

COMMUNITY LIFELINES IMPLEMENTATION TOOLKIT

*Comprehensive information and resources for
implementing lifelines during incident response*



FEMA

Version 1.0
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Organization

Content in this toolkit is organized into the following three sections:

1. [Lifelines Overview](#)Slide 3
2. [Implementation of Community Lifelines](#)Slide 27
3. [Icons and Templates](#)Slide 47

Companion documents to the toolkit may include:

- Cover Sheet
- Presenters Guide
- Fact Sheet
- Templates
 - Lifelines Reporting Sheet
 - Lifelines Card
 - Senior Leadership Briefing (Tier I)
 - Planning Support Template
 - Incident Status Summary Situation Report

Section I: Lifelines Overview

Incorporating Community Lifelines into Response

The 2017 Hurricane Season FEMA After-Action Report identified the need to create a new operational prioritization and response tool which would:

- Characterize the incident and identify the root causes of priority issue areas in order to create effective solutions
- Distinguish the highest priorities and most complex issues from other incident information

WHY A LIFELINES CONSTRUCT?

- Decision-makers must rapidly determine the scope, complexity, and interdependent impacts of an incident. Applying the lifelines construct allows decision-makers to:
 - Rapidly determine whether an incident is large (complicated) or complex
 - Prioritize and focus response efforts to maintain or restore the most critical services and infrastructure
 - Ensure limited resources can go toward a common goal that requires involvement across the whole community (root cause analysis vs. cascading impacts)
 - Promote a response that fosters better integration and communication across the whole community since lifeline management transcends public and private sector boundaries

Community Lifeline Implementation

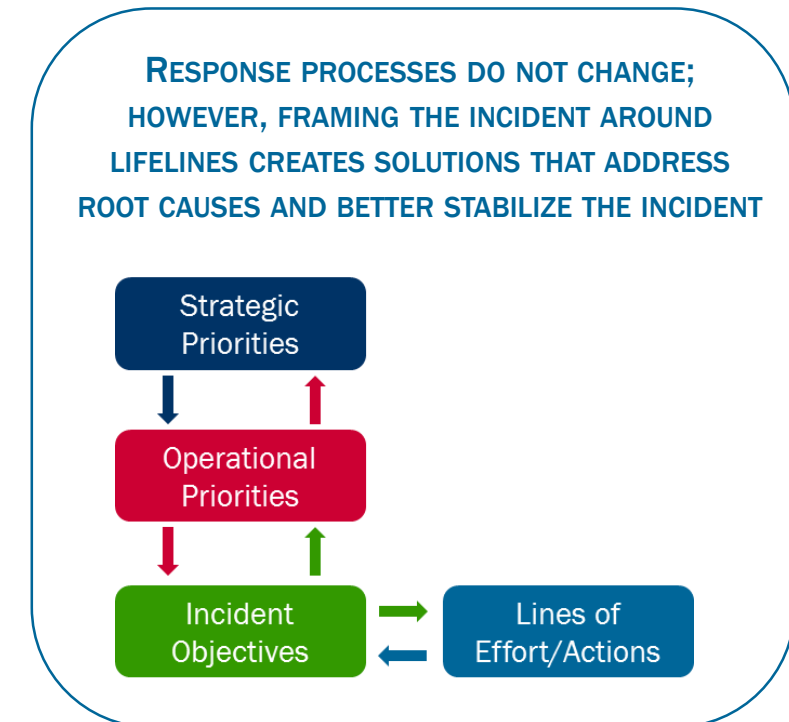
THE CONTEXT... “OLD” VS. “NEW” FRAMING

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.

- Incorporating the lifelines primarily impacts how incident information is organized and reported during response
- Response operations procedures such as NIMS and ICS remain fundamentally the same

Some changes may include:

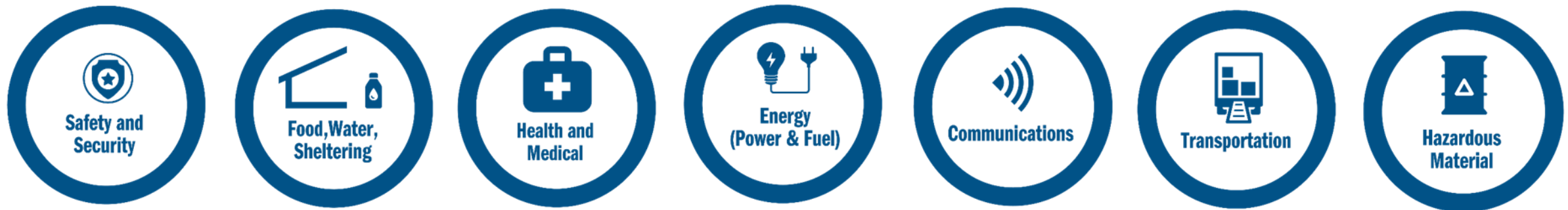
- How we understand, prioritize, and communicate incident impacts
- The structure and format of decision-making support products (e.g., briefings, forms)
- Planning for incident impacts and stabilization both prior to and during incidents



Community Lifelines Defined

A CONSTRUCT FOR OUTCOME-BASED STABILIZATION EFFORTS

A lifeline enables the continuous operation of **government functions and critical business**, and is **essential to human health and safety or economic security**.

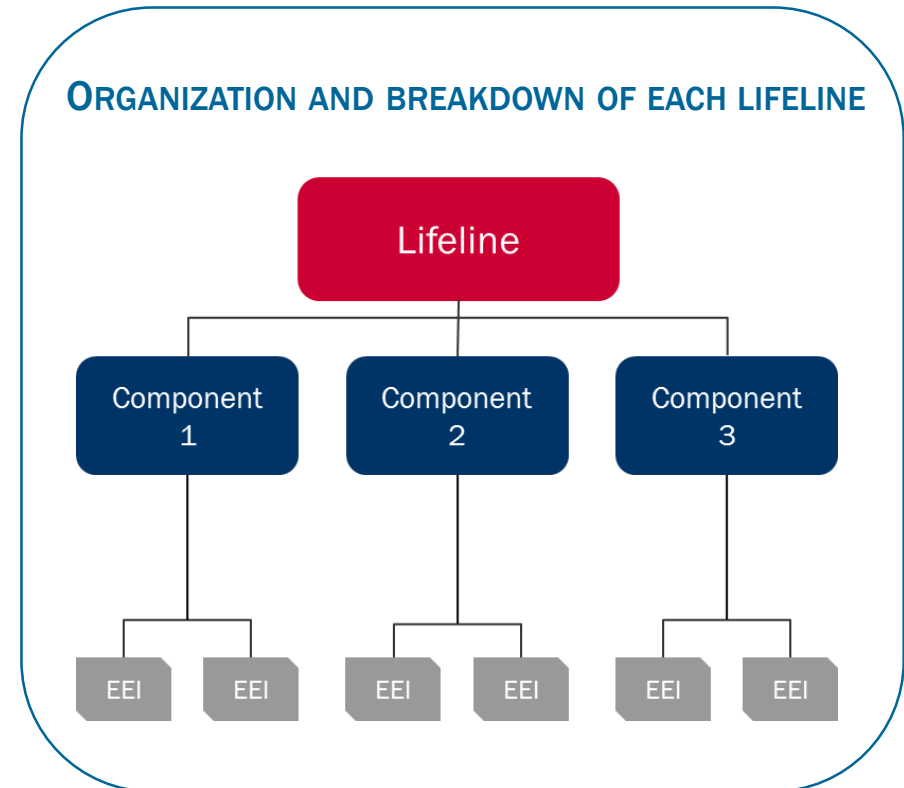


- Lifelines are designed to highlight priority areas and interdependencies, focus attention on actions being taken, communicate coordination efforts towards stabilization, and integrate information
 - Each lifeline is comprised of multiple components and essential elements of information needed to stabilize the incident

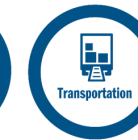
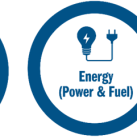
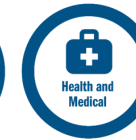
Deconstructing Community Lifelines

- **Each lifeline is comprised of several components that represent the bucketing of critical Essential Elements of Information (EEIs)**
 - The EEIs are the common themes across incidents and indicate overall lifeline status
 - Components were determined by a large group of intra- and interagency Response partners
- **Components includes key capabilities or services that are essential to stabilizing an incident and in providing resources to survivors**
 - Components are assessed individually to determine the seven lifelines' status and overall progress of incident response

Note that not every incident will impact all of the lifelines or components



Community Lifeline Components



Multiple components establish the parameters of and key assessment elements for each of the lifelines; component-level analysis is required to determine if each lifeline is stable

1. Safety and Security

- Law Enforcement/Security
- Search and Rescue
- Fire Services
- Government Service
- Responder Safety
- Imminent Hazard Mitigation

2. Food, Water, Sheltering

- Evacuations
- Food/Potable Water
- Shelter
- Durable Goods
- Water Infrastructure
- Agriculture

3. Health and Medical

- Medical Care
- Patient Movement
- Public Health
- Fatality Management
- Health Care Supply Chain

4. Energy

- Power (Grid)
- Temporary Power
- Fuel

5. Communications

- Infrastructure
- Alerts, Warnings, Messages
- 911 and Dispatch
- Responder Communications
- Financial Services

6. Transportation

- Highway/Roadway
- Mass Transit
- Railway
- Aviation
- Maritime
- Pipeline

7. Hazardous Material

- Facilities
- Hazardous Debris, Pollutants, Contaminants

ROOT CAUSE ANALYSIS

Status “What?”

Impact “So What?”

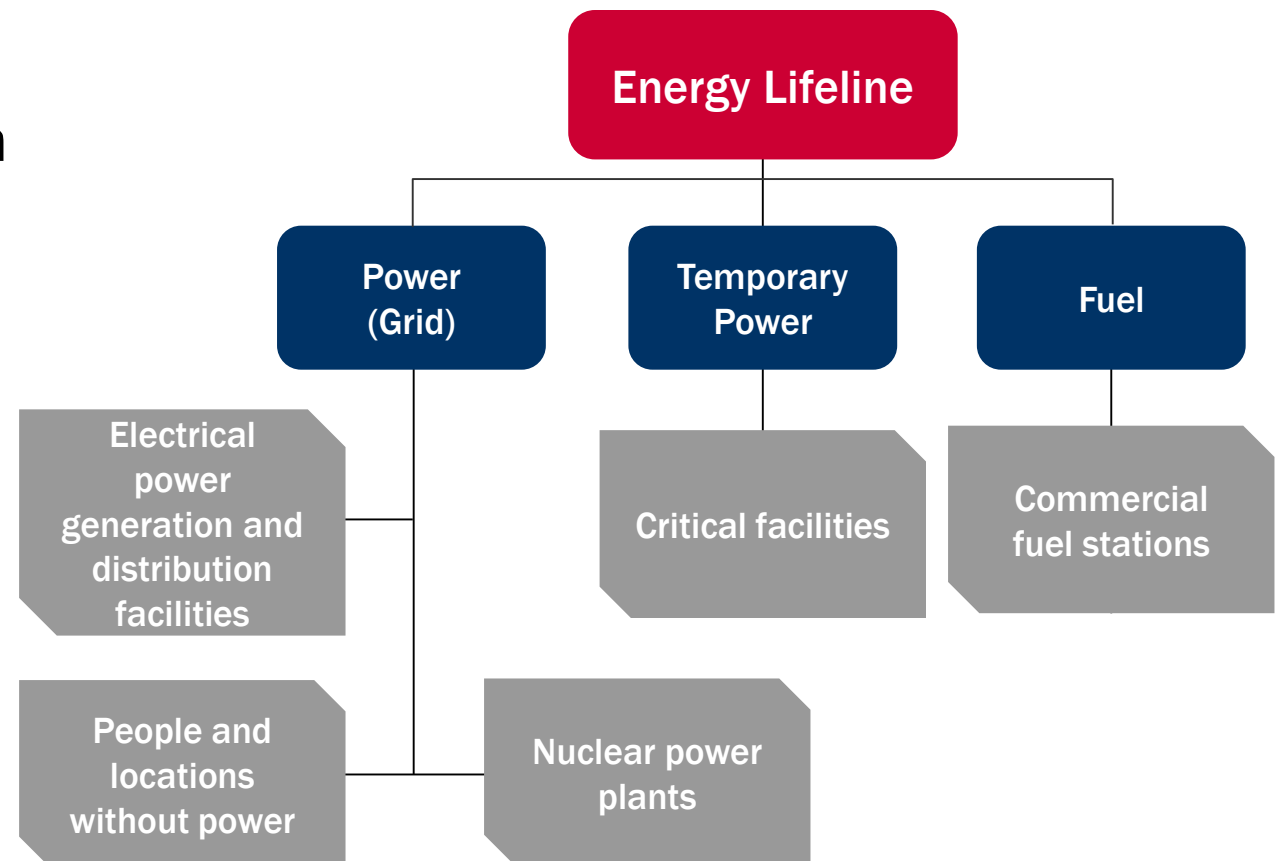
Actions “Now What?”

And any *Limiting Factors*?

Community Lifeline Construct

Lifelines can expand to include new components depending on incident circumstances, but should not collapse to contain fewer

- The EEIs relevant to each component change depending on incident circumstances
- The graphic provides an example breakdown of the **Energy Lifeline** into some of its relevant **components** and the associated **EEIs**





Safety and Security

COMPONENTS AND EEIs

Law Enforcement/Security	Search and Rescue	Fire Services
<ul style="list-style-type: none"> ▪ Evacuation routes ▪ Force protection and security for staff ▪ Security assessments at external facilities ▪ Damaged law enforcement or correctional facilities ▪ Curfew 	<ul style="list-style-type: none"> ▪ Number and location of missing survivors ▪ Life threatening hazards to responders and survivors ▪ Availability and resources of search and rescue teams ▪ Status of animal assists, structural assessments, and shelter in place checks 	<ul style="list-style-type: none"> ▪ Location of fire ▪ Percent of fire contained ▪ Fire's rate and direction of spread ▪ Weather conditions ▪ Availability and resources of fire services
Government Services	Responder Safety	Imminent Hazard Mitigation
<ul style="list-style-type: none"> ▪ Status of government offices and schools ▪ Status of continuity of government and continuity of operations 	<ul style="list-style-type: none"> ▪ Safety hazards affecting operations ▪ Requirements for Personal Protective Equipment (PPE) ▪ Security issues or concerns ▪ Billeting for responders ▪ Onsite training and policy 	<ul style="list-style-type: none"> ▪ Status of flood risk grants ▪ Status of area dams, levees, reservoirs



Food, Water, Sheltering

COMPONENTS AND EEIs

Evacuations

- Mandatory or voluntary evacuation orders
- Number of people to evacuate
- Evacuation routes
- Evacuation time frame
- Risk to responders and evacuees
- Food, water, shelter availability

Food/Potable Water

- Operating status of Points of Distribution (PODs)
- Operating status of supermarkets, neighborhood markets, and grocery stores
- Operating status of restaurants
- Impacts to the food supply chain
- Operating status of public and private water supply systems
- Operating status of water control systems (e.g., dams, levees, storm drains)
- Food/water health advisories

Shelter

- Requirements for emergency shelter
- Number and location of open shelters
- Current population in shelters
- Transitional Sheltering Assistance options
- Potential future sheltering requirements

Durable Goods

- Need for PODs
- Pre-designated POD locations
- Operating status of PODs
- Resource distribution at PODs

Water Infrastructure

- Operating status of public wastewater systems and private septic systems
- Operating status of wastewater processing facilities
- Operating status of public and private water infrastructure (e.g., water mains)

Agriculture

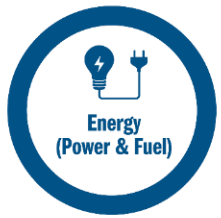
- Status of area agriculture
- Status of food stock
- Food safety



Health and Medical

COMPONENTS AND EEIs

Medical Care	Patient Movement	Public Health	Fatality Management
<ul style="list-style-type: none"> Status of acute medical care facilities (e.g., level 1 trauma center) Status of chronic medical care facilities (e.g., long term care centers) Status of primary care and behavioral health facilities Status of home health agencies Status of VA Health System resources in the affected area 	<ul style="list-style-type: none"> Status of state and local EMS systems Active patient evacuations Future patient evacuations 	<ul style="list-style-type: none"> Status of state and local health departments Public health advisories 	<ul style="list-style-type: none"> Availability of mortuary and post-mortuary services Availability of transportation, storage and disposal resources Status of body recovery and processing Descendant's family assistance
<div>Health Care Supply Chain</div> <ul style="list-style-type: none"> Status of pharmaceutical supply chain 			



Energy (Power & Fuel)

COMPONENTS AND EEIs

Power (Grid)	Temporary Power	Fuel
<ul style="list-style-type: none">▪ Status of electrical power generation and distribution facilities▪ Number of people and locations without power▪ Estimated time to restoration of power▪ Number of electrically dependent persons (e.g., medical equipment) affected▪ Status of nuclear power plants▪ Status of nuclear power plants within 10 miles▪ Status of natural gas and fuel pipelines in the affected area	<ul style="list-style-type: none">▪ Status of critical facilities▪ Availability of temporary power resources	<ul style="list-style-type: none">▪ Status of commercial fuel stations▪ Responder fuel availability▪ Status of critical fuel facilities▪ Status of fuel supply line



Communications

COMPONENTS AND EEIs

Infrastructure

- Status of telecommunications service
- Reliability of internet service
- Reliability of cellular service
- Requirements for radio/satellite communication capability

Alerts, Warnings, Messages

- Status of the emergency alert system (e.g., TV, radio, cable, cell)
- Status of public safety radio communications
- Options for dissemination of information to the whole community
- External affairs and media communication

911 and Dispatch

- Status of phone infrastructure and emergency line
- Number of callers and availability of staff and facilities
- Status of responder communications
- Availability of communications equipment

Responder Communications

- Status of EOC(s), dispatcher, and field responder communications
- Availability and status of first responder communications equipment

Financial Services

- Access to cash
- Access to electronic payment
- National economic impact



Transportation

COMPONENTS AND EEIs

Highway/Roadway

- Status of major roads and highways
- Status of critical and non-critical bridges
- Status of maintenance and emergency repairs

Mass Transit

- Status of public transit systems including underground rail, buses, and ferry services

Railway

- Status of area railways and stations

Aviation

- Status of area airports
- Status of incoming and outgoing flights

Maritime

- Status of area waterways
- Status of area ports

Pipeline

- Status of natural gas and fuel pipelines



Hazardous Material

COMPONENTS AND EEIs

Facilities

- Status of hazardous material facilities
- Amount, type, and containment procedures of hazardous materials
- Reported or suspected hazardous material/toxic release incidents
- Status of hazardous material supply chain

Incident Debris, Pollutants, Contaminants

- Debris issues affecting the transportation system
- Status of debris clearance operations
- Reported or suspected hazardous material/toxic release incidents
- Actual or potential radiological or nuclear incidents
- Monitoring actions planned or underway for HAZMAT incidents

Incident Stabilization

The lifeline construct is used to focus response actions on incident stabilization; thus the expected outcome is to stabilize all lifelines

- **Stabilization** occurs when immediate threats to life and property are anticipated, resourced, and managed and basic lifeline services are provided to survivors
 - Lifeline stabilization is dynamic and may require sustained resources and continuous evaluation
- **Restoration** implies a permanence to re-established critical infrastructure
- A dynamic stabilization target—the desired end-state of response—for each lifeline is created during the deliberate planning process and modified on a per-incident basis to match incident circumstances
- The target should be created collaboratively with key stakeholders:
 - Local response personnel
 - State response personnel
 - FEMA regional and/or national personnel
 - Other Federal response personnel

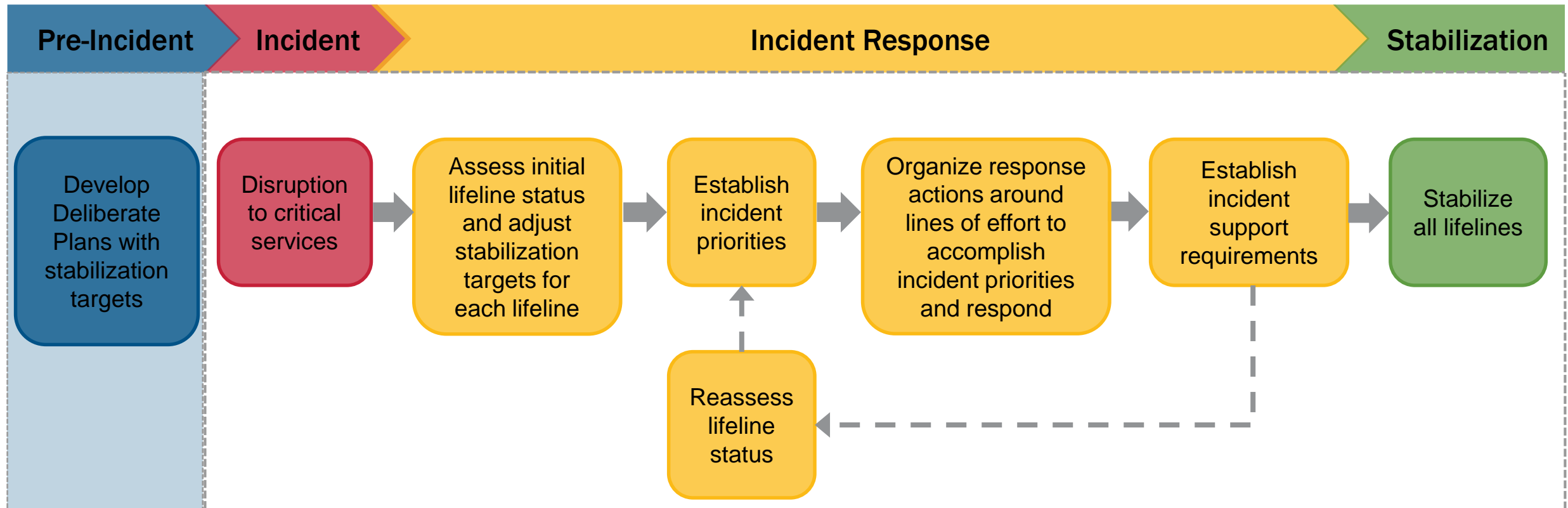
EXAMPLE

An incident destroys the cell towers in an area disrupting communications.

- **Stabilization** occurs when responders provide temporary service through mobile cell sites (e.g., Cell on Wheels)
- **Sustainment** occurs when the mobile cell sites are continuously resourced
- **Restoration** occurs when the cell towers are rebuilt

Lifelines Drive Response

Incident responders iteratively assess lifeline status, establish priorities, organize lines of effort, and respond until the incident is stabilized



Determining Lifeline Status

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

Applying the following questions and understanding the incident is critical in determining the status of a lifeline or component:

- Did the incident disrupt services to survivors provided by component capabilities?
- What is the extent of the disruption and impact on response and survivors?
- Has a solution to the disruption been identified?
- Has that solution been converted into a plan of action?
- Has that plan of action been resourced?
- Are there limiting factors that are preventing stabilization? To what extent are they limiting services?
- Have the services to survivors been stabilized? If not, how long to reach stabilization?
- Are there services enabling stabilization? How long will these services be provided to sustain stabilization?
- Have circumstances changed since the lifeline was last assessed?

Analyzing Components


Lifeline components can be analyzed using six assessment categories that capture essential information for response decision-makers

Categories	Description
Component	Identify the impacted component and any key elements and EEIs within that component.
Status	Summarize the cause of instability. Status should clarify why this component is not stable.
Impacts	Outline the specific effects on survivors and response. Detail how response operations or the survivor experience will improve if this component is stabilized. Include disruptions to capabilities/services under the component to the number of impacted population.
Actions	Describe the actions that response operations is performing to stabilize this component. Include actions across the whole community, not just federal response.
Limiting Factors	Detail issues that are preventing stabilization. Potential issues can include another lifeline or component, resources, staff, policy, etc.
Estimated Time to Stabilization or Sustainment	Provide field leadership's best estimate for a timeframe to reach stabilization or to sustain stabilization.

Example Component Analysis



Transportation

Categories	Status
Component	Mass Transit  Key Element: Bus Service
Status	Roadways are blocked
Impacts	100,000 survivors have no access to Public Transportation and emergency support services
Actions	U.S. Army Corps of Engineers assigned to supplement state and local route clearance and debris removal efforts
Limiting Factors	Resources
Estimated Time to Stabilization or Sustainment	One Week to stabilization; unknown sustainment requirements

Assessing Lifelines

- The objective of assessing lifelines during an incident is to develop a time-stamped impact statement that succinctly summarizes the status of the lifeline
 - Identifies actionable root causes
 - Comprised of the lifeline component analysis, context, and status
- Impact statement combining component analysis for the Transportation lifeline:

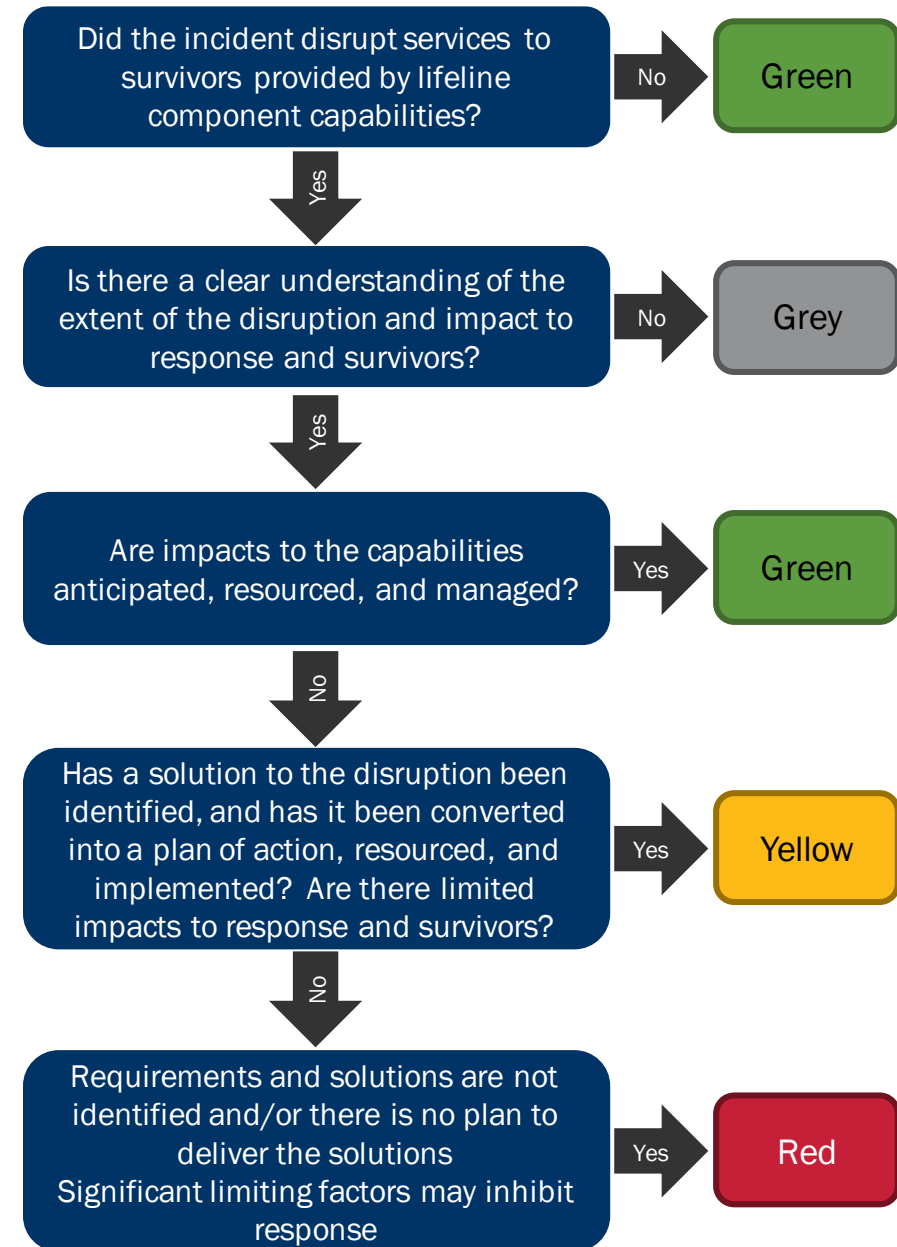


Transportation [RED] (as of 0700 on 12/03/2018):

Impact Statement: Critical Facilities do not have dependable power; survivors do not have access to Public Transportation for evacuation; commodity deliveries are impaired due to debris; roadways are blocked for fuel delivery and commuter routes; there is runway damage, railway communication issues, and ports are being assessed. Roadways, Mass Transit, and Maritime components are declining.

Assigning a Status

- Assign lifeline statuses iteratively as incident circumstances evolve and over the course of response operations
 - A lifeline status represents a snapshot in time for that response operational period
- Stabilization targets will provide the baseline against which lifelines can be compared
- The flowchart shows an example of how responders may think through assigning lifelines a color status



Example Status Designations (1 of 2)

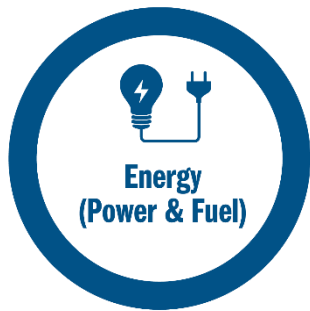
Below are example analyses for the Food, Water, Sheltering lifeline and corresponding color statuses for each.



Status	Example
Grey	Unconfirmed reports by survivors have indicated the drinking water has a strange taste. Specialists are currently testing the water, but there is no further information at this time.
Red	Hazardous material spills caused by the incident made local water unpotable. Disruptions to local roadways means difficulty in distribution. Downed public messaging systems means the response is unable communicate water hazards and bottled water distribution points to survivors.
Yellow	Hazardous material spills caused by the incident made local water unpotable. Pallets of water bottles are onsite, however disruption to local roadways means distribution is challenging. Field Leadership has authorized helicopters to carry pallets to inaccessible communities.
Green	Hazardous material spills caused by the incident made local water unpotable. The distribution of pallets of water to affected communities is sufficient to cause no impact to survivors.

Example Status Designations (2 of 2)

A volcanic eruption left energy infrastructure intact, therefore the lifeline's status was assigned as stable (green). However, 72 hours after the incident, a lava flow is projected to impact the local power plant.



Status	Example
Grey	A volcanic eruption has created a lava flow on a projected collision course with the local power plant. If it follows that path, an evacuation order is expected at 0700 tomorrow morning, causing indeterminate impacts on the accessibility of power.
Red	Lava flow towards the region's power plant caused the plant to be evacuated and operations suspended. Temporary generators are being used to power the Emergency Operations Center and one hospital, but the rest of the grid is powerless.
Yellow	Lava flow towards the region's power plant caused the plant to be evacuated and operations suspended. Temporary generators are being setup to resume service, but 3,000 homes remain without power.
Green	Lava flow towards the region's power plant caused the plant to be evacuated and operations suspended. Temporary generators and out-of-region power plants are providing sufficient power to cause no disruption of services.

Section II: Implementation of Community Lifelines

FEMA's Implementation of Community Lifelines

FEMA incorporates community lifelines into its planning and reporting products. This section provides an overview and examples of how the lifelines have been implemented to date.

Planning products include:

- All Hazards Plans
- Information Analysis Brief
- Incident Action Plan
- Incident Strategic Plan
- National/Regional Support Plan

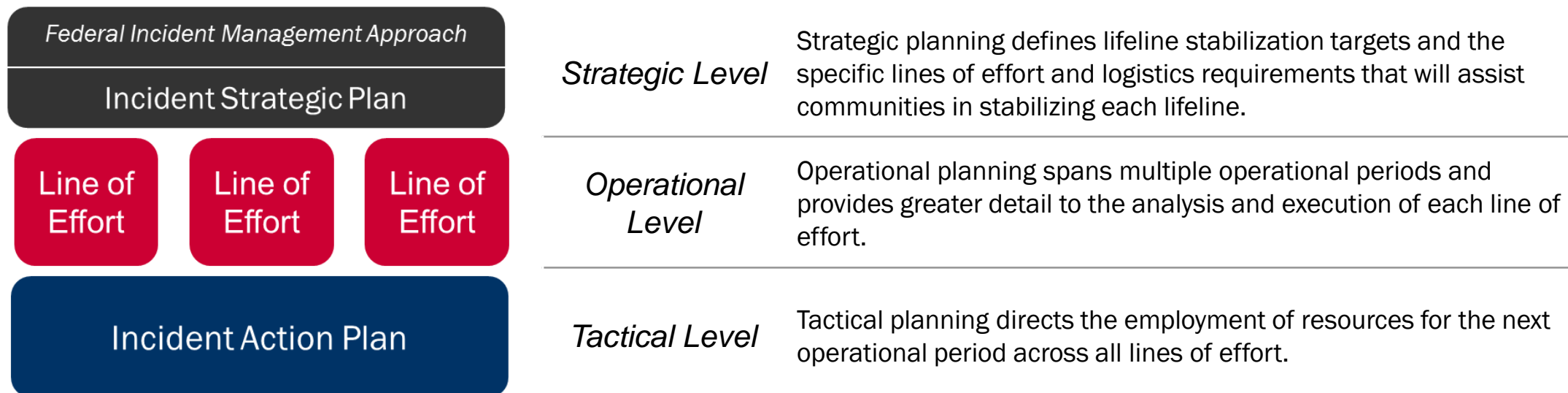
Reporting products include:

- Incident Status Summary Situation Report
- Senior Leadership Brief
- Daily Operations Brief
- SPOT Reports

Community Lifelines and Planning

- **Deliberate Planning:** Incorporate lifelines into deliberate planning products, including defined stabilization targets for each lifeline
- **Crisis Action Planning:** During an incident, deliberate stabilization targets are adjusted to the active response based on an analysis of lifeline impacts and stabilization projections
 - This analysis provides support to leadership decisions and prioritization of response activities for each operational period, including the development of strategies, operational priorities, and objectives

Lifelines enable crisis action planning efforts at all levels



Example: Energy Lifeline may include three distinct Lines of Effort – Temporary Emergency Power, Power Restoration, and Fuel Distribution

Example: Food, Water & Shelter Lifeline may include two distinct Lines of Effort – Sheltering and Commodity Distribution

Community Lifelines and Crisis Action Planning (1 of 2)

- The State, Territory, or Tribal government sets **Strategic Priorities**: Life Safety, Incident Stabilization, and Property Protection
- Lifeline status drives the development of **Operational Priorities**
- Lifelines are supported by multiple ESFs
 - E.g., federal response partners coordinate to execute tasks across operational priorities and core capabilities to support community lifeline stabilization
- Lifeline reporting prioritizes **Stabilization Targets** that are developed collaboratively with key stakeholders
- Complex issues arising in a compromised lifeline may require functional planning support to gain ground truth and develop a stabilization strategy

Community Lifelines and Crisis Action Planning (2 of 2)

- Incident Objectives are associated with one or more Lifelines
- Lines of Effort drive the development of Incident Objectives in the Incident Action Plan (IAP) ICS Form 202
- Associated lifelines are articulated at the end of an objective
- Objective numbering should follow the IAP Guide 2nd Edition

Example Objective: Stabilization of Temporary Emergency Power

(Hypothetically listed as objective #1 on the ICS Form 202)

Line of Effort 1a. Provide Temporary Emergency Power to prioritized critical facilities. (Energy)

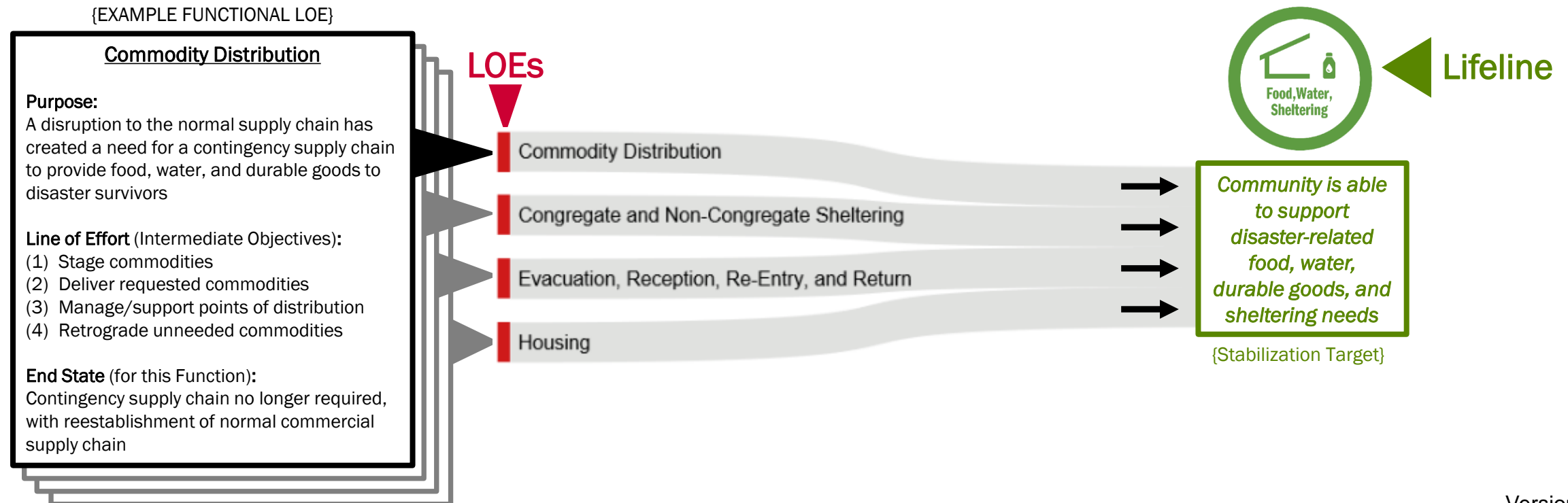
Line of Effort 1b. Provide Temporary Emergency Power to Level 1 Trauma Centers and 911 Public Safety Answering Points. (Energy, Communications, Health and Medical)

Line of Effort 1c. Retrograde all federally provided generators by [Date]. (Energy)

Relationship of Functional LOEs to Stabilizing Lifelines


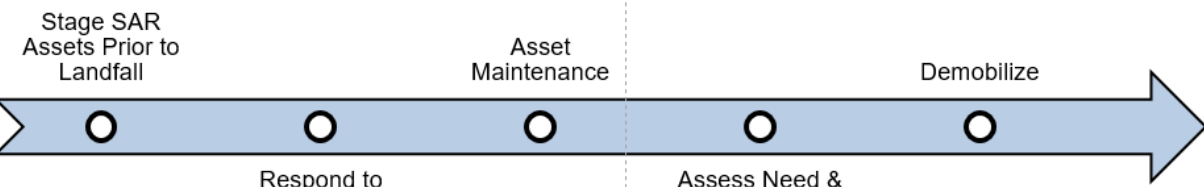
Functional Lines of Effort (LOEs) are focused on addressing end states for stabilization of Lifelines

- This functional approach (which includes LOEs as the sequencing of intermediate objectives toward the Function's end state) follows the "Traditional Functional EOP Format" outlined in CPG-101, version 2.0 (p. 3-4)
- Note: Each Function may address more than one Lifeline



Example from Planning Support Template

The Federal Incident Approach Template describes the basic incident strategy. It includes, for each Functional Line of Effort, the current state, intermediate objectives, end state, resourcing considerations and limiting factors. The Incident Approach is produced by the Planning Section at the direction of incident leadership in coordination with the Operations and Logistics Sections prior to the first operational period and updated regularly until the Incident Strategic Plan has been developed.

 Search & Rescue		Mapped to ICS Form 202 Objective: [#]				
		Principal	FEMA USAR	[Name]	[Email]	[Phone]
Current State	Intermediate Objectives		Completed	In-Progress	Not-Yet-Started	End State
# Federal air rescues # Federal ground rescues # Federal assisted evacuation # Federal teams employed	Stage SAR Assets Prior to Landfall Asset Maintenance Demobilize					Communities no longer isolated. Re-entry allowed. Threats to life safety diminished. Federal assets no longer conducting rescues. Landslide threat no longer existing.
Operational Assessment			Resourcing			
Intermediate Objective	Key Indicator		Type	Identifier		
[Objective]	[Insert]		[MA/Contract/FEMA Program]	[Insert]		
Non-Resource Limiting Factors			Resource Shortfalls			
Factor	Mitigating Measure(s)		Resource	Mitigating Measure(s)		
[Factor]	[Insert]		[Resource]	[Insert]		


Deliberate Planning and All-Hazards Plan Updates

- Deliberate Planning incorporates defined stabilization targets for each lifeline and the lines of effort to stabilize each lifeline
- FEMA is developing stabilization targets for lifelines to include in its update of the Regional All Hazards Plans



Community Lifelines Reporting at the Incident Level: Situation Reports

Planners can begin creating and distributing an Incident Status Summary Situation Report once the Regional Response Coordination Center deactivates and is no longer distributing their Situation Report. This provides an alternative format for situation reporting and is outlined by Lifelines and Unified Recovery Outcomes.

[Incident Status Summary Situation Report [Address] New in Blue]			
			
1. Incident Name [Declaration]	2. Information as of: [Time, Date]	3. Date Prepared: [Date]	4. Report No: [#]
5. Type of Incident: [Type]			
6. Location/Map of Incident: [insert map]			
Individual Assistance: [insert counties]			
Public Assistance: [insert counties]			
Hazard Mitigation: Statewide			
Incident Background: [insert incident overview; not to be changed]			
7. Declaration History: Incident Period:			
Date Issued	Declaration	Remarks	
8. Current Summary:			
<u>Incident Stabilization Lifelines</u>			
Safety and Security: [overview of status of lifeline]			
Food, Water, Shelter: [overview of status of lifeline]			
Health and Medical: [overview of status of lifeline]			
Energy: [overview of status of lifeline]			
Communications: [overview of status of lifeline]			
Transportation: [overview of status of lifeline]			
Hazardous Material: [overview of status of lifeline]			
<u>Unified Recovery Outcomes</u>			
Infrastructure: [overview of status of recovery outcome]			
Housing: [overview of status of recovery outcome]			
Health and Social Services: [overview of status of recovery outcome]			
Community Planning and Capacity Building: [overview of status of recovery outcome]			
Economic Recovery: [overview of status of recovery outcome]			
Community Resilience: [overview of status of recovery outcome]			
Natural and Cultural Resources: [overview of status of recovery outcome]			

DR-###-ST	
Administrative [Insert total staffing number]	
9. Significant Impacting Weather in the current O-Period:	
10. Threats or Disruptions to Infrastructure, Significant:	
11. Critical Resource Shortfalls:	
12. Critical Limiting Factors:	
INCIDENT STABILIZATION LIFELINES	
13. Lifelines – Safety and Security:	
a. Government Services (Source, Date)	
• Activations:	
o SEOC: [level, hours]	
o RRCC: [level, hours]	
o NRCC: [level, hours]	
• Closures:	
o County Governments: [#, counties]	
o Schools/Universities: [#, population impacted]	
b. Protective Measures (Source, Date)	
• Dams/Levees of concern: [Status, Location, Type, Forecast Impacts, Ownership]	
• Potential Impacts/Threats to Human Life: [Public Infrastructure, Population]	
• Impacts:	
o Structures Destroyed:	
o Structures Damaged:	
c. Search and Rescue (Source, Date)	
• USAR:	
o Total Rescues/Evacuations:	
o Focus Areas:	
• Air Operations:	
o Total Rescues/Evacuations:	
o Sorties:	
d. Law Enforcement and Security (Source, Date)	
• Evacuations:	
o Mandatory: [#, counties]	
o Voluntary: [#, counties]	
• ESFs supported by ESF 13:	
e. Fire Service (Source, Date)	
• Acres burned:	
• Level of containment:	
• Est. date of full containment:	
14. Lifelines – Food, Water, and Shelter:	
a. Mass Care (Source, Date)	
• Actions:	
b. Water (Source, Date)	
• Facilities of concern: [Status, Location, Type]	
• Impacts:	
• Assessments: [completed, remaining]	

SPOT Reports

- SPOT Reports are issued when incidents of such significance occur that immediate notification becomes necessary
- An image of the FEMA SPOT Report is provided along with an alternative method of organizing incident impacts around lifelines

Lifeline Impacts

Safety and Security:

- Alert Orders issued for WA-TF1 as a Type 1 (70-member) task force.
- All 911 services are operational (NCC)

Food, Water, and Sheltering:

- Many homes and buildings reportedly damaged (APD)
- Precautionary boil water advisory in place from Anchorage Water Waste and Utility (APD)

Health/Medical:

- No injuries or fatalities reported
- All major medical facilities are open; emergency rooms are accepting patients

Energy:

- Over 32,000 customer power outages reported across the affected area.

Communications:


- All 911 lines are operational

Transportation:

- Anchorage Airport at "Ground Stop" (closed) for evaluations
- Multiple reports of damaged bridges and roads buckling or collapsing

Hazardous Waste:

- No impacts reported



NATIONAL WATCH CENTER
 FEMA HEADQUARTERS - WASHINGTON, DC
fema-nwc@fema.dhs.gov | 202-646-2828

FEMA NWC SPOTREP: Incident – Location (Initial, <or> Update #, <or> Update # – FINAL, as of HH:MM a.m. / p.m. EST / EDT: Topline Message)

Updates in Blue (Remove if initial)

Incident Description: This is the bottom line up front (BLUF). It shouldn't change.
Time of Incident: HH:MM a.m. / p.m. EST / EDT, Month ##, 2018 (When it occurred or will occur – it shouldn't change)
Sources: List of organizations the information came from.

Current Situation (as of HH:MM a.m. / p.m. EST / EDT):
 Use an "as of" time in parenthesis above showing when the information was last received/updated. Continue with the 5Ws providing any expanding information and analysis. This is where you would put PAGER info, tsunami info, winter storm forecast, etc.; Format this section as best fits the need.

Impacts: This section can be edited to break down by state or region if a multi-state or multi-region event; Regions with most significant impacts first. Minimal list of impacts include:

- Fatalities / Injuries: None reported
- Evacuations: None reported
- Shelters / Occupants: None reported
- Power Outages: Minimal reported
- Transportation: No impacts reported
- Other: N/A
- Initial SPOTREP may have little or no known impacts. Report what you know at the "as of" time

State/Local Response:

- State information such as EOC Activation Levels, Declarations, Deployments, Etc.
- Local information such as county or city response efforts (high-level stuff)

FEMA Response:

- Regional information first, followed by headquarters
- Multi-regional incident – report on the most severely impacted region first
- Avoid "Not Activated" and "Steady State" if a Region is listed; they are at least monitoring the events as they unfold

Follow-up: The FEMA NWC will provide additional reporting as information becomes available.



<or>
Follow-up: Barring significant developments, this will be the FEMA NWC's final report for this incident.

Insert large graphics at the end of the reports.

Daily Operations Briefing

- The Daily Operations Briefing provides an overview of the current emergency management situation nationwide
- FEMA has organized its summary of significant incident information within this Briefing around the community lifelines

Earthquake – Alaska

Situation: M7.0 (MMI VIII) earthquake occurred outside of Anchorage, AK. USGS issued an orange PAGER alert for economic losses, indicating damage is likely and the disaster is potentially widespread. Initial reports indicate majority of impacts are within Anchorage.

Impacts:

Food, Water and Shelter (RX Lifelines Report, Dec 1)

- Food supply dependent on maritime shipping; port status pending assessment
 - Salvation Army is meeting current feeding requirements in shelters
 - Supply in Alaska anticipated to last approximately 6-7 days
- Many homes and buildings reportedly damaged
- Boil water advisory in place for Anchorage

Health and Medical (RX Lifelines Report, Dec 1)

- No injuries or fatalities reported
- All major medical facilities are open; all assisted living centers, dialysis centers, and nursing homes in the Anchorage area operational with limited impacts reported (HHS SITREP #4 as of 12:50 a.m. EST)

Energy (RX Lifelines Report, Dec 1)

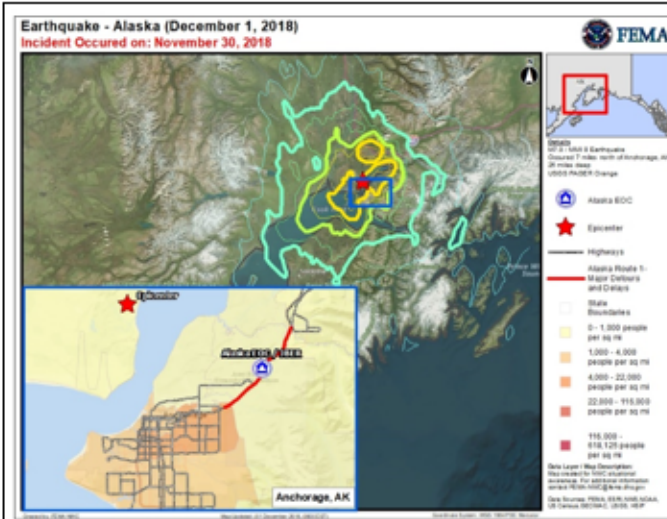
- Fewer than 500 homes remain without power; full restoration expected today
- Trans-Alaska Pipeline System (TAPS) restarted

Transportation (RX Lifelines Report, Dec 1)

- Anchorage is fully connected north and south, however, major delays, detours, and closures continue; damage to Highway 1 and many local roads
- Ted Stevens International Airport is fully operational
- Joint Base Elmendorf Richardson (JBER) is operational
- Alaska Railroad Anchorage Operations Center reportedly sustained severe damage
- Port of Alaska (Anchorage) flow tide assessment Saturday to determine accessibility

Response:

- FEMA Region X RRCC activated to Level I
- AK EOC at Partial Activation (24/7); Gov declared State of Emergency
- Emergency Declaration FEMA-3409-EM-AK approved November 30
- FEMA NWC at Steady State; NRCC ROC activated (day shift only)
- IMATs: N-IMAT East and R-X IMAT deploying to AK EOC (Anchorage)
- US&R: IST representative deploying with N-IMAT East; WA-TF1 on Alert



Earthquake - Alaska (December 1, 2018)
Incident Occurred on: November 30, 2018

USGS issued an orange PAGER alert for economic losses, indicating damage is likely and the disaster is potentially widespread. Initial reports indicate majority of impacts are within Anchorage.

Legend:
 - Epicenter
 - Major Roads 1, 2, and 3
 - State Boundaries
 - Population Density:
 - 0 - 1,000 people per sq mi
 - 1,000 - 4,000 people per sq mi
 - 4,000 - 22,000 people per sq mi
 - 22,000 - 115,000 people per sq mi
 - 115,000 - 115,125 people per sq mi

Senior Leadership Brief

FEMA's Senior Leadership Brief (SLB) format was revised to integrate community lifelines and discuss Essential Elements of Information (EEl)s and identify interdependencies between lifelines.

The NRCC now uses an updated SLB Template, which is made up of four Tiers:

Tier I: Disaster Summary

- Executive Summary
- Significant FEMA and/or Interagency Actions
 - Lifelines prioritized by effect on overall stabilization, based on tier II information

Tier II: Lifeline Overview

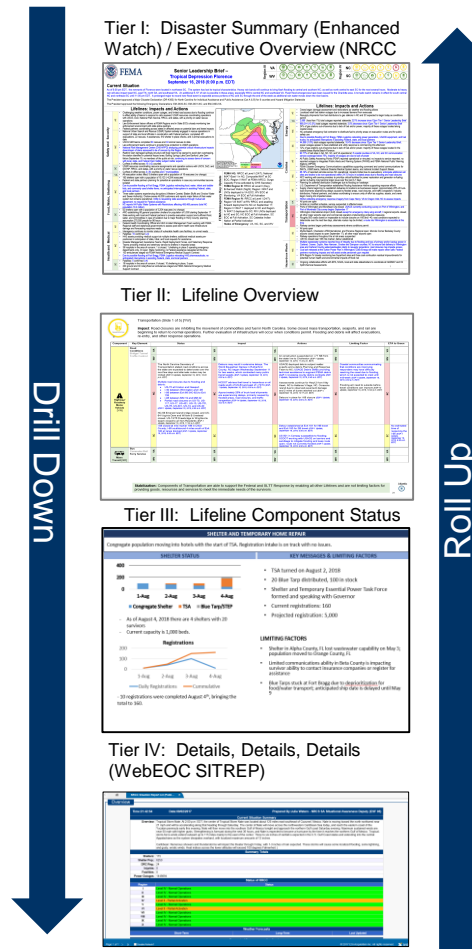
- Synopsis of lifeline status
 - Prioritized lifeline component information

Tier III: Lifeline Component Status

- Granular information regarding lifeline components to include: Status, actions, key messages, limiting factors
 - Charts, graphs, etc.
 - GIS products

Tier IV: Lifeline Essential Elements of Information (data collection)

- Board modernization enabling multiple data inputs and data connectivity for potential incident dashboards
 - Data collection from all incident levels to include: Field, Regions, State, and Interagency




Senior Leadership Brief Tier I

The following slides provide an overview of the different parts of the SLB Tier 1, including explanations for each:

- Section (*what?*)
- Purpose (*why?*) and
- Process for filling it out (*how?*)



A real-world SLB from Tropical Depression Florence is provided for further review



**Senior Leadership Brief –
Tropical Depression Florence
September 16, 2018 (5:00 p.m. EDT)**

Region III

VA

WV

Region IV

NC

SC

Current Situation

As of 5:00 pm EDT, the remnants of Florence were located in northwest SC. The system has lost its tropical characteristics. Heavy rain bands will continue to bring flash flooding to central and southern NC; as well as north central to east SC for the next several hours. Moderate to heavy rain will also impact west NC, east TN, north GA, and southwest VA. An additional 5-10" of rain is possible in these areas; especially NW to central NC and southwest VA. Flash flood emergencies have been issued for the Charlotte area. A tornado watch remains in effect for south central NC and northeast SC until 11:00 pm EDT. A prolonged major to record river flood event is expected across portions of NC and SC through the end of the week as additional rain water moves down the river basins.

The President approved a Major Disaster Declaration (DR-4393) for North Carolina for Individual Assistance and Public Assistance (Cat A & B) for 8 counties and Hazard Mitigation Statewide

The President approved the following Emergency Declarations: EM-3400-SC; EM-3401-NC; and EM-3403-VA

Lifelines: Impacts and Actions

Category	VA	NC	SC
Safety and Security	All	NC	SC
	VA	NC	SC
Food, Water, Sheltering	VA	NC	SC
	VA	NC	SC
Health and Medical	All	NC	SC
	VA	NC	SC

Lifelines: Impacts and Actions

- Challenging weather conditions, power outages, and limited road access due to flooding continue to affect ability of teams to respond to calls received; US&R resources coordinating operations with USCG, DoD, National Park Service, RRCO, and states, with a priority on water rescue operations
- Law Enforcement liaison officers at FEMA Regions and in State EOCs closely monitoring law enforcement environment with state police partners
- Federal partners coordinating across states in affected areas on potential dam and levee impacts
- National Urban Search and Rescue (US&R) System actively engaged in rescue operations in support of state and local officials in coordination with Federal partners; completed 451 evacuations, 22 rescues, 4 assistances, 519 shelter in place checks, and 3 animal evacuations to date
- USCG S&R teams completed 84 rescues and 43 animal rescues to date
- Law enforcement teams continue to provide force protection to US&R operations
- National Risk Management Center (DHS-NPPD) analyzing potential critical infrastructure impacts downstream of dams assessed to be of concern by the Region
- Rainford Dam damaged spillway structure will likely need to be opened to avoid dam overtopping, fire station identified in potential hazard area; Boiling Springs Lake Dam/Sanford Lake Dam failure September 15, no members of the public at risk; continuing to assess dams of concern with local, state, and Federal Dam Safety subject matter experts
- Curfews in effect across 18 (+3) counties
- US&R resources coordinating resource assignments and operation actions with USCG, DoD, and DOWNP, RRCO, and states, with a priority on water rescue operations
- Curfews in effect across 3 (-6) counties and 7 municipalities
- All evacuation orders lifted; 8 shelters open with a population of 16 evacuees (no change)
- 180 shelters open with a population of 15,133 (-4,284) evacuees
- Federal and state partners planning for potential air operations in case any communities become isolated
- Due to possible flooding at Fort Bragg, FEMA Logistics redirecting food, water, infant and toddler kids, and commonly used shelter items; no anticipated interruptions in assisting Federal, state, and local partners
- Three water systems experiencing disruptions (Western Careret, Bladen Bluffs and Onslow Water and Sewer Authority); Onslow serves 46,000 customers and reports major failure of their water system but remains operational; Utility is requesting state assistance through mutual aid agreement; no request for Federal assistance
- NC reports 94 Public Water Systems with Restrictions affecting 488,408 persons (total NC population 10.2 million)
- 52 shelters open with a population of 3,204 evacuees (no change)
- ARC establishing 96 general population shelters for population of 3,000 starting September 17
- State working with local and Federal partners to provide evacuation support and sufficient food, water, and commodities in case of isolation due to major flooding in Horry County, planning assumption 275,000 people for 96 hours
- Federal Health Coordinating Official and HHS Incident Management Team working with FEMA Regional staff and state/local governments to assess post-storm health care infrastructure damage and forecasting response needs
- Interagency continues to monitor status of vulnerable health care facilities; no unmet needs
- Fatalities: 10 confirmed (+3)
- HHS assets providing medical support at multiple shelters; additional medical assets pre-positioned in anticipation of state, tribal, and local requests for assistance
- Disaster Management Assistance Teams, Rapid Deployment Forces, and Veterinary Response Teams providing medical and veterinary service to shelters in impacted areas
- 39 hospitals in the area of concern; 1 is closed, 1 sheltering in place 3 operating emergency departments only, 34 open; State monitoring; no Federal assistance requested at this time
- 100 ambulances staged via FEMA National Emergency Medical Support Contract
- Due to possible flooding at Fort Bragg, FEMA Logistics relocating HHS pharmaceuticals; no anticipated interruptions in assisting Federal, state, and local partners
- Fatalities: 5 confirmed (+4)
- 19 hospitals in the area of concern; 6 closed, 10 sheltering in place, 3 open
- 200 ground and 30 rotary/fixed air ambulances staged via FEMA National Emergency Medical Support Contract

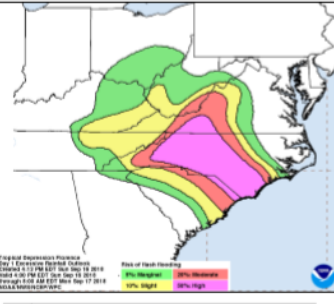
FEMA Interagency Key Update

FEMA HQ: NRCC at Level I (24/7); National IMAT-East 1 in NC; Composite IMAT at SC EOC; Region V IMAT at FEMA NRCC; Surge Capacity Force activated by DHS Secretary

FEMA Region III: RRCO at Level II (Day), Enhanced Watch (Night); Region I IMAT and LNOs deployed to VA EOC; WV EOC at Monitoring, VA EOC at Full Activation

FEMA Region IV: RRCO at Level I (24/7); Region VIII IMAT at RIV RRCO and awaiting forward deployment to NC on September 17; Region IV IMAT 1 deployed to NC and Region IV IMAT 2 deployed to SC; RIV LNOs deployed to NC and SC; NC EOC at Full Activation, SC EOC at Full Activation, SC Catawba Indian Nation at Partial Activation

States of Emergency: VA, NC, SC, and WV



Energy

- Crews began damage assessment and restorations as weather and flooding allows
- Localized retail fuel station outages due to increased demand from evacuees
- Resupply shipments from fuel distributors to gas stations in NC and SC expected to begin today as conditions permit
- 2,968 (less than 1%) total outages reported statewide; 321% increase since 12pm Tier 1 Senior Leadership Brief
- 680,314 (13.3%) total outages reported statewide; 3.5% decrease since 12pm Tier 1 Senior Leadership Brief
- 24% of gas stations out-of-service due to lack of fuel and/or power; majority of these outages located along coastal areas
- NC activated emergency fuel contractor to distribute fuel to priority areas on evacuation routes and for public safety use
- Due to possible flooding at Fort Bragg, FEMA Logistics relocating power generators, USACE equipment, and fuel trucks; no anticipated interruptions in assisting Federal, state, and local partners
- 44,598 (1.8%) total outages reported statewide; 18.4% decrease since 12pm Tier 1 Senior Leadership Brief; power outages appear to have stabilized and utility response is commencing this afternoon
- 12% of gas stations out-of-service due to lack of fuel and/or power; majority of these outages located in the coastal areas Myrtle Beach-Florence
- 62.77% of cell sites in VA, NC, SC and VA operational; 8 coastal counties in VA, NC, and SC communication service coverage below 75%; majority of outages are due to lack of power
- All Public Safety Answering Points (PSAP) reported operational or rerouted; no impacts to service reported; no reported outages to Integrated Public Alerts and Warning System (IPAWS) and FEMA National Public Warning Stations (NPWS)
- FEMA Disaster Emergency Communications capabilities supporting command and control communications for IMATs, US&R teams, National Disaster Medical System teams, and national Incident Support Bases
- 89.19% of reported cell sites across NC operational; impacts limited due to evacuations; anticipate additional cell sites and towers to be non-operational within 24-72 hours in isolated areas due to flooding and road closures
- NCC working with service providers to prioritize critical facilities for power restoration and generator re-fueling; carrier re-fueling may become larger issue over the next 3-7 days
- Planning for potential distribution challenges due to flooding on roadways
- U.S. Department of Transportation established Routing Assistance Hotline supporting response efforts
- Supply chains beginning to reestablish deliveries to locations as businesses reopen; Approximately 25% of truck-load shipments experiencing delays caused by flooded areas, road closures, and traffic congestion; industry distributors, Federal partners, and states coordinating to ensure unity of effort as supplies, assets, and crews begin moving into impacted areas
- NOAA collecting emergency response imagery from Cape Henry, VA to Oregon Inlet, NC to assess impacts

Transportation

- All ports are open
- Amtrak on modified schedule, service suspended in affected areas
- Ports of Wilmington and Morehead City closed; USACE currently conducting survey on Port of Wilmington, and Port of Morehead City survey begins September 17
- Wilmington International Airport (ILM) closed except for emergency rotary wing aircraft; 3 regional airports closed; all other major airports open and commercial operators implementing protective measures
- Roughly 500 roads closed or impassable to include closures on I-95 and I-40; road conditions expected to deteriorate over the next few days; alternate routes may be limited; a route into Wilmington is accessible at this time
- Railway carriers began preliminary assessments where conditions permit
- All ports open
- Myrtle Beach, Charleston AFB/International, and Florence Regional open; Moncks Corner Berkeley County airports closed (expect to open September 17); all other major airports open
- Railway operations throughout the at risk areas suspended
- I-95 SC closed near 180 mile marker; detour established
- Multiple wastewater systems reported loss of integrity due to flooding and loss of primary and/or backup power in Carteret, Craven, Duplin, New Hanover, Onslow and Sampson counties; NC to ensure fuel delivery to Wilmington area and Carteret County wastewater treatment plants to resupply generators; road closures may impede access
- Coal ash released at the Sutton Power Plant in Wilmington; Duke Energy will make repairs when safe; Federal partners monitoring impacts and will assist onsite personnel upon request
- EPA Region IV closely monitoring two Superfund sites and three coal combustion residual impoundments for potential human health and environmental impacts of flood risk

Hazardous Waste

- Ongoing collaborative efforts with EPA, NOAA, local and state stakeholders to coordinate all HAZMAT and Oil Spill/Chemical Assessments



Region IV Senior Leadership Brief – Hurricane Florence

September 19, 2018 (1000 EDT)

Current Situation

Florence has produced heavy and excessive rainfall over parts of North Carolina and South Carolina, causing catastrophic areal flooding and record riverine flooding. Storm total accumulations exceeded 35 inches in parts of southeastern North Carolina. Areal and riverine flooding continues over eastern NC and northeastern SC. The President has approved the following Emergency Declarations: EM-3400-SC; EM-3401-NC; NC-FEMA-4393-DR for NC (declared on 9/14) for IA & PA (categories A&B including DFA) for Beaufort, Brunswick, Carteret, Craven, New Hanover, Onslow, Pamlico, And Pender Counties; HMGP statewide. Amendment #1 added Bladen, Columbus, Cumberland, Duplin, Harnett, Lenoir, Jones, Robeson, Sampson, and Wayne Counties. IOF location: 4100 Glenwood Ave, Raleigh, NC 27612. SC-FEMA-4394-DR for SC (declared on 9/16) for PA (category B including DFA) for Berkeley, Charleston, Dorchester, Georgetown, Horry, Marion, Orangeburg, and Williamsburg Counties; HMGP statewide.

Tier I Title and Date/Time Stamp

What:

- Title specifying region, leadership brief, and incident name
- Includes date/time stamp of most recent publication

Why:

- To inform audience the who, what, and when

How:

- Follow above format exactly (using the Region-specific time-zone)

**FEMA****Region IV Senior Leadership Brief – Hurricane Florence****September 19, 2018 (1000 EDT)****Current Situation**

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Tier I Overall Impact Statement

What:

- The “*So What*” in terms of impacts to survivors for all lifelines
- A summary of all lifeline impacts and context for trend analysis
- Rolled up from Tier II data and analysis

Why:

- Summarizes the overall impacts of the entire incident and impacted lifelines in relation to survivors and response operations

How:

- Statement starts with the actual impacts to the survivor, walks the reader through status, intermediate causes, and ends with the Actionable Root Cause



FEMA

Region IV Senior Leadership Brief – Hurricane Florence September 19, 2018 (1000 EDT)



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Tier I Lifeline Icons

What:

Lifeline icon color coded to indicate current status

- Red is the most unstable or completely inadequate level of service
- Yellow is functional but inadequate for stability of a consistent level of service
- Green is stable
- Grey indicates the status is unknown

Why:

- Comprehensive display of lifeline status
- Displays whether a lifeline is stable or in need of corrective actions

How:

- Determined by State, Local, Tribal, or Territorial representatives, Field Leadership, and/or Analysts
- Based off of analysis from responsible Emergency Support Functions and SMEs, IM and IS
- Uses icons from the Icon Library


FEMA

Region IV Senior Leadership Brief – Hurricane Florence

September 19, 2018 (1000 EDT)

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Lifelines: Impacts and Actions

Safety and Security	NC	<ul style="list-style-type: none"> 26 (+1) confirmed fatalities Search and Rescue Coordination Group staged throughout NC, including Incident Support Team, Type I & III Task Forces, and MRP-Water Rescues; integrated with local assets and SAR missions are ongoing. Confirmed dam breaches: <u>there have been 5 confirmed and 3 unconfirmed dam breaches along with 3 confirmed and 0 unconfirmed overtoppings; additionally, 22 facilities have taken varying degrees of protective measures</u> Air recon missions (CAP/UAS) continue for high hazard dams, hog lagoons, and 10 (-1) river gauges currently in major flood stage Mandatory evacuations in 11 counties and voluntary evacuations in 8 municipalities.
	SC	<ul style="list-style-type: none"> 8 (+2) confirmed fatalities Search and Rescue Coordination Group staged, including Incident Support Team, Type I Task Forces, and MRP-Water Rescues; integrated with local assets Confirmed dam breaches: <u>there have been 14 confirmed and 2 unconfirmed dam breaches along with 8 confirmed and 2 unconfirmed overtoppings; additionally, 6 facilities have taken varying degrees of protective measures</u> 3 (-3) river gauges currently in major flood stage The community of Nichols, SC (Marion County) with a population of ~400 evacuated last evening due to the threat of flooding along Lumber River as was seen during Matthew Multiple other communities and flood-prone areas along the rivers and creeks in NE SC are anticipated to evacuate over the next few days
Food Water Sheltering	NC	<ul style="list-style-type: none"> 66 shelters open with a population of 8,920 (-2) (Source: NC EOC@ 0730 EDT) Evacuations by county: 6 mandatory, 11 Voluntary, 9 Mixed 73 counties with water systems issues; most are boil water advisories
	SC	<ul style="list-style-type: none"> 10 (+2) shelters open with a population of 238 (-70) (Source: SC EOC@ 0730 EDT); river levels still rising, so shelter populations may fluctuate. Municipal evacuations for small areas continue in response to local concerns.
Health and Medical	NC	<ul style="list-style-type: none"> Special Needs: 4 Shelters, with 150 occupants (at 43% of capacity) 2 hospital evacuated and closed; 3 (-2) on generator power 17 (+3) nursing homes evacuated and closed; 22 (+2) on generator power Carolina Med1 unit continues supporting Pender County while Pender Memorial hospital is closed. Pender may not be up and running for several weeks. 3 DMATs and 2 RDFs employed in Special Medical Needs Shelter Operations. One DMAT staged in Charlotte. National Ambulance contract resources are enroute to New Hanover County. The NC Mobile Disaster Hospital is set up in Kinston
	SC	<ul style="list-style-type: none"> Special Needs: 2 (-1) Shelters, with 9 (-312) occupants 8 (-7) nursing homes are evacuated and closed. FEMA National EMS contract supporting USAR with 4 ALS ambulances.

Tier I Lifeline Impact and Action Statements

What:

- The “So What” in terms of impacts to survivors for the entire Lifeline
- A summary of each lifeline component’s overall impacts and context for trend analysis by State
- Rolled up from Tier II data and analysis

Why:

- Relays the impacts that a lifeline is having on survivors and response operations

How:



- Statement starts with the actual impacts to the survivor, walks the reader through status, intermediate causes, and ends with the **Actionable Root Cause**

Senior Leadership Brief Tier II

- The SLB Tier II identifies the key elements, status, impact, actions, and limiting factors and estimated time to stabilization for each lifeline component
- For more information, refer to the *Assessing Components* section of this toolkit

Transportation (Slide 1 of 5) [YW]

Impact: Road closures are inhibiting the movement of commodities and fuel in North Carolina. Some closed mass transportation, seaports, and rail are beginning to return to normal operations. Further evaluation of infrastructure will occur when conditions permit. Flooding and debris will affect evacuations, re-entry, and other response operations.

Component	Key Element	Status	Impact	Actions	Limiting Factor	ETA to Green
 Highway/ Roadway Motor Vehicle [YW]	Road Conditions Bridge/Tunnel Traffic Control	VA	VA	VA	VA	VA
		WV	WV	WV	WV	WV
		NC	NC	NC	NC	NC
		SC	SC	SC	SC	SC
 Bus/ Commuter Rail/ Ferry Service Mass Transit [GR]	Bus/Commuter Rail/Ferry Service Mass Transit [GR]	VA	VA	VA	VA	VA
		WV	WV	WV	WV	WV

Stabilization: Components of Transportation are able to support the Federal and SLTT Response by enabling all other Lifelines and are not limiting factors for providing goods, resources and services to meet the immediate needs of the survivors.

Atlantic
H

24

Senior Leadership Brief Essential Elements of Information

The Regional Response Coordination Center (RRCC) is the primary source for some information in the Tier 1 and 2 parts of the SLB.

The National Response Coordination Center (NRCC) should send a list of EEIs for each incident; however, at a minimum, RRCC Situational Awareness staff typically report on the following EEIs:

- RRCC Activation Level
- IMAT Assignment Location and Status
- State/Tribal EOC Activation Level
- School closures (Safety & Security Lifeline) – by county/tribe when possible
- State/Tribal and Local Government closures (Safety & Security Lifeline)
- Curfews in effect (Safety & Security Lifeline) – by county/tribe
- Evacuations in effect (Food, Water, Sheltering Lifeline) – by county/tribe and by type (mandatory vs. voluntary/partial), and by population when possible

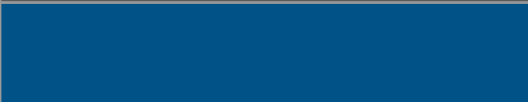
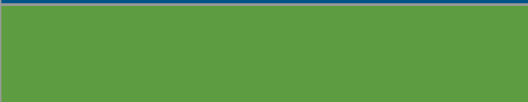



Community Lifelines Dashboard on WebEOC

- FEMA is developing an SLB (Tier I-IV dashboard) within WebEOC for users at all levels State, Territorial, Tribal, and Local (STTL)
- These boards will create efficiency, capture ground truth information reported in situation reports at the local level, and develop concise executive summary reports for leadership on situational status
 - The boards will provide a real-time interface to upload, review and disseminate incident information
- Information at the STTL levels will be rolled-up to assist in providing accurate reporting at National level

Section III: Icons and Templates

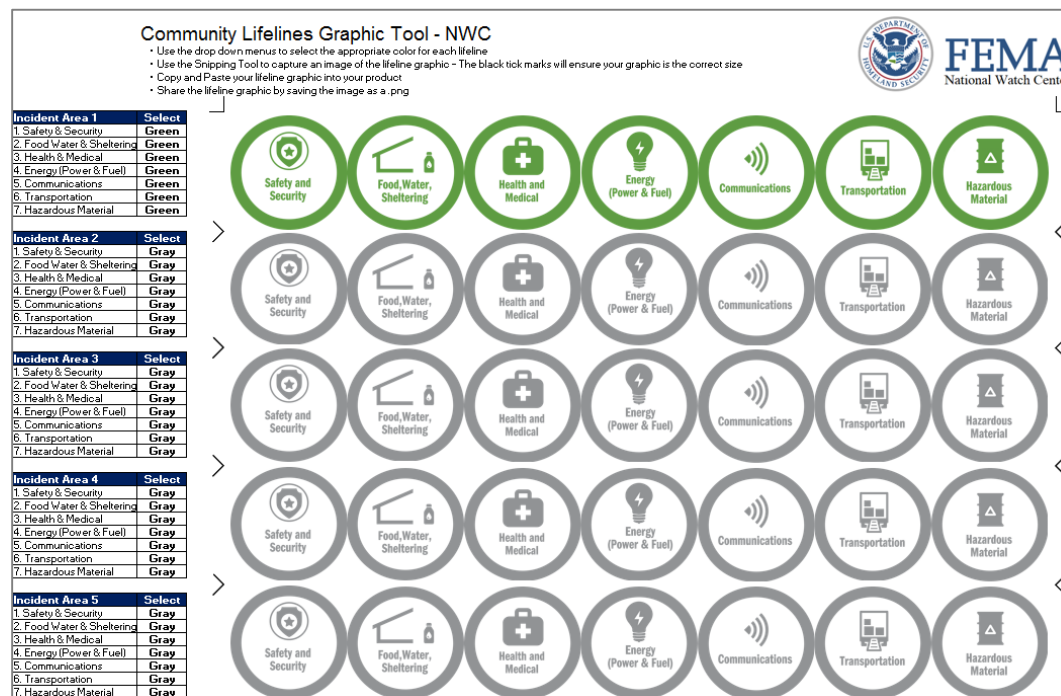
Guidance for Using Lifeline Icons

- Lifeline icons should be used consistently and appropriately when added to any incident response products
- Icons should be colored blue when representing the steady-state and/or when no incident status is indicated
- All other colors are defined in **Section I** with exact color values shown below

Name	RGB Value*	Shading
Blue	RGB 1-82-135	
Green	RGB 94-156-66	
Yellow	RGB 251-186-22	
Red	RGB 197-32-56	
Grey	RGB 145-147-149	
*RGB – Red, Green, Blue		

Editing Lifeline Icons*

- The community lifelines graphic tool provides an easy method for quickly adjusting the colors for all lifeline icons
- Follow the instructions included in the tool to assign colors and then copy over the icons to other products as necessary

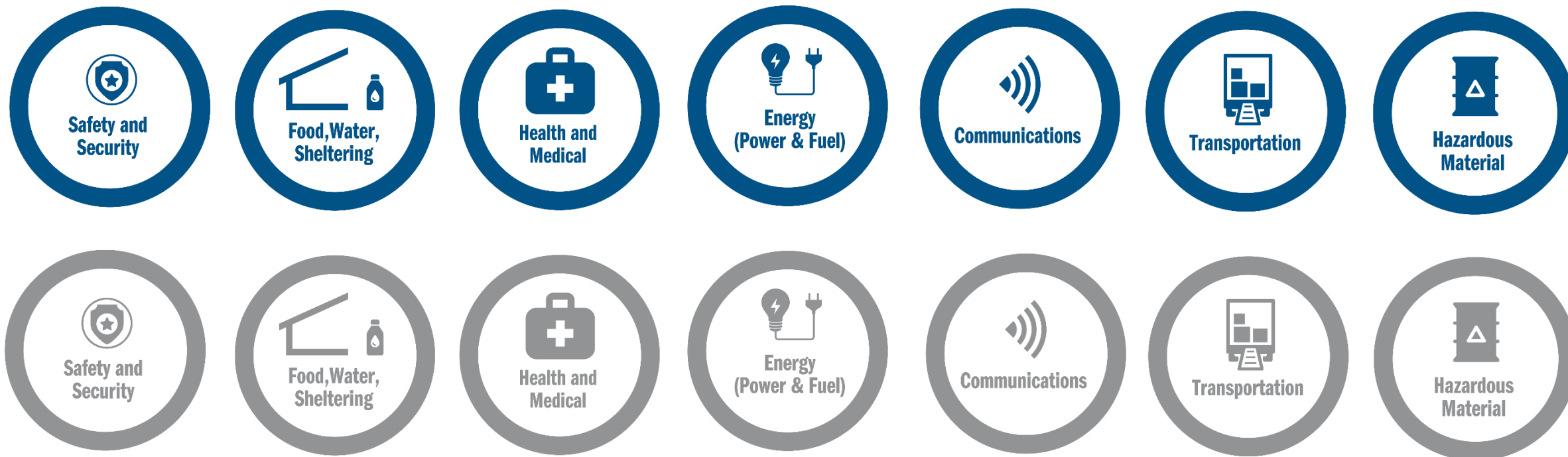


**The Graphic Tool allows all seven icons to be easily color-coded, ordered, and spaced at the same time; the Icon Library provides easy access to individual icons with pre-set colors so no alteration or editing should be required*

Icon Library (1 of 2)



Icon Library (2 of 2)



Templates

- Templates can assist in lifeline implementation during incident response
- Each emergency management office may adapt these templates to fit their specific requirements
- Current templates included in the toolkit 1.0 are the following:
 - Lifeline Reporting Template
 - Lifeline Cards
 - Senior Leadership Brief Tier I
 - Incident Status Summary Situation Report
 - National Incident Management Assistance Team (IMAT) Planning Support Template

All files can be found in the companion folder “Lifeline Templates” included with this toolkit.

Lifeline Reporting Template

The lifelines reporting template can be used to capture the status of lifelines and their components. Below is a screenshot; find the template file included in the folder with this toolkit.

LIFELINE	COMPONENT	JURISDICTION	STATUS	NOTES
Safety & Security	Government Service	[Jurisdiction 1]	Red	
		[Jurisdiction 2]	Yellow	
		[Jurisdiction 3]	Green	
	Responder Safety	[Jurisdiction 4]	Grey	
	Law Enforcement /Security			
	Search & Rescue			
Food/Water/Shelter	Imminent Hazard Mitigation			
	Fire Service			
	Evacuations			
	Food/Potable Water			
	Shelter			
	Durable Goods			


Lifeline Cards

Lifeline flashcards provide a succinct snapshot of the seven lifelines and a definition.




Senior Leadership Brief Template

The Senior Leader Brief can be used to report on the status of lifelines and their components to decision-makers with successive tiers of detail.

 Senior Leadership Brief – Incident Name Date (Time/Zone)		Region ??
Current Situation <small>Write current situation based on known information The President approved the following Emergency and Major Declarations:.</small>		
Lifelines: Impacts and Actions		
Safety and Security	All	<ul style="list-style-type: none"> All: applies to all involved states or territories in the lifeline
	FL	<ul style="list-style-type: none"> Remember only top level BLUF info goes here. If it doesn't sound logical to you or it begs the question: So What? Remember to ask the 5 why's. Also: So What? What? & Now What?
	AL	
	GA	<ul style="list-style-type: none"> 150 State Troopers deployed to support traffic control
Food, Water, Sheltering	All	
	FL	
	AL	
	GA	
Health and Medical	All	
	FL	
	AL	
	GA	
Key Updates FEMA Region IV: Region IV RRCC at Level ? FEMA HQ: NRCC at Level ? (24/7). State/Local Response: ?? EOC Level II (Partial Activation); Governor declared State of Emergency statewide). ?? EOC Level I (Full Activation); Governor declared a State of Emergency for 35 counties. ?? EOC Level I (Full Activation); Governor declared a State of Emergency for 108 counties. ?? and ?? EOCs at Normal Operations State of Emergency in place for ??, ??, and ??.		
Lifelines: Impacts and Actions		
Energy	All	
	FL	<ul style="list-style-type: none"> U.S. Department of Energy (DOE) reports 321,820 customer outages 8% gas stations without fuel (including 36% Panhandle stations)
	AL	
	GA	
Communications	All	
	FL	
	AL	<ul style="list-style-type: none"> Cellular networks in impacted areas are 98.2% available
	GA	
Transportation	All	
	FL	
	AL	
	GA	
Hazardous Material	All	
	FL	
	AL	
	GA	<ul style="list-style-type: none"> Of 15 chemical facilities, 12 operational and 3 shut down

Incident Status Summary Situation Report Template

This template was developed for field data collection. Providing an alternative format for situation reporting due to being outlined by Lifelines and Unified Recovery Outcomes.

Incident Status Summary Situation Report [Address] New in Blue			
1. Incident Name [Declaration]	2. Information as of: [Time, Date]	3. Date Prepared: [Date]	4. Report No: [#]
5. Type of Incident: [Type]			
6. Location/Map of Incident: [insert map]			
Individual Assistance: [insert counties]			
Public Assistance: [insert counties]			
Hazard Mitigation: Statewide			
Incident Background: [insert incident overview; not to be changed]			
7. Declaration History: Incident Period:			
Date Issued	Declaration	Remarks	
8. Current Summary:			
<u>Incident Stabilization Lifelines</u>			
Safety and Security: [overview of status of lifeline]			
Food, Water, Shelter: [overview of status of lifeline]			
Health and Medical: [overview of status of lifeline]			
Energy: [overview of status of lifeline]			
Communications: [overview of status of lifeline]			
Transportation: [overview of status of lifeline]			
Hazardous Material: [overview of status of lifeline]			
<u>Unified Recovery Outcomes</u>			
Infrastructure: [overview of status of recovery outcome]			
Housing: [overview of status of recovery outcome]			
Health and Social Services: [overview of status of recovery outcome]			
Community Planning and Capacity Building: [overview of status of recovery outcome]			
Economic Recovery: [overview of status of recovery outcome]			
Community Resilience: [overview of status of recovery outcome]			
Natural and Cultural Resources: [overview of status of recovery outcome]			

DR-###-ST
Administrative [Insert total staffing number]
9. Significant Impacting Weather in the current O-Period:
10. Threats or Disruptions to Infrastructure, Significant:
11. Critical Resource Shortfalls:
12. Critical Limiting Factors:
INCIDENT STABILIZATION LIFELINES
13. Lifelines – Safety and Security:
a. Government Services (Source, Date)
• Activations:
o SEOC: [level, hours]
o RRCC: [level, hours]
o NRCC: [level, hours]
• Closures:
o County Governments: [#, counties]
o Schools/Universities: [#, population impacted]
b. Protective Measures (Source, Date)
• Dams/Levees of concern: [Status, Location, Type, Forecast Impacts, Ownership]
• Potential Impacts/Threats to Human Life: [Public Infrastructure, Population]
• Impacts:
o Structures Destroyed:
o Structures Damaged:
c. Search and Rescue (Source, Date)
• USAR:
o Total Rescues/Evacuations:
o Focus Areas:
• Air Operations:
o Total Rescues/Evacuations:
o Sorties:
d. Law Enforcement and Security (Source, Date)
• Evacuations:
o Mandatory: [#, counties]
o Voluntary: [#, counties]
• ESFs supported by ESF 13:
e. Fire Service (Source, Date)
• Acres burned:
• Level of containment:
• Est. date of full containment:
14. Lifelines – Food, Water, and Shelter:
a. Mass Care (Source, Date)
• Actions:
b. Water (Source, Date)
• Facilities of concern: [Status, Location, Type]
• Impacts:
• Assessments: [completed, remaining]

Planning Support Template


The National IMAT Planning Support Template is a product from the initial IMAT Meeting at the end of the ICS Planning “P” that is continued to be modified if a Strategy Meeting is implemented as part of the Operations “O”.

It is comprised of five main sections:

- Problem Framing
- Lines of Effort
- Concept of Logistics Support
- Area of Operations
- Senior Leader Decisions

[Incident/Scenario]
Federal Incident Management Approach

MM/DD/YY HHMM TZ
(Updated Every XX Hours)

 **FEMA**

PRE-DECISIONAL

Damage Assessment FEMA IAPPA			
Principal	Name	Status	DA
Current State	Intermediate Objectives	Completed	In-Progress
Joint PDAs for IA and/or PA programs requested.	ACI Determined	Remote Sensing Conducted	
	Modeling Conducted	PDA Teams Deployed	


Situational Assessment		
Intermediate Objective	Key Indicator	Type
[Objective]	[Insert]	[Data Connect FEMA]

Non-Resource Limiting Factors		Resource Shortfalls	
Factor	Mitigating Measure(s)	Resource	Mitigating Measure(s)
[Factor]	[Insert]	[Resource]	[Insert]

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[Incident/Scenario]
[Function/Task Force/Line of Effort]
Incident Management Strategy

MM/DD/YYYY XXXX TZ

 **FEMA**

PRE-DECISIONAL

Interdependencies	
Function/Cross Functional Issue/Line of Effort	Interdependencies

Limiting Factors	
Limiting Factor	Mitigating Measure(s)
Insert any limiting factors that are or will impact the achievement of the end state.	How the specific limiting factor be overcome.

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Your Feedback Matters!

Please send questions, comments, or feedback to
Lifelines@fema.dhs.gov

Thank you!



FEMA