

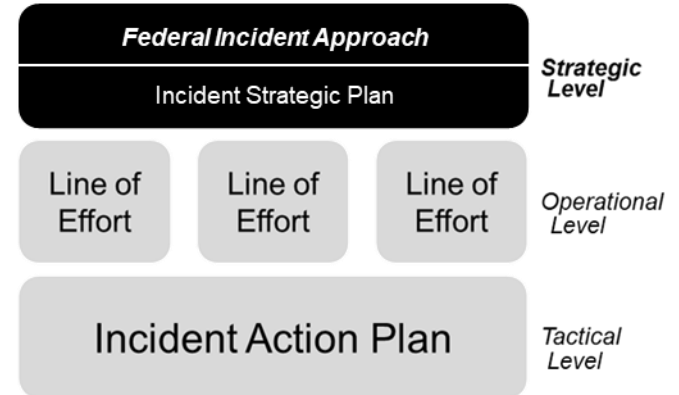
[Incident/Scenario]

Federal Incident [Management/Support] Approach

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



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How to Use This Template *(Remove from distributed product)*

- This product is intended to be the deliverable produced coming out of that **Initial IMAT/RRCS/NRCS Meeting** at the end of the leg of the ICS *Planning P* prior to the first operational period, and continually revised in a **Strategy Meeting** as part of the ICS *Operations O* in subsequent operational periods.
- **There are four primary sections:**
 - I. Problem Framing: Identify the **Current State** (or assumed post-hazard impact) of the incident and articulate a **Desired End State** for incident stabilization or restoration/resilience. Determine the **Federal Lines of Effort** to achieve the Desired End State.
 - II. Lines of Effort: Identify anticipated/potential **Intermediate Objectives** (i.e., milestones) that will need to be accomplished for each Line of Effort to achieve the Desired End State. Analyze the **Intermediate Objectives** to understand how to **Assess Progress**, what **Resources are Required**, what **Resource Shortfalls** exist, and what **Non-Resource Limiting Factors** will prevent achieving the Desired End State.
 - III. Concept of Logistics Support: Describe how **Logistics** will support the Lines of Effort to achieve the Desired End State. This includes a map for *Planning, Operations and Logistics* to divide the incident into **Geographic Areas of Operation** and sketch out the physical progression of response resources and key locations and facilities.
 - IV. Areas of Operations: Identify, for each geographic area, the **Relevant Lines of Effort**. These geographic areas are identified prior to (and may become) the geographic architecture for the incident (i.e., branches and divisions) or serve to identify priorities of effort and support across multiple states.
 - V. Senior Leader Decisions: Decisions that are **Required by the Senior Leaders or the Unified Coordination Group** in order to **Continue Operations**.
- **The product is iterative** and the initial product will not address the entire chronology of response. As assumptions are validated or invalidate to become facts, the product should be updated to reflect refinements to the Lines of Effort and Concept of Support.
- **Not intended to be used in its entirety** – Use what you need and what time allows; remove what is not necessary; re-organize and re-invent to meet the unique situation.
- **Leverage deliberate plans to the greatest extent possible, primarily Annexes B (Intelligence), C (Operations) and D (Logistics).**
- **Synchronize development** amongst planners across all active echelons (i.e., NRCS / RRCS / UCS / State) to ensure consistency.
- **Widely distribute the final product** to ensure a common understanding amongst responders of the approach that will be taken. The product may be distributed daily with the Incident Action Plan or Regional/National Support Plan to ensure the widest distribution as the incident workforce builds, even in the absence of updates.
- **Transition** the product as the response matures into recovery into the Incident Strategic Plan.

How to Use This Template – Incident Management & Support Coordination

(Remove from distributed product)

The Federal Incident Approach should be developed at the Incident Management and Incident Support Levels concurrently, but must be synchronized.

- **Problem Framing:** During problem framing, Incident Support planners review existing assumptions and adapt them to the specifics of the incident. Incident Management planners validate or invalidate those assumptions to generate facts.
- **Lines of Effort:** Incident Support Planners identify anticipated Lines of Effort across the entire incident area (i.e., multiple states and regions). Incident Management planners identify anticipated Lines of Effort within the specific geographic area to which they are assigned.
- **Concept of Logistics Support:** Incident Support planners design the regional or national concept of logistics support (e.g., Incident Support Bases). Incident Management planners design the incident-level concept of logistics support (e.g., Federal Staging Areas, Initial Operating Facilities, Joint Field Offices and Area Field Offices)
- **Areas of Operations:** Incident Support planners inform priorities of effort and priorities of support for resource allocation and adjudication across multiple states. Incident Management planners inform priorities of effort and priorities of support for resource allocation and adjudication within a specific state.
- **Senior Leader Decisions:** Incident Support planners present decisions for Regional and National Leadership regarding early phase resource activation and mobilization based on assumptions. Incident Management planners present decisions to the Unified Coordination Group for resource activation and mobilization once operational control has transitioned to the incident-level.

Purpose of the Federal Incident Approach

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

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

To provide guidance and inform:

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

Lifeline Stabilization Problem Frame

[Current State / Anticipated Impacts]	Incident Stabilized	Active Federal Lines of Effort
<p><u>Safety & Security:</u></p>	<p><u>Safety & Security:</u> Communities no longer isolated. Re-entry allowed. Threats to life safety diminished. Landslide threat no longer existing. Federal assets no longer required to conduct rescues. All mandatory evacuations lifted.</p>	<p><u>Safety & Security</u></p> <ul style="list-style-type: none"> • [INSERT]
<p><u>Food, Water & Shelter:</u></p>	<p><u>Food, Water & Shelter:</u> Grocery stores accessible and open to normal operations. Congregate shelters closed. Public water utility stores with potable water (<i>Does not include private water systems</i>). Open congregating sheltering / temporary home repair programs implemented.</p>	<p><u>Food, Water & Shelter</u></p> <ul style="list-style-type: none"> • [INSERT]
<p><u>Health & Medical:</u></p>	<p><u>Health & Medical:</u> Hospitals and healthcare facilities have sustainable power and potable water systems. EMS service capable of responding to emergencies organically. Environmental public health impacts understood.</p>	<p><u>Health & Medical</u></p> <ul style="list-style-type: none"> • [INSERT]
<p><u>Energy (Power & Fuel):</u></p>	<p><u>Energy (Power & Fuel):</u> Critical facilities are operational for life-saving and life-sustaining activities. Fuel distribution available for responder vehicles and spot generation at critical facilities. Commercial fuel stations operational. Stable power at distribution sites and substations.</p>	<p><u>Energy (Power & Fuel)</u></p> <ul style="list-style-type: none"> • [INSERT]
<p><u>Communications:</u></p>	<p><u>Communications:</u> Communications capabilities have sustainable power and are dewatered. Commercial communications service reestablished. 911 services available.</p>	<p><u>Communications</u></p> <ul style="list-style-type: none"> • [INSERT]
<p><u>Transportation:</u></p>	<p><u>Transportation:</u> Multiple routes (air, rail, road, port) clear of debris, thus enabling access, and alternative routes available for emergency services.</p>	<p><u>Transportation</u></p> <ul style="list-style-type: none"> • [INSERT]
<p><u>Hazardous Materials:</u></p>	<p><u>Hazardous Materials:</u> Wastewater issues identified with augmentation in place to meet repair and restoration requirements. Oil and hazmat releases identified; responsible parties engaged.</p>	<p><u>Hazardous Materials</u></p> <ul style="list-style-type: none"> • [INSERT]

EXAMPLES

Unified Recovery Outcomes Problem Frame

Current State	Unified Recovery Outcome	Active Lines of Effort
<u>Housing:</u>	<u>Housing:</u> All survivors in accessible permanent housing. Future risk to housing reduced.	<u>Housing</u> • [INSERT]
<u>Health & Social Services:</u>	<u>Health & Social Services:</u> Sustainable health, disability, & Social Service systems in place.	<u>Health & Social Services</u> • [INSERT]
<u>Infrastructure:</u>	<u>Infrastructure:</u> Necessary infrastructure systems restored and more resilient to future risk.	<u>Infrastructure</u> • [INSERT]
<u>Economic Recovery:</u>	<u>Economic Recovery:</u> Impacted economy has recovered and is more sustainable and resilient to future risk.	<u>Economic Recovery</u> • [INSERT]
<u>Natural & Cultural Resources:</u>	<u>Natural & Cultural Resources:</u> Natural and cultural resources restored and preserved, and future risk to environment reduced.	<u>Natural & Cultural Resources</u> • [INSERT]
<u>Community Resilience:</u>	<u>Community Resilience:</u> Community able to design, plan and execute inclusive recovery solutions to reduce current and future risk.	<u>Community Resilience</u> • [INSERT]
<u>Community Planning & Capacity Building:</u>	<u>Community Planning & Capacity Building:</u> Community able to lead and manage its own recovery and reduce current and future risk.	<u>Community Planning & Capacity Building</u> • [INSERT]

Examples

Templated Lines of Effort *(To be revised based on All Hazards Planning)*

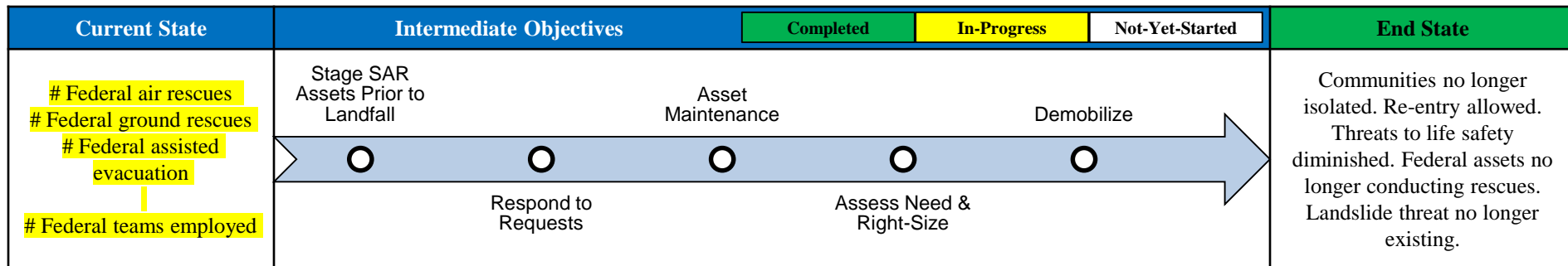
- Search and Rescue
- Congregate & Non-Congregate Sheltering
- Medical Triage, Treatment & Transport
- Temporary Emergency Power
- Responder Communications



Search & Rescue

Mapped to ICS Form 202 Objective: [#]

Principal	FEMA USAR	[Name]	[Email]	[Phone]
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Operational Assessment		Resourcing	
Intermediate Objective	Key Indicator	Type	Identifier
[Objective]	[Insert]	[MA/Contract/FEMA Program]	[Insert]
<h1>Examples</h1>			
Non-Resource Limiting Factors		Resource Shortfalls	
Factor	Mitigating Measure(s)	Resource	Mitigating Measure(s)
[Factor]	[Insert]	[Resource]	[Insert]

Congregate & Non-Congregate Sheltering

Mapped to ICS Form 202 Objective: [#]

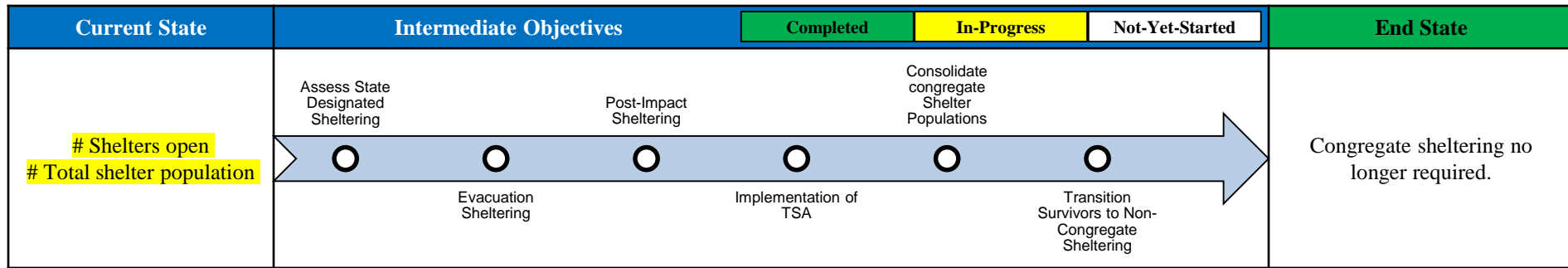
Principal

ARC

[Name]

[Email]

[Phone]



Operational Assessment

Resourcing

Intermediate Objective

Key Indicator

Type

Identifier

[Objective]

[Insert]

[MA/Contract/FEMA Program]

[Insert]

Examples

Non-Resource Limiting Factors

Resource Shortfalls

Factor

Mitigating Measure(s)

Resource

Mitigating Measure(s)

[Factor]

[Insert]

[Resource]

[Insert]



Medical Triage, Treatment & Transport

Mapped to ICS Form 202 Objective: [#]

Principal

HHS

[Name]

[Email]

[Phone]

Current State

Intermediate Objectives

Completed

In-Progress

Not-Yet-Started

End State

Casualty Collection Points established

Planning Coordination with USAR

Triage, Treatment, and Transportation Facilitation

Demobilize Equipment and Assets

Patients triaged, treated, and transferred to healthcare facilities or treated and released. EMS in impacted areas restored to full capacity and capability.



Staging at Casualty Collection Points

Monitor Census and Need

Operational Assessment

Intermediate Objective

Key Indicator

Resourcing

Type

Identifier

[Objective]

[Insert]

[MA/Contract/FEMA Program]

[Insert]

Examples

Non-Resource Limiting Factors

Factor

Mitigating Measure(s)

[Factor]

[Insert]

Resource Shortfalls

Resource

Mitigating Measure(s)

[Resource]

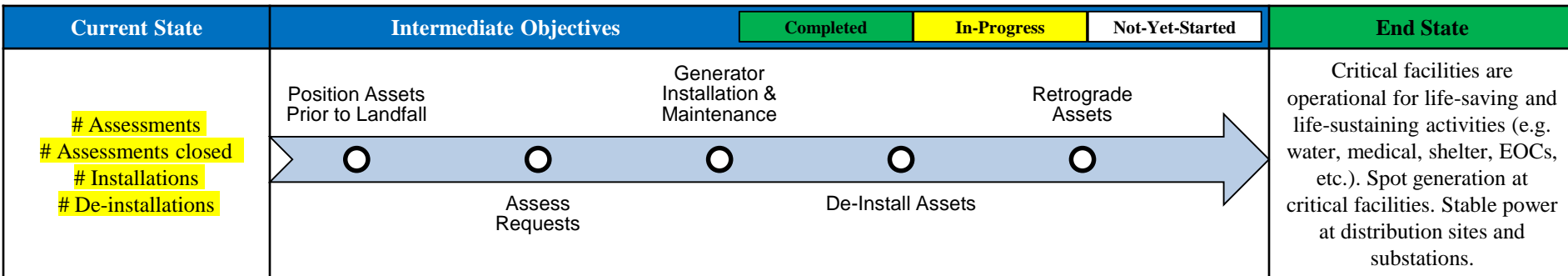
[Insert]



Temporary Emergency Power

Mapped to ICS Form 202 Objective: [#]

Principal	USACE	[Name]	[Email]	[Phone]
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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]

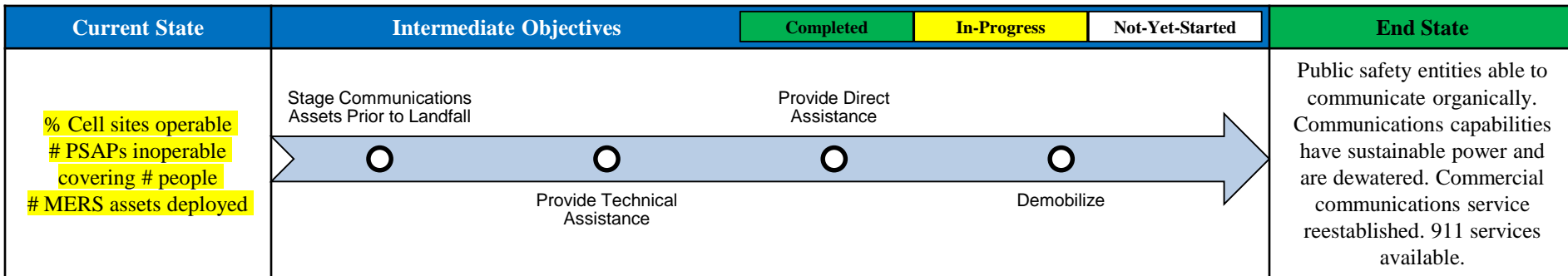
Examples



Responder Communications

Mapped to ICS Form 202 Objective: [#]

Principal	FEMA ESF2	[Name]	[Email]	[Phone]
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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]

Examples

Incident Objectives Tracker (ICS Form 202)

OBJECTIVES TRACKER

Area of Operations & Lines of Effort

Branch [X]	Branch [X]	Branch [X]	Branch [X]
• [LOE]	• [LOE]	• [LOE]	• [LOE]

GEOGRAPHIC OPERATIONS MAP

Logistics Concepts of Support

- **ISB:** [INSERT]
- **FSA:** [INSERT]
- **State LSA:** [INSERT]
- **PMC:** [INSERT]
- [INSERT]

Senior Leader Decisions for Next [XX] Hours

Line of Effort	Decisions	Criteria/Conditions	Risk	Follow-On Actions
<p>EXAMPLE</p> <p>Temporary Emergency Power</p>	<p>EXAMPLE</p> <p>Order additional generators –or- discontinue acquisition activities</p>	<p>EXAMPLE</p> <p>Projected supply exceeds demand +45 days</p>	<p>EXAMPLE</p> <p>Delays due to available generators CONUS (DLA/FEMA/GSA/NGB)</p> <p>Retrograde of additional assets</p> <p>Growing maintenance requirements</p> <p>Failure of non-federal generators require additional federal generators</p> <p>Space for additional assets</p>	<p>EXAMPLE</p> <p>Notify Resource Management Group to discontinue Order #4 RFIs</p>
<p>[Line of Effort]</p>	<p>[Decisions]</p>	<p>[Criteria/Conditions for decision]</p>	<p>[Risk associated with making the decision]</p>	<p>[Actions that will be taken once decision is made]</p>

Line of Effort Principals

Line of Effort	Principal Agency	Name	Email	Phone



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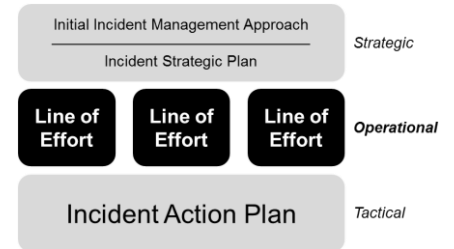
[Incident/Scenario] [Line of Effort] Operational Plan

[MM/DD/YYYY XXXX TZ]



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PRE-DECISIONAL DRAFT (as of: 12/14/2018)



How to Use This Template *(Remove from distributed product)*

- Lines of Effort that are exceptionally complex or present a persistent challenge may require more detailed planning beyond the Incident Approach. In those cases, a Line of Effort Operational Plan may be required.
- The Line of Effort Operational Plan refines the desired end state and intermediate objectives (i.e., milestones), and develops details of the tasks to achieve the intermediate objectives and the resources required. The Operational Plan also identifies and mitigates risks that may inhibit achieving the objectives due to a lack of resources or other non-resource limiting factors.
- Operational Plan development efforts should be led by the appointed Task Force Leader (Incident Management) or Crisis Action Planning Team Leader (Incident Support) in order to provide consistent direction to functional or geographic organizational elements and partner agencies and organizations. In turn, these functional or geographic organizational elements and partner agencies and organizations will develop tactical plans (e.g., ICS 215 Operational Planning Worksheet at the Incident Management Level or Resource Request Form) to request and direct specific resources to execute the operational plan.
- As details are developed in the operational planning process, the Incident Approach is refined.
- This Line of Effort Operational Plan Template implements the FEMA Operational Planning Manual for Crisis Action Planning.
- The product is iterative and the initial product will not address the entire chronology of response. As assumptions are validated or invalidate to become facts, the product should be updated to reflect refinements to the Lines of Effort and Concept of Support.
- Not intended to be used in its entirety – Use what you need and what time allows; remove what is not necessary; re-organize and re-invent to meet the unique situation.
- Leverage deliberate plans to the greatest extent possible, primarily Annexes B (Intelligence), C (Operations) and D (Logistics).
- Synchronize development amongst planners across all active echelons (i.e., NRCS / RRCS / UCS / State) to ensure consistency.

Team Members

Agency names, ESF numbers or organization names for all partners responsible for developing strategy.

- [Insert]

End State

Describe the end state for the strategy that will define success.

- [Insert]

Facts and Assumptions

Describe the current status through assumptions or facts. This section should be updated to reflect the changing environment to include the migration of assumptions to facts. May be derived from the Incident Strategic Plan or deliberate plan assumptions.

Facts	Assumptions

Analysis

Geospatial and/or data analysis to support the development or refinement of the concept of operations. More than one slide may be required.

Insert any GIS products, charts, graphics or dashboards that aid in the understanding of the problem

Interdependencies

Describe the interdependencies between this function/cross functional issue of line of effort and other functions/cross functional issues or lines of effort.

Function/Cross Functional Issue/Line of Effort	Interdependencies

Resources and Shortfalls

Identify any resources that are required to execute the concept of operations

Resource The specific resource.	Quantity How much or how many.	Sourcing Strategy How this resource be sourced. If it cannot be sourced, how the resource shortfall be overcome.	Have/Need

Limiting Factors

Identify any limiting factors that are or will impact the achievement of the end state.

Limiting Factor The specific constraint, restraint, or limitation in policy, politics, economics, or other factor.	Mitigating Measure(s) How the specific limiting factor be overcome.

Concept of Operations

Bulleted or text summary of the strategic guidance used to set the objectives and tactics and achieve the end state. Can be separated by headers as needed. May be derived from deliberate plan execution/concept of operations or expanded from the strategy summary contained in the Incident Strategic Plan.

- [Insert]

Concept of Operations

Insert a hazard map with geographic area polygons and any other symbols or graphics that aids in the visualization of the concept of operations and concept of support

Intermediate Objectives

Describe the objectives (i.e., milestones) for achieving the end state. May be derived from the Incident Strategic Plan or from deliberate plan key decisions. Objectives will be inserted sequentially in the ICS Form 202. Objective numbering should follow the Incident Action Planning Guide.

Objective #	Intermediate Objective	Anticipated Completion Date	Method for Measuring Success (i.e., metrics or narrative)

Responsibilities and Tasks

Includes responsibilities for implementing the strategy as well as for collaboration with other entities. May require a synchronization matrix to capture and cross-reference details. May be derived from deliberate plan task and responsibilities. Tasks should translate to work assignments in the ICS Form 215.

Agency/Organizational Component	Responsibilities	Tasks/Work Assignments

Task Synchronization

Agency/ Organizational Component	Phase [X]	Phase [X]	Phase [X]	Phase [X]
Phase Starts	[Starting Condition/Time]			
Phase Ends	[Ending Condition/Time]			
[Agency/ESF]	• [Task/Work Assignment]			

Senior Leader Decisions

Identify decision points for senior leaders and the information required to make the decision. May be derived from deliberate plan Essential Elements of Information.

Decisions	Essential Elements of Information	Criteria/Conditions	Risk	Follow-On Actions
<p>EXAMPLE</p> <p>Order additional generators –or– discontinue acquisition activities</p>	<p>EXAMPLE</p> <p>Generator Supply</p>	<p>EXAMPLE</p> <p>Projected supply exceeds demand +45 days</p>	<p>EXAMPLE</p> <p>Delays due to available generators CONUS (DLA/FEMA/GSA/NGB)</p> <p>Retrograde of additional assets</p> <p>Growing maintenance requirements</p> <p>Failure of non-federal generators require additional federal generators</p> <p>Space for additional assets</p>	<p>EXAMPLE</p> <p>Notify Resource Management Group to discontinue Order #4 RFIs</p>
<p>[Decisions]</p>		<p>[Criteria/Conditions for decision]</p>	<p>[Risk associated with making the decision]</p>	<p>[Actions that will be taken once decision is made]</p>



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Contact Information:

[Name]

[Title]

[Email Address]

[Phone Number]

Backup Slides