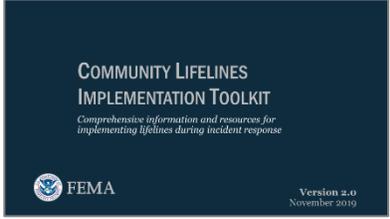
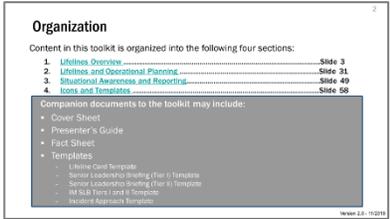




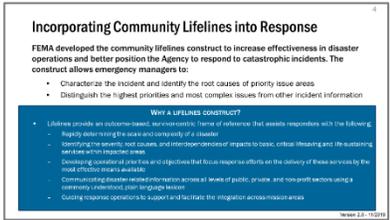
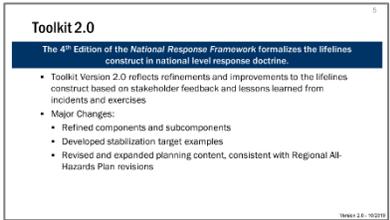
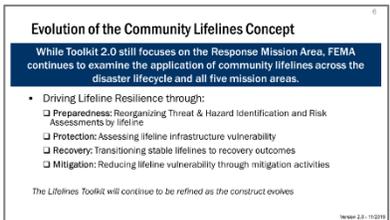
Community Lifelines Toolkit: A Presenter's Guide

This document is intended for any individual who is planning to deliver the Lifelines Toolkit as a presentation. It follows the order of each slide in the presentation and provides corresponding facilitation notes. The guide is not intended to be a script but merely suggested notes for how to supplement the information in the Toolkit and anticipate questions.

#	Slide Title & Image	Notes
Introduction & Organization		
1	Title Slide 	<ul style="list-style-type: none"> Thank you for allowing time on your agenda to discuss community lifelines. Today I will be presenting our Lifelines Toolkit, Version 2.0. This Toolkit was created to provide unified guidance and templates on what the community lifelines are and how they can be implemented within response operations. The Toolkit serves as a resource for those partners who wish to implement lifelines and for those who want to gain a better understanding of them.
2	Organization 	<ul style="list-style-type: none"> This presentation has been set up in a modular format with three distinct sections. Section I provides a Lifelines overview that covers definitions and how each lifeline is analyzed and assessed. Section II is focused on lifelines and operational planning. Note: At the moment, lifeline implementation is primarily focused on FEMA implementation, though some states have adopted and are using the construct. Section III shows and elaborates on the different Situational Awareness and Reporting tools for use with the Lifelines Construct. Finally, Section IV covers the lifeline iconography, with an Icon Library and color palette, as well as relevant templates. As lifeline implementation further matures, we will be adding to the Toolkit and refining both the guidance and materials. We will share copies of this presentation and the accompanying Toolkit files (templates, fact sheets, and cover page) with anyone who requests it. This is a living construct that is undergoing constant refinement; while the Toolkit provides baseline guidance, official doctrine will follow in the next few months.

Section I: Lifelines Overview



#	Slide Title & Image	Notes
3	<p>Section I: Lifelines Overview</p> 	<ul style="list-style-type: none"> This section is where we will spend the most time reviewing the lifelines construct and understanding how it should be applied to incident operations.
4	<p>Incorporating Community Lifelines into Response</p> 	<ul style="list-style-type: none"> FEMA developed the community lifelines construct to increase effectiveness in disaster operations and better position the Agency to respond to catastrophic scenarios. The construct allows FEMA to: <ul style="list-style-type: none"> Characterize the incident and identify the root causes of priority issue areas Distinguish the highest priorities and most complex issues from other incident information As noted on the slide, the lifeline construct can help responders and decision-makers rapidly determine the scope, complexity, and interdependent impacts of an incident. <p><i>Cover remaining information on slide and pause for questions or discussion.</i></p>
5	<p>Toolkit 2.0</p> 	<ul style="list-style-type: none"> 4th Edition of the <i>National Response Framework</i> formalizes the lifelines construct in national level response doctrine Toolkit Version 2.0 reflects refinements and improvements to the lifelines construct based on stakeholder feedback and lessons learned from incidents and exercises Major Changes: <ul style="list-style-type: none"> Refined components and subcomponents Developed stabilization target examples Revised and expanded planning content, consistent with Regional All-Hazards Plan revisions
6	<p>Evolution of the Community Lifelines Concept</p> 	<ul style="list-style-type: none"> While Toolkit 2.0 still focuses on the Response Mission Area, FEMA continues to examine the application of community lifelines across the disaster lifecycle and all five mission areas. Driving Lifeline Resilience through: <ul style="list-style-type: none"> Preparedness: Reorganizing Threat & Hazard Identification and Risk Assessments by lifeline Protection: Assessing lifeline infrastructure vulnerability Recovery: Transitioning stable lifelines to recovery outcomes Mitigation: Reducing lifeline vulnerability through mitigation activities

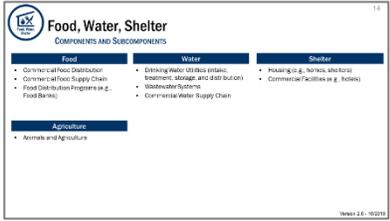


#	Slide Title & Image	Notes
7	<p>Lifelines, Core Capabilities, ESFs</p> <p>Lifelines, Core Capabilities, ESFs The interrelationship of Emergency Support Functions (ESF), Core Capabilities, and Lifelines can be thought of in terms of means, ways, and ends.</p> <ul style="list-style-type: none"> Means: ESFs and other organizing bodies—the means—are the way we organize across departments and agencies, community organizations, and industry to enhance coordination and integration to deliver the Response Core Capabilities Ways: Response Core Capabilities describe the grouping of response actions—the ways—that can be taken to stabilize and re-establish the Lifelines. FEMA executes Lines of Effort (LOE) to operationalize the Core Capabilities (the ways) for response and recovery planning and operations. Ends: Lifelines describe the critical services within a community that must be stabilized or re-established—the ends—to alleviate threats to life and property 	<ul style="list-style-type: none"> The interrelationship of Emergency Support Functions (ESF), Core Capabilities, and lifelines can be thought of in terms of means, ways, and ends: <ul style="list-style-type: none"> Means: ESFs and other organizing bodies—the means—are the way we organize across departments and agencies, community organizations, and industry to enhance coordination and integration to deliver the Response Core Capabilities Ways: Response Core Capabilities describe the grouping of response actions—the ways—that can be taken to stabilize and re-establish the lifelines. FEMA executes Lines of Effort (LOE) to operationalize the Core Capabilities (the ways) for response and recovery planning and operations. Ends: Lifelines describe the critical services within a community that must be stabilized or re-established—the ends—to alleviate threats to life and property
8	<p>Community Lifeline Implementation</p> <p>Community Lifeline Implementation THE CONTEXT... FRAMING 1.0 VS. 2.0</p> <p>Community lifelines reframe incident information to provide decision-makers with impact statements and summarize the root causes of disruptions to lifeline services. This construct maximizes the effectiveness of federally supported, state managed, and locally executed response.</p> <ul style="list-style-type: none"> Incorporating the Lifelines primarily impacts how incident information is framed, organized, and reported during response Emergency Support Functions (ESF), Core Capabilities, response operations, procedures, and key elements of doctrine remain fundamentally the same <p>Some changes include:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Incorporating the lifelines primarily impacts how incident information is organized and reported during response. Emergency Support Functions (ESF), Core Capabilities, Response operations, procedures, and key elements of doctrine remain fundamentally the same. Depending on affiliation, agency, or position, the lifelines may or may not cause significant changes to how you “do business”. It is all a matter of perspective. Many State and local agencies have been using a variation of the lifelines construct for many years; for others, including some national emergency managers, this represents a major change.
9	<p>Community Lifelines Defined</p> <p>Community Lifelines Defined A CONSTRUCT FOR OBJECTIVES-BASED STABILIZATION EFFORTS</p> <p>A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security.</p> <ul style="list-style-type: none"> Lifelines are the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. Lifelines are the integrated network of assets, services, and capabilities that are used day-to-day to support the recurring needs of the community. When disrupted, decisive intervention (e.g., rapid service reestablishment or employment of contingency response solutions) is required to stabilize the incident. 	<ul style="list-style-type: none"> The definition of lifelines is provided on the slide, and there are seven in total as represented by the icons: <ul style="list-style-type: none"> Safety and Security Food, Water, and Shelter Health and Medical Energy Communications Transportation Hazardous Material The lifelines help characterize an incident, i.e., what is happening and why it is important. The lifelines also represent “buckets” of the most critical capabilities and services provided to citizens and survivors, regardless of whether they are provided by the public, private, or non-profit sectors.

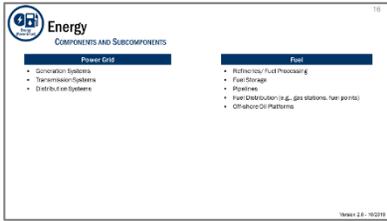
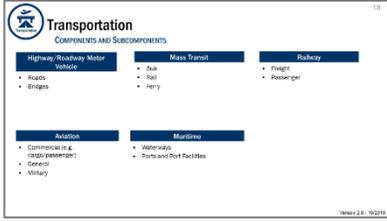


#	Slide Title & Image	Notes
10	<h3>Deconstructing Community Lifelines</h3> <ul style="list-style-type: none"> Each lifeline is comprised of multiple components and subcomponents that help define the services that make up that lifeline. Components represent the general scope of services for a lifeline. The components are further divided into relevant Subcomponents that provide a granular level of enabling functions for the delivery of services to a community. Lifelines and components are fixed, but the Subcomponents may be adjusted as necessary. Note: Not every incident will impact all of the lifelines or components 	<ul style="list-style-type: none"> Each lifeline is comprised of multiple components and subcomponents that help define the services that make up that lifeline. <ul style="list-style-type: none"> Components represent the general scope of services for a lifeline Components are further divided into relevant subcomponents that provide a granular level of enabling functions for the delivery of services to a community. Lifelines and Components are fixed, but the subcomponents may be adjusted as necessary Note: Not every incident will impact all of the lifelines or components
11	<h3>Community Lifeline Construct</h3> <ul style="list-style-type: none"> The graphic provides an example breakdown of the Energy Lifeline into its relevant components and subcomponents The subcomponents define each component and are subject to change depending on incident circumstances 	<ul style="list-style-type: none"> Subcomponents will vary from incident to incident and may even change during the lifespan of a single incident. The subcomponents on the subsequent slides are a representative list of possible subcomponents and is not comprehensive. The graphic shows an example of the lifeline construct showing the energy lifeline, its two components, and some subcomponents relevant to this example incident. The lifeline construct (Lifeline → Component → Subcomponent) is purely organizational and is designed to help responders characterize the incident and organize response to stabilize essential services.
12	<h3>Community Lifeline Components</h3> <p>Multiple components and subcomponents establish the parameters of the Lifeline; component level assessment is required to determine the condition of each Lifeline.</p>	<ul style="list-style-type: none"> Lifeline components provide the scope of and parameters for what each lifeline covers. This is a fluid construct, but, for reporting purposes and organization, this is how the components have been “bucketed” across the lifelines. Subsequent slides will provide the subcomponents for each component. Note: the lifeline icons at the top of the slide as well as the snapshot within the table that identifies key information each participant should keep in mind when reviewing each component within a response context: “Status, Impact, Actions, Limiting Factors, and ETA to Green.”

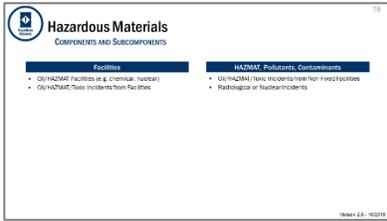
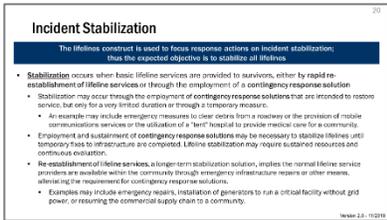
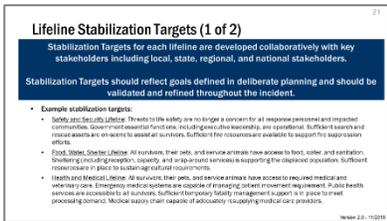


#	Slide Title & Image	Notes
13	<p>Safety and Security</p> 	<ul style="list-style-type: none"> ■ This slide covers the Safety and Security lifeline, along with its 5 component areas and relevant subcomponents. <ul style="list-style-type: none"> ○ Law Enforcement/Security ○ Fire Service ○ Search and Rescue ○ Government Service ○ Community Safety ■ This lifeline covers responder and survivor safety and the continuity of government (including basic services, firefighting, and law enforcement). ■ Note: Additional subcomponents and components can be added to this lifeline, but at minimum this list should provide a necessary baseline for further analysis and assessment.
14	<p>Food, Water, Shelter</p> 	<ul style="list-style-type: none"> ■ This slide covers the Food, Water, and Shelter lifeline, along with its 4 component areas and relevant subcomponents. <ul style="list-style-type: none"> ○ Food ○ Water ○ Shelter ○ Agriculture ■ This lifeline covers not only traditional feeding and hydration services, which are routinely paired with sheltering (hence the grouping of components in this lifeline), but it also includes water and agricultural infrastructure that is closely tied. ■ Note: Additional subcomponents and components can be added to this lifeline, but at minimum this list should provide a necessary baseline for further analysis and assessment.
15	<p>Health and Medical</p> 	<ul style="list-style-type: none"> ■ This slide covers the Health and Medical lifeline, along with its 5 component areas and relevant subcomponents. <ul style="list-style-type: none"> ○ Medical Care ○ Patient Movement ○ Fatality Management ○ Public Health ○ Medical Supply Chain ■ This lifeline covers all aspects of medical services required during an incident, including survivor care, fatality management, public health, and the medical supply chain. ■ Note: Additional subcomponents and components can be added to this lifeline, but at minimum this list should provide a necessary baseline for further analysis and assessment.



#	Slide Title & Image	Notes
16	<p>Energy</p> 	<ul style="list-style-type: none"> This slide covers the Energy lifeline, along with its 2 component areas and relevant subcomponents. <ul style="list-style-type: none"> Power Grid Fuel This lifeline is focused on only electricity and fuel, which are both essential to a successful response operation. Note: Additional subcomponents and components can be added to this lifeline, but at minimum this list should provide a necessary baseline for further analysis and assessment.
17	<p>Communications</p> 	<ul style="list-style-type: none"> This slide covers the Communications lifeline, along with its 5 component areas and relevant subcomponents. <ul style="list-style-type: none"> Infrastructure Alerts, Warnings, and Messages 911 and Dispatch Responder Communications Finance This lifeline covers all types of communications necessary to effectively respond to and help survivors, in addition to banking and electronic payment needs. Note: Additional subcomponents and components can be added to this lifeline, but at minimum this list should provide a necessary baseline for further analysis and assessment.
18	<p>Transportation</p> 	<ul style="list-style-type: none"> This slide covers the Transportation lifeline, along with its 5 component areas and relevant subcomponents. <ul style="list-style-type: none"> Highway/Roadway Motor Vehicle Mass Transit Railway Aviation Maritime This lifeline covers all forms of transportation of people and resources to and from the incident. Note: Additional subcomponents and components can be added to this lifeline, but at minimum this list should provide a necessary baseline for further analysis and assessment.

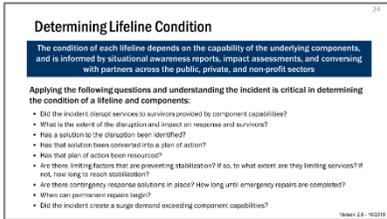
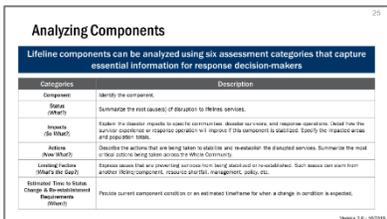
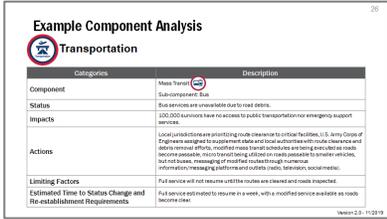


#	Slide Title & Image	Notes
19	<p>Hazardous Materials</p> 	<ul style="list-style-type: none"> This slide covers the Hazardous Material lifeline, along with its 2 component areas and relevant subcomponents. <ul style="list-style-type: none"> Facilities HAZMAT, Pollutants, Contaminants This lifeline covers the management (including containment and removal) of all hazardous materials. Note: Some folks may notice that this lifeline was initially titled “Hazardous Waste”, but the title has been changed to more accurately reflect the lifeline components and how it is being applied (i.e., “Hazardous Material” covers a much broader scope than simply “Hazardous Waste”). Note: Additional subcomponents and components can be added to this lifeline, but at minimum this list should provide a necessary baseline for further analysis and assessment.
20	<p>Incident Stabilization</p> 	<ul style="list-style-type: none"> The goal of incident response is to stabilize lifelines. Stabilization can occur either through rapid re-establishment of the lifelines within a community through contingency response solution Responders—including all stakeholders—should set stabilization targets that answer the question “what does success look like?” Note: Lifeline stabilization is dynamic and may require continuous evaluation; just because a lifeline is stable does not indicate responders can “forget about” that lifeline. An alternate example of stabilization vice restoration if necessary: <ul style="list-style-type: none"> Scenario: An incident destroys the cell towers in an area disrupting communications. Contingency Response Solution: Cell on Wheels employed to provide cell service to the community Re-establishment: Emergency repairs re-establish cell service from the fixed cell towers in the community.
21	<p>Lifeline Stabilization Targets (1 of 2)</p> 	<ul style="list-style-type: none"> Stabilization Targets for each lifeline are developed collaboratively with key stakeholders including local, state, regional, and national stakeholders. Stabilization targets should reflect goals defined in deliberate planning and should be validated and refined throughout the incident. These general stabilization targets should be used as a starting point during deliberate and crisis action planning, and can be refined as needed to meet the needs of the particular scenario or incident.

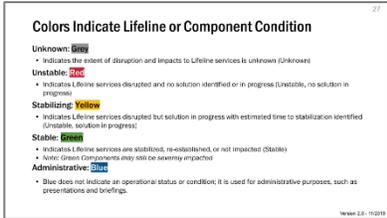
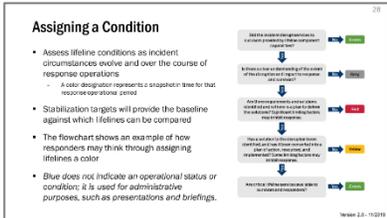
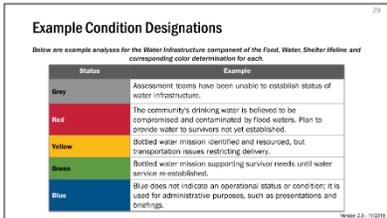


#	Slide Title & Image	Notes
22	<p>Lifeline Stabilization Targets (2 of 2)</p>	<ul style="list-style-type: none"> Stabilization Targets for each lifeline are developed collaboratively with key stakeholders including local, state, regional, and national stakeholders. Stabilization targets should reflect goals defined in deliberate planning and should be validated and refined throughout the incident. These general stabilization targets should be used as a starting point during deliberate and crisis action planning, and can be refined as needed to meet the needs of the particular scenario or incident..
23	<p>Lifelines Drive Response</p> <p>Note: The colors shown in the graphic are further explained in Slide 27, titled "Colors Indicate Lifeline or Component Status"</p>	<ul style="list-style-type: none"> The graphic shows how the lifeline construct is used prior to an incident all the way through stabilization. Below is a step by step explanation: <ul style="list-style-type: none"> Pre-Incident <ul style="list-style-type: none"> As discussed on the previous slide, planners should introduce stabilization targets into deliberate planning products. The development of these targets should be a collaborative process that includes a broad group of stakeholders. Incident <ul style="list-style-type: none"> An incident occurs that impacts a jurisdiction(s) and disrupts critical services. Incident Response <ul style="list-style-type: none"> Responders assess the impacts and modify stabilization targets from the deliberate plans to develop initial incident priorities. Based on the incident priorities, responders actively engage in lines of effort (e.g., search and rescue) to accomplish incident priorities and respond and identify additional logistics and resource requirements. Response personnel continually reassess lifeline condition to refine incident priorities and active lines of effort (traditional operational period cycle) until all lifelines are stabilized. Stabilization <ul style="list-style-type: none"> Response transitions into recovery as operations change focus from stabilization to recovery outcomes (i.e., from restoring critical services to restoring infrastructure). Note: Recovery operations will likely begin prior to the stabilization.



#	Slide Title & Image	Notes
24	<p>Determining Lifeline Condition</p> 	<ul style="list-style-type: none"> This slide introduces the topic of determining lifeline condition. Slides 24-28 will discuss aspects of determining condition and provide examples Encourage participants to hold their questions as they may be answered shortly on subsequent slides. The list of questions will be useful in determining lifelines, but it is not a comprehensive list. Response personnel should be empowered to use their judgement (and communicate their rationale) when determining condition. Lifeline analysis can be conducted at all levels of response (incident management or support); however, due to the importance of lifeline condition in guiding operations, leadership should sign off on all determinations. The answers to these questions come from information provided by responders in the field. To the greatest extent possible, lifeline condition determinations should be driven by the ground truth.
25	<p>Analyzing Components</p> 	<ul style="list-style-type: none"> Lifelines are assessed by analyzing their individual components, where relevant. This analysis covers 6 categories of information: <ul style="list-style-type: none"> Component Status Impacts Actions Limiting Factors Estimated Time to Condition Change & Re-establishment Requirements Responders should analyze components to the best of their knowledge and communicate the reliability of the information. This can be challenging immediately after an incident occurs since it may be too early to determine certain categories of information (e.g., estimated time to stabilization).
26	<p>Example Component Analysis</p> 	<ul style="list-style-type: none"> This example provides a component analysis from a real-world incident. It illustrates how each category may be completed with relevant information. Note: more detail is better; this example merely provides a “bare-bones” approach to the analysis.



#	Slide Title & Image	Notes
27	<h3>Colors Indicate Lifeline or Component Condition</h3> 	<ul style="list-style-type: none"> There are two main factors that comprise and differentiate between the color definitions. These two factors include: <ul style="list-style-type: none"> Scope of impacts from disruptions; and Implementation of a resourced solution.
28	<h3>Assigning a Condition</h3> 	<ul style="list-style-type: none"> Lifeline conditions are assigned iteratively and represents only a snapshot in time for that response operational period The flow chart provides an example that covers some of the key differentiating factors between assigning a “grey,” “red,” “yellow,” or “green” condition. This is a simplified way to think through available incident information.
29	<h3>Example Condition Designations</h3> 	<ul style="list-style-type: none"> The example on this slide provides example scenarios where the Water component of FWS Lifeline would be assessed at each condition: <ul style="list-style-type: none"> Grey: Unknown Red: Unstable, no solution in progress Yellow: Unstable, solution in progress Green: Stable



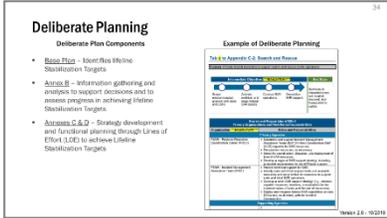
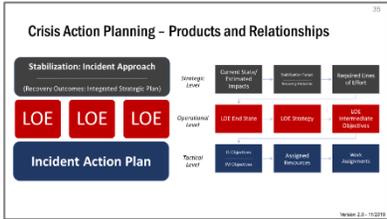
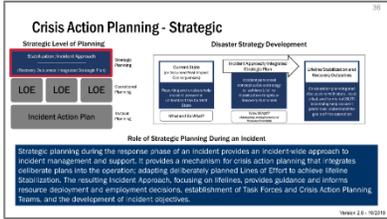
#	Slide Title & Image	Notes
30	<p>FEMA's Implementation of Community Lifelines</p>	<ul style="list-style-type: none"> The next two sections describe in more detail how lifelines can be applied for operational planning and reporting. Almost all substantive additions of the lifeline construct have been to planning and reporting products or processes. The subsequent slides will provide more detail. Note: the list of products on the slide include both HQ and Field products. Note: The National Support Plan has also been updated to include community lifelines. This is merely provided for situational awareness since the NSP is primarily a national Incident Support (and not Incident Management) product.

Section II: Lifelines and Operational Planning

31	<p>Section II: Lifelines and Operational Planning</p>	<ul style="list-style-type: none"> This section provides an overview of lifelines and operational planning at FEMA.
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32	<p>Community Lifelines and Planning</p>	<ul style="list-style-type: none"> This section will cover lifeline application in operational planning, both deliberate and crisis action planning.
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#	Slide Title & Image	Notes
33	<p>Deliberate Planning and All-Hazards Plan Updates</p> 	<ul style="list-style-type: none"> FEMA is currently beginning a refresh of all its Regional All-Hazards plans. As part of this process, planners will be developing stabilization targets for each lifeline and/or component based on the disaster profile and/or historical context within that region. As previously noted, these stabilization targets will be developed in coordination with relevant State, local, and Federal partners.
34	<p>Deliberate Planning</p> 	<ul style="list-style-type: none"> Lifelines are being incorporated in FEMA’s standardized deliberate planning templates as follows: <ul style="list-style-type: none"> <u>Base Plan</u> – Identifies Lifeline Stabilization Targets <u>Annex B</u> – Information gathering and analysis to support decisions and to assess progress in achieving Lifeline Stabilization Targets <u>Annexes C & D</u> – Strategy development and functional planning through Lines of Effort (LOEs) to achieve Lifeline Stabilization Targets
35	<p>Crisis Action Planning – Products and Relationships</p> 	<ul style="list-style-type: none"> Crisis action planning is broken down into three levels: <ul style="list-style-type: none"> Strategic Level Planning: Overall strategy to achieve stabilization target Operational Level Planning: Plan to conduct each line of effort required to achieve stabilization Tactical Level Planning: Traditional IAP process, identifying objectives and work assignments for this operational period
36	<p>Crisis Action Planning - Strategic</p> 	<ul style="list-style-type: none"> Strategic: Based on the current/estimated impacts, what LOEs are necessary to achieve lifeline stabilization



#	Slide Title & Image	Notes						
37	<p>Current v. End States & Goal Setting</p> <p>Assessment process that is foundational to FEMA Operations and widely understood as the Phase 1 "Leg" of the Incident Action Planning "P".</p> <ul style="list-style-type: none"> Continuously reassessed and revised Current State or Maximum Anticipated Impact <ul style="list-style-type: none"> What do we know? - Facts How bad could it be? - Assumptions End States and Goals <ul style="list-style-type: none"> What are the Lifeline Stabilization Targets we are striving to achieve? What are the Recovery Outcomes we are striving to achieve? How do we know we have been successful? 	<ul style="list-style-type: none"> Assessment process that is foundational to FEMA Operations and widely understood as Phase 1 "Leg" of the Incident Action Planning P Continuously reassessed and iteratively revised Current State or Maximum Anticipated Impact <ul style="list-style-type: none"> What do we know? - Facts How bad could it be? - Assumptions End States and Goals <ul style="list-style-type: none"> What are the Lifeline Stabilization Targets we are striving to achieve? What are the Recovery Outcomes we are striving to achieve? How do we know we have been successful? 						
38	<p>Lifeline Stabilization Problem Frame</p> <table border="1"> <thead> <tr> <th>Current or Anticipated Impacts</th> <th>Stabilization Targets</th> <th>Required Line of Effort</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> Power outages Water supply interruptions Communication system outages Transportation system outages Healthcare system outages Shelter system outages Food and water supply interruptions Evacuation system outages Law enforcement system outages Fire department system outages Emergency medical services system outages Public works system outages Construction system outages Manufacturing system outages Retail system outages Financial system outages Government system outages Education system outages Media system outages Religious system outages Community system outages Other system outages </td> <td> <ul style="list-style-type: none"> Power restored Water supply restored Communication system restored Transportation system restored Healthcare system restored Shelter system restored Food and water supply restored Evacuation system restored Law enforcement system restored Fire department system restored Emergency medical services system restored Public works system restored Construction system restored Manufacturing system restored Retail system restored Financial system restored Government system restored Education system restored Media system restored Religious system restored Community system restored Other system restored </td> <td> <ul style="list-style-type: none"> Power restoration Water supply restoration Communication system restoration Transportation system restoration Healthcare system restoration Shelter system restoration Food and water supply restoration Evacuation system restoration Law enforcement system restoration Fire department system restoration Emergency medical services system restoration Public works system restoration Construction system restoration Manufacturing system restoration Retail system restoration Financial system restoration Government system restoration Education system restoration Media system restoration Religious system restoration Community system restoration Other system restoration </td> </tr> </tbody> </table>	Current or Anticipated Impacts	Stabilization Targets	Required Line of Effort	<ul style="list-style-type: none"> Power outages Water supply interruptions Communication system outages Transportation system outages Healthcare system outages Shelter system outages Food and water supply interruptions Evacuation system outages Law enforcement system outages Fire department system outages Emergency medical services system outages Public works system outages Construction system outages Manufacturing system outages Retail system outages Financial system outages Government system outages Education system outages Media system outages Religious system outages Community system outages Other system outages 	<ul style="list-style-type: none"> Power restored Water supply restored Communication system restored Transportation system restored Healthcare system restored Shelter system restored Food and water supply restored Evacuation system restored Law enforcement system restored Fire department system restored Emergency medical services system restored Public works system restored Construction system restored Manufacturing system restored Retail system restored Financial system restored Government system restored Education system restored Media system restored Religious system restored Community system restored Other system restored 	<ul style="list-style-type: none"> Power restoration Water supply restoration Communication system restoration Transportation system restoration Healthcare system restoration Shelter system restoration Food and water supply restoration Evacuation system restoration Law enforcement system restoration Fire department system restoration Emergency medical services system restoration Public works system restoration Construction system restoration Manufacturing system restoration Retail system restoration Financial system restoration Government system restoration Education system restoration Media system restoration Religious system restoration Community system restoration Other system restoration 	<ul style="list-style-type: none"> This template assesses the strategy to stabilize each lifeline. The left column identifies the current or anticipated impacts to each lifeline. The middle column identifies the stabilization targets. The right column identifies the required line of effort to achieve those stabilization targets.
Current or Anticipated Impacts	Stabilization Targets	Required Line of Effort						
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38	<p>Crisis Action Planning - Operational</p> <p>Crisis Action Planning - Operational</p> <p>Operational Level of Planning</p> <p>When is an LOE Operational Plan Necessary?</p> <ul style="list-style-type: none"> Currently available resources are insufficient Unconventional resource delivery sequencing is necessary due to location or environmental restrictions Lifeline interdependencies are preventing stabilization Physical resource types or capabilities are required to stabilize a Lifeline Exceptionally high duration of instability Timeline to achieve either Lifeline Stabilization or Recovery Outcome is unacceptably shortened due to external pressures <p>Line of Effort Operational Plan</p> <p>Some LOEs may have components that require special attention. These conditions should be generated through the Crisis Action Planning Process and should result in an LOE Operational Plan. This Plan develops details of the tasks to achieve the immediate objectives, the resources required, and identifies and mitigates risks that may impact achieving the objectives due to a lack of resources or other non-resourcing factors.</p>	<ul style="list-style-type: none"> Operational: For each line of effort (e.g. route clearance, healthcare systems support, shelter operations), how do we activate, mobilize, employ, and demobilize that capability? 						

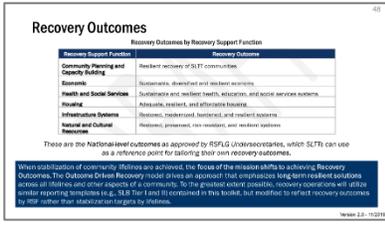
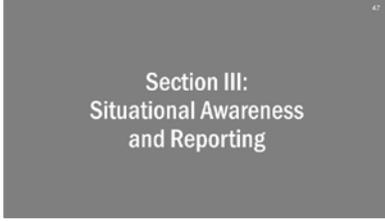
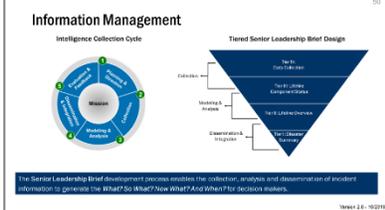


#	Slide Title & Image	Notes
40	<h3>Defining Lines of Effort</h3>	<ul style="list-style-type: none"> LOEs are the specific mission-sets required to stabilize the lifelines. For FEMA Operations, LOEs are activities that a state, tribe, or territory can ask FEMA and the interagency to manage the consequences of an incident Written LOEs articulate strategy by sequencing Intermediate Objectives for inclusion into the Incident Action Planning cycle (e.g., milestones), and identify resources needed to reach a desired end-state where federal assistance for that function is no longer required.
41	<h3>Lines of Effort</h3>	<ul style="list-style-type: none"> 17 standard Lines of Effort below have been agreed upon by all ten FEMA Regions to be included in their All Hazards Plans currently being updated. Additional Lines of Effort may be created based on region or incident. ESFs and FEMA programs are responsible for one or more LOEs. A single Lifeline may require multiple LOEs to achieve stabilization. Conversely, a single LOE may support the stabilization of multiple Lifelines.
42	<h3>Example: Healthcare Systems Support LOE</h3>	<ul style="list-style-type: none"> This slide shows an example of the Healthcare Systems Support LOE, with the following intermediate objectives to achieve the LOE end-state of “Healthcare delivery system is able to meet community patient care needs without the support of federal resources” <ul style="list-style-type: none"> Mobilize and stage healthcare system support resources Provide support for triage and patient movement Resupply and conduct facility sustainment operations Reassess continued need of healthcare system support resources Demobilize healthcare system support resources
43	<h3>Phasing</h3>	<ul style="list-style-type: none"> Phasing lays out the focus of the execution of LOEs in a logical sequence to break the operation into manageable parts. LOEs are initiated and conclude at different times in a disaster. It is important to recognize that phase culmination is often reached at different times in different geographic areas across a single incident.

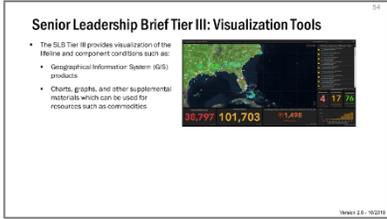
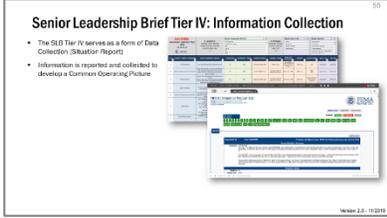
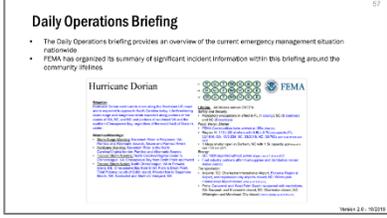


#	Slide Title & Image	Notes
44	<p>Crisis Action Planning – National/Regional Support Plan (N/RSP)</p>	<ul style="list-style-type: none"> ▪ The N/RSP utilize objectives and associated tasks to drive federal support actions either prior to an event (notice) or immediate post event (no-notice). ▪ Objectives in an N/RSP generally involve the ordering, activating, staging, and outfitting of resources for further employment at the IM level. ▪ Many, if not all, objectives in an N/RSP can serve as the starting point for LOEs as defined in deliberate planning. ▪ Due to the limited scope of RRCC and NRCC tactical control during initial response, most, if not all LOEs will be in an early stage of execution upon transfer to IM.
45	<p>Crisis Action Planning - Tactical</p>	<ul style="list-style-type: none"> ▪ Tactical: The traditional IAP process can be informed by strategic/operational planning and intermediate objectives for each LOE ▪ Incident objectives are developed and anticipated for each LOE as points across the continuum from the current state to the end-state for the federal assistance mission. ▪ Within a few operational periods, as planning is matured, incident leadership can anticipate the sequence of incident objectives across the LOE. ▪ Similarly, through evaluation of performance and effectiveness of the LOE, incident leadership can anticipate when incident objectives will be achieved, and transition to the next incident objective across the LOE.
46	<p>IAP Incident Objectives</p>	<ul style="list-style-type: none"> ▪ Looking at the current intermediate objective for each active LOE can directly inform the development of IAP objectives
47	<p>Transition to Integrated Strategic Planning</p>	<ul style="list-style-type: none"> ▪ Once lifelines begin to stabilize, and incident personnel can anticipate operations beyond stabilization, the IM Planning Section initiates the development of the Integrated Strategic Plan (ISP). ▪ The Incident Approach informs the ISP, and once the first ISP is published, the Incident Approach is sunset. ▪ While many LOEs developed in the Incident Approach will culminate relatively early in the lifecycle of the incident, several LOEs developed in the Incident Approach will transition to longer-term operations and be included in the ISP.



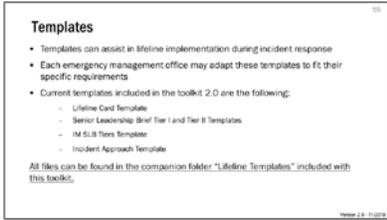
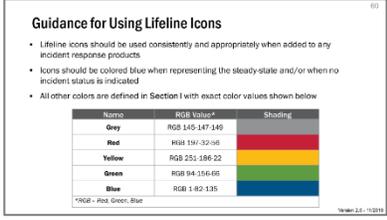
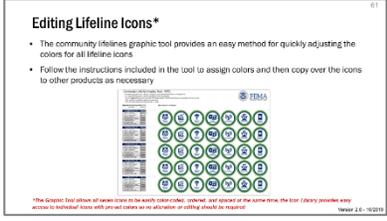
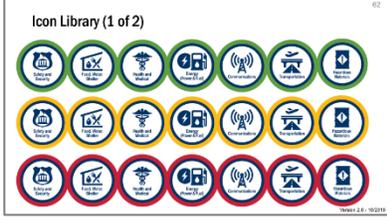
#	Slide Title & Image	Notes
48	<p>What About Recovery?</p>  <p>The slide contains a table with two columns: Recovery Support Functions and Recovery Outcomes. The functions listed are Community Planning and Capacity Building, Economic, Health and Social Services, Housing, Infrastructure Systems, and Natural and Cultural Resources. The corresponding outcomes are: Resilient recovery of SLT communities; Sustainable, diversified and job-rich economy; Sustainable and resilient health, education, and social services systems; Affordable, resilient, and attractive housing; Resilient, modernized, hardened, and critical systems; and Resilient, prepared, low-impact, and restore systems.</p>	<ul style="list-style-type: none"> When stabilization of Community Lifelines is achieved, the focus of the mission shifts to achieving Recovery Outcomes. The Outcome Driven Recovery model drives an approach that emphasized long-term resilient solutions.
Section III: Situational Awareness and Reporting		
49	<p>Section III: Situational Awareness and Reporting</p> 	<ul style="list-style-type: none"> This section covers lifeline situational awareness and reporting.
50	<p>Information Management</p>  <p>The slide features two diagrams. On the left is the Intelligence Collection Cycle, a circular process with four stages: Collect, Analyze, Disseminate, and Plan. On the right is the Tiered Senior Leadership Brief Design, a funnel-shaped diagram with four levels: Tier I: Executive Summary, Tier II: Critical Impact/Status, Tier III: Lifeline Overview, and Tier IV: Essential Elements of Information (Data Collection).</p>	<ul style="list-style-type: none"> The Senior Lead Brief development process enables the collection, analysis and dissemination of incident information to generate the What? So What? Now What? And When? for decision makers.
51	<p>Senior Leadership Brief</p>  <p>The slide describes FEMA's updated Senior Leadership Brief (SLB) format, which is divided into four tiers: Tier I: Executive Summary, Tier II: Critical Impact/Status, Tier III: Lifeline Overview, and Tier IV: Essential Elements of Information (Data Collection).</p>	<ul style="list-style-type: none"> The new tiered approach to the Senior Leadership Briefing integrates the lifelines into situational awareness reporting from collection through final reports A Tier I SLB template is included as part of this Toolkit. Subsequent slides provide an explanation for each section of the SLB.
52	<p>Senior Leadership Brief Tier I: Disaster Summary</p>  <p>The slide provides details on the Tier I Disaster Summary, including its purpose and the information it contains, such as the disaster summary, lifeline assessment, and lifeline condition.</p>	<p>Tier I of the SLB includes executive-level summary information summarizing the situation, lifeline condition, and critical impacts, actions, and limiting factors for the lifeline.</p> <ul style="list-style-type: none"> A Tier I SLB Template is included as part of this Toolkit.



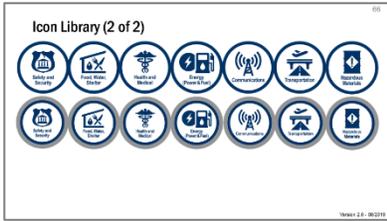
#	Slide Title & Image	Notes
53	<p>Senior Leadership Brief Tier II: Lifeline Component Info.</p> 	<p>The SLB Tier II identifies the key elements, condition, impact, actions, and limiting factors and estimated time to stabilization for each lifeline component</p> <ul style="list-style-type: none"> A Tier II SLB Template is included as part of this Toolkit.
54	<p>Senior Leadership Brief Tier III: Visualization Tools</p> 	<p>The SLB Tier III identifies the Lifeline Component Condition</p> <ul style="list-style-type: none"> The SLB Tier III provides visualization of the lifeline and component conditions such as: <ul style="list-style-type: none"> Geographical Information System (GIS) products Charts, graphs, and other supplemental materials which can be used for resources such as commodities
55	<p>Senior Leadership Brief Tier IV: Information Collection</p> 	<p>The SLB Tier IV serves at Data Collection (Information Collection)</p> <ul style="list-style-type: none"> Information is reported and collected to develop a common operating picture See slide for examples.
56	<p>SPOT Reports</p> 	<ul style="list-style-type: none"> See slide. Note: The traditional FEMA National Watch Center (NWC) SPOT Report is shown on the slide, reorganized to be reported by lifeline.
57	<p>Daily Operations Briefing</p> 	<ul style="list-style-type: none"> See slide.

Section IV: Icons and Templates



#	Slide Title & Image	Notes
58	<p>Section IV: Icons and Templates</p> 	<ul style="list-style-type: none"> This section covers all current lifeline iconography (including accepted colors and formats) as well as relevant templates. Detailed explanations on the templates can be found within the template files.
59	<p>Templates</p> 	<ul style="list-style-type: none"> The templates listed on the slide are currently in use at FEMA in varying capacities. Each emergency management office or partner may adapt these templates to fit their specific requirements. As more templates are developed, they will be added to the Toolkit for further dissemination.
60	<p>Guidance for Using Lifeline Icons</p> 	<ul style="list-style-type: none"> The color palette provided on the slide is the official color condition designation for the lifelines; Red-Green-Blue (RGB) values should not be altered.
61	<p>Editing Lifeline Icons*</p> 	<ul style="list-style-type: none"> An easy-to-use tool is provided with this toolkit to adjust lifeline icon colors for reporting, maintaining spacing and alignment of the icons
62	<p>Icon Library (1 of 2)</p> 	<ul style="list-style-type: none"> These slides provide the individual icon graphics



#	Slide Title & Image	Notes
63	<p>Icon Library (2 of 2)</p> 	<ul style="list-style-type: none"> These slides provide the individual icon graphics
64	<p>Your Feedback Matters</p> <p>Your Feedback Matters!</p> <p>Please send questions, comments, or feedback to Lifelines@fema.dhs.gov</p> <p>Thank you!</p>	<ul style="list-style-type: none"> As mentioned earlier, the lifelines construct will continue to evolve and mature based on stakeholder feedback and lessons learned from operations and exercises. Please provide any feedback at lifelines@fema.dhs.gov.
65	<p>[End Slide]</p> 	<ul style="list-style-type: none"> Thank you for your time today. I will now take any questions and open it up for discussion.