESF-1
23.1	Dispatch staff to the Regional Response Coordination Center (RRCC), Joint Field Offices (JFOs), and Evacuation Liaison Team.	ESF-1
23.1	Provide informational planning data through the Transportation and Movement Coordination Group and its partners.	ESF-5
23.3	Support the state DOT, ESF-6, and tribes as they work to provide resources and coordinate support to local, state, and tribal evacuation operations for affected populations.	ESF-1
23.1	Support the state DOT, ESF-6, and ESF-11 as they identify shortfalls and use additional capabilities to transport identified populations, support required pet evacuation capabilities, provide reception capabilities throughout the impacted area and surrounding region, and track evacuees.	ESF-1
23.3	Staff ESF-3 at the RRCC.	ESF-3
23.3	Coordinate with ESF-13 on transportation and site security requirements.	ESF-7
23.1	Monitor and report status of and damage to the transportation system and infrastructure as a result of the incident.	ESF-1
23.2	Identify temporary alternative transportation solutions and provide information on those solutions and associated support systems that can be implemented if systems or transportation infrastructure is damaged, unavailable, or overwhelmed.	ESF-1
23.2	Provide Critical Transportation coordination and analysis for evacuation operations and evacuation route conditions.	ESF-1
23.3	Initiate emergency permit and waiver requests to facilitate evacuation.	ESF-1

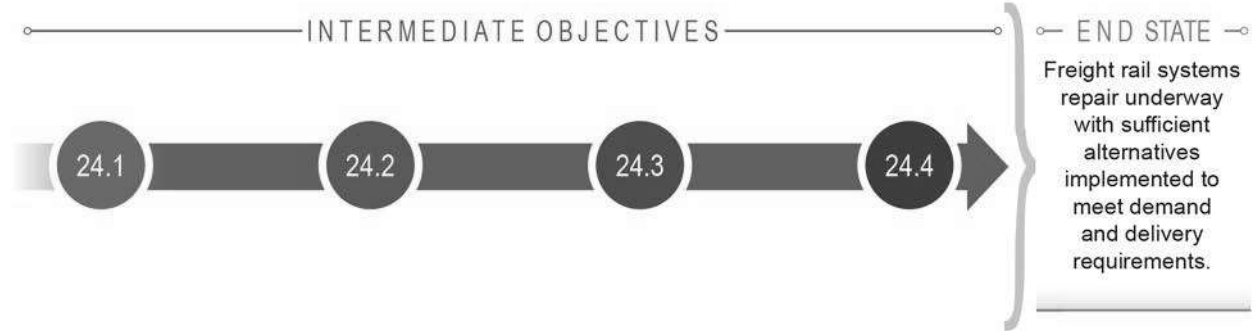
Execution Checklist		
Obj. #	Task	Responsibility
23.3	Coordinate with federal departments and agencies to determine evacuation support requirements.	ESF-1
23.2	Perform activities conducted under the direct authority of DOT elements as they relate to aviation, maritime, surface transportation, railroad, and other transportation systems to assist in the provision of search and rescue (SAR) assets.	ESF-1
23.4	Coordinate with ESF-3 on the removal of debris (when classified as debris) affecting Natural and Cultural Resources and Historic Preservation (NCH) resources.	ESF-11
23.4	Coordinate with ESF-10 on the removal of debris affecting NCH resources when debris is contaminated by oil/hazardous materials.	ESF-11
23.4	Manage, monitor, and/or provide technical advice in the clearance, removal, and disposal of debris from public property and the re-establishment of ground and water routes into impacted areas.	ESF-3
23.3	Work with transportation system owners and operators to coordinate the pre-positioning of resources to complete the restoration of transportation infrastructure following a disaster.	ESF-1
23.1	Coordinate with ESFs 5, 6, and 8; local, state, and tribal governments; the private sector; and voluntary organizations to identify and deploy capabilities to transport identified populations.	ESF-1
23.4	Coordinate regulatory waivers, exemptions, and permits.	ESF-1
23.1	Provide status of and damage to transportation systems and infrastructure.	ESF-1
23.2	Coordinate and support response and recovery activities among transportation stakeholders.	ESF-1
23.3	Provide reports on the status of, and damage to, transportation systems and infrastructure (e.g., roads, air traffic) and other information related to transportation activities and accessibility.	ESF-1
23.5	Support local, state, and tribal authorities with debris management as well as with monitoring, assessment, stabilization, and restoration activities.	ESF-3
23.5	Provide long-term coordination for restoration and recovery of the affected transportation systems and infrastructure, if required.	ESF-1
23.5	Conduct restoration of navigation pathways, including air, surface, and water routes.	ESF-3

Execution Checklist		
Obj. #	Task	Responsibility
23.5	Identify shortfalls and reposition or demobilize resources from operational areas where objectives have been achieved.	ESF-1
23.5	Provide long-term coordination for restoration and recovery of affected transportation systems and infrastructure.	ESF-1

References
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Tab 24 to Appendix C-2: Transportation – Railway

Purpose: Identify, clear, and repair critical railways for normal railway operations.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
24.1	Identify personnel and/or technology (e.g., Unmanned Aerial System [UAS]) access assistance needed to enable freight rail carriers to complete damage assessments.	▪	▪
24.2	Rail impacts assessed and rail traffic re-routed as needed by impacted freight rail carriers.	▪	▪
24.3	Identify access requirements for equipment, materials, and teams to enable freight rail carriers to complete repairs to infrastructure.	▪	▪
24.4	Rail repair projects are prioritized, and completion timelines are identified.	▪	▪

Critical Considerations
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PSMA		
PSMA ID	PSMA Title	Type

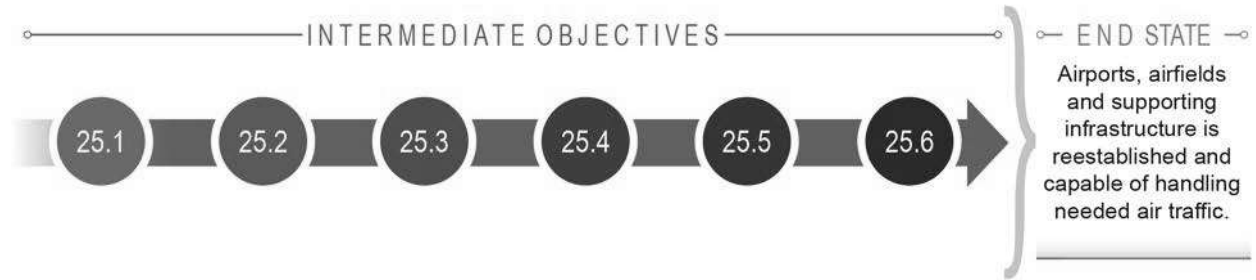
Execution Checklist		
Obj. #	Task	Responsibility
24.1	Based on the threat, ensure appropriate pre-planning for the potential evacuation of affected areas has been accomplished and coordinated with public and private sector transportation system operators.	ESF-1
24.1	Based on the threat, predictive modeling, and coordination with public and private stakeholders, necessary resources are pre-identified and available for the reconstitution of damaged transportation infrastructure.	ESF-1
24.1	Monitor and report the status of and damage to transportation systems and infrastructure as a result of the incident.	ESF-1
24.1	Provide informational planning data through the Transportation and Movement Coordination Group and its partners.	ESF-5
24.1	Provide resources and coordinate support to local, state, and tribal evacuation operations for affected populations.	ESF-1
24.1	Staff ESF-3 at the Regional Response Coordination Center (RRCC).	ESF-3
24.1	Coordinate with ESF-13 on transportation and site security requirements.	ESF-7
24.1	Provide critical transportation coordination and analysis for evacuation operations and evacuation route conditions.	ESF-1
24.1	Coordinate with federal departments and agencies to determine evacuation support requirements.	ESF-1
24.1	Coordinate with ESF-3 on the removal of debris (when classified as debris).	ESF-11
24.1	Coordinate with ESF-10 on the removal of debris when debris is contaminated by oil/hazardous materials.	ESF-11
24.2	Identify temporary alternative transportation solutions that can be implemented if systems or transportation infrastructure is damaged, unavailable, or overwhelmed.	ESF-1
24.2	Initiate emergency permit and waiver requests to facilitate evacuation.	ESF-1
24.2	Provide information on temporary alternative transportation solutions if primary systems or routes are unavailable or overwhelmed.	ESF-1
24.2	Manage, monitor, and/or provide technical advice in the clearance, removal, and disposal of debris from public property and the re-establishment of routes into impacted areas.	ESF-3

Execution Checklist		
Obj. #	Task	Responsibility
24.3	Work with transportation system owners and operators to coordinate the pre-positioning of resources to complete the restoration of transportation infrastructure following a disaster.	ESF-1
24.3	Coordinate with ESFs 5, 6, and 8; local, state, and tribal governments; the private sector; and voluntary organizations to identify and deploy capabilities to transport identified populations.	ESF-1
24.3	Coordinate regulatory waivers, exemptions, and permits.	ESF-1
24.3	Provide reports on the status of, and damage to, transportation systems and infrastructure (e.g., roads, rail) and other information related to transportation activities and accessibility.	ESF-1
24.4	Coordinate and support response and recovery activities among transportation stakeholders.	ESF-1
24.4	Support local, state, and tribal authorities with debris management as well as with monitoring, assessment, stabilization, and restoration activities.	ESF-3
24.4	Provide long-term coordination of the restoration and recovery of the affected transportation systems and infrastructure, if required.	ESF-1
24.4	Identify shortfalls and reposition or demobilize resources from operational areas where objectives have been achieved.	ESF-1
24.4	Provide long-term coordination of the restoration and recovery of affected transportation systems and infrastructure.	ESF-1

References
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Tab 25 to Appendix C-2: Transportation – Aviation

Purpose: Identify, clear, and repair critical runways and navigation aids so normal aviation operations can resume. Identify, assess, and repair critical aviation and airspace management assets, including runways, navigation aids, and system operations.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
25.1	Airspace management restrictions for safety implemented.	▪	▪
25.2	Airfield assessments completed, determination of availability for Visual Flight Rule (VFR) operation made. Repairs necessary to make VFR operation possible identified, prioritized, and begun as able. Airfield, air navigation aid, and air traffic control system assessments completed. Assistance requested as needed for equipment and materials.	▪	▪
25.3	Determination of availability for “precision” and “non-precision” operations made. Repairs necessary to make precision and non-precision operations possible identified, prioritized, and begun as able. Assistance requested as needed for equipment and materials.	▪	▪
25.4	Determination of availability for Instrument Flight Rules operations made. Repairs necessary to make Instrument Flight Rules operations possible identified, prioritized, and begun as able. Assistance requested as needed for equipment and materials.	▪	▪
25.5	Determination of return to normal volume made. Repairs necessary to make normal volume operations possible identified, prioritized, and begun as able.	▪	▪

Critical Considerations
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Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Private sector	Commercial aviation for passenger and cargo service.	Private sector
Department of Transportation (DOT)/Federal Aviation Administration (FAA)	<ul style="list-style-type: none"> ▪ Control national airspace, including Temporary Flight Restrictions, Notice to Airmen, and flight slotting as required to maintain safety. ▪ Maintain and repair air navigation systems (e.g., radars, beacons, approaches) and air traffic control centers (i.e., towers, Terminal Radar Approach Control Facilities [TRACON], Air Route Traffic Control Centers [ARTCC]). ▪ Inspect and certify airfield safety systems, such as operation of runway lights. ▪ Provide temporary assets as needed to restore air traffic control capability, such as mobile towers and radar. ▪ Provide supplemental air traffic controllers as required. ▪ Provide technical assistance to establish contingency air operations at the request of FEMA. 	DOT/FAA
ESF-1	<ul style="list-style-type: none"> ▪ Report on status of airspace restrictions, air traffic control operations, and airfield operations. ▪ Review cabotage requests under Fly America. 	ESF-1
FEMA Logistics	<ul style="list-style-type: none"> ▪ Provide fuel if limited availability or for FEMA operations. Initiate air operations as needed. ▪ Provide material handling equipment (such as K-loaders) to airport if using for contingency air operations. 	FEMA Logistics
ESF-12	Coordinate power grid restoration.	ESF-12
U.S. Army Corps of Engineers (USACE)	Upon mission assignment (MA), USACE can support runway assessment.	USACE
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Weather briefs, forecasting, modeling.	NOAA NWS
ESF-15	Standard communications.	ESF-15
ESF-2	Coordinate with commercial communications carriers for restoration of critical communications, such as FAA air traffic control facilities.	ESF-2
ESF-13	Provide security for mobile air traffic control towers as needed to prevent unauthorized incursions.	ESF-13

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Airfield/airport owners/operators	<ul style="list-style-type: none"> ▪ Complete assessments (of runways, runway and taxiway lighting systems, and perimeter fencing) to determine limitations for operations. ▪ Determine the operating status of the airport and the maximum on ground. 	Airfield/airport owners/operators
Department of Defense (DOD)	<ul style="list-style-type: none"> ▪ Airlift of mobile air traffic control assets as needed, if roads are not available. ▪ Airlift of technicians to assess and repair fixed systems where road access is not possible. ▪ Debris clearance of roads to critical air navigation systems. 	DOD

Resources				
Resource ID	Resource/Team	Dept./Agency	Capability Summary	# of Teams
Runway repair team	DOD	Pre-runway	Runway repair team	DOD
Airfield assessment teams	DOD	Assess runway and computer systems	Airfield assessment teams	DOD
Airfield systems	DOD	Replicate airfield systems	Airfield systems	DOD
Emergency response specialists	NOAA NWS	Weather onsite or remote support	Emergency response specialists	NOAA NWS
Air Traffic Control	DOT FAA	Air Traffic Control services for contingency air operations	Air Traffic Control	DOT FAA
Air Navigation Services	DOT FAA	Air navigation services for contingency air operations	Air Navigation Services	DOT FAA
Unmanned Aerial System (UAS) remote sensing technical assistance	DOT FAA	UAS expert for coordination of various UAS requests	UAS remote sensing technical assistance	DOT FAA

PSMA		
PSMA ID	PSMA Title	Type
FAA PSMA ESF 1 – 158	Air Traffic Control (ATC) Services Personnel and Systems	Direct Federal Assistance (DFA)
FAA PSMA ESF 1 – 158	Air Traffic Control (ATC) Services Personnel and Systems	DFA
FAA PSMA ESF 1 – 160	Air Navigation Services (ANS) System and Personnel	Federal Operations Support (FOS)

Execution Checklist		
Obj. #	Task	Responsibility
25.1	Implement appropriate air traffic and airspace management measures.	ESF-1
25.1	Initiate emergency permit and waiver requests to facilitate evacuation.	ESF-1
25.1	Coordinate with Transportation Security Administration (TSA) headquarters and local security authorities to determine security status and security screening capabilities at airports, bus stations, train stations, and waterways.	ESF-1
25.1	Coordinate with ESF-13 on transportation and site security requirements.	ESF-7
25.1	Coordinate regulatory waivers, exemptions, and permits.	ESF-1
25.2	Request deployment of Federal Air Marshals Transportation Security Advanced Team (TSAT) through Department of Homeland Security (DHS)/TSA to affected airports.	ESF-1
25.2	Based on the threat, ensure appropriate pre-planning for the potential evacuation of affected areas has been accomplished and coordinated with public and private sector transportation system operators.	ESF-1
25.2	Dispatch staff to the Regional Response Coordination Center (RRCC), Joint Field Offices (JFOs), and Evacuation Liaison Team.	ESF-1
25.2	Coordinate with ESFs 5, 6, and 8; local, state, and tribal governments; the private sector; and voluntary organizations to identify and deploy capabilities to transport identified populations.	ESF-1
25.2	Provide critical transportation coordination and analysis for evacuation operations and evacuation route conditions.	ESF-1
25.2	Coordinate with federal departments and agencies to determine evacuation support requirements.	ESF-1

Execution Checklist		
Obj. #	Task	Responsibility
25.2	Identify temporary alternative transportation solutions to be implemented when primary systems or methods are unavailable or overwhelmed.	ESF-1
25.2	Provide resources and coordinate support to local, state, and tribal evacuation operations for affected populations.	ESF-1
25.3	In conjunction with Logistics Management Division (LMD) personnel and DOD and U.S. Coast Guard (USCG) liaisons, coordinate the following air transport, as available, in conjunction with the Transportation and Movement Coordination Group at the National Response Coordination Center (NRCC): <ul style="list-style-type: none"> ▪ DOD aircraft (when mission assigned) ▪ USCG aircraft ▪ Commercial air transport providers 	ESF-9
25.3	Develop and implement, in concert with state and federal partners, contingency air traffic and airspace management measures (e.g., temporary flight restrictions).	ESF-1
25.3	Maintain coordination with ESF-1/DOT/FAA to enable air operations through air navigation services measures, including air traffic control, flow management, and airspace measures.	ESF-1
25.3	Identify temporary alternative transportation solutions that can be implemented if systems or transportation infrastructure is damaged, unavailable, or overwhelmed.	ESF-1
25.3	Work with transportation system owners and operators to coordinate the pre-positioning of resources to complete the restoration of transportation infrastructure following a disaster.	ESF-1
25.3	Perform activities conducted under the direct authority of DOT elements as they relate to aviation, maritime, surface transportation, railroad, and other transportation systems to assist in the provision of search and rescue (SAR) assets.	ESF-1
25.3	Monitor and report the status of and damage to transportation systems and infrastructure.	ESF-1
25.3	Provide informational planning data through the Transportation and Movement Coordination Group and its partners.	ESF-5
25.3	Coordinate and support response and recovery activities among transportation stakeholders.	ESF-1
25.4	Coordinate air operations requirements with ESFs 1, 5, and 13.	ESF-1

Execution Checklist		
Obj. #	Task	Responsibility
25.4	Provide reports on the status of, and damage to, transportation systems and infrastructure (e.g., air traffic) and other information related to transportation activities and accessibility.	ESF-1
25.5	Based on the threat, predictive modeling, and coordination with public and private stakeholders, necessary resources are pre-identified and available for the reconstitution of damaged transportation infrastructure.	ESF-1
25.5	Conduct restoration of navigation pathways, including air, surface, and water routes.	ESF-3
25.5	Identify shortfalls and reposition or demobilize resources from operational areas where objectives have been achieved.	ESF-1
25.5	Provide long-term coordination of the restoration and recovery of affected transportation systems and infrastructure.	ESF-1
25.5	Support local, state, and tribal authorities with debris management as well as with monitoring, assessment, stabilization, and restoration activities.	ESF-3

References
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Tab 26 to Appendix C-2: Transportation – Maritime

Purpose: Identify, clear, and repair critical waterways and navigational aids so normal maritime operations can resume.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
26.1	Port impacts are assessed, and maritime traffic is re-routed as needed.	▪	▪
26.2	Port repair projects are prioritized, and completion timelines are identified.	▪	▪
26.3	Port assessments complete. Basic port operations resume.	▪	▪
26.4	Offshore debris cleared with port facility restoration underway.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	River and lake observations and forecasting.	NOAA NWS
U.S. Army Corps of Engineers (USACE) and other dam operators	Levee and dam support.	USACE
Department of Defense (DOD)		DOD
USACE and other dam operators	<ul style="list-style-type: none"> ▪ Under agency authorities, USACE opens federally-authorized navigation channels in coordination with the U.S. Coast Guard (USCG), stakeholders, and FEMA. ▪ Under mission assignment (MA), USACE can open navigational channels outside of its federal authorization. 	USACE and other dam operators

Resources				
Resource ID	Resource/Team	Dept./Agency	Capability Summary	# of Teams
	Emergency response specialists	NOAA NWS	Weather	

PSMA		
PSMA ID	PSMA Title	Type

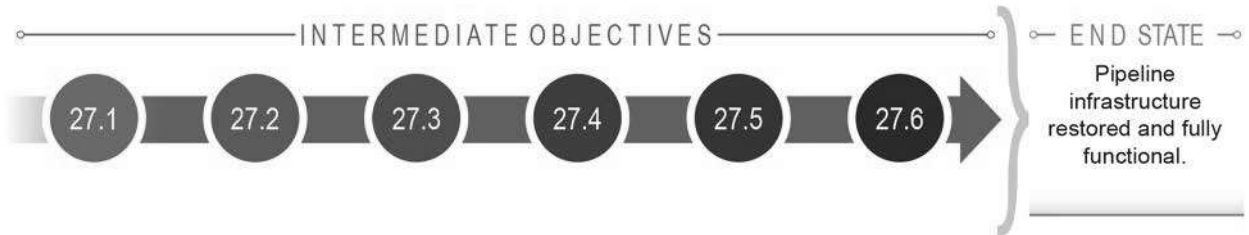
Execution Checklist		
Obj. #	Task	Responsibility
26.1	Provide information on the status of waterways.	ESF-3
26.3	Designate FEMA as the ESF-9 Lead Federal Agency (LFA) or designate the USCG as the ESF-9 LFA for maritime/coastal/waterborne search and rescue (SAR) operations and either Department of the Interior (DOI) National Parks Service (NPS) or DOD as the ESF-9 LFA for land SAR operations.	ESF-9
23.2	Provide coordination, response, and technical assistance to support the rapid recovery and reconstitution of critical waterways, channels, and ports.	ESF-3
23.4	Provide technical assistance to support the rapid recovery and reconstitution of critical waterways, channels, and ports.	ESF-3

References
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Tab 27 to Appendix C-2: Transportation – Pipeline

Purpose: Identify, clear, and repair critical pipeline paths so normal operations can resume.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
27.1	Pipeline damage impacts assessed.	▪	▪
27.2	Interface with private/public sector (pipeline owners/operators) to begin recovery preparation.	▪	▪
27.3	Pipeline flow rerouted to contain leaks as needed/available.	▪	▪
27.4	Pipeline estimate repair project times established.	▪	▪
27.5	Pipeline completion timelines are identified.	▪	▪
27.6	Necessary repair materials are collected.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Cybersecurity and Infrastructure Security Agency (CISA)	Supply chain analysis for commodity and sequence of restoration.	CISA
ESF-12 – Department of Energy (DOE)	Supply chain coordination.	ESF 12 – DOE
ESF-12 – DOE	Authorize the use of strategic petroleum reserves (as necessary).	ESF 12 – DOE
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Weather and Hydrologic forecasting for operations.	NOAA NWS
ESF-1 – Pipeline and Hazardous Materials Safety Administration (PHMSA)	Oversight of CII/NE pipeline repair and return to service.	ESF 1 – PHMSA
ESF-15 – External Affairs (EA)	Coordinate messaging and communications with external stakeholders.	ESF 15 – EA
ESF-10 – Environmental Protection Agency (EPA) and PHMSA	Coordinate pipeline repairs return to service with oil response (if discharged to water).	ESF 10 – EPA and PHMSA

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams

PSMA		
PSMA ID	PSMA Title	Type

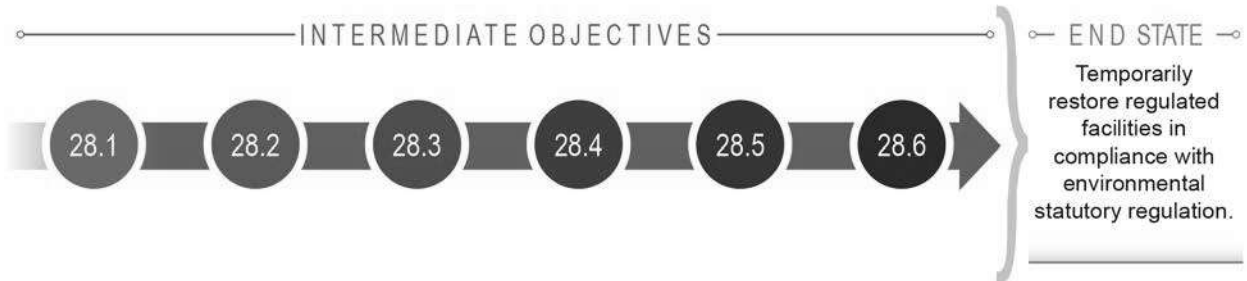
Execution Checklist		
Obj. #	Task	Responsibility
27.1	Based on the threat, predictive modeling, and coordination with public and private stakeholders, necessary pipeline safety resources are pre-identified and available for the reconstitution of damaged transportation infrastructure.	
27.1	Monitor and report status of and damage to the pipeline transportation system and infrastructure as a result of the incident.	
27.1	Issue an emergency waiver order or permit in compliance with the applicable Hazardous Materials Regulations (49 CFR).	
27.2	Coordinate with ESF-10 and ESF-12 on transportation and control of hazardous materials.	
27.2	Coordinate access, control, and reentry for private partners.	
27.3	Provide information on temporary alternative transportation solutions if primary systems or routes are unavailable or overwhelmed.	
27.4	Work with transportation system owners and operators to coordinate the pre-positioning of resources to complete the restoration of transportation infrastructure following a disaster.	
27.5	Coordinate and communicate hazard identification partners with teams on the ground.	
27.6	Provide long-term coordination of restoration and recovery of affected transportation systems and infrastructure, if required.	
27.6	Identify shortfalls and reposition or demobilize resources from operational areas where objectives have been achieved.	

References
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Tab 28 to Appendix C-2: Hazardous Materials – Facilities

Purpose: Identify impacted industrial/regulated public facilities and restore services to the impacted population.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
28.1	Assess publicly owned treatment works to determine damage and repairs needed and assess interruptions to supply chain.	▪	▪
28.2	Determine appropriate response actions to stabilize damaged facilities.	▪	▪
28.3	Coordinate with ESF-15 (and other ESFs) to message (i.e., risk communication to Environmental Protection Agency [EPA] to public).	▪	▪
28.4	Coordinate response actions with FEMA, state, stakeholders, if taken under statutory authority.	▪	▪
28.5	Facilities temporarily reestablished to provide limited services.	▪	▪

Critical Considerations
<ul style="list-style-type: none"> ▪ Assess and prioritize publicly-owned facilities/public works to determine damage and return to service and/or initiate repairs/restoration. ▪ Assess impacts to industrial/regulated facilities to determine potential threats to public health.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
EPA	Oversight and regulatory. Assess impacts to regulated facilities. Determine appropriate next steps (i.e., federal response action versus oversight, etc.). Support other ESFs on containment on federal land.	
EPA, Department of the Interior (DOI)	Assessment and clean-up of natural resources and environment.	
Dangerous Pile or Embankment (DPE)	Containment and mitigation for Department of Energy (DOE) sites.	
External Affairs (EA) for DOE, EPA, and Bureau of Land Management (BLM)	Coordinate public messaging for reaches/contamination.	
State, local, tribal, and territorial (SLTT)	Own mitigation infrastructure.	
Cybersecurity and Infrastructure Security Agency (CISA), Chemical Facility Anti-Terrorism Standards (CFATS), and EPA	Identification of chemical facilities.	
ESF 14	Coordinate with private companies, provide subject matter expert (SME).	
National Oceanographic and Atmospheric Administration (NOAA) National Weather Service (NWS)	Communicate potential weather/water hazards to hazardous materials (HAZMAT) response personnel.	
Private Sector	Personnel and majority response clean-up, mitigation, and control.	
Department of Transportation (DOT) Pipeline and Hazardous Materials Safety Administration (PHMSA)	Regulation and regulatory relief for transportation of HAZMAT, excluding bulk transport by water.	
U.S. Coast Guard (USCG)	Regulation of bulk transport by waterway.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Chemical, biological, radiological, and nuclear (CBRN)	DOD, EPA	Detect.	
	CBRN	DOD, EPA	Decontaminate.	
	Applied Public Health Team (APHT)	Health and Human Services (HHS), EPA	Monitor potential public health impacts of HAZMAT.	
	APHT	HHS, EPA	Perform responder health and safety.	
	SME Teams	HHS, EPA	Provide Threat Assessment for specific HAZMAT threats.	
	National Nuclear Security Administration (NNSA)	NNSA, DOE, EPA	Provide experts and decontamination.	
	NOAA NWS	NOAA NWS	Onsite or remote weather support.	
	Private sector		Clean-up contractors.	
	CISA	ESF-14	Internet protocol (IP) gateway/prioritized critical infrastructure and key resources (CIKR), Indicators of Compromise (IOC) list.	

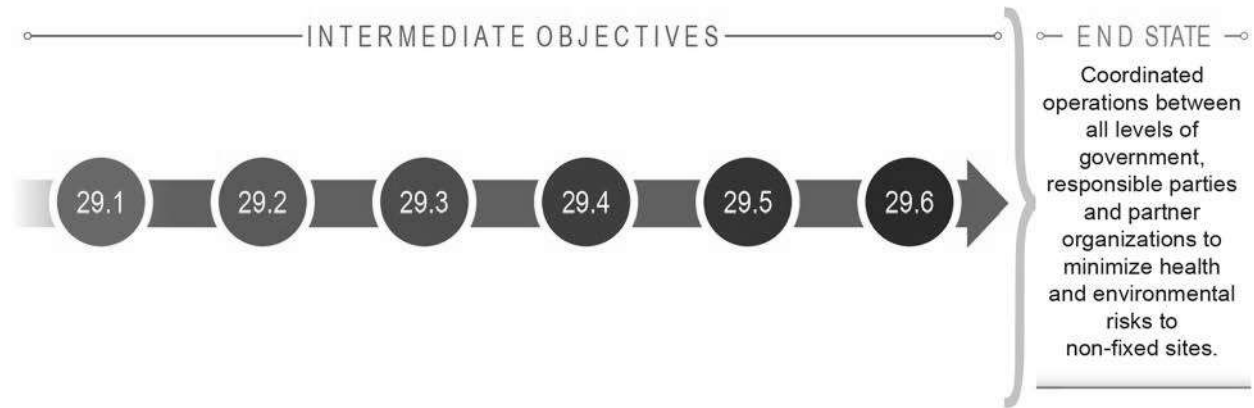
PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
28.1	Assess the nature and extent of any infrastructure contaminated by oil/HAZMAT, in coordination with ESF-3 mission assignment and sub-tasking.	ESF-10
28.1	Engage with private sector facilities that handle oil and HAZMAT substances to ensure that no release has occurred and that appropriate protective measures are in place to stop or minimize any potential future releases.	ESF-10
28.2	Provide actual site data to Interagency Modeling and Atmospheric Assessment Center (IMAAC) as it becomes available to help refine IMAAC model, if the IMAAC is activated, and if the contaminant released presents atmospheric threats.	ESF-10
28.3	Coordinate with local, state and tribal officials, as appropriate, to identify areas of potential oil/HAZMAT releases and hazards to response personnel; utilize local, state, EPA, and USCG database information to identify potential locations of oil/HAZMAT facilities and sites that may have experienced oil/HAZMAT releases.	ESF-10
28.4	Take actions, as appropriate, to stabilize the release and prevent the spread of contamination; conduct environmental cleanup actions, decontaminate buildings and structures, and manage waste.	ESF-10
28.4	Decontaminate and/or clean up infrastructure contaminated by oil/HAZMAT.	ESF-10
28.5	Ensure regulated facilities within the affected area can resume safe operations.	DOI-USDA

References
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Tab 29 to Appendix C-2: Hazardous Materials – Non-Fixed Sites

Purpose: In coordination with the Environmental Protection Agency (EPA), debris, pollutants, and contaminants are assessed and removal and mitigation efforts are started to remove environmental and public risks.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
29.1	Assess nature and extent of the release or spill to determine risks/threats to environment and public health.	▪	▪
29.2	Responsible parties are actively involved in coordinated response with appropriate government entities.	▪	▪
29.3	Initiate appropriate response actions for hazardous material (HAZMAT) release.	▪	▪
29.4	Begin development of long-term recovery plan.	▪	▪
29.5	Manage response actions in accordance/compliance with environmental statutes and regulations.	▪	▪
29.6	Coordinate with other Emergency Support Functions (ESFs) to conduct preliminary Household Hazardous Waste (HHW) assessment.	▪	▪

Critical Considerations
▪

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams

PSMA		
PSMA ID	PSMA Title	Type

Execution Checklist		
Obj. #	Task	Responsibility
29.1	Based on the threat, inventory federal Environmental Response/Health and Safety resources and identify any potential special environmental risks and safety hazards.	ESF-10
29.1	Ready appropriate Environmental Response/Health and Safety resources for deployment in anticipation of support needed by response workers and the general public.	ESF-10
29.1	Contact, as appropriate, local, state, and tribal officials.	ESF-10
29.1	Implement plans to initiate deployment of ESF-10 resources.	ESF-10
29.1	Report plans for environmental radiation monitoring in the event of a radiological release.	ESF-12
29.1	Activate ESF-10 at the regional level to provide coordination, technical assistance, and response for oil/HAZMAT releases.	ESF-10

Execution Checklist		
Obj. #	Task	Responsibility
29.1	Identify high priority environmental protection and cleanup/decontamination requirements.	ESF-10
29.1	Conduct assessment of oil/ HAZMAT releases, which may include sampling and monitoring of air, water, soil, and buildings and other infrastructure.	ESF-10
29.2	Protective clothing/items are procured, stored, issued and distributed in accordance with Occupational Safety and Health (OSHA) procedures, as outlined in the FEMA Region VIII Field Response Personnel Safety Plan.	ESF-7
29.2	Provide technical assistance and support for response and recovery worker access to required personal protective equipment (PPE) and the supplemental distribution of PPE on an ad hoc basis.	ESF-7
29.2	Alert field subject matter experts (SMEs) to provide guidance and technical assistance on the development of interim health and safety guidelines and occupational health risk communications for response workers.	ESF-8
29.2	Collaborate with OSHA and other federal partners in all areas to ensure safety and industrial hygiene assets are aligned to produce consistent, vetted advice and guidance to incident command management.	ESF-8
29.2	Activate federal EPA/ESF-10 resources, as needed, to provide assistance.	ESF-10
29.2	Coordinate with FEMA, state, and tribal partners, as appropriate, in the affected area to determine needs for ESF-10 support and to prioritize requests for assistance.	ESF-10
29.2	Initiate coordination with ESF-10 support agencies and other federal partners, as appropriate.	ESF-10
29.2	Dispatch liaison personnel to the Regional Response Coordination Center (RRCC).	ESF-11
29.2	Coordinate with ESF-3 on the removal of debris (when classified as debris) affecting response efforts.	ESF-11
29.2	Coordinate with ESF-10 on the removal of contaminated debris affecting response efforts when debris is contaminated by oil or HAZMAT.	ESF-11
29.2	Activate and deploy On-Scene Coordinators (OSCs) and other ESF-10 personnel and response assets (e.g., special teams, contractors), as appropriate, to provide expertise in oil/HAZMAT contamination and safe debris removal in coordination with ESF-3.	ESF-10
29.2	Support the identification of safe evacuation and ingress routes and assess the nature and extent of any contamination of transportation infrastructure or routes by oil or HAZMAT in response to ESF-1 mission assignment (MA) or sub-tasking.	ESF-10
29.2	Coordinate with FEMA and local, state, and tribal officials, to provide oil/HAZMAT response.	ESF-10

Execution Checklist		
Obj. #	Task	Responsibility
29.2	Coordinate options for environmental cleanup and waste management with local, state, and tribal governments and other federal partners, as appropriate.	ESF-10
29.3	Provide technical assistance, advice, and support for medical surveillance and monitoring, as required.	ESF-8
29.3	Provide needs assessments and technical assistance, advice, and support for short- and long-term occupational medical care and health services for response workers.	ESF-8
29.3	Utilize predictive modeling data on atmospheric dispersion of contaminants from the Interagency Modeling and Atmospheric Assessment Center (IMAAC), if activated.	ESF-10
29.3	Initiate incident action planning to characterize environmental contamination and contain or stabilize HAZMAT releases.	ESF-10
29.3	Establish incident/unified command structures for incidents involving HAZMAT response.	ESF-10
29.3	Coordinate arrival of decontamination teams.	ESF-10
29.3	Establish ESF-10 incident commands or unified commands with local, state, and tribal environmental response agency partners.	ESF-10
29.3	Provide recommendations and available environmental assessment information to local, state, and tribal officials, as appropriate, to support decisions on evacuation/ingress routes and public protective actions, if applicable.	ESF-10
29.3	Provide environmental response expertise to support ESF-15 public information activities (e.g., developing initial public messaging regarding public health hazards and environmental activities).	ESF-10
29.3	Monitor environmental conditions and response activities and conduct sampling to determine impacts on response efforts.	ESF-11
29.3	Clean up and/or decontaminate transportation infrastructure and routes, as appropriate, if they are contaminated by oil or HAZMAT.	ESF-10
29.3	Coordinate with ESF-3 for management of chemical, biological, radiological, and nuclear (CBRN)-contaminated debris as defined in the FEMA, EPA, and U.S. Army Corps of Engineers (USACE) Memorandum of Understanding (MOU) for Contaminated Debris Management.	ESF-10
29.3	Take actions, as appropriate, to collect household hazardous wastes, monitor disposal of debris, sample and monitor air and water quality, and protect natural resources.	ESF-10
29.3	Be prepared to promote the implementation of Emergency Responder Health Monitoring and Surveillance System (ERHMS) measures at the federal, state, and local public health and incident command levels.	ESF-8
29.4	Initiate health and safety planning for ESF-10 field responders.	ESF-10

Execution Checklist		
Obj. #	Task	Responsibility
29.4	Deploy risk assessment teams to monitor responder health, safety, and resilience, upon request.	ESF-8
29.4	Alert and deploy field SMEs to provide guidance and technical assistance on the development of interim health and safety guidelines and occupational health risk communications for response workers.	ESF-8
29.4	Upon activation of the National Response Framework (NRF) Worker Safety and Health Support Annex (WSHSA), provide technical support and expertise in the characterization of complex, unknown, and/or multiple-contaminant response worker exposures.	ESF-8
29.4	Provide input to the Incident Action Plan (IAP) process and refine identification of high-priority assessment and response objectives.	ESF-10
29.4	Initiate initial high-priority actions to assess, prevent, minimize, or mitigate oil/HAZMAT releases, as possible; assessment may include environmental monitoring and reconnaissance to identify locations of oil/HAZMAT releases and oil/HAZMAT containers.	ESF-10
29.4	Coordinate public information support activities related to environmental hazards and protection measures.	ESF-10
29.5	Assist with environmental compliance.	ESF-11
29.5	Refine health and safety plans for ESF-10 responders and coordinate activities with the NRF WSHSA, as appropriate.	ESF-10
29.5	Provide technical advice on mitigating impacts of contaminants and recommend cleanup actions to minimize damage to sensitive Natural and Cultural Resources and Historic Properties (NCH) resources from response activities.	ESF-11
29.5	Provide technical assistance, guidance, best management practices, and consultation on a wide range of response actions, including guidance on threatened and endangered species.	ESF-11
29.6	Provide environmental consultation, as appropriate.	ESF-11
29.6	Activate appropriate ESFs at the national and regional levels to provide coordination, technical assistance, and response to environmental/health and safety response.	ESF-5
29.6	Coordinate scientific input regarding the environmental response from local, state, tribal, federal, private, and academic entities.	ESF-10
29.6	Implement emergency environmental compliance and consultation requirements for threatened Natural and Cultural Resources and Historic Properties (NCH), in accordance with the programmatic agreement on protection of historic properties during emergency response under the NCP.	ESF-10
29.6	Manage, monitor, and/or provide technical advice in the demolition and subsequent removal and disposal of buildings and structures contaminated with CBRN elements, in consultation with ESF-10.	ESF-3

Execution Checklist		
Obj. #	Task	Responsibility
29.6	Be prepared to evaluate the need for long-term epidemiological follow-up, dose reconstruction, and medical monitoring of response and recovery workers.	ESF-8
29.6	Continue federal public/environmental health assistance and the coordination and integration with worker health and safety support operations; consider demobilization of ESF-8/Health and Human Services (HHS) assets when mutually sanctioned pre-identified triggers and/or thresholds have been reached.	ESF-8
29.6	Coordinate with local, state, and. tribal government to determine how environmental response activities integrates with recovery actions and how the environmental cleanup decision-making process should be coordinated with recovery decision-making regarding large-scale environmental contamination incidents.	ESF-10
29.6	Finalize plans to transition of ESF-10 federal actions to local, state, and tribal entities.	ESF-10
29.6	Begin the transition to short-term recovery activities associated with the stabilization of NCH resources and the removal or control of contaminants.	ESF-11

References
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Appendix C-3: Planning Section

1 Execution

The State Emergency Operations Center (SEOC) coordinates state and federal planning efforts as well as planning needs and activities within affected counties and cities. As a credible threat develops, the FEMA Region VIII Watch maintains situational awareness in coordination with State Liaison Officers. If the situation escalates, the Response Division Director, in coordination with the Regional Administrator, may decide to activate the Regional Response Coordination Center (RRCC) and deploy the Incident Management Assistance Team (IMAT). Upon activation of the RRCC, situational awareness and reporting transfers from the FEMA Region VIII Watch to the RRCC. The RRCC supports initial resource requests from the state and maintains operational control until the FEMA Region VIII IMAT can assume command. The RRCC Planning Section focuses on reviewing the FEMA Region VIII All-Hazards Plan (AHP) and any other relevant regional plans, to ensure response activities are aligned with pre-disaster planning efforts. Upon request, a State Liaison Officer integrates into state operations and supports initial response activities as needed.

Following a Presidential Disaster Declaration, if not previously deployed, the IMAT deploys to establish a Joint Field Office (JFO) and supports the Unified Command (UC). Branch/Division Offices are established in the area of operations, as required and in coordination with the state. The IMAT Planning Section initiates coordination with local, state, and tribal jurisdictions to conduct adaptive planning. The IMAT Planning Section works to establish and implement the Incident Action Planning Cycle. Essential Elements of Information (EIs) and Critical Information Requirements (CIRs) are also identified and used to support the development of the Information Collection Plan (ICP). Information is then validated and used as intelligence to support senior leadership decision making.

Table C-3-1: Execution Checklist

Execution Checklist		
Obj	Task	Responsibility
	Review applicable response plans and standard operating procedures (SOPs).	All
	Inventory resources and pre-deploy assessment teams to staging areas, as required.	All
	Participate in incident action planning, adaptive planning, functional planning, and other efforts to support responders and protect survivors.	All
	Participate in the development of planning efforts that facilitate the transition from response activities to intermediate and long-term recovery activities.	All
	Coordinate with other Emergency Support Function (ESF) adaptive planning efforts to provide access into the affected area for response personnel to allow delivery of critical services to both survivors and response personnel.	ESF-1
	Develop and implement, in concert with state and federal partners, contingency air traffic and airspace management measures (e.g., temporary flight restrictions).	ESF-1

Execution Checklist		
Obj	Task	Responsibility
	Provide transportation planning assistance to states for the evacuation of survivors, including individuals with disabilities and others with access and functional needs.	ESF-1
	Provide planning assistance to states for the evacuation of household pets.	ESF-1
	Identify temporary alternative transportation solutions and associated support systems.	ESF-1
	Pre-position communications assets as required to support anticipated response effort.	ESF-2
	Support planning for governmental emergency responders to provide restoration of communications capabilities.	ESF-2
	Participate in Industry National Coordination Call regarding restoration of private sector communications assets.	ESF-2
	Coordinate with the activities of private sector entities in the restoration of their communications resources to provide accessible communications to both responders and survivors.	ESF-2
	Participate with the private sector in developing Incident Action Plans (IAPs) related to the restoration of private sector communications assets.	ESF-2
	Develop plans to ensure appropriate personnel, teams, and materiel are placed in alert status.	ESF-3
	Coordinate all adaptive and functional U.S. Army Corps of Engineers (USACE) plans and their execution to dispatch teams and resources, including adjusting plans in place for providing additional personnel and materiel.	ESF-3
	Implement existing interagency plans using the national firefighting mobilization system to provide personnel, equipment, and supplies.	ESF-4
	Implement existing interagency plans utilizing the national firefighting mobilization system to provide personnel, equipment, and supplies in support of local, state, tribal, territorial, and insular area agencies involved in wildland, rural, and urban firefighting operations.	ESF-4
	Develop the Information Collection Plan (ICP).	ESF-5
	Establish contact with states, federal partners, and the National Response Coordination Center (NRCC).	ESF-5
	Gain situational awareness. Convene affected ESFs and establish a common operating picture (COP).	ESF-5
	Assess critical needs and planning priorities for state partners (ensure survivor-centric).	ESF-5
	Select and tailor applicable pre-scripted mission assignments (PSMAs).	ESF-5
	Conduct continuous adaptive planning to facilitate a coordinated response to the incident.	ESF-5
	Conduct planning and analysis efforts to identify and employ resources to support response and recovery operations.	ESF-5

Execution Checklist		
Obj	Task	Responsibility
	Identify impacted areas and begin to establish coordination and planning with other federal departments and agencies at both the national and regional levels.	ESF-5
	Increase RRCC activation level, as required.	ESF-5
	Deploy FEMA Region VIII planning and situational assessment staff with IMAT staff.	ESF-5
	Integrate federal assessments and planning with local, state, and tribal governments.	ESF-5
	Coordinate adaptive planning to include Regional Support Plans (RSP), IAPs, and Area Operational Plans (AOP) in order to facilitate response actions and the delivery of critical resources to the disaster area.	ESF-5
	Facilitate interagency information sharing and planning activities through modeling systems, geospatial products, information systems, and infrastructure analyses to gain a shared situational awareness and understanding for decision making.	ESF-5
	Provide informational planning data through the Transportation and Movement Coordination Group and its partners.	ESF-5
	Transfer planning responsibilities to the JFO upon obtaining operational status.	ESF-5
	Update and adapt incident objectives.	ESF-5
	Provide RRCC planning support to IMAT staff and the Federal Coordinating Officer (FCO), as requested.	ESF-5
	Adapt existing mass care plans and develop additional plans to provide mass care services to survivors, including individuals with disabilities and others with access and functional needs, populations with limited English proficiency, and racially- and ethnically-diverse communities.	ESF-6
	Develop a donations strategy and voluntary agency plan.	ESF-6
	Plan for the evacuation of survivors who exceed the capacity of existing or projected shelter spaces, when appropriate.	ESF-6
	Develop operational plans at the local, state, and tribal levels.	ESF-6
	Assess and quantify projected housing needs, including needs for accessible housing.	ESF-6
	Develop a preliminary temporary housing plan, including a plan for accessible housing.	ESF-6
	Develop and implement crisis-counseling plan for responders and survivors.	ESF-6
	FEMA IMAT Planning Branch adapts existing plans for logistical support to responders and survivors and promulgates IAPs for each operational period.	ESF-7
	Initiate actions to coordinate funding for resources and transport.	ESF-7

Execution Checklist		
Obj	Task	Responsibility
	Coordinate planning with the Logistics Management Center, Logistics Management/Resource Support Section (LM/RSS) Plans Section, and LM/RSS Planning Team, as required.	ESF-7
	Develop and implement plans for the delivery of critical resources to responders and survivors.	ESF-7
	Review plans for the deployment of Health and Human Services (HHS)/ESF-8 teams and services. Conduct adaptive and functional planning to expedite deployment for operations support.	ESF-8
	Plan for immediate operations support (medical/public and environmental health/behavioral health) for individuals with acute needs, including those who may also have disabilities or other access and functional needs.	ESF-8
	Coordinate technical assistance and operations support planning with jurisdictional authorities and federal ESF-8 partners for medical and veterinary care, public and environmental health, behavioral health, and fatality management activities.	ESF-8
	Coordinate operations support planning with jurisdictional authorities and federal ESF-8 partners for medical evacuations, including planning for the return of patients following the incident.	ESF-8
	Review and implement deployment plans for search and rescue (SAR) teams.	ESF-9
	Initiate incident action planning for on-scene operations.	ESF-9
	Develop IAPs for each operational period for SAR operations.	ESF-9
	Implement plans to initiate deployment of ESF-10 resources.	ESF-10
	Initiate incident action planning to characterize environmental contamination and contain or stabilize hazardous materials (HAZMAT) releases.	ESF-10
	Identify high priority environmental protection and cleanup/decontamination requirements.	ESF-10
	Initiate plans for the protection of Natural and Cultural Resources and Historic Properties (NCH), as appropriate.	ESF-10
	Provide nutrition assistance; respond to animal and agricultural health issues; provide technical expertise; coordinate and support animal and agricultural emergency management; ensure the safety and defense of the Nation's supply of meat, poultry, and processed egg products; and ensure the protection of Natural and Cultural Resources and Historic Properties (NCH).	ESF-11
	Implement existing plans and provide adaptive planning to address conditions identified through situational assessment. Provide functional planning for the delivery of animal- and agriculture-specific expertise.	ESF-11
	Initiate plans to assess conditions for cultural resources, including museums, archives, historic structures, and archaeological sites, as appropriate.	ESF-11
	Provide environmental consultation as appropriate.	ESF-11

Execution Checklist		
Obj	Task	Responsibility
	Coordinate with private sector energy owners and operators and assist local, state, and tribal governments in developing and refining their energy emergency assurance prioritization and restoration plans.	ESF-12
	Review and implement plans for Federal Law Enforcement Officer (FLEO) deployment.	ESF-13
	Review and execute plans for provision of proper law enforcement (LE) authorities.	ESF-13
	Execute Assessment Team activation plans.	ESF-13
	Coordinate with federal LE agencies to execute plans to deploy personnel.	ESF-13
	Coordinate the development of on-scene safety and security plans for each type of facility requiring such services, including shelters and critical infrastructure.	ESF-13
	Provide assistance to maintain the peace and protect civil rights.	ESF-13
	Review plans and coordinate Public Information and Warning activities for the delivery of information, status reports, and advisories to responders and survivors.	ESF-15
	Develop and implement incident-specific messaging plans.	ESF-15
	Execute ESF-15 staffing plans; adjust as needed.	ESF-15
	Assist in the planning process by providing information about the status of public releases.	ESF-15
	Coordinate planning activities with local, state, tribal, and federal government entities regarding the status of response activities and advisories to survivors.	ESF-15

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Appendix C-4: Finance Section

1 *Purpose*

Appendix C-4 describes the specific situations impacting the operational Finance Section if established.

2 *Execution*

The Finance and Administration Section is responsible for all financial and cost analysis aspects of an incident and for supervising members of the section. Responsibilities include:

- Working closely with the Incident Command (IC)/Unified Command (UC) in estimating, tracking, and approving all incident expenses.
- Monitoring and coordinating funding from multiple sources.
- Ensuring that all appropriate rules and laws are complied with regarding spending.

Requirements and procedures for Execution are established in the Base Plan of the FEMA Region VIII All-Hazards Plan (AHP).

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Annex D: Logistics

1 *Concept of Logistics Support*

The concept of logistics support is a concept of resource support. Logistics resources and services support disaster response operations. Resource availability, accessibility, and distribution aid impacted populations and affected communities. Services (e.g., transportation, lodging, sanitation, communication, etc.) are essential for community stabilization and for disaster responders to effectively perform response missions.

1.1 State Annexes

The FEMA Region VIII concept of resource support is available via the WebEOC File Library, in the folder entitled “R8 Logistics All Hazards” at:
<https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

Annex D does not yet include state annexes nor logistics portions of state plans. However, if FEMA Region VIII states share these documents, they will be uploaded to the WebEOC “R8 Logistics All Hazards” folder.

2 *Logistics Supply Chain and Resources*

During FEMA Region VIII disaster response, Logistics personnel work to quickly establish a Logistics Supply Chain for resource distribution to disaster survivors. Figure D-1 depicts Logistics Supply Chain actions and staging nodes. During large event responses, FEMA could initiate this chain prior to declaration, and Logistics could adjust the chain according to state and incident specifics.

Federal and state coordination is essential for resource movement from federal nodes, such as Distribution Centers (DCs), Incident Support Bases (ISBs), and Federal Staging Areas (FSAs), to state nodes such as State Staging Areas (SSAs), County Staging Areas (CSAs), and Commodity Points of Distribution (C-PODs).

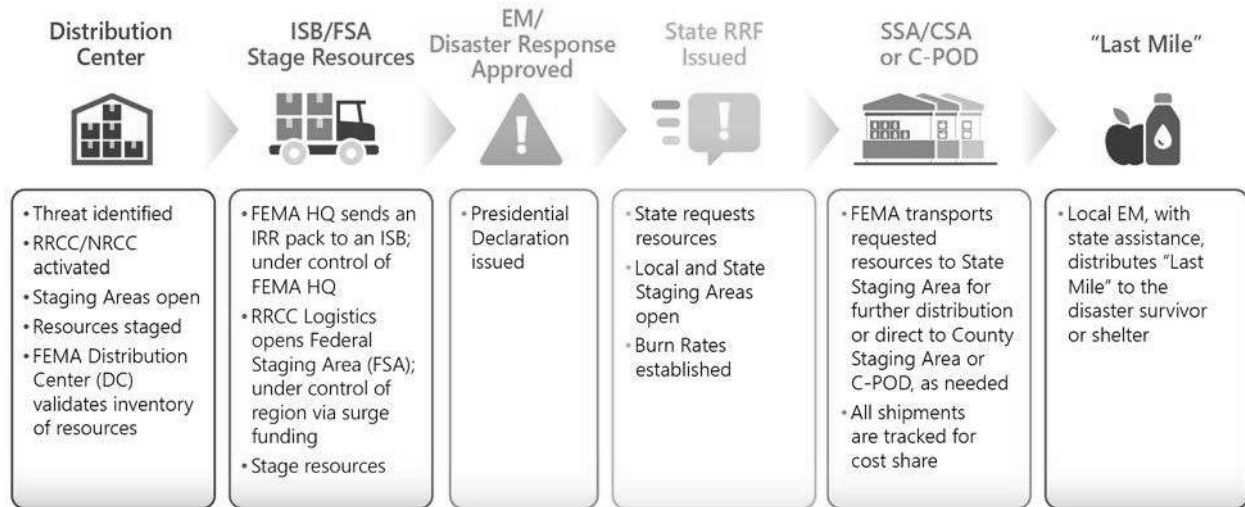


Figure D-1: FEMA Logistics Supply Chain with Federal and State Staging Nodes

2.1 Resource Staging

As described in Base Plan Section 4.2, Concept of Resource Support, the FEMA Logistics Supply Chain is activated to distribute resources to impacted communities and stabilize Lifelines. Section 4.2 includes Figure BP-11, another depiction of the Logistics Supply Chain.

2.1.1 Pre-Identified Sites

FEMA Region VIII Logistics staff, with state and tribal coordination, have visited and pre-identified potential staging sites. Regional and local Logistics personnel continue conversations to update the list of potential ISBs and FSAs, to document state/local logistics hubs, and to address supply gap solutions via partnerships with state agencies, other federal agencies (OFAs), non-governmental organizations (NGOs), and private sector industries.

Table D-1 lists FEMA Region VIII potential staging sites, as of publication date. This table includes sites which have been visited and favorably evaluated for staging use, even if memoranda of agreement (MOAs) or License Use Agreements (LUAs) have yet to be established. The table also includes sites such as airports that may only be suited for air operations, and sites not yet visited nor evaluated for staging.

Refer to the expanded version of the table, via the WebEOC File Library, in the folder entitled "R8 Logistics All Hazards" at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

Table D-1: FEMA Region VIII Potential Staging Sites

COLORADO	City	Acres	Use	Visited	MOA	REC	Assessment	Notes	Type
Ft. Carson	Fountain	TBD	Ground						
Peterson Air Force Base (AFB)	Colorado Springs	TBD	Air and Ground						
Buckley AFB	Aurora	TBD	Ground						
MONTANA	City	Acres	Use	Visited	MOA	REC	Assessment	Notes	Type
Malmstrom	Great Falls	TBD	Air and Ground						
NORTH DAKOTA	City	Acres	Use	Visited	MOA	REC	Assessment	Notes	Type
Grand Forks AFB	Grand Forks	TBD	Air and Ground						
Minot AFB	Minot	TBD	Air and Ground						
SOUTH DAKOTA	City	Acres	Use	Visited	MOA	REC	Assessment	Notes	Type
Ellsworth AFB	Rapid City	TBD	Air and Ground						
UTAH	City	Acres	Use	Visited	MOA	REC	Assessment	Notes	Type
Ogden-Hinckley Airport	Ogden	TBD	Air and Ground						ISB
Tooele Army Depot South	Tooele	TBD	Ground						FSA
Wendover Airport	Wendover	200	Air and Ground						ISB
Washington County Regional Park	Hurricane	13	Ground						ISB
Salt Lake Fair Grounds	South Jordan	21	Ground						FSA
Brigham Young University (BYU) Stadium	Provo	10	Ground						FSA
Tremonton Fairgrounds	Tremonton	18	Ground						FSA
Nephi Fairgrounds	Nephi	9	Ground						FSA

WYOMING	City	Area ge	Use	Visited	MOA	REC	Assessment	Note s
FE Warren AFB	Cheyenne	TBD	Ground					

2.2 Resource Requirements

2.2.1 Resource Request and Tracking

Typically, disaster resource requests are for goods, services, or personnel to mitigate identified shortfalls. The state, local, tribal, and/or territorial (SLTT) or FEMA Incident Management Assistance Team (IMAT) generates the resource request for federal assistance. These requests are documented and tracked using a Resource Request Form (RRF), which is FEMA Form 010-0-7. On the form, a requestor describes a prioritized need and identifies key contacts to help meet the need or fulfill the requirement. All RRFs are tracked in WebEOC, through which request status updates and reports can be generated.

Per Jeff Byard, Associate Administrator for the Office of Response and Recovery in a memo signed and implemented on August 12, 2019, FEMA does not accept the return of unused or unneeded commodities that have been officially requested and accepted by an SLTT government. Additionally, the SLTT is responsible for redirecting or disposing of any remaining unused inventory.

2.2.2 Resource Funding

For each funding requirement, a FEMA Form 143-0-1 must be submitted and approved, and a FEMA Form 146-0-2 must be processed to permit funding. All 143-0-1 and 146-0-2 documents are generated in the Enterprise Coordination and Approvals Processing System (eCAPS). The FEMA Logistics Ordering Unit requests that FEMA Headquarters (HQ) Information Technology (IT) implement the disaster SharePoint for the Single Point Order Tracking (SPOT) process, which ensures efficient turnaround on funding requests to establish service contracts and supply/equipment orders.

2.2.3 Adjudicating Resources

The adjudication of resources across regions and disasters is coordinated between the National Response Coordination Staff (NRCS) Chief and Logistics Section Chief (LSC). This is done in consultation with Regional Response Coordination Center (RRCC) Chiefs and the Regional Administrator (RA).

In the event of multiple simultaneous disasters across states in one region, the RRCC plays an integral role in the adjudication and sharing of resources throughout the region. This is done in coordination with the Federal Coordinating Officer (FCO).

When an RRCC capability does not exist (i.e., deployed staffing), the National Response Coordination Center (NRCC) Chief coordinates with regional Joint Field Office (JFO) leadership to meet incident support needs.

2.3 Resource Distribution Management

FEMA Logistics stages commodity resources at ISBs and/or FSAs in quantities based on deliberate plans and determinations from daily resource calls between Logistics and Operations leadership. Staged commodities may be retained on ISBs and/or FSAs until disaster declarations are formalized and state-submitted Resource Request Forms (RRFs) are approved. Once approved, Logistics coordinates commodity delivery to state and local staging areas and/or C-PODs.

Logistics staff should collaborate with Emergency Support Function (ESF)-6, Mass Care, and Voluntary Agency Liaisons (VALs) to ascertain support from Voluntary Organizations Active in Disasters (VOADs). VOADs often manage commodity donations from outside sources, which Mass Care may utilize in conjunction with commodity requests processed through FEMA Logistics.

Also, Logistics should collaborate with ESF-14, Cybersecurity and Infrastructure Security Agency (CISA), and the Private Sector Liaison to determine private sector capabilities. ESF-14 and private sector capabilities may reduce the need to order, stage, and distribute certain resources, services, and commodities.

2.3.1 State Distribution Management Plan

As of fiscal year (FY) 2019, each Emergency Management Performance Grant (EMPG) recipient is required to develop and maintain a Distribution Management Plan (DMP) as an annex to the Emergency Operations Plan. While FEMA may support state requirements and augment state capacities, each state is responsible for establishing and executing its DMP. State-designed distribution is essential as states may acquire and distribute resources, services, and commodities without the need for federal support.

For DMP information, refer to the Distribution Management Planning Guide via the WebEOC File Library, in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

2.4 Resource Transportation

FEMA Logistics manages disaster response resource transportation. During FEMA Region VIII incidents, on-site Logistics personnel coordinate with the RRCC, HQ Logistics personnel, and/or NRCC.

For additional information, refer to the FEMA Transportation Management Guide, via the WebEOC File Library in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

2.4.1 Movement Control

A Movement Control Cell (MCC) usually operates in the NRCC and is responsible for all NRCC strategic disaster movements for federal agencies, private organizations, and NGOs.

A Movement Control Unit (MCU) usually operates in the RRCC and provides incident specific transportation for resources/personnel passing through Personnel Mobilization Centers (PMCs), staging areas (ISBs and FSAs), and other locations determined by operational requirements.

A Movement Control Team (MCT) usually operates in the field, manages transportation throughput, and provides oversight of FEMA equities at transportation nodes.

2.4.2 Ground Transportation

The Transportation Management Element coordinates the interagency transportation of commodities, teams, and equipment into an incident area in accordance with the published movement schedule or theater distribution plan.

During disaster response, FEMA relies heavily upon the commercial sector to provide a variety of ground transportation support functions. Individual contracts are established to support movement operations. FEMA Movement Coordination Center (MCC) provides relevant transportation data from deliberate and incident plans, field requests, and internal Essential Elements of Information (EEIs) regarding route conditions, marshaling areas, staging areas, and across incident areas.

Further guidance may be found through state coordination with the Department of Transportation (DOT) and the Mobile Solution for Assessment and Reporting (MSAR) application. Also, refer to both the FEMA Region VIII All Hazards Transportation Analysis document and Critical Transportation Routes document via the WebEOC File Library, in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

2.4.3 Air Transportation

Air operation requirements may include evacuations, search and rescue, firefighting, and damage assessments. If requirements dictate the need for airlift support, the MCC airlift manager reviews available capabilities through commercial carriers and interagency partners. If commercial options are feasible, the National Response Coordination (NRC) Branch coordinates requirement support. If interagency partner airlifts are used, the NRCC and/or RRCC issues Mission Assignments (MAs).

Refer to the FEMA Region VIII All Hazards Transportation Analysis document via the WebEOC File Library, in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

2.4.4 Maritime Transportation

Not applicable to FEMA Region VIII due to geographical location.

2.4.5 Rail

The Transportation Management Element coordinates the interagency transportation of commodities, teams, and equipment into an incident area in accordance with the published movement schedule or theater distribution plan.

During disaster response and during disaster retrograde, FEMA relies heavily upon the commercial sector to provide a variety of rail and intermodal transportation support functions. Individual contracts are established to support movement operations. FEMA MCC provides relevant transportation data from deliberate and incident plans, field requests, and internal EEIs for route conditions, marshaling areas, staging areas, and across incident areas.

Refer to the FEMA Region VIII All Hazards Transportation Analysis document, via the WebEOC File Library, in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

2.4.6 Specialty Vehicle

High water vehicles and/or other specialty vehicles may be necessary for onward movement across difficult terrain. FEMA may process requests for such vehicles via Mission Assignments, typically coordinated with the military.

3 Fuel Support

FEMA Logistics supports fuel missions if an SLTT requirement exists for fuel support of public safety measures (e.g., local responder vehicles, evacuations) and/or services (e.g., transportation, critical infrastructure generator power). FEMA coordination with SLTT governments may leverage the private sector and/or the Defense Logistics Agency (DLA) to fulfill a fuel requirement. States may include fuel distribution in their Distribution Management Plans.

If a federal requirement exists for responder fuel support, DLA Energy provides fuel/bulk propane support and services to FEMA via an established Contingency Fuel Contract. Depending upon fuel delivery (e.g., rail, road) and disbursement methods (e.g., fixed, mobile), FEMA Logistics assists with disbursement location identification, security coordination, and staff support.

For further information, refer to the FEMA Fuels Services Guide via the WebEOC File Library, in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

3.1 Generator Support

Logistics fuel mission support may include acquisition and delivery of generator fuel.

FEMA maintains an inventory of generators ranging from 15Kw to 750Kw which are configured in Initial Response Resources (IRR) packages. Logistics ideally coordinates with private sector suppliers to augment and/or replace the initial use of FEMA generators. Often, leases with private sector suppliers can fully support response missions with small scale power requirements. Usually, private sector suppliers are the main source of large capacity generators (e.g., >750Kw). All private sector leases should include support services, such as generator installment and maintenance.

4 Facilities Support

Logistics is responsible for response facility arrangements, including JFOs, Area Field Offices (AFOs), Disaster Recovery Centers (DRCs), Responder Lodging Camps, and staging yards (staging sites discussed in Section 2). Logistics coordinates with Operations and Planning, General Services Administration (GSA), state and county leadership, private and commercial property owners, and other stakeholders to identify potential facility locations. FEMA may mission assign (MA) the GSA to assist with site searches and leases. Logistics initiates facility inspections and manages use agreements such as memoranda of agreement (MOAs) and License Use Agreements (LUAs).

Once leadership confirms facility use, Logistics manages workspace layouts based upon staffing levels, conducts facility workspace setups, and maintains facility support services. Services include, though are not limited to: Information Technology functions, printers, photocopiers, office supplies, janitorial services, and maintenance.

When missions conclude, based upon leadership decisions, Logistics oversees facility closures.

For further information, refer to the Disaster Facilities Setup Guide via the WebEOC File Library in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

4.1 Facilities

4.1.1 Initial Operating Facility (IOF)

During initial response, FEMA may utilize an IOF temporarily while working to establish a JFO. IOFs are frequently co-located with state Emergency Operations Centers (EOC) or located near state offices.

4.1.2 Joint Field Office (JFO)

A JFO is the primary response facility, often the base of operations where FEMA leadership and staff work near to the response area. Logistics often establishes workspaces in JFOs for state representatives and other governmental response entities, such as the United States Army Corps of Engineers (USACE) and Small Business Administration (SBA).

4.1.3 Disaster Recovery Center (DRC)

DRCs are operated by Individual Assistance (IA) as points of service for disaster survivors. Logistics supports IA by coordinating DRC identification, inspection, acquisition, workspace setup, support services, and closures.

4.1.4 Responder Lodging Camps

IMAT Logistics and FEMA Region VIII Logistics determine responder lodging needs, including requirements for Responder Support Camps (RSCs). If the region requests Headquarters (HQ) support, the Office of Chief Administrative Officer (OCAO) Disaster Support Branch (DSB) becomes responsible for managing, coordinating, sourcing, and integrating responder lodging solutions for field needs. DSB deploys responder lodging personnel to work alongside regional and field Logistics personnel.

Regional Logistics may assist with site identification and develop Task Order Proposal Requests (TOPRs) for existing regional contracts or the leveraging of national contract capabilities.

For further information, refer to Responder Support Camp documents via the WebEOC File Library in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

4.2 Logistics Information Services

During response activities, the Logistics Section includes Information Technology (IT). IT staff develop and manage communication services and provide support for response staff in all locations. IT is prepared to deploy with a Plum Case or the FEMA Region VIII version of the Plum Case (mobile data communications kit), satellite phones, print capability, and additional equipment.

IT also coordinates with the Mobility Service Center (MSC) and Disaster Information Systems Clearinghouse (DISC) to ensure that equipment and services (e.g., OneNet circuits for FEMA network access, broadband public internet access, and phone lines) are delivered and installed by dates determined by Logistics and Operations leadership.

5 Housing Support

FEMA Logistics supports a Direct Housing mission if requested by Operations and Individual Assistance (IA). Regional Logistics then coordinates Manufactured Housing Unit (MHU) contracts and executes support services including, though not limited to:

- Establishing and managing MHU staging yards.
- Managing MHU inventory.
- Determining installment site feasibility.
- Coordinating commercial site acquisition.
- Coordinating private site use.
- Arranging for development of group sites.
- Initiating site improvements.
- Implementing MHU haul and install contracts.
- Overseeing unit maintenance, deactivation, disposition, and disposal.

Critically, Logistics is responsible for ensuring that site identification and MHU placements comply with all applicable federal environmental policy and floodplain management regulations, as well as state and local codes and ordinances. Also, Logistics facilitates review of fiscal requirements in support of Direct Housing missions.

For further information, refer to the Direct Housing Guide and the LOGHOUSE Contract via the WebEOC File Library in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

6 Support to Other Missions

FEMA Logistics supports other missions not described above, and Regional Logistics coordinates with State Logistics regarding Personnel Mobilization Centers, evacuation support, and shelter support.

6.1 Personnel Mobilization Centers

Per FEMA Personnel Mobilization Center (PMC) Standard Operating Procedures (SOP), each region develops a region-specific PMC Annex to the SOPs. Logistics coordinates PMC identifications, inspections, and contracts, and manages workspace setups, support services, and closures.

For further information, refer to FEMA Region VIII PMC Annex via the WebEOC File Library, in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

6.2 Evacuation Support

State and tribal leadership are responsible for evacuation operations. FEMA Logistics may support evacuation activities with national transportation contracts, commodity distribution, evacuation tracking, and/or Points of Embarkation (POEs) and Points of Debarkation (PODs) support staff.

6.3 Shelter Support

If IA establishes Mass Care shelter operations and service requirements exceed SLTT capabilities, FEMA Logistics may support shelter missions. Logistics may order, stage, and deliver Commonly Used Shelter Items (CUSI) including though not limited to:

- Hygiene Kits
- Cots
- Blankets
- Bulk Food

- Bulk Water
- Infant & Toddler Items (Diapers, Formula, etc.)
- Durable Medical Equipment
- Pet Food
- Pet Supplies

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Appendix D-1: Logistics Federal Staffing

Appendix D-1 presents Logistics staffing plans for level three and level two incidents.

FEMA Region VIII is committed to supporting regional level three incidents with regional staff. However, when multiple incident responses overlap, competing staffing requirements exist, or incidents exceed level three, additional staffing may be required.

Level three incident staff are listed in the left columns in the following tables and are shown in black text.

Level two incident staff additions are listed in the right columns and shown in blue text for Regional Response Coordination Center (RRCC) and Incident Management Assistance Team (IMAT) rosters.

1 *Regional Response Coordination Center (RRCC)*

Table D-1-1: RRCC Activation Staffing

Activation Staffing at the RRCC	
Level Three Staff	Level Two Staff Additions
Logistics Section Chief	Deputy Logistics Section Chief
Service Branch Director	External Support Branch Director
Support Branch Director	Communications Unit Lead
Ordering Manager	Responder Support Unit Lead
Information Technology (IT) Service Manager	Transportation Unit Lead
IT Specialist	Logistics Planning Unit Lead
General Services Administration Liaison	Federal Staging Unit Lead
Accountable Property Manager	Facilities Unit Lead
Logistics Supply Chain Management Systems (LSCMS) Manager	LSCMS Specialist
	Defense Logistics Agency

2 *Incident Management Assistance Team (IMAT)*

Table D-1-2: IMAT Initial Deployment Staff

IMAT Initial Deployment Staff	
Level Three Staff	Level Two Staff Additions
IMAT Logistics Section Chief	LSCMS Specialist (Deploy 2 to IOF/JFO)
Deputy Logistics Section Chief, Initial Operating Facility (IOF)/Joint Field Office (JFO)	
IMAT External Support Branch Director	
IMAT Service Branch Director	
IMAT Support Branch Director	
Ordering Unit Leader	
Communications Unit Lead	

IMAT Initial Deployment Staff	
Level Three Staff	Level Two Staff Additions
Accountable Property Manager	
General Services Administration Liaison (Mission Assign 2 to IOF/JFO)	

3 Federal Staging Area (FSA) Management Team

Level two incident staff additions (if deployed for level three incidents, list tailored appropriately):

Table D-1-3: FSA Level Two Staff Additions

FSA Level Two Staff Additions
FSA Manager
Deputy FSA Manager
Ground Support Unit Leader
Ground Support Specialist
Ground Support Team (Deploy 15 Reservists)
Transportation Unit Leader
Transportation Specialist
Ordering Manager
Research & Development Specialist
Fuel Manager (If fuel mission)
Commodity Point of Distribution Monitors (Estimate 12)
Accountable Property Manager Lead
Accountable Property Manager (Inventory)
LSCMS Manager
LSCMS Specialists (x3)
Resource Unit check-in/out Specialist (determined by Planning)
Network Manager (determined by IT)

4 Personnel Mobilization Center Initial Support Staffing for Reception, Staging, Onward Movement, and Integration (RSOI)

Table D-1-4: PMC RSOI Level Three Potential Staff

PMC RSOI Level Three Potential Staff
Logistics Liaison
Facility Manager
Network Manager
IT Specialist (Three)
Accountable Property Manager
Ordering Unit Leader

PMC RSOI Level Three Potential Staff
Ordering Specialist
Logistics Specialist (Three)
Logistics Specialist (Two ground support)

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Appendix D-2: Logistics Execution Checklist

Appendix D-2 presents this execution checklist to be completed in conjunction with the **Logistics Lines of Effort** tabs provided in **Appendix D-6**, and as requirements arise, rather than in strict sequenced order.

Table D-2-1: Logistics Execution Checklist

Logistics Execution Checklist
<p>Activate Regional Response Coordination Center (RRCC).</p> <ul style="list-style-type: none"> ▪ Deploy RRCC staff and request FEMA Headquarters (HQ) supplemental staff if needed. ▪ Deploy Incident Management Assistance Team (IMAT) to the state Emergency Operation Center (EOC) to refine potential support requirements and anticipated resource needs.
<p>Initiate coordination with affected state Department of Emergency Management Logistics.</p>
<p>Deploy initial Logistics staff to identify, set up, and support multiple facilities as needed:</p> <ul style="list-style-type: none"> ▪ Initial Operating Facility (IOF) ▪ Joint Information Center (JIC) ▪ Incident Support Base (ISB) and/or Federal Staging Area (FSA) ▪ Responder Support Camp (RSC) ▪ Joint Field Office (JFO) ▪ Area Field Office (AFO) ▪ Disaster Recovery Center (DRC)
<p>Consider requesting HQ staff for active staging yard:</p> <ul style="list-style-type: none"> ▪ FEMA ISB Team with cache equipment if needed ▪ Movement Control Unit (MCU) ▪ Comptroller and other personnel required for ISB/FSA operations
<p>Consider deploying Mobile Communications Office Vehicles (MCOVs) to support IMAT/field operations.</p>
<p>For Responder Support Camp:</p> <ul style="list-style-type: none"> ▪ Coordinate with Office of Chief Administrative Officer (OCAO) regarding Task Order Proposal Requests (TOPRs). ▪ Activate RSC support contracts, ensuring inclusion of services (e.g., portable toilets, dumpsters, feeding stations, hand washing stations, generator fuel).
<p>Coordinate with National Response Coordination Center (NRCC) and IMAT regarding state Resource Request Forms (RRFs).</p> <ul style="list-style-type: none"> ▪ Verify pre-positioned resources. ▪ Stage transportation assets, teams, and commodities at ISB and/or FSA.

Logistics Execution Checklist
Deploy Logistics Supply Chain Management System (LSCMS) personnel to request Initial Response Resources (IRRs) and additional event-specific resources including, though not limited to: <ul style="list-style-type: none">▪ Generators▪ Water (trailers)▪ Meals (trailers)▪ Tarps/Sheeting (trailers)▪ Commonly Used Shelter Items (CUSI)▪ Infant/Toddler Kits (I/T Kits)▪ Accountable property shipments from Disaster Information Systems Clearinghouse (DISC) to established facilities and staging yards
Coordinate with U.S. Army Corps of Engineers (USACE) for generator installments based upon state requests.
Coordinate with Government Services Administration (GSA) for JFO lease (estimated at 200K sq ft). <ul style="list-style-type: none">▪ Plan for space provision for state personnel and other federal agencies (OFA).
Request deployments of Security and Safety personnel to all facilities and staging yards.
Coordinate with HQ on FEMA ambulance contract and activate of Technical Monitors to support operations.
Coordinate with HQ for bus support contract and Transportation Management System (TMS) activation of Technical Monitors to support operations.
Logistics External Support Branch coordination with Emergency Support Function (ESF) partners: <ul style="list-style-type: none">▪ ESF-1 and ESF-6: Determine evacuation transportation needs.▪ ESF 6: Clarify needs for CUSI, I/T Kits, and Durable Medical Equipment (DME).▪ ESF 6: Determine possible warehouse lease for donation storage.▪ ESF-8: Confirm special needs sheltering and other service gaps (e.g., oxygen cylinders, medical waste disposal).▪ ESF-11 Confirm pet evacuation needs (e.g., cages, supplies, shelters).
Execute Pre-scripted Mission Assignments (PSMA) and/or Inter-Agency Agreements (IAAs) with: <ul style="list-style-type: none">▪ ESF-3: Temporary Emergency Power Planning and Response Team for power missions.▪ ESF 3: Structural Engineers and Facility Survey Teams.▪ ESF-7: GSA Leasing and Customer Service Directors (CSDs).▪ ESF-4: U.S. Forest Service staff to serve as Commodity Point of Distribution (C-POD) Monitors if support requirement anticipated or Logistics Management Specialists are not available.▪ For fuel missions, coordinate with HQ Logistics on Defense Logistics Agency (DLA) Contingency Fuel Contract.
Confirm State Staging Areas (SSA) and Commodity Points of Distribution (C-POD) locations. <ul style="list-style-type: none">▪ Coordinate with the state and National Guard to refine distribution plans and C-POD staffing needs.▪ Consider deploying FEMA staff to track federal commodities and serve as C-POD Monitors.
Coordinate with FEMA Operations to continue commodity replenishments: <ul style="list-style-type: none">▪ Supporting state per approved requirements▪ Supporting federal responders

Appendix D-3: Private Sector Coordination

Appendix D-3 presents FEMA Logistics coordination with private sector service and commodity suppliers during a response. This coordination is essential to bolster provision of life-saving/sustaining operations, public safety necessities, and community economic recovery.

The Lifelines on which survivors depend are supported by supply chain capabilities.

- Safety and Security Lifeline: emergency call centers; emergency alert systems
- Health and Medical Lifeline: pharmaceuticals; medical supplies and equipment
- Food, Water, Sheltering Lifeline: groceries; water; shelter supplies
- Energy (Power & Fuel) Lifeline: temporary power equipment; fuel
- Transportation Lifeline: trucking, rail, and air equipment; corridors repair equipment
- Communications Lifeline: communications equipment; electronic transactions equipment
- Hazardous Waste Lifeline: hazardous waste treatment supplies and equipment

Federal and private sector suppliers collaborate to enact robust, resilient, continuous, and timely supply chains. Reliable commodity flow is a priority to fulfill disaster-related response requirements.

- Identify constrictions and vulnerabilities within pre-existing critical commodity supply chain processes.
- Accelerate restoration and/or expansion of constricted supply chains.
- Establish and operate an integrated federal, state, local, tribal, and territorial (SLTT), and private sector disaster response supply chain system.

FEMA and SLTT Logistics staff continually collaborate to maintain real-time awareness of local supply chain functionality.

- Assist SLTT logisticians and planners with supply chain capacity and vulnerability awareness (e.g., water, groceries, pharmacology, fuel), and with Business Emergency Operations Center (BEOC) best practices.
- Work with SLTT personnel to identify local supply nodes, which if damaged during a regional incident, could hinder the national interest from cascading effects. For example, Hurricane Maria's damage of supply nodes in Puerto Rico impacted the national supply chain capability of pharmaceutical manufacturing.
- Encourage SLTT leadership to incorporate expertise from the FEMA National Supply Chain Resilience Collaboration Technical Assistance Initiative (SCRC-TA).
- Coordinate with the state BEOC, National Business Emergency Operations Center (NBEOC), and ESF-14, in concert with Cybersecurity and Infrastructure Security Agency (CISA), to attain status reports of private sector resources, capabilities, and delivery processes.

For further information, refer to the Supply Chain Resilience Guide (2019 April version), two recent Supply Chain Resilience reviews conducted in Chicago and Los Angeles, and the SCRC-TA document. All are available via the WebEOC File Library in the folder entitled "R8 Logistics All Hazards" at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>

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Appendix D-4: References

Appendix D-4 presents the reference documents mentioned throughout Annex D. These are available via the WebEOC File Library, in the folder entitled “R8 Logistics All Hazards” at <https://femacms.webeoc.us/eoc7/controlpanel.aspx>.

- FEMA Region VIII Concept of Resource Support
- Table FEMA Region VIII Staging - Primary Sites – All-Hazards Plan
- Distribution Management Planning Guide
- FEMA Transportation Management Guide
- FEMA Region VIII All-Hazards Transportation Analysis
- Critical Transportation Routes
- FEMA Fuels Services Guide
- Disaster Facilities Setup Guide
- Responder Support Camp documents (e.g., Statement of Work)
- Direct Housing Guide
- LOGHOUSE Contract
- FEMA Region VIII Personnel Mobilization Center (PMC) Annex to SOPs
- Supply Chain Resilience Guide
- Supply Chain Resilience – Chicago
- Supply Chain Resilience – Los Angeles
- Supply Chain Resilience – Los Angeles Fuel
- Supply Chain Resilience Collaborative – Technical Assistance Initiative

Lifelines are described in the Base Plan. Tools needed to execute Community Lifelines are described in the Community Lifelines Implementation Toolkit found at <https://www.fema.gov/media-library/assets/documents/177222>.

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Appendix D-5: Logistics Resource Planning Factors

Appendix D-5 presents the Logistics Resource Planning Factors to be specified according to each incident.

Table D-5-1: Logistics Resource Planning Factors

Logistics Resource Planning Factors (for Impacted Populations) Cite specific resources needed to achieve the over-arching Concept of Support	
Total number of impacted survivors (by state, tribal, or insular governments), based on HAZUS # displaced households.	<ul style="list-style-type: none"> ▪ # Impacted ▪ # Displaced
Number of impacted survivors requiring food, water, and sheltering (10%–25% of total impacted population), based on estimated shelter numbers.	
Number of impacted survivors requiring food and water, based on HAZUS number of households without water.	
Number of impacted survivors in shelters ages 0–4 (10% of sheltered population).	
Number of impacted survivors with functional needs requiring shelter (10% of sheltered population), based on census data using 20%.	
Number and type of Americans with Disabilities Act (ADA)-compliant needs, culture-specific meals, or low-sodium requirements, etc.	
Quantity and type of Service Animal and Pet Requirements needs.	
Water hydration (3 liters per person per day), based on number per day x 3 days.	# Liters
Meals (2 per person per day), based on number per day x 3 days.	# Meals
Blankets (2 per person, one-time issue).	
Cots (1 per person, one-time issue).	
Infant and Toddler Kits(I/T*): <ul style="list-style-type: none"> ▪ Total population * 2 meals = total population meal requirement (TPMR) for 1 day ▪ TPMR * 20% = Shelter meal requirement (SMR) for 1 day ▪ SMR * 0.014 = Child meal requirement (CMR) ▪ CMR/140 = # of I/T Kits required ▪ I/T * 4 days = Actual Requirement 	<ul style="list-style-type: none"> ▪ TPMR = # ▪ SMR = # ▪ CMR = # ▪ I/T Kits = #/day ▪ # Actual Requirement
Durable Medical Equipment (DME), based on 250 per kit (1 DME Kit per 100–250 sheltered survivors).	# Kits
Consumable Medical Supplies, based on 250 per kit (1 <i>Consumable Medical Supplies Kit</i> per 100–250 sheltered survivors).	# Kits
Plastic sheeting/roofing (1.5 rolls per house)	
Tarps (1 per household), based on an average household of 3 persons.	
Shelter requirements (refer to the Commonly Used Shelter Items and Services Listing [CUSI-SL] catalog). <ul style="list-style-type: none"> ▪ All CUSI-SLs are requested by 'just-in-time' ordering. These can be ordered as complete kits or in portions. 	

Logistics Resource Planning Factors (for Impacted Populations) Cite specific resources needed to achieve the over-arching Concept of Support	
Service animals and pet requirements (refer to the Pet Ownership Calculator of the American Veterinary Medical Association). <ul style="list-style-type: none">All CUSI-SLs are requested by 'just-in-time' ordering. These can be ordered as complete kits or in portions.	
Aviation fuel (number of gallons, by type)	
Diesel fuel (number of gallons)	
MoGas/unleaded fuel (number of gallons)	
Bulk propane (number of pounds)	
Fuel tanks	
Bills of Materials (BOMs) (generator accessory kits)	
Generators (include kW, phase, and quantity)	

Appendix D-6: Logistics Lines of Effort

Appendix D-6 presents the eleven Logistics Lines of Effort (LOEs), via tab format. Seven tabs explore logistics support to response operations and correspond directly to Community Lifeline components. Four tabs address logistics support to responder activities and are vital to successful incident response. **Appendix C-2, Section 2.3, How to Use Line of Effort Tabs, explains the tab sections and provides guidance for effective use of these tabs.**

- Tab D-6-1: Responder Personnel Mobilization Centers
- Tab D-6-2: Responder Lodging
- Tab D-6-3: Facilities
- Tab D-6-4: Staging
- Tab D-6-5: Commodity Distribution
- Tab D-6-6: Bulk Water
- Tab D-6-7: State Fuel Support
- Tab D-6-8: Generator Fuel Support
- Tab D-6-9: Responder Fuel Support
- Tab D-6-10: Evacuee Transportation
- Tab D-6-11: Responder Transportation

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Tab 1 to Appendix D-6: Responder Personnel Mobilization Center

Purpose: Provide transportation to responders in support of a FEMA Region VIII disaster.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
01.1	Identify potential facilities.	<ul style="list-style-type: none"> Disaster scope Geography 	<ul style="list-style-type: none"> Federal Coordinating Officer (FCO) State government
01.2	Identify additional cities for Personnel Mobilization Centers (PMCs).	<ul style="list-style-type: none"> Disaster Size Geography Availability 	<ul style="list-style-type: none"> General Services Administration (GSA) State, local, tribal, and territorial (SLTT)
01.3	Develop facility plan.	<ul style="list-style-type: none"> Number of responders FCOs intent 	<ul style="list-style-type: none"> FCO

Critical Considerations
<ul style="list-style-type: none"> Safe environment to initiate the Reception, Staging, Onward Movement, and Integration (RSOI) process.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-7 – GSA	Locate any and all federal or private sector buildings that are available under a lease or License Use Agreement (LUA).	<ul style="list-style-type: none"> Operational Coordination Communications Planning
SLTT	Locate any and all state or local municipalities that may be used.	<ul style="list-style-type: none"> Operational Coordination Communications Planning
FEMA Logistics	Evaluate, procure, and build out buildings that meet requirements.	<ul style="list-style-type: none"> Logistics and Supply Chain Management
FEMA Headquarters	Provide Commercial Real Estate Facility Identification assistance.	<ul style="list-style-type: none"> Logistics and Supply Chain Management

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	GSA Leasing	GSA	Can provide facilities along with a Lease or LUA.	
	SLTT		Can provide local government building to support responders.	
	Site Inspection Team	FEMA	Evaluate all potential buildings for use.	
	Facility Unit Leader	FEMA	Analyze information provided to design and lay out a typical JFO facility.	
	Facility Unit	FEMA	Implement design plan lay out by Facility Unit Lead.	
	Information Technology	FEMA	Assist Logistics with site survey and facility selection and lay out and updating of responder equipment.	
	Accountable Property	FEMA	Issue and track accountable property.	
	Contracting	FEMA	Initiate service contract required to support PMC.	
	Security	FEMA	Ensure the development and implementation of appropriate security measures for the protection of PMC personnel.	
	Regional Field Operations Directorate	FEMA	Identify regional staff to support PMC Operations.	
	Safety	FEMA	Assess and ensure safety of the PMC before, during, and after buildout and set-up.	

PSMA		
PSMA ID	PSMA Title	Type
ESF 7 – 166	Emergency leasing services for needed space/facilities as requested by FEMA.	Field Operations Support (FOS)
ESF 7 – 169	Mission Assignment (MA) task orders may be issued by FEMA for specific requirements, personnel, location(s), date(s), and duration of assignment(s).	Direct Federal Assistance (DFA)

Execution Checklist		
Obj #	Task	Responsibility
	Mission-assign GSA to locate available facilities.	FEMA
	Locate building to be used by executing facility contract LUA.	GSA
	Inspect all buildings that meet all FEMA PMC needs for possible use.	FEMA

References
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Tab 2 to Appendix D-6: Responder Lodging

Purpose: Provide a safe and functional place for disaster operations in and around disaster areas that work with safety, security, disability integration, and Federal Coordinating Officer (FCO) standards.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
02.1	Identify facility requirements.	<ul style="list-style-type: none"> Disaster scope Geography 	<ul style="list-style-type: none"> FCO State government
02.2	Identify available facilities.	<ul style="list-style-type: none"> Disaster Size Geography Availability 	<ul style="list-style-type: none"> General Services Administration (GSA) State, local, tribal, and territorial (SLTT)
02.3	Develop facility plan.	<ul style="list-style-type: none"> Number of responders FCOs intent 	<ul style="list-style-type: none"> FCO FEMA Headquarters (HQ)

Critical Considerations
<ul style="list-style-type: none"> Safe environment for responders to complete tasks.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-7 – GSA	Locate any and all federal or private sector buildings that are available under a lease or License Use Agreement (LUA).	<ul style="list-style-type: none"> Operational Coordination
SLTT	Locate any and all state or local municipalities that may be used.	<ul style="list-style-type: none"> Operational Coordination
FEMA Logistics	Evaluate, procure, and build out buildings that meet requirements.	<ul style="list-style-type: none"> Logistics and Supply Chain Management

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	GSA Leasing	GSA	Can provide facilities along with a lease or LUA.	
	SLTT		Can provide local government building to support responders.	
	Site Inspection Team	FEMA	Evaluate all potential buildings for use.	
	Contractor	FEMA	Initiate Responder Support Camp/Lodging contract to support responder lodging requirements.	

PSMA		
PSMA ID	PSMA Title	Type
ESF-7 – 166	Emergency leasing services for needed space/facilities as requested by FEMA.	Federal Operations Support (FOS)
ESF-7 – 169	Mission assignment (MA) task orders may be issued by FEMA for specific requirements, personnel, location(s), date(s), and duration of assignment(s).	Direct Federal Assistance (DFA)

Execution Checklist		
Obj #	Task	Responsibility
	Attend concept of operations meeting to find out needs.	FEMA
	Reach out to SLTT to determine availability of local facilities.	FEMA
	Mission-assign GSA to locate available facilities.	FEMA
	Locate building to be used and procure contract or LUA.	GSA
	Inspect all buildings for possible use that meets all needs.	FEMA

References
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Tab 3 to Appendix D-6: Facilities

Purpose: Provide a safe and functional place for disaster operations in and around disaster areas that work with safety, security, disability integration, and Federal Coordinating Officer (FCO) standards.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
03.1	Identify facility requirements.	<ul style="list-style-type: none"> ▪ Disaster scope ▪ Geography 	<ul style="list-style-type: none"> ▪ FCO ▪ State government
03.2	Identify available facilities.	<ul style="list-style-type: none"> ▪ Disaster size ▪ Geography ▪ Availability 	<ul style="list-style-type: none"> ▪ General Services Administration (GSA) ▪ State, local, tribal, and territorial (SLTT)
03.3	Develop facility plan.	<ul style="list-style-type: none"> ▪ Number of responders ▪ FCOs intent 	<ul style="list-style-type: none"> ▪ FCO ▪ FEMA Headquarters (HQ)

Critical Considerations
<ul style="list-style-type: none"> ▪ Safe environment for responders to complete tasks.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-7 – GSA	Locate any and all federal or private sector land that is available under a lease or License Use Agreement (LUA).	Logistics and Supply Chain Management
SLTT	Locate any and all state or local municipalities that may be used.	Logistics and Supply Chain Management
FEMA Logistics	Evaluate, procure, and build out buildings that meet requirements.	Logistics and Supply Chain Management

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	GSA Leasing	GSA	Can provide facilities along with a Lease or LUA.	1
	SLTT		Can provide local government building to support operations.	1
	Site Inspection Team	FEMA	Evaluate all potential buildings for use.	1
	Facility Unit Leader	FEMA	Analyze information provided to design and lay out a typical Joint Field Office (JFO) facility.	1
	Facility Unit	FEMA	Implement design plan laid out by Facility Unit Lead.	1

PSMA		
PSMA ID	PSMA Title	Type
FPS PSMA ESF 13 – 187	(FOS) Contract Security Officers: Personnel	Federal Operations Support (FOS)
GSA PSMA ESF 7 – 166	(FOS) Activation: GSA	FOS
GSA PSMA ESF 7 – 169	(DFA) Commodities and Services Support	DFA

Execution Checklist		
Obj #	Task	Responsibility
	Attend concept of operations meeting to find out needs.	FEMA
	Reach out to SLTT to determine availability of local facilities.	FEMA
	Mission-assign GSA to locate available facilities.	FEMA
	Locate building to be used and procure contract or LUA.	GSA
	Inspect all buildings for possible use that meets all needs.	FEMA

References
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Tab 4 to Appendix D-6: Staging

Purpose: Locate land and set up staging that can provide effective and efficient support for our “customers” (e.g., state, survivors, taxpayers) during a disaster event.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
04.1	Identify staging requirements.	<ul style="list-style-type: none"> Disaster scope Geography 	<ul style="list-style-type: none"> Federal Coordinating Officer (FCO) State government
04.2	Identify available land.	<ul style="list-style-type: none"> Disaster size Geography Availability 	<ul style="list-style-type: none"> General Services Administration (GSA) State, local, tribal, and territorial (SLTT)
04.3	Develop staging plan.	<ul style="list-style-type: none"> State needs FCOs intent 	<ul style="list-style-type: none"> FCO FEMA Headquarters (HQ)
04.4	Develop last mile plan (if needed).	<ul style="list-style-type: none"> SLTT requirements and staffing 	<ul style="list-style-type: none"> SLTT

Critical Considerations
<ul style="list-style-type: none"> Safe and accessible plot of land to receive and distribute commodities.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-7 – GSA	Locate any and all federal or private sector land that is available under a lease or License Use Agreement (LUA).	Logistics and Supply Chain Management
SLTT	Locate any and all state or local land plots that may be used.	Logistics and Supply Chain Management
FEMA Logistics	Evaluate, procure, and build out staging areas that meet requirements.	Logistics and Supply Chain Management

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	GSA Leasing	GSA	Can provide land along with a lease or LUA.	1
	SLTT		Can provide local government land to support staging operations.	1
	Site Inspection Team	FEMA	Evaluate all potential sites for use.	1
	Federal Staging Unit Lead	FEMA	Analyze information provided to design and layout effective staging yard.	1
	Staging Unit Team	FEMA	Implement plan laid out by Federal Staging Unit Lead (FSUL) on shipping and receiving commodities.	1
	Contractors	Private Sector	Move all commodities from Incident Support Base (ISB) or federal staging yards to state staging yards.	1

PSMA		
PSMA ID	PSMA Title	Type
Department of Defense (DOD) PSMA ESF 7 – 40	(FOS) Staging: ISB, Federal Staging Area (FSA), or FTSF	Federal Operations Support (FOS)
DLA PSMA ESF 7 – 35	Provide and distribute fuel (Defense Logistics Agency [DLA] Energy Supply Chain)	FOS/ Direct Federal Assistance (DFA)
DLA PSMA ESF 7 – 30	Plastic sheeting (Construction & Equipment Supply Chain)	FOS/DFA
DLA PSMA ESF 7 – 22	Meals (Subsistence Supply Chain)	FOS/DFA
DLA PSMA ESF 7 – 18	Cots (Construction & Equipment Supply Chain)	FOS/DFA
DLA PSMA ESF 7 – 16	(FOS) Generators and transformers (Construction & Equipment Supply Chain)	FOS
DLA PSMA ESF 7 – 16	(DFA) Leased Generators and transformers (Construction & Equipment Supply Chain)	FOS/DFA
DLA PSMA ESF 7 – 13	Commercial tarps (Construction & Equipment Supply Chain)	FOS/DFA
DLA PSMA ESF 7 – 11	Bottled water (Subsistence Supply Chain)	FOS/DFA
DLA PSMA ESF 7 – 9	Blankets (Clothing & Textile Supply Chain)	FOS/DFA

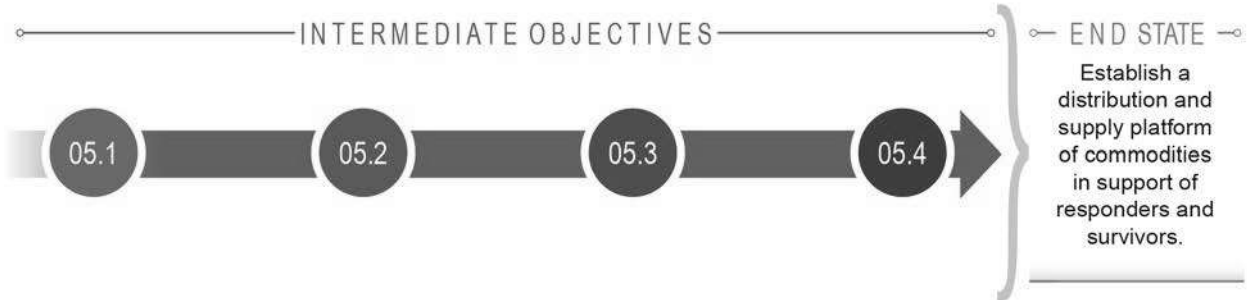
Execution Checklist		
Obj #	Task	Responsibility
	Identify needs for any and all staging sites.	SLTT/FEMA
	Reach out to SLTT to determine availability of local land availability.	FEMA
	Mission-assign GSA to locate available land.	FEMA
	Attain lease or LUA for all property used.	GSA
	Set up staging yard to receive commodities.	FEMA
	Order commodities to cover state needs.	FEMA
	Receive and inventory all commodities entered in yard.	FEMA
	Set up generator yard if needed (see power plan).	USACE
	Set up contracts for all services needed.	FEMA Contracting
	Distribute commodities to federal or state staging yards.	Contractor
	Distribute commodities to points of distribution (PODs) if needed.	
	Determine when staging operations can cease.	FEMA Operations
	Retrograde all commodities and equipment back to Logistics Center.	FEMA

References
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Tab 5 to Appendix D-6: Commodity Distribution

Purpose: Distribute commodities (food, water, etc.) to meet urgent necessities for survivors and disaster responders.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
05.1	Identify state commodity needs and requirements.	<ul style="list-style-type: none"> ▪ Disaster scope ▪ Geography 	<ul style="list-style-type: none"> ▪ Federal Coordinating Officer (FCO) ▪ State government
05.2	Identify commodity distribution available network.	<ul style="list-style-type: none"> ▪ Disaster size ▪ Geography ▪ Availability 	<ul style="list-style-type: none"> ▪ State, local, tribal, and territorial (SLTT) ▪ FEMA Headquarters (HQ)
05.3	Implement commodity distribution plan.	<ul style="list-style-type: none"> ▪ State needs ▪ FCO intent 	<ul style="list-style-type: none"> ▪ FCO ▪ FEMA HQ
05.4	Implement last mile plan (if needed) for commodity distribution.	<ul style="list-style-type: none"> ▪ SLTT requirements and staffing 	<ul style="list-style-type: none"> ▪ SLTT

Critical Considerations
<ul style="list-style-type: none"> ▪ Safe and accessible road transportation infrastructure needed to receive and distribute commodities. ▪ Transportation (driver) capacity (local/national) to support the supply of commodities.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-7 – FEMA	Provides bulk distribution of commodities.	Logistics and Supply Chain Management (LSCM), Community Resilience, Long Term Vulnerability Reduction
SLTT	Provides bulk distribution of commodities by utilizing pre-identified point of distribution (POD) locations.	LSCM, Community Resilience, Long Term Vulnerability Reduction
American Red Cross	Provides bulk distribution of commodities, basic first aid, sheltering, feeding, welfare information, and casework support.	LSCM, Community Resilience, Long Term Vulnerability Reduction
SLTT Department of Emergency Management	Primary state agency responsible for disaster-related response and recovery determinations.	LSCM, Community Resilience, Long Term Vulnerability Reduction
Salvation Army	Provides warehousing and distribution of donated goods and emergency assistance, including mass and mobile feeding, shelter, medical services, and counseling.	LSCM, Community Resilience, Long Term Vulnerability Reduction

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	FEMA Transportation Team	FEMA	Provides national transportation contract resource to deliver bulk commodities into the affected area.	
	SLTT	SLTT	Provides local distribution capabilities to support operations	
	Contractors	Private Sector	Contracted support to distribute commodities from Incident Support Base (ISB) or federal staging yards to state staging yards and points of distribution (PODs).	

PSMA		
PSMA ID	PSMA Title	Type
Customs and Border Patrol (CBP) PSMA ESF 7 – 405	CBP-Air and Marine Operations (AMO) Air assets	Direct Federal Assistance (DFA)
CBP PSMA ESF 7 – 406	CBP-AMO Transport	Federal Operations Support (FOS)
Defense Logistics Agency (DLA) PSMA ESF 7 – 31	DLA Distribution Expeditionary Packages	FOS
General Services Administration (GSA) PSMA ESF 7 – 169	Commodities and Services Support	DFA
U.S. Army Corps of Engineers (USACE) PSMA ESF 7 – 398	Logistics support: Execution	FOS
Department of Defense (DOD) PSMA ESF 1 – 10020	HQ-National Weather Center (NWC) Use Only – Catastrophic Mission Assignment (MA) #2 Vertical Lift	FOS
DOD PSMA ESF 1 – 10021	HQ-NWC USE ONLY - MATO #1 for CMA DOD Vertical Lift: Day #	FOS
DOD PSMA ESF 1 – 10030	HQ-NWC USE ONLY - Catastrophic DOD MA #3 Strategic Air	FOS
DLA PSMA ESF 7 – 11	Bottled water (Subsistence Supply Chain)	DFA

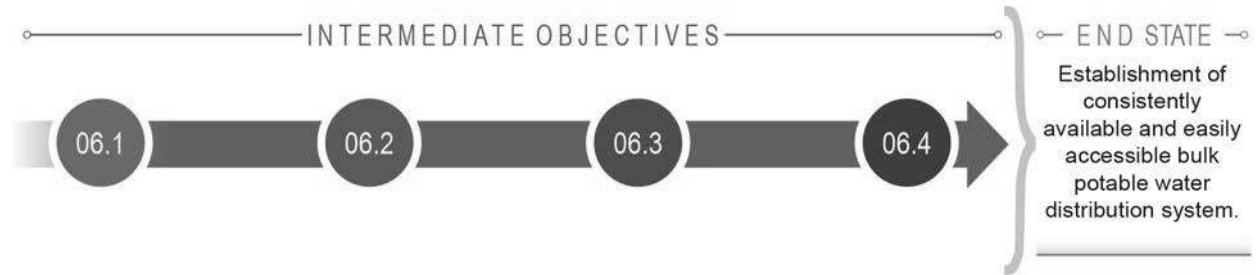
Execution Checklist		
Obj #	Task	Responsibility
	Identify needs for commodity distribution.	SLTT/FEMA
	Execute supply plan to receive and distribute commodities.	FEMA
	Order commodities to cover state needs.	FEMA
	Receive and inventory all commodities entered in yard.	FEMA
	Set up contracts for all services needed.	FEMA Contracting
	Distribute commodities to federal or state staging yards.	Contractor
	Distribute commodities to PODs if needed.	
	Determine when commodity supply operations can cease.	FEMA Operations
	Retrograde or donate all commodities.	FEMA/SLTT

References
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Tab 6 to Appendix D-6: Bulk Water

Purpose: Provide accessible potable water to survivors and response operations.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
06.1	Determine the requirements.	<ul style="list-style-type: none"> Water quality Public information Private sector infrastructure failure 	<ul style="list-style-type: none"> Local Water Authority Environmental Protection Agency (EPA) Local Health Department
06.2	Identify local resource availability.	<ul style="list-style-type: none"> State Guard capability Commercial retailer Private sector vendors 	<ul style="list-style-type: none"> State Guard Liaison Officer (LNO) State, local, tribal, and territorial (SLTT) Business Emergency Operations Center (BEOC)
06.3	Source solution to meet resource gap.	<ul style="list-style-type: none"> Long-term water shortages Long-term water contamination Critical damage to infrastructure 	<ul style="list-style-type: none"> Local Water Authority SLTT Emergency Management (EM) EPA
06.4	Develop sustainment plan.	<ul style="list-style-type: none"> Affected population Restoration timeline Resource Availability Federal Coordinating Officer (FCO) intent 	<ul style="list-style-type: none"> SLTT EM Local Health Department Local Water Authority SLTT BEOC Private sector Unified Coordination Group (UCG) SLTT leadership

Critical Considerations
<ul style="list-style-type: none"> Health and welfare of affected population. Distribution of water to affected population with mobility or other access challenges. Long-term reliance on bottled water may create an environmental hazard.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
Local Water Authority	Water quality consultation and restoration.	<ul style="list-style-type: none"> ▪ Planning ▪ Public Information and Warning ▪ Operational Coordination
Local Health Department	Water quality monitoring and health messaging.	<ul style="list-style-type: none"> ▪ Environmental Health and Safety ▪ Public Information and Warning
SLTT BEOC	BEOCs provide conduit to private sector resources.	<ul style="list-style-type: none"> ▪ Planning
SLTT EM	EM offices provide situational awareness and leadership intent.	<ul style="list-style-type: none"> ▪ Planning ▪ Operational Coordination
State Guard/Department of Defense (DOD)	Provide Reverse Osmosis Water Purification Unit (ROWPU)/Buffaloes/Hippos/Bladders/Cisterns.	<ul style="list-style-type: none"> ▪ Logistics and Supply Chain Management ▪ Supply Chain Integrity and Security
Private Sector	Provide bulk water production/reusable containers/water tanker trucks.	<ul style="list-style-type: none"> ▪ Planning ▪ Operational Coordination
EPA/Health and Human Services (HHS)	Water quality consultation and monitoring.	<ul style="list-style-type: none"> ▪ Environmental Response/Health and Safety
FEMA Logistics	Initiate contracts, establish distribution, and provide coordination.	<ul style="list-style-type: none"> ▪ Logistics and Supply Chain Management
ESF-6 Mass Care	Water quality consultation.	<ul style="list-style-type: none"> ▪ Mass Care Services
ESF-15 External Affairs	Public information messaging.	<ul style="list-style-type: none"> ▪ Safety Information and Warning
FEMA Contracting	Execute contracts for bulk water/trans/containers.	<ul style="list-style-type: none"> ▪ Logistics and Supply Chain Management
ESF-11 U.S. Department of Agriculture (USDA)	Coordinate regarding cistern appropriation contracts.	<ul style="list-style-type: none"> ▪ Logistics and Supply Chain Management
ESF-13 Security	Ensure safe clean water transport and site security.	<ul style="list-style-type: none"> ▪ Supply Chain Integrity and Security

Resources				
Resource ID	Resource /Team	Dept./Agency	Capability Summary	# of Teams
	GSA Leasing	GSA	Location searches; location leases	
	Contractors	FEMA	Enact water container contracts	
	J4 Logistics	National Guard/DOD	Water containers	
		USDA	Water containers	
	Security	FEMA /ESF-13	Site security	
	Inspectors	EPA/HHS	Water monitoring	
	Public Information Officers	FEMA	Public information announcements	

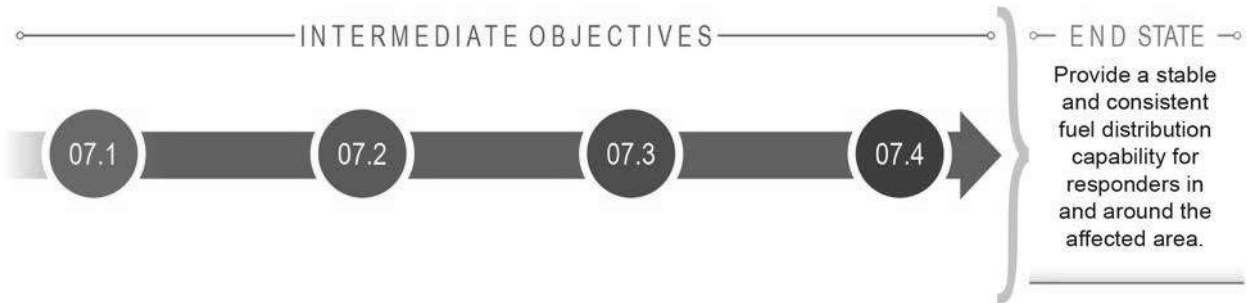
PSMA		
PSMA ID	PSMA Title	Type
DOD PSMA ESF 7 – 96	Bulk Water, Potable	Direct Federal Assistance (DFA)/Federal Operations Support (FOS)
Defense Logistics Agency (DLA) PSMA ESF 7 – 12	Water Tanker Trucks	DFA/FOS
DLA PSMA ESF 7 – 25	Portable Water Jugs	DFA/FOS
DOD PSMA ESF 7 – 108	Water Purification/Potable Water	DFA
HHS PSMA ESF 8 – 245	Environmental Health – Hazard Identification and Control Measures	DFA

Execution Checklist		
Obj #	Task	Responsibility
	Attend concept of operations meetings to determine water needs (amount and locations).	FEMA
	Coordinate with local water authority, local health department, SLTT BEOC, and SLTT EM to assess federal support requests.	FEMA
	Identify locations for water container staging and water distribution sites.	FEMA/GSA
	Mission-assign GSA to identify locations.	GSA
	Request State Guard/DOD provision of temporary water containers.	FEMA/DOD
	Research private sector provision of water containers; consider contracts.	FEMA/ESF-14
	Consider USDA provision of water containers.	FEMA/ESF-11
	Coordinate delivery of containers.	FEMA/ESF-7
	Coordinate security of water distribution sites.	FEMA/ESF-13
	Coordinate monitoring of water quality.	FEMA/EPA/HHS
	Coordinate public information messaging.	FEMA/ESF-15

References
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Tab 7 to Appendix D-6: State Fuel Support

Purpose: Provide fuel to responders in support of a FEMA Region VIII disaster.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
07.1	Identify the requirements.	<ul style="list-style-type: none"> Disaster Scope 	<ul style="list-style-type: none"> Federal Coordinating Officer (FCO) State government
07.2	Identify available local fuel distribution capabilities.	<ul style="list-style-type: none"> Disaster size Geography Market availability 	<ul style="list-style-type: none"> State, local, tribal, and territorial (SLTT) FEMA Headquarters (HQ)
07.3	Establish fuel distribution plan.	<ul style="list-style-type: none"> Responder needs Market availability FCO intent 	<ul style="list-style-type: none"> FEMA HQ FCO
07.4	Coordinate fuel supply (bulk) with established national contracts (e.g., Defense Logistics Agency [DLA]).	<ul style="list-style-type: none"> Responder needs Market availability FCO intent 	<ul style="list-style-type: none"> FEMA HQ FCO

Critical Considerations
<ul style="list-style-type: none"> Safe and accessible road transportation infrastructure needed to receive and distribute fuel. Transportation (driver) capacity (local/national) to support the supply of fuel. Market availability. Generator availability and personnel requirements to provide regular maintenance.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
DLA	Provides contracted fuel capacity.	Fuel Distribution

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Transportation Team	FEMA	Provide national transportation contract resource to deliver bulk fuel into the affected area.	
	State Department of Transportation (DOT)	DOT	Provides fuel resources.	

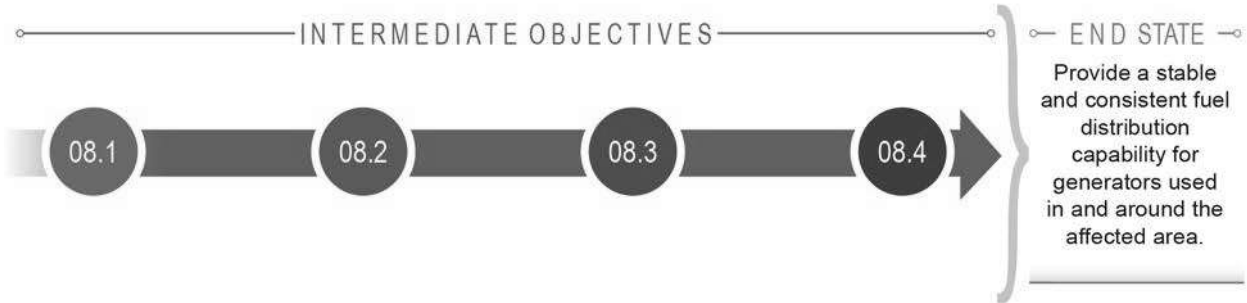
PSMA		
PSMA ID	PSMA Title	Type
Department of Defense (DOD) PSMA ESF 7 – 80	Fuel distribution point – Ground vehicles	Direct Federal Assistance (DFA)
DOD PSMA ESF 7 – 64	Fuel distribution point – Vertical/Rotary Wing Aircraft	DFA
DOD PSMA ESF 7 – 35	Provide & distribute fuel (DLA Energy supply chain)	Federal Operations Support (FOS)
DOD PSMA ESF 7 – 34	DLA Fuel support team (DLA Energy Americas support team)	FOS

Execution Checklist		
Obj #	Task	Responsibility
	Attend concept of operations meetings to learn about potential objectives.	FEMA
	Reach out to SLTT to determine requirements and local capabilities.	FEMA
	Coordinate with state for location of fuel points of distribution (PODs) and storage.	SLTT

References
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Tab 8 to Appendix D-6: Generator Fuel Support

Purpose: Provide generator fuel in support of a FEMA Region VIII disaster.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
08.1	Determine the requirements.	<ul style="list-style-type: none"> Scope of disaster 	<ul style="list-style-type: none"> Federal Coordinating Officer (FCO) State government
08.2	Identify available local fuel distribution capabilities.	<ul style="list-style-type: none"> Disaster size Geography Market availability 	<ul style="list-style-type: none"> State, local, tribal, and territorial (SLTT) FEMA Headquarters (HQ)
08.3	Establish fuel distribution plan.	<ul style="list-style-type: none"> Responder needs Market availability FCO intent 	<ul style="list-style-type: none"> FEMA HQ FCO
08.4	Coordinate fuel supply (bulk) with established national contracts (e.g., Defense Logistics Agency [DLA]).	<ul style="list-style-type: none"> Responder needs Market availability FCO intent 	<ul style="list-style-type: none"> FEMA HQ FCO

Critical Considerations
<ul style="list-style-type: none"> Safe and accessible road transportation infrastructure needed to receive and distribute fuel. Transportation (driver) capacity (local/national) to support the supply of fuel. Market availability. Generator availability and personnel requirements to provide regular maintenance.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
DLA	Provides contracted fuel capacity.	Fuel Distribution

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Transportation Team	FEMA	Provide national transportation contract resource to deliver bulk fuel into the affected area.	
	DLA Energy Americas Team	DLA	Provide national fuel contract resource.	

PSMA		
PSMA ID	PSMA Title	Type
Department of Defense (DOD) PSMA ESF 7 – 80	Fuel distribution point – Ground vehicles	Direct Federal Assistance (DFA)
DOD PSMA ESF 7 – 64	Fuel distribution point – Vertical/Rotary Wing Aircraft	DFA
DOD PSMA ESF 7 – 35	Provide & distribute fuel (DLA Energy supply chain)	Federal Operations Support (FOS)
DOD PSMA ESF 7 – 34	DLA Fuel support team (DLA Energy Americas support team)	FOS
DLA PSMA ESF 7 – 16	Leased generators and transformers	DFA
DLA PSMA ESF 7 – 16	Leased generators and transformers	FOS
U.S. Army Corps of Engineers (USACE) PSMA ESF 3 – 251	Temporary Emergency Power Team PRE-POSITION	FOS
USACE PSMA ESF 3 – 258	Temporary Emergency Power EXECUTION	DFA
U.S. Coast Guard (USCG) PSMA ESF 7 – 330	Fixed-wing Air Transportation for Logistics Support	FOS
USCG PSMA ESF 7 – 330	Fixed-wing Air Transportation for Logistics Support	DFA

Execution Checklist		
Obj #	Task	Responsibility
	Attend concept of operations meetings to learn about potential objectives.	FEMA
	Reach out to SLTT to determine requirements and local capabilities.	FEMA
	Locate land through General Services Administration (GSA) mission assignment and procure contract or License Use Agreement (LUA).	FEMA

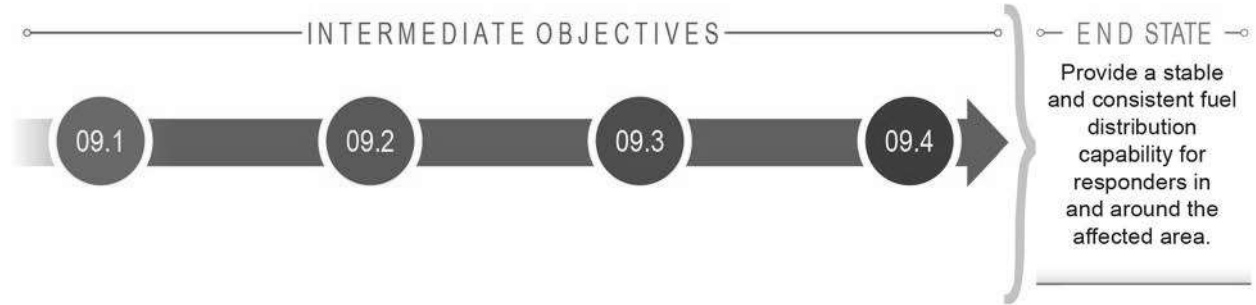
References

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Tab 9 to Appendix D-6: Responder Fuel

Purpose: Provide transportation resources for evacuation.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of Indicator
09.1	Identify the requirements.	<ul style="list-style-type: none"> Scope of disaster 	<ul style="list-style-type: none"> Federal Coordinating Officer (FCO) State government
09.2	Identify available local fuel distribution capabilities.	<ul style="list-style-type: none"> Disaster size Geography Market availability 	<ul style="list-style-type: none"> State, local, tribal, and territorial (SLTT) FEMA Headquarters (HQ)
09.3	Establish fuel distribution plan.	<ul style="list-style-type: none"> Responder needs Market availability FCO intent 	<ul style="list-style-type: none"> FEMA HQ FCO
09.4	Coordinate fuel supply (bulk) with established national contracts (e.g., Defense Logistics Agency [DLA]).	<ul style="list-style-type: none"> Responder needs Market availability FCO intent 	<ul style="list-style-type: none"> FEMA HQ FCO

Critical Considerations
<ul style="list-style-type: none"> Safe and accessible road transportation infrastructure needed to receive and distribute fuel. Transportation (driver) capacity (local/national) to support the supply of fuel. Market availability.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
DLA	Provides contracted fuel capacity.	Fuel distribution

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	Transportation Team	FEMA	Provide national transportation contract resource to deliver bulk fuel into the affected area.	
	DLA Energy Americas Team	DLA	Provide national fuel contract resource.	

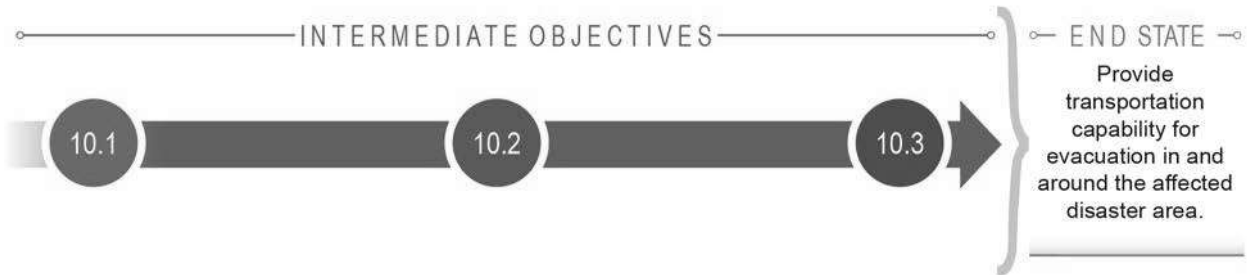
PSMA		
PSMA ID	PSMA Title	Type
Department of Defense (DOD) PSMA ESF 7 – 80	Fuel distribution point – Ground vehicles	Direct Federal Assistance (DFA)
DOD PSMA ESF 7 – 64	Fuel distribution point – Vertical/Rotary Wing Aircraft	DFA
DOD PSMA ESF 7 – 35	Provide and distribute fuel (DLA Energy supply chain)	Federal Operations Support (FOS)
DOD PSMA ESF 7 – 34	DLA Fuel support team (DLA Energy Americas support team)	FOS

Execution Checklist		
Obj #	Task	Responsibility
	Attend concept of operations meetings to learn about potential objectives.	FEMA
	Reach out to SLTT to determine requirements and local capabilities.	FEMA
	Mission-assign DLA to initiate fuel capabilities.	FEMA
	Locate land through General Services Administration (GSA) mission assignment and procure contract or License Use Agreement (LUA).	GSA

References
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Tab 10 to Appendix D-6: Evacuee Transportation

Purpose: Provide transportation resources for evacuation.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of indicator
10.1	Identify the requirements.	<ul style="list-style-type: none"> Scope of disaster Accessibility needs 	<ul style="list-style-type: none"> FEMA Headquarters (HQ) State, local, tribal, and territorial (SLTT)
10.2	Identify available transportation capabilities.	<ul style="list-style-type: none"> Private sector Public transit status Transportation infrastructure status 	<ul style="list-style-type: none"> Rental agencies Charter services Mass transit authority State/local Department of Transportation (DOT)
10.3	Establish transportation plan.	<ul style="list-style-type: none"> Estimated disaster duration Federal Coordinating Officer (FCO) intent 	<ul style="list-style-type: none"> SLTT FCO

Critical Considerations
<ul style="list-style-type: none"> Health and welfare of responders assisting evacuation efforts in remote and austere locations.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-7 – General Services Administration (GSA)	Provides long-term vehicle leasing capability.	
ESF-1 – DOT	Provides situational awareness on infrastructure.	
Local Mass Transit	Provides alternative transportation resources.	
FEMA Logistics	Evaluates situation and provides actionable plan.	

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	GSA fleet	GSA	Can provide fleet vehicles via long term lease or short-term rentals.	TBD
	Fleet Manager	FEMA	Trained to manage a GSA fleet to include telematics, reports, maintenance, and funding.	
	Transportation Charter Services	Private Sector	When necessary, can provide resources and services to route responders to and from lodging as well as between facilities.	
	Rental Agencies	Private Sector	Primary source of responder transportation is rental cars. Additionally, disaster response can use local rental agencies to provide large and/or specialty vehicles (e.g., box trucks, vans, and trucks).	
	Shuttle Drivers	FEMA Contract	Drivers provide shuttle services for people and resources between facilities using contracted/leased vehicles.	
	Transportation Manager	FEMA	A Transportation Manager is used to execute, monitor, and maintain a transportation plan, providing reliable mobility and cargo movement throughout the disaster area.	

PSMA		
PSMA ID	PSMA Title	Type
Department of Defense (DOD) PSMA ESF 7 – 48	Transportation: Cargo or Personnel	Direct Federal Assistance (DFA)/Federal Operations Support (FOS)
DOD PSMA ESF 7 – 398	Logistics Support: Execution	FOS
DOD PSMA ESF 8 – 74	Patient Movement Enablers	DFA
DOD PSMA ESF 8 – 77	National Disaster Medical System (NDMS) Patient Movement: Fixed Wing	DFA
TSA PSMA ESF 1 – 135	Transportation Security Forward Teams (TSFTs)	DFA
HHS PSMA ESF 8 – 180	Patient Tracking: Joint Patient Assessment Tracking System (JPATS) Team	DFA
HHS PSMA ESF 8 – 252	NDMS: Health and Human Services (HHS) Disaster Medical Assistance Teams (DMAT), National Veterinary Response Team (NVRT), and Disaster Mortuary Teams (DMORT)	DFA
HHS PSMA ESF 8 – 254	NDMS Patient Evacuation support	DFA
Transportation Security Administration (TSA) PSMA ESF 1 – 267	Transportation Security Advance Teams (TSATs)	DFA/FOS
HHS PSMA ESF 8 – 10001	HQ – National Weather Center (NWC) USE ONLY – CATASTROPHIC MISSION ASSIGNMENT – HHS 001	FOS

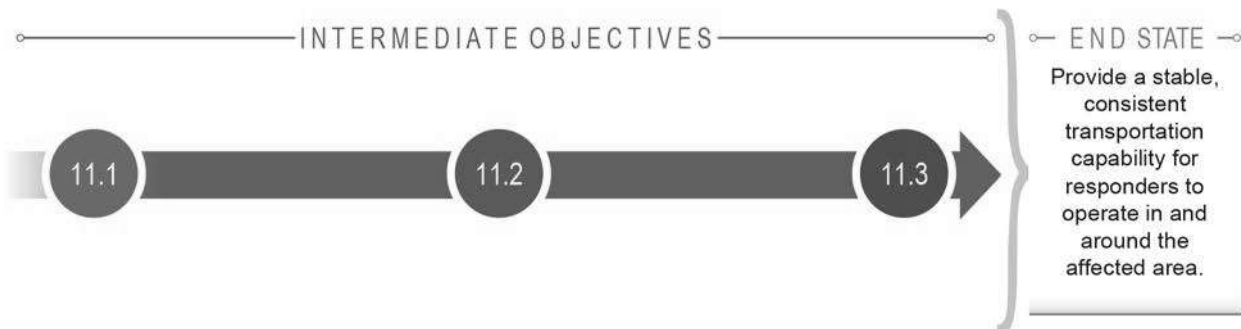
Execution Checklist		
Obj #	Task	Responsibility
	Contact SLTT and assess impacts to the community.	FEMA
	In coordination with SLTT, determine appropriate level of federal response support required.	FEMA
	In conjunction with the FCO, define the immediate, short-term, and long-term response support needed to determine personnel movement and transportation needs/capabilities.	FEMA
	Identify local and regional transportation capabilities.	FEMA
	Identify and execute transportation service agreements with private sector (i.e., shuttles, rentals, and licensed drivers).	FEMA
	Identify and execute transportation service agreements for long-term lease with GSA.	FEMA
	Identify alternative/mass transit capabilities.	FEMA/Mass Transit Authority
	Establish infrastructure status reports for ingress and egress route capabilities.	DOT

References

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Tab 11 to Appendix D-6: Responder Transportation

Purpose: Provide a safe work environment in support of a FEMA Region VIII disaster.



Operational Assessment			
Obj #	Intermediate Objective	Key Indicator(s)	Source(s) of indicator
11.1	Determine the requirements.	<ul style="list-style-type: none"> ▪ Terrain ▪ Weather ▪ Urban/rural ▪ Scope of disaster ▪ Accessibility needs 	<ul style="list-style-type: none"> ▪ Location ▪ Preliminary Damage Assessment (PDA) ▪ State Department of Transportation (DOT) ▪ State, local, tribal, and territorial (SLTT) Liaison Officer (LNO) ▪ National Weather Service (NWS)
11.2	Identify available transportation capabilities.	<ul style="list-style-type: none"> ▪ Private sector ▪ Public transit status ▪ Transportation infrastructure status 	<ul style="list-style-type: none"> ▪ Rental agencies ▪ Charter services ▪ Mass transit authority ▪ State/local DOT
11.3	Establish transportation plan.	<ul style="list-style-type: none"> ▪ Estimated disaster duration ▪ Federal Coordinating Officer (FCO) intent 	<ul style="list-style-type: none"> ▪ Future planning ▪ Unified Coordination group (UCG) ▪ FCO

Critical Considerations
<ul style="list-style-type: none"> ▪ Health and welfare of responders in remote and austere locations.

Organizational Roles & Responsibilities		
Organization (ESF/RSF/OFA)	Roles and Responsibilities	Core Capabilities
ESF-7 – General Services Administration (GSA)	Provides long-term vehicle leasing capability.	Critical Transportation, Facility Management Services
ESF-1 – DOT	Provides situational awareness on infrastructure.	Threats and Hazards Identification, Critical Transportation, Infrastructure Systems, Situational Assessments
Local Mass Transit	Provides alternative transportation resources.	Infrastructure Systems, Critical Transportation, Economic Recovery
FEMA Logistics	Evaluates situation and provides actionable plan.	Logistics and Supply Chain Management (LSCM), Community Resilience

Resources				
Resource ID	Resource/ Team	Dept./ Agency	Capability Summary	# of Teams
	GSA fleet	GSA	Can provide fleet vehicles via long-term lease or short-term rentals.	TBD
	Fleet Manager	FEMA	Trained to manage a GSA fleet to include telematics, reports, maintenance, and funding.	
	Charter Services	Private Sector	When necessary, can provide resources and services to route responders to and from lodging as well as between facilities.	
	Rental Agencies	Private Sector	Primary source of responder transportation is rental cars. Additionally, disaster response can use local rental agencies to provide large and/or specialty vehicles (e.g.; box trucks, vans, and trucks).	
	Shuttle Drivers	FEMA Contract	Drivers provide shuttle services for people and resources between facilities using contracted/leased vehicles.	
	Transportation Manager	FEMA	A Transportation Manager is used to execute, monitor, and maintain a transportation plan, providing reliable mobility and cargo movement throughout the disaster area.	

PSMA		
PSMA ID	PSMA Title	Type
Department of Defense (DOD) PSMA ESF 7 – 48	Transportation: Cargo or Personnel	Direct Federal Assistance (DFA)/Federal Operations Support (FOS)
DOD PSMA ESF 7 – 398	Logistics Support: Execution	FOS

Execution Checklist		
Obj #	Task	Responsibility
	Contact SLTT and assess impacts to the community.	FEMA
	In coordination with SLTT, determine appropriate level of federal response support required.	FEMA
	In conjunction with the FCO, define immediate, short-term, and long-term response support needed to determine personnel movement and transportation needs/capabilities.	FEMA
	Identify local and regional transportation capabilities.	FEMA
	Identify and execute transportation service agreements with private sector (i.e., shuttles, rentals, and licensed drivers).	FEMA
	Identify and execute transportation service agreements for long-term lease with GSA.	FEMA
	Identify alternative/mass transit capabilities.	FEMA/Mass Transit Authority
	Establish infrastructure status reports for ingress and egress routes capabilities.	DOT

References
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Annex F: Red River Valley Flood Incident Specific Annex

1 Overview

- Scenario depicts a spring-time flood after a record level snow pack in North Dakota’s Red River Valley.
- The Red River Valley encompasses 25 counties in North Dakota and approximately 22,000 square miles (approximately 1/3 of the state).
- 55,778 people exposed (13% of the population of North Dakota).
- 1,673 sheltered (3% of exposed population), which includes 334 individuals with access and/or functional needs (20%).

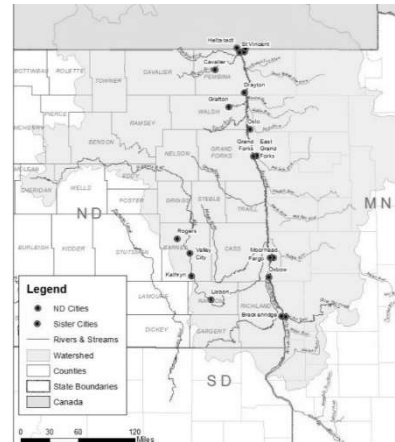


Figure F-1: Flooding Extent

2 Constraints

- Available personnel and resources severely impacted due to flooding and other ongoing disasters elsewhere.
- Community Lifeline impacts may expand beyond immediate area.
- Short and long-term health and safety concerns pertaining to flood waters may have an extended impact on the population and responders.

3 Considerations

- Potential or probable flooding predictions in the Red River Valley and elsewhere need validation.
- State may request support for situational assessment.
- State may request for pre-positioning search and rescue (SAR) assets and commodities.
- State may request for emergency response assets and support to include evacuation and mass care.
- Map signifies a hypothetical that progression in the Red River Valley. The Red River begins to thaw at Wahpeton in the south. 203 miles north, in Pembina, the thaw likely begins one week later.

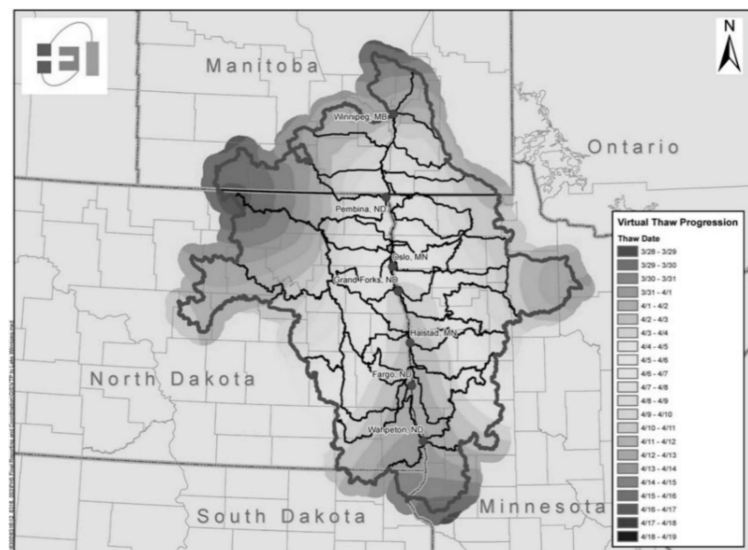


Figure F-2: Red River Flooding Threat Progression

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Annex K: Communications

Emergency communications support involves the rapid establishment of an effective management structure made up from very distinct component workforces. Each component works together to meet immediate and sometimes complex field communications needs. The ability to work as one team enhances regional ability to coordinate effectively during the initial response phase and then seamlessly transition into a unified, robust, sustainable, Disaster Emergency Communications Group (DECG) in FEMA Joint Field Offices (JFOs).

FEMA Region VIII Disaster Emergency Communications (DEC)/Emergency Support Function (ESF)-2, Communications, may deploy staff to the state Emergency Operations Center (EOC) and/or the FEMA Region VIII Regional Response Coordination Center (RRCC). The DEC Regional Emergency Communications Coordinator (RECC) is the primary interface to threatened/impacted state Statewide Interoperability Coordinator and/or their ESF-2 or Communications counterpart. The RECC or their designate coordinates between the state and FEMA Mobile Emergency Response System (MERS) DEC Division and/or other federal agencies to support state/tribal emergency communications unmet needs. The regional DEC Branch focuses externally on the states and tribes, while FEMA Region VIII Information Technology (IT), which is not included within this annex, is internally focused on supporting FEMA requirements for the Incident Management Assistance Team (IMAT) and Joint Field Office (JFO), for example. MERS, as a national asset, supports both internal and external functions.

Information on communications resources are available from FEMA Region VIII DEC in the FEMA/State Emergency Communications Plan (ECP) Annexes and the DEC Regional Emergency Communications Plan (RECP). The link is available through the DEC RECC.

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Annex P: Power Restoration Incident Specific Annex

1 Overview

- The outage covers multiple states and millions of customers are without power for a period lasting more than seven days.
- Enough of the population in the affected area warrant sustained mass care support.
- There is a loss of critical Lifeline functions (e.g., Energy, Water, Communications, and Transportation), resulting in risks to health, personal safety, national security, and economic viability.
- Impacts to other critical infrastructure (CI) sectors result in significant losses of service or functions if the duration of the power outage continues for an extended period.
- Sustained operational coordination is needed to support local, state, and tribal governments in their response to the power outage impacts.

2 Constraints

- During a damage event, service areas progress from “outage” to “partially restored” to “fully restored.” This incorporates constraints such as priority scheduling of field crews, availability of spares, line switching, generator black-start options, travel times across damaged areas, and extent of debris.

3 Considerations

- The structure for electricity delivery within the United States is categorized into three functions – generation, transmission, and distribution – as shown in Figure P-1.
- Fuels also have their own supply chains – with vast infrastructure networks of railroads, pipelines, waterways, highways, and processing plants that support the delivery of these resources to generating facilities – that may rely on electric power for generation.

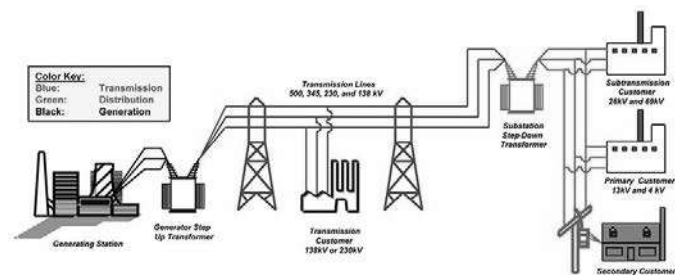


Figure P-1: Power Grid Overview

- Power transmission lines facilitate the transfer of electricity from a generating station to a local distribution network. Transmission components include structural frames, conductor lines, transformers, switches, and substations.
- The power distribution system is the part of the electric power system that carries electricity from transmission systems to individual customers. Power distribution is performed by distribution networks, which consist of the following main parts: distribution substations, primary distribution feeders, distribution transformers, distributors, and service mains.

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Annex W: Wasatch Fault Earthquake Incident Specific Annex

1 Overview

- Located on the western edge of the Wasatch Mountains in Utah.
- 10 segments, 240 miles long, stretching from southern Idaho through north central Utah.
- Normal (vertical motion) fault.
- The region has the largest percentage (88,630 buildings) of unreinforced masonry buildings in the United States.

2 Constraints

- Very little population and services outside Salt Lake Valley to provide support to survivors or responders.
- Long distances to other major metro areas and to distribution centers.
- Approximately 80 percent of the 3 population of Utah lives within the Wasatch Seismic Zone.
- Limited routes into the valley.
- Northern Utah has the largest percentage of unreinforced masonry buildings in the United States.

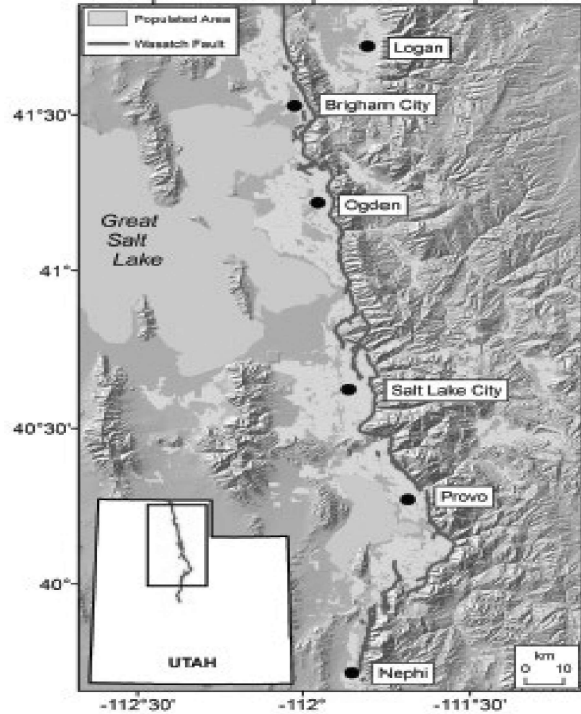


Figure W-1: Fault Line and Population

3 Considerations

- This catastrophic earthquake scenario focuses on a nine-county region of concern, consisting of: Morgan, Davis, Summit, Box Elder, Salt Lake, Wasatch, Weber, Utah, and Tooele (20,754 square miles).
- Population: 2,432,912.
- Individuals with access and/or functional needs: 486,582.
- Persons 65 years and over: 255,456.
- Persons under 5 years: 201,932.
- Persons in poverty: 248,157.

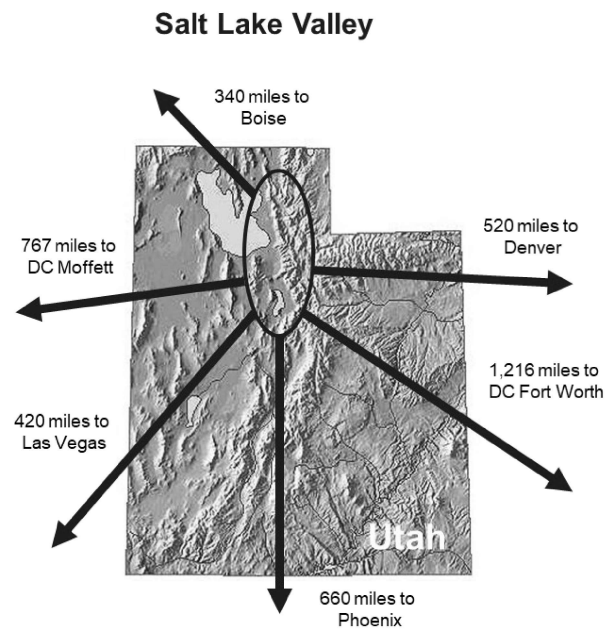


Figure W-2: Distance to Nearest Cities

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Annex X: Execution Checklist

The master Execution Checklist for the FEMA Region VIII All-Hazards Plan may be found in the WebEOC application.

The Execution Checklist for each Line of Effort, and their respective Emergency and Recovery Support Functions (ESFs/RSFs), is found in Appendix C-2.

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Annex Y: Regional Support Plan

Annex Y is a placeholder for the future development and incorporation of the Regional Support Plan (RSP).

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Annex Z: Crisis Action Planning Tools

Annex Z is a placeholder for the future development and incorporation of Crisis Action Planning (CAP) tools to support the conversion of the deliberate All-Hazards Plan (AHP) elements in the Incident Action Plan elements.

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