

RAPID ASSESSMENT PLANNING
WORKSHOP IN EMERGENCY MANAGEMENT
(WEM)

RESOURCE GUIDE



August 1995

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UNIT I

INTRODUCTION

INTRODUCTION

INTRODUCTORY EXERCISE

INSTRUCTIONS: Read the scenario below and answer the questions that follow. When you finish, be prepared to discuss your responses with the group.

DISASTER STRIKES! ***Liberty County, Columbia: June 14, 1990***

Hurricane Alonzo ripped through the State of Columbia in June 1990 causing extensive damage and loss of life. The coastal communities of Bayport and Fisherville in Liberty County were hit the hardest by Alonzo. Central City, 20 miles inland, also received extensive damage. There were 17 people killed in Liberty County, and 57 hospitalized injuries were eventually handled by the medical community.

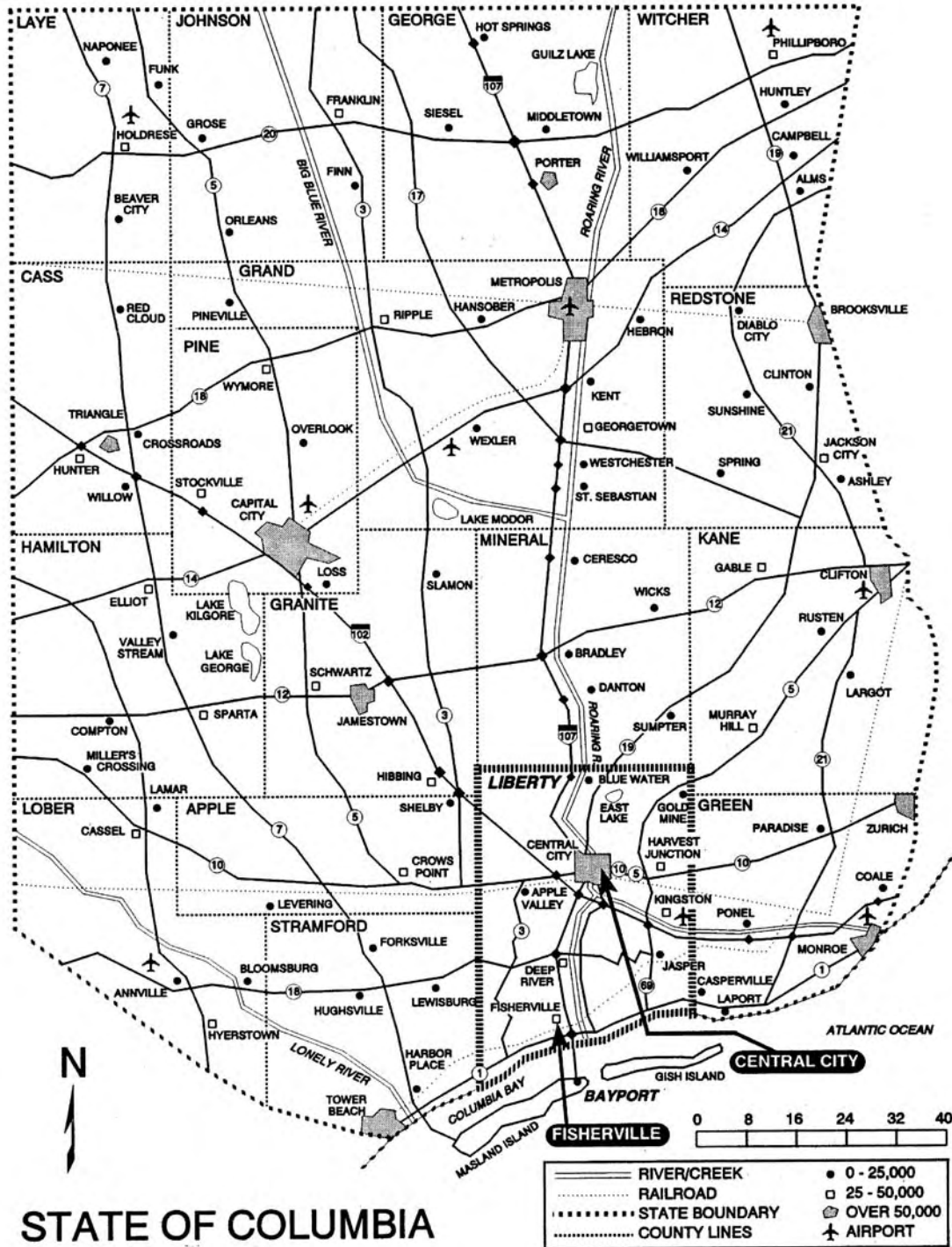
The major problem identified by the State of Columbia, Liberty County, and Central City emergency management officials associated with the response to the storm was the inability of government to ***rapidly assess*** the damage caused by the storm. ***Key resources*** were available to provide assistance from nearby communities, the private sector, and from State and Federal government—however, it simply took far too much time to ***identity the areas*** of the community that were damaged and the ***specific type of assistance*** that was needed, and to ***specifically request*** the much needed resources.

Twelve hours after the landfall of the hurricane, city and county officials were able to piece together an initial damage report that was forwarded to the State Emergency Management Agency. The information for the report proved to be difficult to gather and in some cases was wrong. Damage to “normal” channels of communication also hindered the collection of key information. A portion of this report is included on page I-3.

The map on the next page shows the locations of these hard-hit areas in Columbia.

INTRODUCTION

INTRODUCTORY EXERCISE (Continued)



INTRODUCTION

INTRODUCTORY EXERCISE (Continued)

INITIAL DAMAGE SITUATION REPORT—HURRICANE ALONZO ***Liberty County/Central City to State EOC***

1. **SEARCH/RESCUE:** Coastal areas south of railroad in county have not been searched. An estimated 312 persons refused to evacuate from these areas. Access to these coastal areas remains blocked. Request state assistance in search/rescue of City of Deep River. Heavily damaged. Access at this time via helicopter only. Cities of Jasper, Kingston, Harvest Junction, and Central City search/rescue efforts underway. Road clearing is hindering search/rescue efforts in all areas (see the map on the next page).
2. **LIFELINES:** Power is out to entire county. Telephone service is out south of the SR 5/US 10 corridor to include all of Central City. Sewer, water, and gas service has been interrupted in some areas—complete assessment ongoing. Five bridges county-wide are either damaged or flooded to include I-107 bridge to Bayport, 15th & 20th Street bridges over the Roaring River in Central City, and Turtle River bridges at SR 18 and I-102 (see the map on page I-4). Debris clearance is hindering search/rescue efforts in Deep River, Jasper, Kingston, Harvest Junction, Central City, and Apple Valley. Coastal areas cannot yet be accessed due to flooded roadways and debris.
3. **MASS CARE/SHELTER:** There are 21 shelters open in the county. Shelter population currently 11,324. Only one shelter (EMS shelter at Hillel House MM/31st, Central City) has power via a generator. Requesting generators for long-term shelter operations. Unable to obtain any ice county-wide. Food/water okay for 24 hours. Access to/from shelters blocked in most locations.
4. **KEY FACILITIES, EQUIPMENT, PERSONNEL:** Hospital Status: Fisherville Hospital not Operating (evacuated before storm), Harvest Junction Hospital operating on emergency power, Central City Hospital operating on emergency power but at capacity, Faith Hospital suffered storm and flood damage and is not operational, Levine Hospital suffered storm and flood damage and is not operational. Four of the six Sheriff's substations have suffered storm damage and are not operational. Personnel needed for search/rescue and debris clearance activities.
5. **COMMUNICATIONS:** All communications are out to the Barrier Islands (Bayport & Buffet's Island). The only communication to Fisherville and Deep River is via RACES. Commercial telephones are out to all areas of the county south of the SR 5/US 10 corridor to include Central City. The Liberty County 911 system to include the Central City answering point is down. A mobile communications van, set up outside the Liberty County EOC at Z/40th Streets in Central City, is presently coordinating county dispatch activities. County-wide law enforcement and public works radio frequencies are down.
6. **SPECIAL PROBLEMS:** The U.S. Coast Guard reports that the oil leak from the Shell Oil refinery in Bayport, Liberty County, is now reaching the ocean. Oil is leaking from the refinery along the Columbia Bay. Tides are causing the oil to move from the bay into the ocean. Coast Guard officials are on the scene. Officials have been unable to determine the source or amount of the spill due to high tides and flooding in Bayport.
7. **DEATHS/INJURIES/MISSING:** 1 death, 18 hospitalized injuries, 47 missing (not taking into

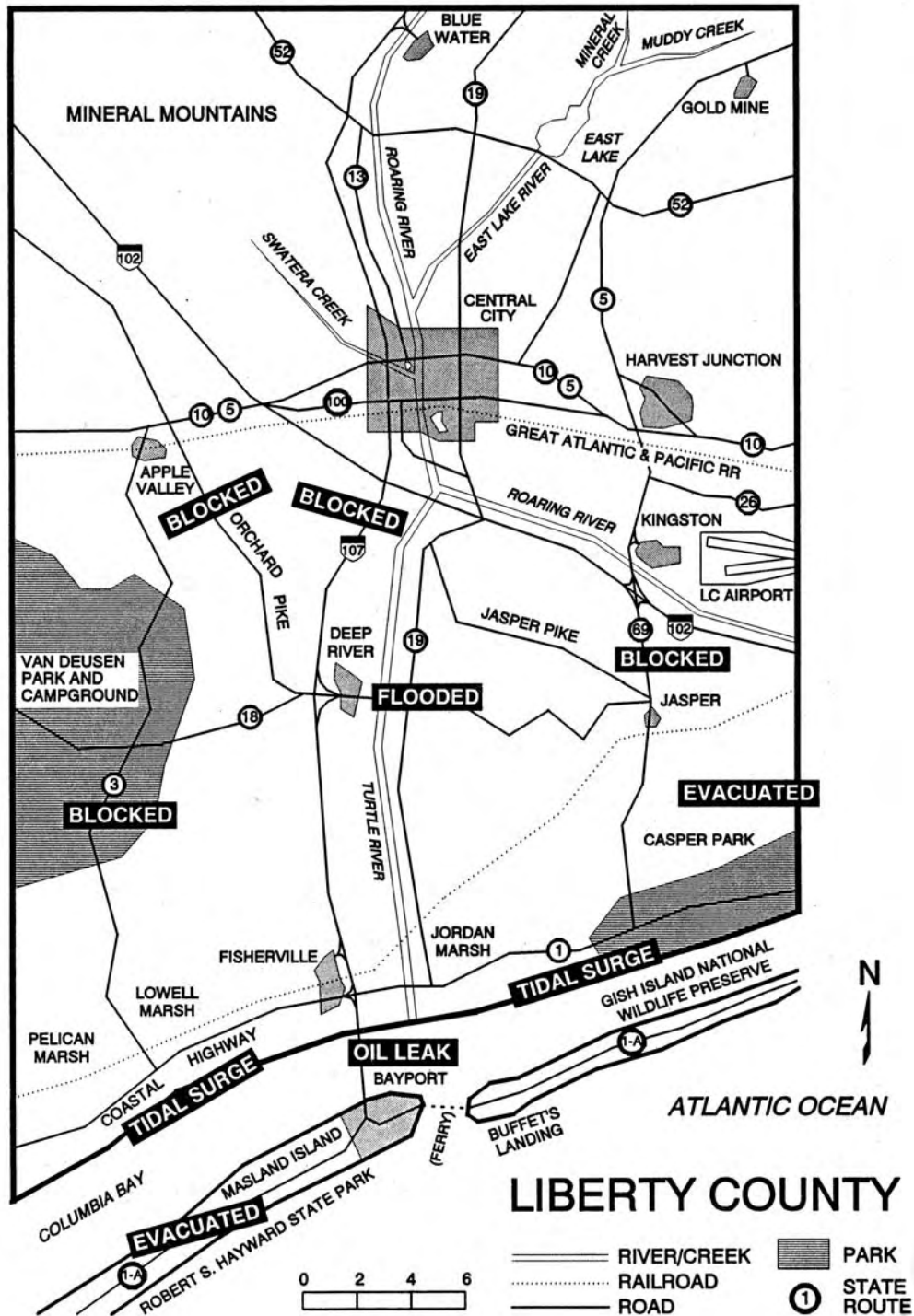


INTRODUCTION

account the estimated 312 people who refused to evacuate from the coastal evacuation zone).

INTRODUCTION

INTRODUCTORY EXERCISE (Continued)



INTRODUCTION

INTRODUCTORY EXERCISE (Continued)

3. Is each organization able to assess the local situation after a disaster in a coordinated, organized, effective, timely, and accurate manner?

4. Based on disaster intelligence, will decisionmakers be able to prioritize responses, allocate resources, and specifically request assistance to save and sustain lives, and, to a lesser extent, protect property?

DEFINITION

Local situational (rapid) assessment includes all immediate response activities that are directly linked to initial assessment operations in order to specifically determine lifesaving and life sustaining needs.

WHY IS RAPID ASSESSMENT IMPORTANT?

The ability of local governments to perform a rapid assessment accurately and within the first few hours after an incident is *critical* to providing an adequate local government response for life-threatening situations and imminent hazards. Coordinated and timely assessments permit local governments to prioritize response activities, allocate scarce resources, and request mutual aid and State and Federal assistance quickly and accurately.

Rapid assessment involves:

- Developing rapid assessment plans and procedures.
- Testing, evaluating, and finalizing the plan.

When communities have warning of an impending event, local, State, and Federal assessment teams predeploy and work together to conduct situation assessment. For events that occur without warning (e.g., earthquakes), rapid assessment must be conducted, at least initially, with local resources only. (The relationships among local, State, and Federal governments for planned and unplanned events are shown in the figures on the next page.) In any event, rapid assessment information lays the foundation for determining immediate response efforts.

INTRODUCTION

Disasters With Warning:

0
hrs

72
hrs

**Local, State, and Federal Assessment
Teams Predeploy and Interface
to Conduct Rapid Assessment**

Disasters Without Warning:

0 2-4 8-12
hrs hrs hrs

72
hrs

Local Rapid Assessment Resources

State Situation Assessment
Interface with Local

Federal Assessment Team (FAsT)
Interface with Local and State

Completion of Rapid Assessment Mission

Local rapid assessment can be activated following any event where disaster intelligence is needed. Based on the magnitude of the event, State and Federal assessment resources may be activated. The quickest source of intelligence for life-saving needs and imminent hazards is, however, local governments. Only with tested procedures can effective and coordinated collection and reporting of disaster intelligence be assumed.

INTRODUCTION

WHY IS RAPID ASSESSMENT IMPORTANT? (Continued)

NOTE: Assessment is accomplished in three phases:

- **Rapid Assessment** takes place within hours after an incident and focuses on lifesaving needs, imminent hazards, and critical lifelines..
- **Preliminary Damage Assessment (PDA)** identifies and affixes a dollar amount to damage.
- **Combined Verification (CV)** includes a detailed inspection of damage to individual sites by specialized personnel.

WHO IS INVOLVED IN RAPID ASSESSMENT?

Rapid assessment involves **teamwork** among local public and private personnel. Depending on the time of the incident and the amount of warning, it may initially include personnel from law enforcement, fire, public works agencies and other resources included in your community's procedures. Immediately (i.e., in the instant), personnel who are in place and know their responsibilities are the front-line teams for rapid assessment. Later, rapid assessment operations may include other government organizations, volunteer organizations, key persons from business and industry, and private citizens.

The rapid assessment process must have a leader. He or she may be the Emergency Manager (EM) or someone on the EM's staff who has been assigned to manage and report the data, and prepare documentation necessary for continuing response operations.

NOTE: This Resource Guide uses the title Rapid Assessment Coordinator to identify a function that involves specific requirements. As a function, it may involve more than one individual. Additionally, rapid assessment must begin immediately after an event—even before the Emergency Operations Center (EOC) opens.

INTRODUCTION

THE PURPOSE OF THIS GUIDE

The purpose of this Guide is to provide Rapid Assessment Coordinators and other personnel involved in rapid assessment with a tool to facilitate planning and implementing rapid assessment procedures, which will provide local personnel with the:

- Skills and knowledge needed to collect and report disaster intelligence immediately following an event.
 - Procedures and forms they need to conduct rapid assessment.
-

WHO SHOULD USE THIS GUIDE?

This Guide is designed for emergency services or other personnel who have rapid assessment responsibilities or who may be designated as Rapid Assessment Coordinators. The Guide will be used by the reader to understand the rapid assessment process and, with a facilitator, to help local personnel develop a rapid assessment procedures to the community's Emergency Operations Plan (EOP).

HOW TO USE THIS GUIDE

This Resource Guide:

- Presents key concepts, components, and decisionmaking processes of rapid assessment.
- Includes tools to use as examples and job aids when developing forms for rapid assessment.

You should adapt the forms and worksheets as needed to fit the needs of your community.

INTRODUCTION

ORGANIZATION OF THIS GUIDE

This Guide is organized into the parts shown in the table below.

Part	Description	Page
<i>Developing Procedures</i>	Presents the tasks recommended for developing rapid assessment plans and procedures, and provides job aids for performing these tasks.	II-1
<i>Collecting And Organizing Data</i>	Presents the tasks recommended for developing the forms required to collect and organize rapid assessment data.	III-1
<i>Testing The Procedures</i>	Presents several checklists and worksheets for planning rapid assessment exercises.	IV-1
<i>Appendixes</i>		
<i>Appendix A: Rapid Assessment Intelligence Categories</i>	Includes a list of potential rapid assessment categories for which intelligence should be gathered.	A-1
<i>Appendix B: Data Management Job Aids</i>	Includes several job aids to help organize the large quantities of rapid assessment data.	B-1
<i>Appendix C: Sample Procedures</i>	Includes a rapid assessment procedures as adopted by a city in the Southeastern U.S.	C-1
<i>Appendix D: Sample Procedures</i>	Includes sample rapid assessment procedures.	D-1

WHEN TO USE THIS GUIDE

Your community should use this Guide **NOW**, before an event, to provide your community the best possible response to lifesaving needs and imminent hazards following a disaster.

UNIT II

DEVELOPING RAPID ASSESSMENT PROCEDURES

DEVELOPING RAPID ASSESSMENT PROCEDURES

OVERVIEW

You will take part in a team effort to develop a rapid assessment procedures for your community. The planning team is comprised of people like you who can provide essential expertise on damage assessment and response. Your role is to assist in developing, testing, and evaluating a plan for the quick and effective performance of rapid assessment activities following a natural or manmade event.

This Resource Guide suggests tasks that your community should complete to develop a rapid assessment plan and accompanying procedures.

DEVELOPING RAPID ASSESSMENT PROCEDURES

Your community's first task involves developing rapid assessment procedures. These procedures will provide guidance to all agencies involved in rapid assessment and will be incorporated in the community's EOP. The recommended steps for developing rapid assessment procedures include:

- Developing a community profile.
- Sectoring the community.
- Performing a risk assessment by sector.
- Determining staffing patterns and resource requirements.
- Developing communication procedures.
- Exercising and evaluating the procedures.

Each of these steps is described in the sections that follow. Several exercises and activities are included to help you make decisions that are important to developing your community's rapid assessment capability.

Developing A Community Profile And Sectoring The Community

Developing a community profile is an essential early step in the planning process. The community profile allows you to determine the hazards and risks your community may face as a whole and in particular areas. A community profile is a map of a community that:

- Identifies the location of major structures and geographic features,

DEVELOPING RAPID ASSESSMENT PROCEDURES

Developing A Community Profile And Sectoring The Community (Continued)

- Pinpoints disaster intelligence targets that your community must assess immediately such as population concentrations and the location of key facilities. (See Appendix A for Rapid Assessment intelligence categories.)
- Takes into account manmade and natural boundaries for sectoring your community.
- Identifies staffing patterns for 24-hour responders and time-of-day shifts for school and work populations who will be sources for disaster intelligence.

Some communities may already have an established community profile. If this is the case, the planning team should review the existing profile to ensure that it is up-to-date and suitable for rapid assessment.

A community profile for rapid assessment includes:

- *Major geographic features* that may impact rapid assessment efforts. These include mountains, rivers, or any other geographic features that could impede the movement of rapid assessment personnel and/or impact response procedures.
- *The location of population concentrations, including populations with special needs.* Special-needs populations include groups—such as the elderly, infirm, schoolchildren, and non-English-speaking persons—that may need assistance in evading dangerous or potentially dangerous situations.
- *The location of essential facilities.* Essential facilities are facilities that are essential in emergencies, such as fire and police stations, medical facilities, utility substations, lifelines and shelters.
- *The location of other resources* (for example, equipment yards). Plot the locations of resources not normally used in a rapid assessment effort but that may be used for response activities.
- *Major transportation routes.* These are routes that would play a critical role when moving people and equipment.

DEVELOPING RAPID ASSESSMENT PROCEDURES

Developing A Community Profile And Sectoring The Community (Continued)

- *Time-of-day and time-of-year population shifts.* Shifts occur each day and throughout the year as a result of daily and seasonal routines. As schools and businesses close each day, populations shift from commercial and business districts and schools to residential areas and parks. Summer is associated with seasonal shifts: schools close, activity increases at recreation centers and parks, and people go on vacations. Knowledge of these daily and seasonal -population shifts allows assessment personnel to plan efficient collection of essential disaster intelligence.
- *Hazard type (warning versus sudden impact).* Hazards such as tornadoes are unpredictable because they strike suddenly and without warning. Other hazards are predictable. That is, communities can prepare for the hazards if conditions that typically precede these hazards exist.
- *Normal discipline deployment for responding agencies.* Normal discipline deployment refers to the number and type of public servants who are normally on duty at a given time and location.

Sectoring the Community

Dividing the community into *sectors* that are the same for all responding agencies is an essential starting point after developing a community profile. In the event that the rapid assessment procedures are activated, these sectors will take precedence over other agency-specific sectoring methods. Sectors serve as “addresses” for tracking and allocating assessment personnel and collecting and reporting data. They also provide a means of describing the locations of special response concerns, such as geographical impediments and populations with special needs. (NOTE: A community profile, including sectoring, is shown on page II-4 of this Guide.)

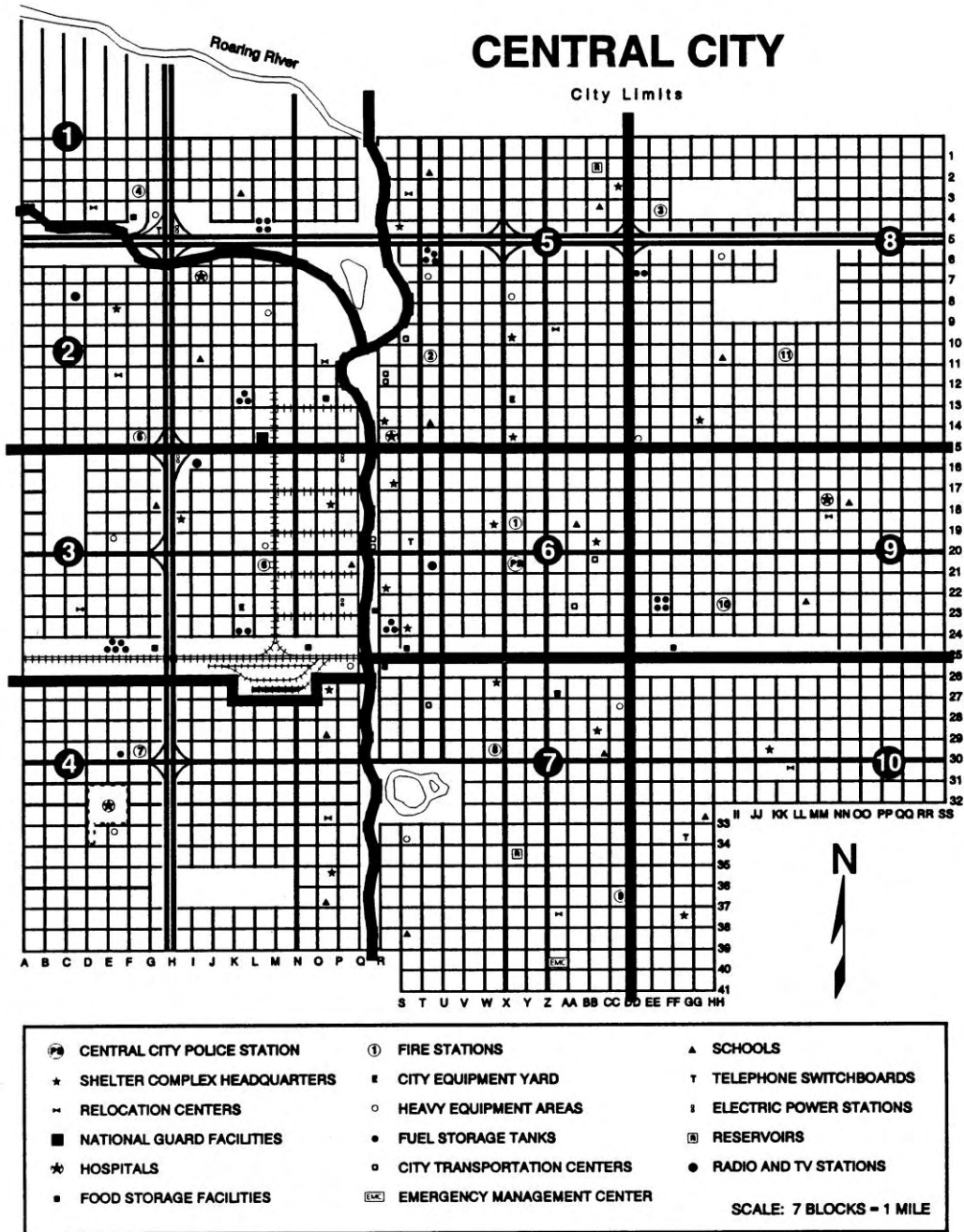
Points to remember when developing sectors include:

- Is the size of each sector manageable?
- Are assessment targets and the location of possible assessment resources reasonable for the sectors?
- Have geographic and manmade features that may prevent entry into sectors been taken into account?

An example of a community profile in a sectored community is shown on the next page.

DEVELOPING RAPID ASSESSMENT PROCEDURES

Developing A Community Profile And Sectoring The Community (Continued)



DEVELOPING RAPID ASSESSMENT PROCEDURES

SECTORING ACTIVITY

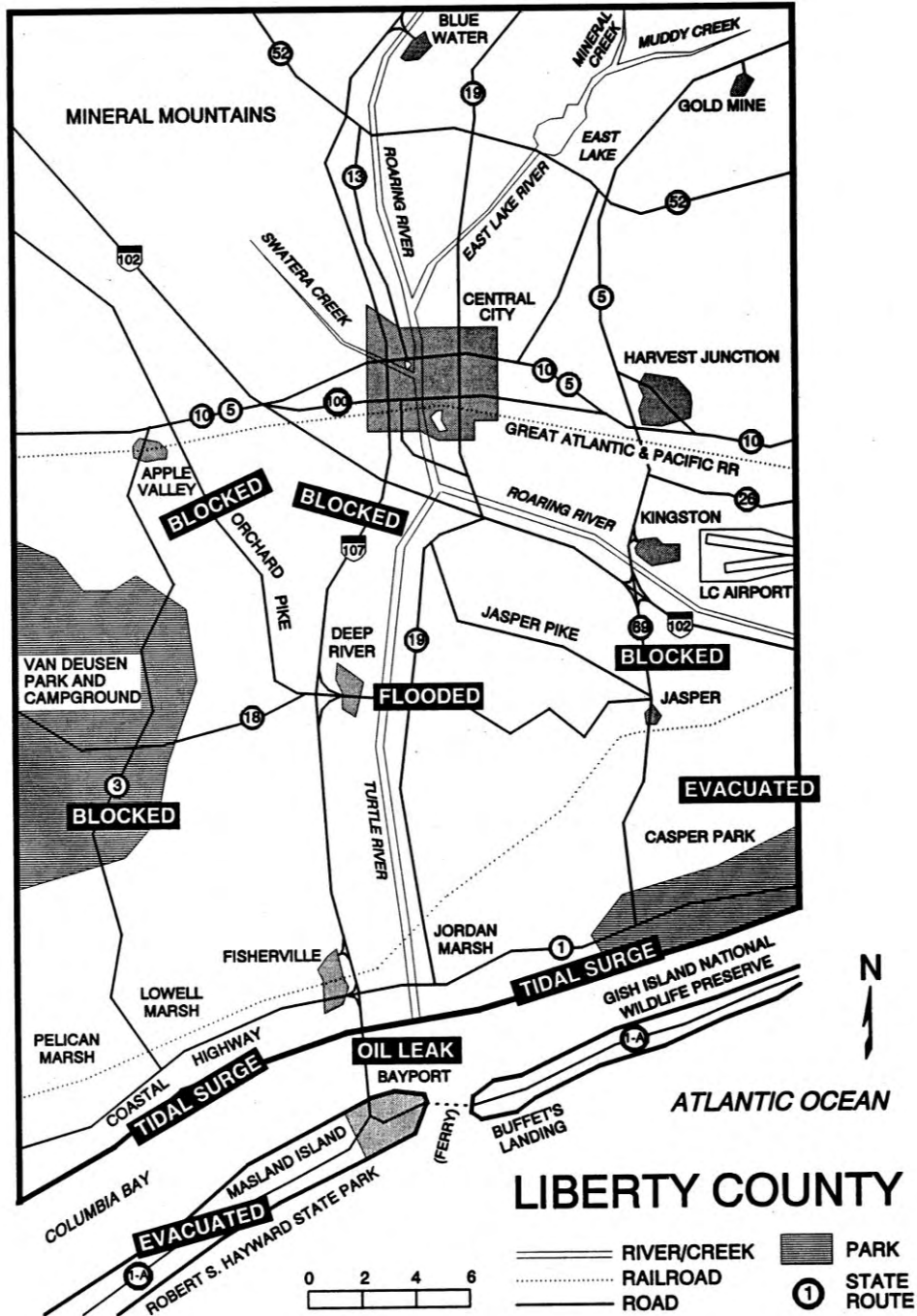
Instructions: This exercise will give you an opportunity to divide a community into sectors. Review the map on the following page (or use a local map if your instructor distributes one) and divide it into sectors. Be sure that the sectors you select:

- Follow major natural or manmade geographic features.
- Make sense for both assessing damage after the storm and for managing the response.

When your group finishes sectoring your map, answer the questions that follow. You will have 20 minutes to complete this exercise. Be prepared to present your group's rationale for sectoring the map as it did to the large group.

DEVELOPING RAPID ASSESSMENT PROCEDURES

SECTORING ACTIVITY
(Continued)



DEVELOPING RAPID ASSESSMENT PROCEDURES

Group Activity

INSTRUCTIONS: Working in your group, complete the checklists below and on the following pages for the sector assigned by the facilitator. Use additional paper if necessary to develop a comprehensive list of profile information for your sector. When you have finished, select a spokesperson to present your group's responses to the large group.

COMMUNITY PROFILE CHECKLIST

Sector:

Record the following information for the sector assigned:

■ *Major geographic features:*

-
-
-

■ *Locations of population concentrations, such as:*

- Group Homes: Office buildings:

- Apartment buildings: Hospitals:

- Schools: Other:

DEVELOPING RAPID ASSESSMENT PROCEDURES

Group Activity (Continued)

COMMUNITY PROFILE CHECKLIST (Continued)

Sector:

Record the following information for the sector assigned:

■ *Locations of essential facilities:*

- | | |
|--|--|
| <input type="checkbox"/> Police Precincts: | <input type="checkbox"/> Pumping Stations: |
| <input type="checkbox"/> Fire Stations: | <input type="checkbox"/> Shelters: |
| <input type="checkbox"/> Public Works Yards: | <input type="checkbox"/> Medical Facilities: |
| <input type="checkbox"/> Other: | <input type="checkbox"/> Other: |

■ *Locations of other resources*

- | | |
|--|---|
| <input type="checkbox"/> Construction Companies: | <input type="checkbox"/> Equipment Rental Facilities: |
| <input type="checkbox"/> Warehouses: | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Shelters | |

DEVELOPING RAPID ASSESSMENT PROCEDURES

Group Activity (Continued)

COMMUNITY PROFILE CHECKLIST
(Continued)

Sector:

Record the following information for the sector assigned:

■ *Population shifts:*

Daily

Weekly

Seasonal

■ *Locations of known potential hazards:*

DEVELOPING RAPID ASSESSMENT PROCEDURES

Performing A Risk Assessment By Sector

After developing a community profile, your next step will be to review the profile to analyze the risks inherent in each sector. **Risk** is the predicted impact that a hazard would have on a specific target (e.g., if the target is a bridge and the predicted impact is a collapse, an outcome might be restricted access to a critical facility). Emergency services and other rapid assessment personnel should survey each sector to develop a composite picture of risks related to:

- Population densities and demographics.
- Essential facilities (facilities that are essential in emergencies):
 - Police stations.
 - Fire stations.
 - Shelters.
- Type of construction.
- Hazardous materials storage and/or transport.
- Land use.
- Soil composition.
- Topography.
- Special facilities (facilities that house populations with special needs):
 - Schools.
 - Nursing homes.
 - Health-care facilities.
- Lifelines (aspects of a community that enhance the quality of life or are required for survival):
 - Electricity.
 - Gas.
 - Sewer.
 - Water.
 - Roads.

DEVELOPING RAPID ASSESSMENT PROCEDURES

- Availability of response resources.

Performing A Risk Assessment By Sector (Continued)

When completing the rapid assessment, consider population shifts and other factors that could affect rapid assessment priorities based on the time of day, the time of year, and general weather conditions.

As part of considering risks, sectors, resources, and access routes, procedures should indicate assessment priorities for collecting disaster intelligence. What intelligence must be gathered first (e.g., the condition of schools to be used as shelters, hospitals, access routes, fire stations, etc.)? A suggested hierarchy for setting priorities is shown below.

- **Priority 1:** Essential facilities (because law enforcement personnel, firefighters, shelters, hospitals, etc., cannot respond if their own facilities and equipment are damaged).
- **Priority 2:** Life safety (including hazard areas, high-risk populations, and potential search and rescue situations).
- **Priority 3:** Lifelines (utilities, communication, and transportation systems).

A list of items under each of these categories appears in Appendix A.

DEVELOPING RAPID ASSESSMENT PROCEDURES

Group Activity

INSTRUCTIONS: Worksheets to help you identify and organize risk factors within your community appear on the next pages. Using the worksheets, work in your table group to complete a risk assessment for the sector(s) assigned by the facilitator. If necessary, modify the form as necessary to make it more useful. Use additional sheets of paper if necessary to develop a comprehensive list of the risk in your assigned sector(s).

DEVELOPING RAPID ASSESSMENT PROCEDURES

SAMPLE COMMUNITY RISK ASSESSMENT WORKSHEET	
SECTOR: III	RISK DESCRIPTION: Population connection PRIORITY: 3
Location (approximate address): 1630 Duke Street (Between Prince and King)	
Special Planning Factors (important planning considerations—e.g., population shifts): High-rise structure; daytime population approximately 4,500 Natural gas line runs under Duke Street	
Probable Response Requirements: Hook-and-ladder Potential need for helicopter (for rooftop evacuation) Search and rescue	

DEVELOPING RAPID ASSESSMENT PROCEDURES

COMMUNITY RISK ASSESSMENT WORKSHEET	
SECTOR:	RISK DESCRIPTION:
Location (approximate address):	
Special Planning Factors (important planning considerations—e.g., population shifts):	
Probable Response Requirements:	

DEVELOPING RAPID ASSESSMENT PROCEDURES

COMMUNITY RISK ASSESSMENT WORKSHEET	
SECTOR:	RISK DESCRIPTION:
Location (approximate address):	
Special Planning Factors (important planning considerations—e.g., population shifts):	
Probable Response Requirements:	

DEVELOPING RAPID ASSESSMENT PROCEDURES

Determining Staffing Patterns And Resource Requirements

After completing a community profile and analyzing the risks within each sector, it will be necessary to determine staffing patterns and personnel and equipment resources separately from normal deployment to meet the special requirements of local rapid assessment by identifying who will have the responsibility to collect and report disaster intelligence on the risks identified in the sector.

- **Rapid Assessment Personnel.** Personnel who are assigned specifically to gather rapid assessment data in their sector following an event.
 - **Police, Fire, and Public Works Personnel.** Personnel who operate in each sector on a 24-hour-per-day basis (e.g., fire, law enforcement) and who could begin rapid assessment immediately following a sudden onset event.
 - **Non-Response Personnel.** Individuals who can provide rapid assessment information on essential facilities in each sector without draining professional response resources (e.g., school personnel, utility personnel, hospital and nursing home personnel, etc.). NOTE: These individuals should be pre-identified in the Rapid Assessment procedures.
 - **Community Groups.** Citizens who have been trained to be part of response activities (e.g., Community Emergency Response Teams, RACES operators, etc.).
 - **Recallable Personnel.** Additional personnel who may have to be assigned rapid assessment duties in each sector to supplement work performed by the above personnel (i.e., if disaster intelligence is not reported within a specified timeframe, then recalled personnel can be assigned to collect the missing information).
-

DEVELOPING RAPID ASSESSMENT PROCEDURES

Group Activity

INSTRUCTIONS: Worksheets for recording sector deployments are included on the following pages. Complete the worksheets in your table group. Be prepared to discuss your agency's staffing patterns and assessment resource availability with the large group.

DEVELOPING RAPID ASSESSMENT PROCEDURES

<i>AGENCY DEPLOYMENT PROFILE: WEEKDAY –DAYTIME</i>										
<i>SECTOR:</i>	<i>AGENCY:</i>	<i>SHIFT BEGIN:</i>	<i>SHIFT END:</i>	Resource Location	Number of Available Personnel	Recallable Personnel	Timeframe Required To Deploy Recalled Personnel			

DEVELOPING RAPID ASSESSMENT PROCEDURES

<i>AGENCY DEPLOYMENT PROFILE: WEEKDAY-NIGHTTIME</i>									
<i>SECTOR:</i>	<i>AGENCY:</i>	<i>SHIFT BEGIN:</i>	<i>SHIFT END:</i>	Resource Location	Number of Available Personnel	Recallable Personnel	Timeframe Required To Deploy Recalled Personnel		

DEVELOPING RAPID ASSESSMENT PROCEDURES

<i>AGENCY DEPLOYMENT PROFILE: WEEKDAY-NIGHTTIME</i>										
<i>SECTOR:</i>	<i>AGENCY:</i>	<i>SHIFT BEGIN:</i>	<i>SHIFT END:</i>	Resource Location	Number of Available Personnel	Recallable Personnel	Timeframe Required To Deploy Recalled Personnel			

DEVELOPING RAPID ASSESSMENT PROCEDURES

Establishing A Method For Communicating Damage Information

The next step in the planning process deals with how rapid assessment information that is collected in the field will be communicated to a central collection point for processing and reporting. This step is critical to the rapid assessment due to the amount of data that potentially will be transmitted and the general urgency of the situation. When completed, the communication plan will serve as a **blueprint** of the path that information will travel from the sectors to the EOC **and back**. As a minimum, the plan should include transmittal processes for the following sources of disaster intelligence:

- **Dispatch Centers, 911, and Rapid Assessment Team Leaders.** Receive information from field units and forces, rapid assessment teams, and citizens, and transmit it to the next level.
- **Command Post(s).** Exchange information with the EOC.
- **The EOC.** The EOC is the rapid assessment control point. It is the destination for all information in the rapid assessment communication network. EOC personnel compile and analyze this information on a regular basis to recommend resource needs and additional response requirements to decisionmakers.

Because it is possible that normal communications will be disrupted immediately after an event, you should consider both primary and secondary communication methods. Decisions at this point include:

- The communication mechanism (e.g., radio, cellular telephone, or hand delivery).
- Communication protocols.
- The type(s) of disaster intelligence that must be communicated immediately versus lower priority information that must be recorded but reported at a later time.

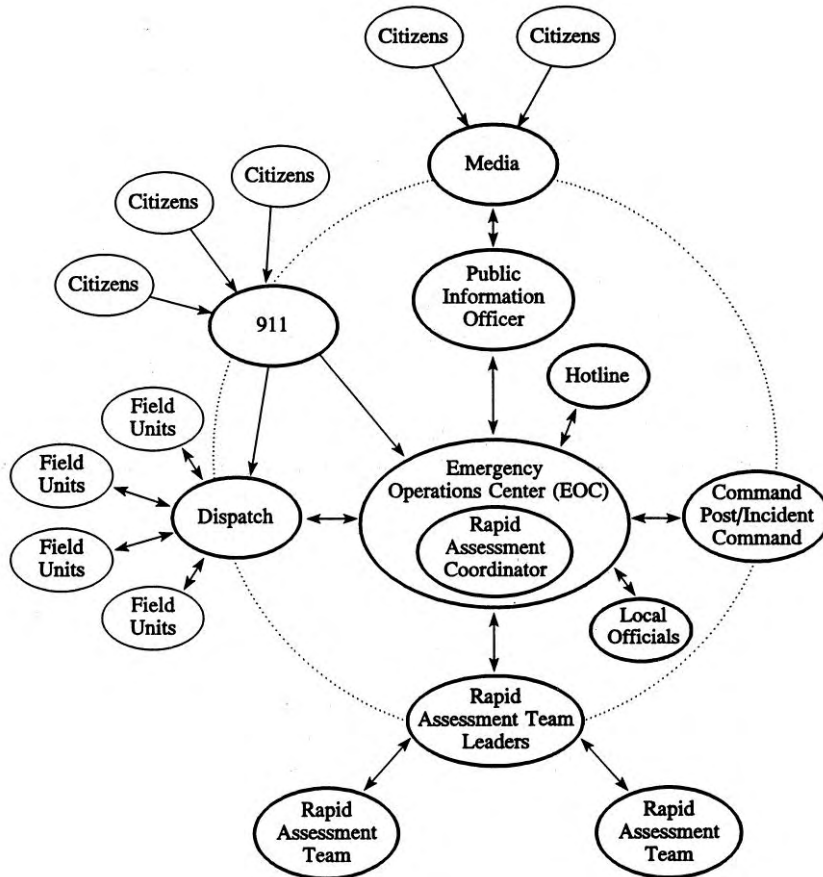
Use the EOC communication method that is in place, modifying it only as necessary to receive, compile, and transmit rapid assessment data. Then focus on a mechanism to handle all other transmissions. The figure on the next page shows the many potential sources of data transmission. Your community's communication method for rapid assessment data should address all potential information sources that apply.

DEVELOPING RAPID ASSESSMENT PROCEDURES

Establishing A Method For Communicating Damage Information

(Continued)

As shown in the diagram below, sources that are most distant from the EOC transmit information to the EOC through intermediaries. The EOC collects and analyzes this information and sends directives and new information to those remote sources through the intermediaries.



Potential Sources Of Rapid Assessment Data Transmission

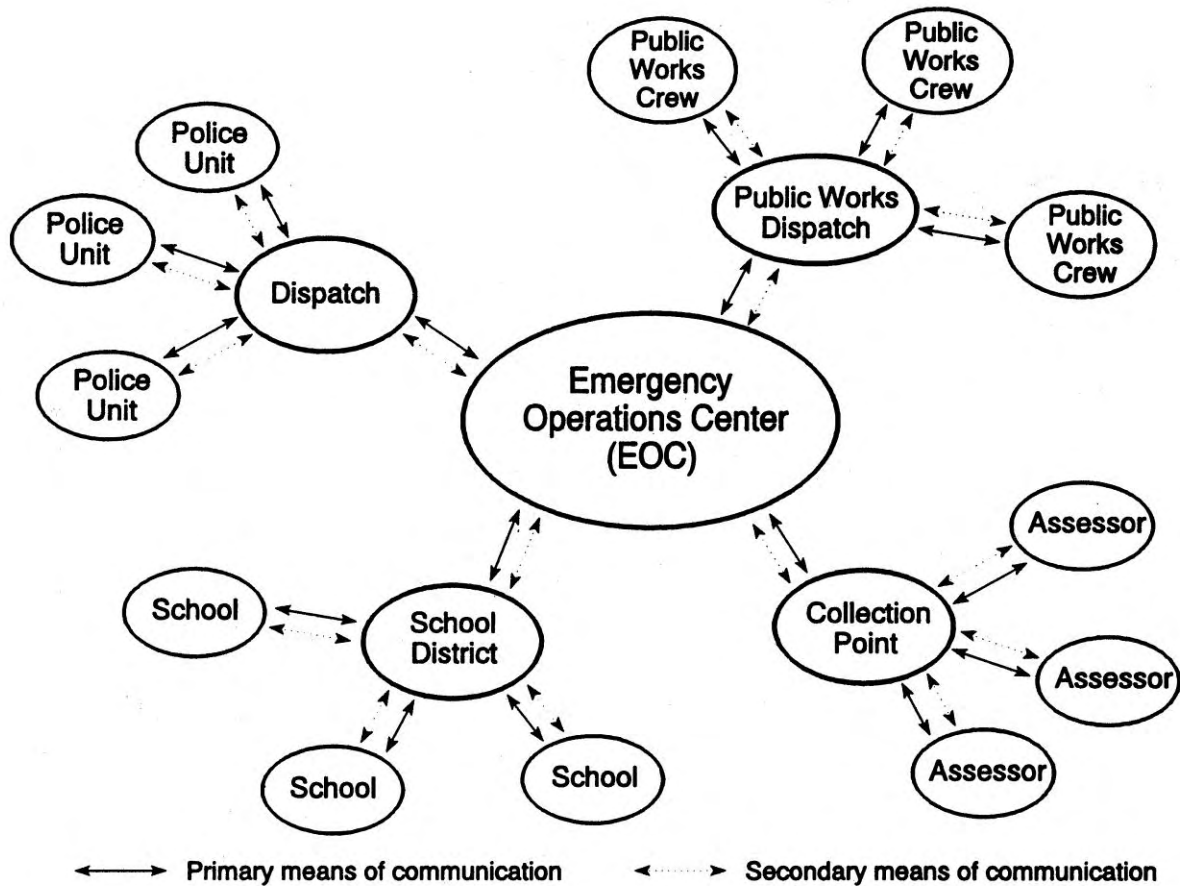
NOTE: Analyzing the flow of disaster intelligence is critical to rapid assessment. *Lack of* information reported from a given sector is important information.

DEVELOPING RAPID ASSESSMENT PROCEDURES

Group Activity

INSTRUCTIONS: Work in your groups to complete the Communication Mechanism Worksheet on the following pages. Place checkmarks next to the mechanisms your organization uses to communicate with dispatch centers, 911, and primary responders; command posts; and the EOC. Record the procedures your community would use to report disaster intelligence to collection points. Be sure to consider the critical need to gather disaster intelligence quickly, the communication mechanisms that would be available following a large-scale event, and the competition for those mechanisms.

Develop a communication map to show the flow of disaster intelligence from assessors to collection points to the EOC. A graphic depiction of primary and secondary communication mechanisms is shown below. A worksheet to use when developing your community communication mechanism is on pages 11-27 and 11-28.



DEVELOPING RAPID ASSESSMENT PROCEDURES

Group Activity (Continued)

COMMUNICATION MECHANISM WORKSHEET

PRIMARY MECHANISM

- Radio Primary Frequency:* _____
Secondary Frequency:* _____
 - Cellular phone
 - Hand delivery Sectors: _____

 - Other (List):

-

Command Post:

- Radio Primary Frequency:* _____
Secondary Frequency:* _____
- Cellular phone
- Hand delivery Sectors: _____

- Other (List):

* Primary Frequency = Frequency normally used
Secondary Frequency = Frequency used when primary frequency is unusable

DEVELOPING RAPID ASSESSMENT PROCEDURES

Group Activity (Continued)

COMMUNICATION MECHANISM WORKSHEET

SECONDARY MECHANISM

- Radio Primary Frequency:* _____
Secondary Frequency:* _____
- Cellular phone
- Hand delivery Sectors: _____

- Other (List):

Command Post:

- Radio Primary Frequency:* _____
Secondary Frequency:* _____
- Cellular phone
- Hand delivery Sectors: _____

- Other (List):

* Primary Frequency = Frequency normally used
Secondary Frequency = Frequency used when primary frequency is unusable

DEVELOPING RAPID ASSESSMENT PROCEDURES

Establishing A Method For Communicating Damage Information

(Continued)

A communication profile provides two-way information—it indicates the way the EOC personnel should contact collection points or the assessors.

Your community's EOP includes a call-up sheet for key personnel, but the call-up sheet may not include key personnel for rapid assessment who must be notified immediately after an event.

DEVELOPING RAPID ASSESSMENT PROCEDURES

Group Activity

INSTRUCTIONS: If your agency includes personnel who are **not** called upon EOC activation but who you think may need to play a role in rapid assessment (e.g., school principles or transportation personnel, hospital, or nursing home administrators, etc.), identify those personnel—together with their telephone, FAX, and pager numbers—in the space provided below. Be prepared to discuss why you believe that the individuals you have listed should be notified immediately after an event.

RAPID ASSESSMENT KEY PERSONNEL

AGENCY: _____

NAME	PHONE	FAX	PAGER
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

DEVELOPING RAPID ASSESSMENT PROCEDURES

SUMMARY

At this point in the workshop, your community has developed the following materials toward its rapid assessment procedures:

- A community profile.
- Risk assessment priorities (by sector).
- Normal deployment patterns for response personnel.
- Communication procedures.
- Key personnel lists.

In the next section of this Resource Guide, you will develop drafts of some of the forms that your community will need to collect and organize rapid assessment data.

UNIT III

COLLECTING AND ORGANIZING DATA

COLLECTING AND ORGANIZING DATA

INTRODUCTION

After establishing a communication mechanism and disaster intelligence priorities, your next step is to develop the forms required to gather the data in the field and at data collection points:

- Rapid assessment personnel.
- Police, Fire, and Public Works personnel.
- Non-response personnel.
- Community Groups.
- Recallable personnel.

When completed, these forms should provide an initial picture of the lifesaving needs, the condition of critical facilities, and imminent hazards in each sector and for the entire community. As a minimum, this task requires developing:

- Rapid assessment form(s).
- Data collection form(s) for dispatch centers, 911, etc.
- EOC data collection form(s).

Each of these is described in the sections that follow.

NOTE: If your EOC has forms that can be modified for use for rapid assessment, feel free to use those forms. If your EOC does not have forms available, use the forms included in this section as a starting point.

COLLECTING AND ORGANIZING DATA

DEVELOPING RAPID ASSESSMENT FORMS

Developing rapid assessment forms involves developing the checklist(s) that rapid assessment personnel deployed to predetermined assessment targets will use as they collect disaster intelligence at the locations and facilities identified in the procedures. The checklist is critical to overall rapid assessment operations because it will ensure that all collectors evaluate their predetermined target, gather the same types of information, and report in the same way. This checklist will also form the basis for forms that collectors at dispatch units use to record the data.

The major categories of information must include the following:

- **Life safety information:**
 - Search and rescue (how many trapped, where, and how).
 - Deaths and injuries.
 - Evacuation (need and status).

- **Status of lifelines.** Lifelines include:
 - Electric.
 - Gas.
 - Water.
 - Transportation systems.

- **Status of essential facilities.** Essential facilities include:
 - Police stations.
 - Fire stations.
 - Shelters.
 - Hospitals.
 - Communication system.

- **Status of imminent hazards.**

- **Status of access routes.**

- **Descriptions of major problems (by sector).**

- **Status of resource utilization and requests for assistance.**

COLLECTING AND ORGANIZING DATA

DEVELOPING RAPID ASSESSMENT FORMS (Continued)

Your community may need other information as well. Remember, however, that too much information will increase the difficulty of recording, compiling, and reporting the data.

NOTE: The EOC must have information on hand to complement the disaster intelligence received (i.e., when the electricity shuts down, EOC personnel should have predetermined what type of generator the hospital needs.

Developing Forms For Dispatch Centers, 911, Etc.

After developing the rapid assessment form(s), the next step is to develop the collection form(s) that dispatchers or other initial data recorders will use to record information as it is reported from the field units. Develop these forms so that recorders can record the same data collected in the field *in the same order as forms for reporting data from the field.*

COLLECTING AND ORGANIZING DATA

Group Activity

INSTRUCTIONS: A sample Rapid Assessment Checklist and a sample Initial Disaster Intelligence Collection Worksheet (for dispatch centers and 911) are shown on the pages that follow. Work with your table group to review the checklist and worksheet and write your suggestions for changes and/or improvements on the form. Be prepared to discuss your suggestions with the group.

COLLECTING AND ORGANIZING DATA

Group Activity (Continued)

Primary Frequency: _____ †

Control No. _____*

Secondary Frequency: _____ †

ASSESSOR'S CHECKLIST

(Front)

INSTRUCTIONS: Use this checklist to record disaster intelligence information. Be sure to record essential facilities, life safety operations, and lifeline for each site assessed.

DATE: _____

TIME REPORTED: _____

TYPE OF INCIDENT: _____

SECTOR: _____ †

ASSESSMENT TARGET: _____ †

COLLECTOR'S NAME:

ACCESS ROUTE TO TARGET: _____ †

<i>Life Safety Operations:</i>	<i>Confirmed</i>	<i>Reported Not Confirmed</i>	<i>Location</i>
■ Trapped	_____	_____	_____
■ Dead	_____	_____	_____
■ Injured	_____	_____	_____
■ Evacuation Need/Status	_____	_____	_____

<i>Status Of Lifelines:</i>	<i>Functioning</i>	<i>Not Functioning</i>
■ Electricity	<input type="checkbox"/>	<input type="checkbox"/>
■ Gas	<input type="checkbox"/>	<input type="checkbox"/>
■ Sewer	<input type="checkbox"/>	<input type="checkbox"/>
■ Water	<input type="checkbox"/>	<input type="checkbox"/>
■ Telephone	<input type="checkbox"/>	<input type="checkbox"/>

Description Of Imminent Hazards:

* Assigned by dispatch

COLLECTING AND ORGANIZING DATA

† Completed *in advance* of an incident

COLLECTING AND ORGANIZING DATA

Group Activity (Continued)

RAPID ASSESSMENT CHECKLIST

(Back)

Other Major Problems:

Additional Resources Requested:

- | | |
|--|--|
| <input type="checkbox"/> Search and Rescue | <input type="checkbox"/> Electric |
| <input type="checkbox"/> Fire | <input type="checkbox"/> Gas |
| <input type="checkbox"/> Emergency Medical Services (EMS) | <input type="checkbox"/> Water |
| <input type="checkbox"/> Law Enforcement | <input type="checkbox"/> Building and Safety |
| <input type="checkbox"/> Public Works | <input type="checkbox"/> Sheltering |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> Food |
| <input type="checkbox"/> Other (List): Disaster intelligence observed en route | |

COLLECTING AND ORGANIZING DATA

INSTRUCTIONS: Use this worksheet to record data from field units. The categories below match the Field Data Collection Checklist, and allow recorders to document emergency situations in the order they are reported. If necessary, modify this form to meet your community's needs. Use one form per situation reported.

DISASTER INTELLIGENCE COLLECTION WORKSHEET (Front)		CONTROL NO. ISSUED: _____
DATE: _____	TIME REPORTED: _____ a.m./p.m.	TYPE PF INCIDENT: _____
SECTOR: _____	ASSESSMENT TARGET: _____	
REPORTED BY: _____		
	C	R
Life Safety	—	—
Trapped	—	—
Dead	—	—
Injured	—	—
Evacuations	—	—
Need/Status	—	—
	F	N
Lifelines	—	—
Electricity	—	—
Gas	—	—
Sewer	—	—
Water	—	—
Status of Transportation Systems:		
Description of Imminent Hazards:		

*C = Confirmed; R = Reported/Not Confirmed F = Functioning; N = Not Functioning

COLLECTING AND ORGANIZING DATA

<p style="text-align: center;">INITIAL DISASTER INTELLIGENCE COLLECTION WORKSHEET (Back)</p> <p>DATE: _____ TIME: _____ a.m./p.m. TYPE OF INCIDENT: _____</p> <p>SECTOR: _____ FACILITY/STRUCTURE/AREA: _____</p> <p>REPORTED BY: _____</p> <p>Other Major Problems:</p>	<p>CONTROL NO. ISSUED: _____</p>
<p>Resource Requested:</p>	

*C = Confirmed; R = Reported/Not Confirmed F = Functioning; N = Not Functioning

COLLECTING AND ORGANIZING DATA

Developing EOC Data Collection Forms

The next step is to develop the forms for recording data at the EOC. The EOC forms will be used as the basis for making decisions about prioritization, resource allocation, reporting, and requesting additional assistance.

Begin by reviewing the existing EOC data collection forms. Use the EOC forms as the basis for rapid assessment data recording because:

- EOC personnel are already familiar with the forms and how to use them.
- They are already approved.

Modify the EOC forms only where necessary to meet the special requirements of rapid assessment (e.g., data organization, reporting timeframes, etc.).

NOTE: The EOC should have a checklist or worksheet for each sector listing who has reporting responsibilities and their area of responsibility. After initial reports are received, this checklist can be used to determine reporting gaps that require the deployment of additional rapid assessment resources. A sample worksheet (partially completed) is shown on the next page.

COLLECTING AND ORGANIZING DATA

SAMPLE EOC RAPID ASSESSMENT WORKSHEET

SECTOR:

Targets	Reporting Responsibility	Primary Communication	Secondary Communication	Priority
<u>Hospitals</u>	<u>(FS #9)</u>		<u>Runner</u>	<u>I</u>

UNIT IV

TESTING THE PROCEDURES

TESTING THE PROCEDURES

INTRODUCTION

Before finalizing your rapid assessment procedures, it will be necessary to test them thoroughly. The planning process for testing the rapid assessment procedures should include:

- Making assignments.
- Developing an action plan.
- Briefing personnel from all agencies involved in the rapid assessment process on their roles and responsibilities and the rapid assessment plan and procedures.
- Developing specific training for all echelons of rapid assessment personnel.

Briefings and training should emphasize completing rapid assessment assignments and reporting the information to each of the collection points within designated timeframes.

TESTING THE PROCEDURES

INTRODUCTION (Continued)

The procedures should be exercised as:

- **Orientations.** Orientations may include lectures, panel discussions, or media presentations that are used to introduce participants to or help them recall procedures.
- **Drills.** During field tests, individual agencies test their preparedness in the field by responding to simulations of actual emergencies.
- **Table Top Exercises.** During a table top exercise, a rapid assessment group is given a message or a problem and must form a collective decision on how to respond. Table top exercises give participants an opportunity to practice inter-agency coordination and help them learn the roles and responsibilities incorporated into their community's rapid assessment procedures.
- **Functional Exercises.** Functional exercises are simulations that give participants an opportunity to test plans and procedures for responding to various forms of message traffic at the EOC.
- **Full-Scale Exercises.** Full-scale exercises test an entire rapid assessment procedures by combining functional exercises and drills.

Although it will not be possible to finalize all testing arrangements during this session, the group should agree to windows within which each participating agency should schedule its exercises and establish dates for:

- Additional planning meetings for functional and full-scale exercises.
- Post-exercise debriefing.
- Plan revision and finalization.

TESTING THE PROCEDURES

INTRODUCTION (Continued)

Plan revisions should be based on actual occurrences in exercises and should be made only after discussion with and concurrence of all involved parties. After revisions, your community's EOP will require revision to identify the rapid assessment function in the basic plan and functional procedures, including the direction and control procedures and damage assessment procedures. Participating agencies will also need to update their procedures and/or appendixes to reflect rapid assessment.

NOTE: If your community does not have an EOP, develop the rapid assessment procedures as a stand-alone plan or procedure until you can develop an EOP.

This part of the Resource Guide will provide you with a series of checklists and worksheets to help your agency prepare for, conduct, and evaluate rapid assessment exercises. The materials presented in this part will provide you with a starting point only. Feel free to revise them as necessary to make them more useful to your agency.

TESTING THE PROCEDURES

PLANNING ORIENTATIONS

ORIENTATION PLANNING CHECKLIST

INSTRUCTIONS: Use this checklist to plan orientations. Mark all boxes that apply.

1. **Purpose.** The purpose of this orientation is to:
 - Introduce** personnel to rapid assessment concepts, plan, and/or procedures.
 - Help personnel** recall rapid assessment concepts, plans, and/or procedures.
 - Update** personnel on changes to rapid assessment plans and/or procedures.

2. **Contents.** This orientation must include:
 - The rapid assessment concept of operations.
 - Rapid assessment roles and responsibilities.
 - The community profile.
 - Risk assessment.
 - Activation procedures.

 - Call up procedures.
 - Agency deployment/unit assignments.
 - Interagency coordination.
 - Communication protocols.
 - Data recording/reporting.
 - Data management/recordkeeping.

 - When and how to request additional resources.
 - Step-down procedures.

3. **Personnel Involved:** It is essential that the following personnel attend/participate in this orientation:

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

4. **Timeframe:** All personnel must receive this orientation not later than:

5. **Time Allotted:** This orientation must be completed within _____ hours, _____ minutes.

6. **Method(s):** The presentation method(s) best suited to this orientation is (are):

<input type="checkbox"/> Lecture	<input type="checkbox"/> Panel Discussion
<input type="checkbox"/> Slides	<input type="checkbox"/> Video
<input type="checkbox"/> Other (List):	

TESTING THE PROCEDURES

PLANNING DRILLS

DRILL PLANNING WORKSHEET

INSTRUCTIONS: Use this worksheet as a reminder when planning drills. Complete all sections required.

1. **Purpose.** Record the purpose of the drill in the space below.

2. **Parts of The Procedures To Be Tested.** Check all boxes that apply.
 - Activation procedures:
 - Call-up procedures
 - Agency deployment/unit assignments.
 - Response efficiency/resource utilization.
 - Communication protocols.
 - Data recording/reporting.
 - Data management/recordkeeping.
 - When and how to request additional resources.
 - Step-down procedures.
3. **Exercise Timeframe.** Record the timeframes required for each phase of the exercise.
 - Preparation:
 - Training:
 - Conduct:
 - Evaluation:
 - Debriefing:
4. **Personnel Involved.** The following personnel must participate in this exercise:
 -
 -
 -
 -
 -
 -

TESTING THE PROCEDURES

PLANNING TABLE TOP, FUNCTIONAL, AND FULL-SCALE EXERCISES

TABLE TOP, FUNCTIONAL, AND FULL-SCALE EXERCISE PLANNING WORKSHEET

INSTRUCTIONS: Use this worksheet as a reminder when planning table top, functional, and/or full-scale exercises. Complete all sections required.

1. **Purpose.** Record the purpose of the exercise in the space below.

2. **Parts Of The Procedures To Be Tested.** Check all boxes that apply.

- Activation procedures:
 - Call-up procedures.
 - Agency deployment/unit assignments.
 - Interagency coordination.
 - Response efficiency/resource utilization.
 - Communication protocols.
 - Data recording/reporting.
 - Data management/recordkeeping.
- When and how to request additional resources.
- Step-down procedures.
- Other (List):

3. **Exercise Timeframe.** Record the timeframes required for each phase of the exercise.

- Preparation:
- Training:
- Conduct:
- Evaluation:
- Debriefing:

TESTING THE PROCEDURES

PLANNING TABLE TOP, FUNCTIONAL, AND FULL-SCALE EXERCISES (Continued)

TABLE TOP, FUNCTIONAL, AND FULL-SCALE EXERCISE PLANNING WORKSHEET (Page 2)

4. **Agencies Involved.** Personnel from the following agencies must participate in this exercise:

- Executive Offices (e.g., mayor's office)
- Police
- Fire
- Emergency Medical Services
- Public Works
- Other (List):
 -
 -
 -
 -

5. **Private Agency Involvement.** Personnel from the following private agencies should also participate in this exercise:

- | | |
|---|---|
| <input type="checkbox"/> Utility Companies: | <input type="checkbox"/> Voluntary Agencies (List): |
| <input type="checkbox"/> Electric | <input type="checkbox"/> |
| <input type="checkbox"/> Gas | <input type="checkbox"/> |
| <input type="checkbox"/> Water | <input type="checkbox"/> |
| <input type="checkbox"/> Sewer | <input type="checkbox"/> |
| <input type="checkbox"/> Medical Facilities (List): | <input type="checkbox"/> Media (List): |
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Other (List): | |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |
| <input type="checkbox"/> | |

TESTING THE PROCEDURES

EVALUATING EXERCISES

To gain the most from any exercise, communities should plan for comprehensive evaluation procedures. The type of evaluation method used, however, must be developed specifically for the exercise so that it accurately measures the evaluation criteria. When developing evaluation plans, therefore, refer to the evaluation criteria listed on the appropriate planning worksheet. Wherever possible, develop checklists, worksheets, or other tools to help evaluators record data quickly and accurately.

If your community has an Exercise Officer, work with him or her as you plan, conduct, and evaluate your exercises, or contact the State Exercise Officer.

APPENDIX A

RAPID ASSESSMENT INTELLIGENCE CATEGORIES

APPENDIX A

RAPID ASSESSMENT INTELLIGENCE CATEGORIES

The Rapid Assessment Advisory Committee developed the following list of categories for which rapid assessment information should be gathered. The list is compatible with the data requirements included in the Federal/State Ground Assessment Task Force Standard Operating Procedures, dated July 30, 1993.

A. Life safety operations (search and rescue, deaths, injuries, evacuation)

- _____ 1. Number of people potentially affected, by location.
- _____ 2. Number of people dead.
- _____ 3. Number of people injured.
- _____ 4. Rough estimates of displaced persons.
- _____ 5. Collapsed buildings requiring search and rescue.
- _____ 6. Evacuation concerns (i.e., food, water, shelter).

B. Status of lifelines (transportation system, communication system, gas, electric, water, sewer)

- _____ 1. Status of transportation system:
 - _____ Access points to the disaster area.
 - _____ Mass transit systems—bus, rail, underground.
 - _____ Port facilities.
 - _____ Railroads.
 - _____ Airports.
 - _____ Bridges and tunnels.
 - _____ Roadways—State, county, local.
 - _____ Designated evacuation routes.
- _____ 2. Status of communication system:
 - _____ Local phone systems.
 - _____ Long distance phone service.
 - _____ Cellular phone system.
 - _____ Cable television.
 - _____ Radio.

APPENDIX A

RAPID ASSESSMENT INTELLIGENCE CA TEGORIES

(Continued)

_____ 3. Status of other systems.

_____ Gas

_____ Electric.

_____ Water.

_____ Sewer.

C. Status of Facilities

_____ 1. Status of operating facilities (survivable crisis management):

_____ Fire Stations.

_____ Police stations.

_____ City hall.

_____ EOC.

_____ Public Works/utilities yards.

_____ 911 Center; other dispatch centers.

_____ 2. Status of television and radio stations.

_____ 3. Status of hospitals and other major medical facilities.

_____ 4. Status of mass care facilities.

_____ 5. Status of schools.

D. Status of imminent hazards

_____ 1. Local weather conditions affecting operations.

_____ 2. Current or potential long-term health hazards.

_____ 3. Areas within the impacted area that can support response efforts.

_____ 4. Refinery/bulk storage/pipeline facilities.

_____ 5. Dams and levees.

_____ 6. Hazardous materials facilities.

APPENDIX A

RAPID ASSESSMENT INTELLIGENCE CATEGORIES

(Continued)

E. Descriptions of major problems by sector

_____ 1. Hazard-specific information.

_____ 2. Uncontrolled fires.

F. Resource utilization and requests for assistance

_____ 1. Resource shortfalls (government).

_____ 2. Status of local personnel and equipment.

_____ 3. Mutual Aid resource availability.

APPENDIX B

DATA MANAGEMENT JOB AIDS

APPENDIX B

KEY PERSONNEL CALL-UP LIST

INSTRUCTIONS: The Key Personnel Call-Up List is a list of key personnel at each agency in your community. Because these personnel are responsible for alerting their agencies' rapid assessment teams as soon as the rapid assessment plan is activated, it is critical that you have all information needed to contact them. Use the form below, or design one that meets your community's needs.

KEY PERSONNEL CALL-UP LIST							
<i>Sector</i>	<i>Primary Contact</i>	<i>Telephone Number</i>		<i>Secondary Contact</i>	<i>Telephone Number</i>		<i>Time Contacted</i>
		<i>Number</i>	<i>Pager Number</i>		<i>Number</i>	<i>Pager Number</i>	

APPENDIX B

SECTOR LIFE SAFETY AND LIFELINE STATUS CHECKLIST (FRONT)

INSTRUCTIONS: The Sector Life and Safety and Lifeline Status Checklist allows EOC personnel to provide updates at specific intervals on the health and well being of residents in each sector of a community and to make determinations on resource allocation. To complete the form, enter numbers in the first five fields. Mark O (operational) or N (nonoperational) next to categories under “Status of Lifelines” on the front of the form and next to those under “Transportation Systems” on the back. Provide a complete description for “Evacuations in progress” and route names or numbers under “Evacuation Routes Used.” Planners may alter the form to meet their communities’ needs but should ensure that all sectors use the same form.

Information for Sector _____	Report 1 30 minutes	Report 2 1 Hour	Report 4 2 Hours
Number of people affected			
Search and rescue operations			
Sectors			
Deaths			
Injuries			
Number displaced			
<i>Status of lifelines:</i>	O N	O N	O N
■ Electric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Gas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Sewage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Telephone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Key: O = Operational; N = Nonoperational



APPENDIX B

Key: *O = Operational; N = Nonoperational*

APPENDIX B

FACILITIES AND IMMINENT HAZARDS SECTOR STATUS WORKSHEET (Continued)

Information for Sector _____	Report 1 30 minutes	Report 2 1 Hour	Report 4 2 Hours
<i>Imminent Hazards</i>			
Weather Conditions affecting operations			
Current or potential long-term health hazards (List)			
Refinery/bulk storage/pipeline facilities (List)			
Dams and levees			
Hazardous materials facilities			

Key: *O = Operational; N = Nonoperational*

Page 2 of 2

APPENDIX B

RESOURCE ALLOCATIONS STATUS REPORT

INSTRUCTIONS: Use the Resource Allocation Status Report to make decisions on resource allocation and track allocated resources. To complete the Report, you will need to obtain information from several sources. You will find the control number, sector, and resources needed on Command Post Damage Assessment Reports. To determine the priority of each incident, review information under “Life Safety,” “Lifelines,” and “Essential Facilities” on each Command Post damage Assessment Report. The EOC should provide other information required on the Report.

RESOURCE ALLOCATION ROLL-UP

DATE: _____ Page _____ of _____

Control Number	Sector	Resources Requested	Priority*			Deployed		Assign Resources From	Authorization	Resources Needed
			H	M	L	Y	N			
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

*Priorities: H = High; M = Moderate; L = Low

APPENDIX C

SAMPLE RAPID ASSESSMENT PROCEDURES

APPENDIX C

RAPID ASSESSMENT PROCEDURES

I. PURPOSE

A statement that describes the reason for doing Rapid Assessment, what the intended outcome will be. For example:

The ability for (jurisdiction) to perform a rapid situation assessment accurately and within the first few hours after an incident is critical to providing an adequate response for life-threatening situations and imminent hazards that may impact (jurisdiction). Rapid Assessment will allow government officials the ability to prioritize response activities, allocate resources, and request mutual aid and State and Federal assistance.

II. SITUATION AND ASSUMPTIONS

A. Situation:

Use the information from the Community Profile to describe the situation(s) that might impact the community.

B. Assumption:

What statement can be made about your ability to respond to local lifesaving needs using the data collected by Rapid Assessment. For example: actual resource shortfalls can be determined and requested to

III. ORGANIZATION AND RESPONSIBILITIES

List agencies and personnel tasked with responsibility in conduction rapid assessment. List agencies and personnel involved with responsibility of collecting, analyzing, and reporting data, etc. Describe the process for developing and updating these procedures.

IV. CONCEPT OF OPERATIONS

This is the detail section.

The Who: Who does RA, Who is part of the team, Who is responsible for collecting the data, Who makes critical decisions from the data.

APPENDIX C

RAPID ASSESSMENT PROCEDURES

(Continued)

The What: What disaster intelligence is needed (Section II “Plans and Procedures”) What is done with the information, What are the areas, zones, sectors, What hazards, What priorities, What special needs issues need addressing

The When: When RA procedures take priority over all other action? (May require a policy decision or statement from ranking governmental officials) When is RA done, When are RA teams activated or put on stand-by, When does RA stop, When is the RA information sent to the State, When is RA information needed, (By who, timelines, etc.)

The Where: Where is RA information sent when done, Where do the RA teams go upon activation, Where is RA staging,

The How: How is RA procedures implemented, How is RA data collected, How do RA teams get to the zones to be assessed, How to checklists that describe team member tasks, to gain access to restricted areas, How is RA during the Day, Night, in different seasons

V. LOGISTICS AND ADMINISTRATION

This section is used to describe what equipment or supplies are necessary to support the Rapid Assessment program. Details to include supply lists, location of vehicles, equipment needed for the teams.

VI. IMPLEMENTATION AND ACTIVATION

Describe when this section of the EOP is activated, who has the authority to activate, and under what conditions. Discuss who has the responsibility for updates to this section, how are changes submitted, when is the section exercised or evaluated.

VII. AUTHORITIES AND REFERENCES

List what local codes or ordinances give this section its authority for existence. List reference materials used in its development.

APPENDIX D

RAPID ASSESSMENT PROCEDURES

APPENDIX D

RAPID ASSESSMENT PROCEDURES

I. PURPOSE

The ability of Salt Lake City to perform a rapid situation assessment accurately and within the first few hours after an incident is critical to providing an adequate response to life-threatening situations and imminent hazards that may impact Salt Lake City. Rapid Assessment (RA) will allow government officials the ability to prioritize response activities, determine available resources, allocate resources, and request mutual aid and State and Federal assistance.

II. SITUATION AND ASSUMPTIONS

A. Situation:

The primary risks faced by the Salt Lake City community are earthquake and flooding. Additional significant hazards include transportation (HazMat and Mass Casualty), severe storms, terrorist activity, and urban fire.

B. Assumptions:

Salt Lake City is, in general, well prepared to respond to disaster events and has the full support of resources available through the State of Utah and the Federal Emergency Management Agency (FEMA). However, the best use can be made of the available resources (both internal to the City and external through requests for assistance made through Utah CEM) only when the magnitude, severity, and precise nature of the event and the resulting damage are known. Thus, it is of critical importance that a damage assessment be conducted that is quick (within three hours or less of the event) and of the appropriate detail (generalities are unhelpful, yet too much detail will actually slow down the collection and interpretation process).

The City's RA plan is designed to be used in a major event with massive damage. Under these circumstances, it must be anticipated that normal operation of the City and its usual priorities will be suspended in order to do the most good for the most citizens in as little time as possible.

Any major event can be expected to seriously disrupt, if not totally curtail, communications via landline telephone. Even if the telephone lines and switching equipment are not physically damaged, severe overloading will occur, which will result in telephone service becoming extremely slow and unreliable. In the event of an earthquake, the effect will be intensified by the fact that many telephone instruments will be physically knocked off-hook, which will be interpreted by the switching equipment as requests for dial tone.

This effect will greatly intensify the overload being experienced. Cellular service is also

APPENDIX D

dependent upon the landline telephone system in some measure. Additionally, cellular towers, and particularly interconnection microwave equipment, are subject to physical damage. Moreover, cellular service is at least as prone to overloading as is the basic landline service.

A major event will also certainly heavily load, often to the point of overloading, the in-house communications systems of police, fire and EMS dispatch systems. Those systems are also subject to physical damage and consequent reduced capacity, or outright failure, particularly in the event of a seismic event.

A disaster event will also impact transportation. A seismic event can realistically be expected to result in a significant number of failed highway bridge structures. Debris from damaged buildings and trees will likely further block roads. Should the event occur during travel periods, stalled vehicles will exacerbate the impact to transportation. Transportation blockages impact not only the ability to respond to the situation, but also the ability to assess the situation.

A major disaster will also have a very significant and varying impact on all of the City's utilities. Disruptions are to be expected and could result, either directly or indirectly, in situations that threaten life and property.

The resources available to be used in the RA process will, in significant measure, be dependent upon the time of the day, day of the week, and even the time of the year that the event occurs. The City's RA plan is designed to work as effectively as possible under any combination of these factors.

A key philosophy regarding effective disaster management lies in the effective use of as many resources as possible and the use of available resources in the most effective manner possible. Thus, RA should be performed, when possible, by personnel who can be deployed rapidly and by those personnel who can best be spared from other tasks.

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III. ORGANIZATION AND RESPONSIBILITIES

City Departments

Fire Department

Assist with Rapid Assessment through use of on-duty personnel and implement a policy of giving priority, post-event, to assessing damage, rather than firefighting and rescue efforts, until Phase One operations are terminated. A senior Fire Officer will go to the comm center and assume the role of RA Coordination Officer.

Police Department

Assist with Rapid Assessment through use of on-duty personnel in doing “windshield surveys” and checking of pre-designated key facilities within specific patrol beats. Until Phase One operations are terminated, maintain a policy of giving priority to assessing damage, rather than law enforcement and crowd and traffic control functions. Provide communications personnel (ideally two) to staff “damage control” positions to receive and input to computer the information received via radio from the PU/PS/Community Resources described below. These persons will be relieved (for re-assignment to higher priority duties) by ARES/RACES personnel within one hour post-event.

Public Utilities

Assist with Rapid Assessment through use of on-duty personnel. Treatment Plant personnel will be responsible for self-assessment of those facilities.

Public Services

Assist with Rapid Assessment through use of on-duty personnel. First response personnel will coordinate the Department’s response and off-duty personnel will report for duty as soon as possible, conducting assessment of damage to transportation corridor enroute. Police and Fire will coordinate the transportation corridor information.

Business Services/Licensing

When event occurs, personnel will be deployed to pre-assigned Fire Stations.

Community Resources

Pursuant to pre-arranged agreements, businesses and organizations with significant in-place 24-hour work forces, with radios, collect damage information relevant to their facilities. Each of these will then be polled via radio by a central “damage control,” which will then input the information received to a computer for analysis by the appropriate response/policy personnel. Participating businesses and organizations will ideally include (but are not limited to):

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Utah Transit Authority
Zions Securities
Utah Power and Light
Mountain Fuel
Cab Companies
LDS Church Security
Crossroads Mall
ZCMI Mall
Security Companies
Utah DPS/Capitol Security
Building Owners and Managers
Amoco Oil
Chevron Oil
Salt Lake City School District
Salt Lake County Convention Center
Channel Two
Channel Four
Channel Five
Channel Thirteen (and other media outlets with radio-dispatched news vehicles)
Newspaper Agency Corporation
Utah Air National Guard
Thatcher Chemical
McDonnell-Douglas (and other corporate facilities with 24-hour security/maintenance staffs)
Salt Lake City Interfaith Council of Churches
Salt Lake Airport Authority
Association

Hospitals

Pursuant to pre-arranged agreements, hospitals will collect their in-house damage data and assessment and then report that information, via either the HEARS radio system or the "BioPhone" (UHF paramedic) radio system, to the FD. In the event of communications problems, this information will be reported via ARES/RACES (which routinely staffs these hospitals). Hospitals will include:

LDS
U of U
Salt Lake Regional Medical Center
Veterans Administration Medical Center
Primary Children's

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Western Institute of Neuropsychiatry

Salt Lake County Amateur Radio Emergency Services, Inc. (ARES/RACES)
Within one hour, ARES/RACES will provide at least three trained personnel to staff the “damage control” position receiving and inputting the information from PS/PU/Community Resources listed above. This will release the PD personnel for higher priority assignments.

IV. CONCEPT OF OPERATIONS

Introduction

The basic concept of Rapid Damage Assessment (RA) is to do the most good, for the most number, with the fewest resources, in the least time. To accomplish this purpose, certain policies must be implemented and followed. It is critical to determine a fairly accurate overview of the full extent and nature of the situation in order that the most beneficial and effective decisions can be made with regard to event priorities, deployment of available resources, and requesting of additional outside resources.

Every City employee and every citizen has a role in RA. Each must first assess his or her personal situation and take whatever steps may be immediately necessary for their personal safety and that of those around them. In terms of the formal RA, the Fire and Police Departments, together with the Public Services and Public Utilities Departments, play the lead roles, with critical input from Community Resources (which include businesses, organizations, and volunteers).

There are several important uses of the information gathered in RA. Initially, the on-scene incident commander (IC) uses the information to make initial planning and strategy decisions. Once the EOC has been effectively activated and coordination and policy staff have gathered, they use the information gathered from the RA process to assess the situation, make policy determinations, and formulate effective and realistic goals. At all levels, relevant accurate information is essential for effective decision making.

Scope

The RA process is very different from the other forms of damage assessment that come later in the event. The purpose of RA is not to estimate the dollar value of the damage or the fine details. It is, rather, to assess the nature, magnitude and scope of the event so that the decision makers can assign the appropriate priorities to their response, utilizing the available resources most effectively, and requesting outside resources of the most appropriate types that are most needed.

To accomplish this important purpose, it is necessary to get information that is geared to

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disclose the type of damage that has occurred, where it has occurred, what resources are realistically available, and the transportation limitations and capabilities that will affect the response. Specifically, what roads are blocked, where, and by what? What utilities are functional and what utilities need to be shut down to protect life or property. Where is the largest number of victims trapped, in need of medical care, or in need of shelter? What significant buildings are damaged, and which may be available for sheltering.

To facilitate the quick gathering of this critical information under conditions far from ideal, the City has been divided into six sectors, based largely upon the natural and manmade features likely to be factors following a significant event. Accordingly, the City is divided east-west into two halves, one north and one south, by the 1-80 Interstate, 900 South and Sunnyside Avenue. The City is divided north-south into three slices, west, central, and east, by the Jordan River (which is very near 1-215 and 1-15, both of which have the capability of becoming physical barriers) and by Highland Drive and 1100 East (which basically follows the actual Wasatch Fault line). These factors include a roughly equal distribution of Fire Stations and can be easily subdivided into Police Beats (which generally follow many of the same geographical boundaries).

Within each of these sectors, there exist facilities that either have special needs or pose special hazards. Some additional facilities also are of special significance, due to the response role that they play. Each of these facilities is identified and highlighted for priority assessment during RA. For example, these facilities are pre-listed on the damage assessment forms that have been pre-distributed to Police, Fire, Public Service and Public Utilities personnel.

Activation and Priorities

When an event has occurred that reasonably appears to have the potential of significantly exceeding the response capability of the City, the RA program shall be activated by either the Police Watch Commander or the operational Battalion Chief, who will immediately notify their dispatch, which will then notify the other department dispatch. Activation shall be immediately announced by Dispatch for Police, Fire, Public Services and Public Utilities.

Phase One shall consist of the first few hours of an event (ideally not in excess of three hours) during which a reasonably complete picture of the nature, scope, and magnitude of the event is being obtained. Once this has become reasonably clear to those in charge (the IC before the EOC has been activated, or the policy group after effective activation of the EOC), Phase One has been completed. Upon the completion of Phase One, the IC shall notify Police and Fire Dispatch and “damage control.” Field personnel will then be notified by those positions.

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Phase Two shall commence upon the termination of Phase One. During Phase Two, damage assessment and reporting shall continue as stated for Phase One with the exception of the changes in priorities described in the following paragraphs.

During Phase One of the RA process, the priorities of the Fire, Police, Public Services, and Public Utilities Departments shall be altered as follows in order to accomplish the most good, for the most number, with the least resources, in the least time (even though this may result in delaying service/treatment/ response to individual citizens/facilities):

Police, Fire, Public Services, and Public Utilities Departments will give first priority to the accomplishment of their respective RA roles during Phase One of the event, subject to the following considerations:

There may be infrequent situations encountered in which it is necessary to take immediate action since, although posing an immensely serious threat of escalation, the situation is currently capable of effective and fairly rapid suppression/curtailment with immediately available resources. For example, a HazMat leak encountered by adequately trained and equipped personnel, if not stopped, will certainly spread widely and rapidly, necessitating a wide spread evacuation or posing a serious risk to a large number of trapped/injured individuals or critical facilities.

The incident commander (IC) shall remain in ultimate control of the event and the RA Coordinating Officer shall remain in control of the RA process.

Once activated, RA procedures shall remain in effect until (a) terminated by the IC/RA Coordinating Officer upon determination that the event is, in fact, not of sufficient scope to exceed the available response capability of the City or (b) the completion of Phase One of the event.

Upon completion of Phase One (in other words, during Phase Two), the prioritization stated above shall cease and each department shall revert to its usual emergency operations priority system. RA functions will continue, however, with reporting continuing as additional information is obtained during other response activities.

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Collection, Use and Purpose of RA Data

Fire, Police, Public Service, and Public Utilities personnel will be issued simplified RA forms with critical facilities pre-listed. Other damaged items observed in assigned areas will also be noted on the forms. Periodically (as soon as possible), all field units and personnel will report the information gathered to dispatch personnel assigned for that purpose on a channel that was assigned and dedicated to that purpose during Phase One.

Participating Community Resources will similarly report their findings to their respective dispatch or base facilities.

At least two operating positions within the Public Safety Building will be assigned for “damage control” and equipped with appropriate LAN computer and appropriate radios. The Police and Fire Dispatch position(s) assigned to the damage information channels will also be provided with access to the same computer LAN.

The dispatch/bases of Public Utilities, Public Services, and participating Community Resources will be polled periodically and the collected damage information input to the LAN by the “damage control” positions. Similarly, the Police and Fire dispatch positions assigned to the damage assessment channels will input the information received to the damage control LAN as it is received.

Information will be pulled from the damage control LAN by the IC, the policy group and other appropriate personnel. Using computer technology, the information will be indexed to the City’s GIS database and can be sorted by location, type of response (e.g., SAR, EMS, Fire) needed, and similar key information.

A full listing of gathered information will be sent to Utah CEM (for their use and transmittal to FEMA), via Salt Lake County EOC, at the request of either agency and, in any event, not later than the three-hour post-event mark.

Logistical Considerations

Depending upon the actual severity of the damage from the event, getting the personnel with RA responsibility to the areas of their responsibility will become a critical factor. The impact of these considerations upon the efficacy of the City’s RA plan has been minimized by its reliance upon in-place personnel. For example, the Fire personnel are distributed among a dozen fire stations; the Police personnel will be distributed among the City’s two dozen police beats; the Public Service and Public Utilities personnel will be distributed somewhat and concentrated in the areas of greatest interest to them (such as water treatment plants, shops, etc.); and, importantly, the Community Resources are used within their own facilities, where they will physically be present at the time of the event.

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V. LOGISTICS AND ADMINISTRATION

The equipment that is essential to the City's RA program is largely already in place and can be made available without significant expense.

Existing

Fire dispatch (radio system)

Will allocate at least one channel, with dispatch personnel, for use in the RA program during Phase One.

Fire stations

Will be made available for meeting points and backup communications points during the event. Arrangements will be made to provide access to those stations whose companies are out on calls.

Fire vehicles

Fire personnel will use all available vehicles for use in RA by Fire personnel.

Police dispatch (radio system)

Will allocate two channels with dispatch personnel for damage assessment information during Phase One.

Police on-duty officers

Police personnel will respond to and assess their assigned beat(s), covering all City areas as rapidly as possible during Phase One.

Police off-duty officers

Off-duty officers within the City limits will report in via radio for deployment.

Public Services radio system

Will allocate channels with dispatch personnel for damage assessment information during event.

Public Services vehicles

On-duty City personnel will be deployed in all available vehicles to cover all City areas as rapidly as possible immediately after the event. Off-duty personnel will secure their homes/families, then respond for deployment.

Public Utilities radio system

Will allocate channels with dispatch personnel for damage assessment information during event.

Public Utilities vehicles

City personnel will be deployed in all available vehicles to cover all City areas as rapidly as possible during the event.

Building Services radio system

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Will allocate channels with dispatch personnel for damage assessment information during event.

Building Services vehicles

City personnel will be deployed in all available vehicles to cover all City areas as rapidly as possible during the event.

Additional (to be procured)

Small computer LAN (or addition to Police/Fire Computer Aided Dispatch [CAD] System)

At least one (preferably two) terminals for Fire/Police Dispatch position, and two terminals for “damage control” position, and one terminal with printer for use by IC/EOC staff to access and output damage information. Ideally, this would be a standalone system so that it would not be affected by rebooting delays of the City’s main systems following power failure/transfer to generator etc.

Software for LAN (May be available already within the police CAD system)

A relational database program to allow input of damage assessment information and allow indexing and retrieval based upon location, type of response needed, and type of damage sustained. Integration with the City’s GIS will facilitate output of information in a meaningful manner and deliver this intelligence to EOC personnel. As a minimum, dBase IV, with minimal support, would be adequate.

Radio equipment

Obtain and install two VHF, two UHF and two 800 MHz radios, with rooftop antennas, for communication with Public Service, Public Utilities, and Community Resources. Equipment MUST be fully and immediately in-house programmable to accommodate changing and unforeseen needs. Bendix-King equipment would be ideal and is among the least expensive types available.

Forms

Simplified forms have been developed that facilitate the gathering of the limited specific information needed for the RA process. The dispatch/base facilities, as well as “damage control,” are supplied with corresponding forms to facilitate the transfer of the information. The order of the entries will be the same, and will refer to mnemonic abbreviations.

Training

The successful implementation of the RA plan is heavily dependent upon adequate and effective training. This training needs to be a joint effort of the various participating City Departments, the participating Community Resources, and the City’s Emergency Program Manager. The training must be sufficiently detailed to be useful, but sufficiently simple to be meaningful to the City personnel to whom it is

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delivered, and short enough to be fiscally reasonable.

The training will be as “hands on” as possible, with heavy emphasis on participation in drills and exercises following initial training, and with sufficiently frequent refresher training to keep skills at a peak level.

VI. IMPLEMENTATION AND ACTIVATION

The RA plan is activated by either the Police Watch Commander or the operational Battalion Chief, as described fully in Section II, *Activation and Priorities*.

The Emergency Program Manager of the City shall have the responsibility for maintaining the currency of this plan and submitting it for approval to the Chief Elected Official of the City.

The Emergency Program Manager of the City shall also have the responsibility for conducting, with active cooperation and participation of all participating City Departments and Community Resources, training, drills and exercises designed to successfully implement and fully test and evaluate the efficacy of this Plan. Any City Department or participating Community Resource that wishes to suggest, or request, changes or modifications to this Plan shall submit them to the Emergency Program Manager.

VII. AUTHORITIES AND REFERENCES

This RA Plan is authorized and adopted pursuant to, and under the authority of, Section _____ of the Revised Salt Lake City Ordinances.

This RA Plan is also consistent with and adopted under the authority of Section _____ of the Utah Code Annotated (1953 as amended).

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STANDING OPERATING PROCEDURE (SOP) for “First-in-Teams” (FIT)

I. PURPOSE:

The purpose of this SOP is to describe the organization, concept of operations and logistical matters of the interdisciplinary County teams that will be the first to go back into an area that has been subjected to the impact of a hurricane or other major weather event.

II. SITUATION AND ASSUMPTIONS:

A. Situation:

1. An initial damage estimate is critical to organization of recovery measures in the immediate aftermath of a major storm. A quick determination is needed of where damage is, damage severity, the kinds of resources needed and where they are most needed. This initial damage estimate is also essential to obtaining a State or Federal emergency declaration and to obtain external assistance from these sources.
2. Immediate post-impact overflights of the impact areas may not be feasible due to lingering severe weather and lack of daylight and other factors.
3. Early rescue efforts can be hampered by road debris and downed power lines.
4. Random reentry efforts can waste response capabilities, cause duplication of effort and cause damage to critical utilities.
5. A variety of public and private organizations have valid reasons for early reentry to impacted areas.
6. The State has formed “Rapid Initial Assessment Teams” (RIAT) to be flown into impacted areas to assist local initial damage assessment efforts.
7. The routes that need to be opened and the critical facilities that need to be accessed first can be identified in advance of any storm.
8. There are few facilities where “stay-behind”, first-in-team personnel can find refuge and secure essential equipment during a major storm.
9. Communications capabilities are likely to be seriously impaired for an unpredictable period of time in the immediate aftermath of a major storm. This could interfere with dispatch of damage estimation teams and rescue units.

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B. Assumptions:

1. Facilities selected as refuges for “stay-behind”, first-in-teams will prove adequate for their purpose.
2. Organizations with responsibilities in this SOP will perform as expected.
3. The State RIAT will augment the County First-In-Teams as soon as helicopter flight is possible.

III. ORGANIZATION AND RESPONSIBILITIES:

- A. Each of the three FIT has primary operational responsibilities in a specified portion of the County area and secondary responsibility for back-up service in either of the other two County areas.
1. FIT ONE is responsible for the County area West of the Myakka River.
 2. FIT TWO is responsible for the County area that lies between the Peace and Myakka Rivers.
 3. FIT THREE is responsible for the County area south of the Peace River.
- B. Each of the three FIT consists of two persons from each of the following organizations. Team members may be solicited from other organizations to suit the situation. Because of the nature of the mission, FIT members should be volunteers. Each member is to be outfitted by his organization with appropriate personal gear and mission equipment. The Sheriff’s Office representative is the FIT team leader. Each member of the team represents unique professional and technical expertise. Every member of the team is expected to defer to the member whose expertise is foremost in any given situation.
1. Sheriff’s Office (team leader)
 2. CC Fire-Rescue/EMS
 3. Public Works, M&O
 4. CC Building Department
 5. Florida Power and Light Company
 6. United Telephone Company
 7. CC Utilities
 8. Recreation and Parks
 9. RACES (Radio Amateur Civil Emergency Services)
 10. ARC
- C. The roster of FIT members will be maintained by the OEM. It will be developed from information supplied by the above participating agencies. It may not be possible for the organizations involved to list other than the supervisor(s) who represent their team personnel. The FIT roster will be formally updated at the start of each hurricane season and distributed by the OEM to all FIT members. Roster changes made by participating organizations will be disseminated through the

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OEM as they occur. Full roster verification will be performed each time the FIT are activated.

- D. Participating organizations are responsible for selecting, training, outfitting and equipping their FIT members as is appropriate to both their individual tasks and the overall mission of each FIT.
- E. The OEM will coordinate an annual FIT training session at the start of the hurricane season and at other times as the participants agree that additional training would be productive.
- F. Individual members of the FIT are required to provide their employer with a copy of their family emergency plan. When activated they are also required to bring to their designated assembly point at least one full change of clothing, rain gear and gloves, a flashlight and three days' supply of food and water.

IV. CONCEPT OF OPERATIONS:

A. General:

1. The primary function of the FIT is to reenter an area impacted by a hurricane or other serious weather event as soon as weather permits and ahead of all others to make an initial estimate of how bad the damage is, where the damage is, and what specific resources are needed and in what priority. A secondary mission is to provide the minimal amount of debris removal that is needed to permit the entry of early arriving rescue units into areas where the FIT has designated they are needed. It is expected that the FIT will be able to complete their prescribed tasks in 24 hour or less and then be withdrawn for possible assignments as escort to incoming response units.
2. The routes to be checked automatically by each of the FIT are depicted in the maps developed for each of the FIT areas and provided separate from this SOP. The FIT are to follow these pre-set instructions automatically as there may be no communications possible between the teams and the EOC immediately after the storm. The priorities and missions defined in these maps may be augmented in briefings for the FIT when they are activated and repositioned. These basic mission tasks may be modified post-impact by direction of the County Administrator from the EOC once radio communications are reestablished.
3. The FIT may be assisted by State Rapid Initial Assessment Teams (RIAT), a function of the Florida National Guard, per the RIAT SOP distributed separately.

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- B. Pre-storm: The FIT will be activated and briefed when weather conditions indicate that it is likely they will be deployed.
1. The briefing will normally take place in a conference room in the County Administration Center
 2. The briefing will include review of maps and mission, coordination and communications specifics and issue of any additional maps and equipment such as the CB radios issued to facilitate communications within the teams.
 3. Whenever possible, FIT members will be alerted early enough for them to make necessary arrangements for their families.
 4. Owners of FIT refuge facilities will be alerted to prepare them for use.
 5. FIT will relocate to refuge facilities, secure equipment and conduct communications checks within their team and with the EOC.
- C. Trans-storm: The FIT will remain in place until they see that the storm has lifted sufficient for them to move out, maintaining contact with the EOC by radio for as long as possible. Teams must not mistake the passage of the storm eye for passage of the storm itself.
- D. Post-storm: Each FIT is organized to be a cohesive unit made up of specialized skills which gives the team exceptional capability for self-directed accomplishment of the common mission. Each team is therefore prepared to devise and execute a team plan suited to the situation encountered and to adjust that plan as circumstances warrant. Team activities will include the following in mission accomplishment.
1. Upon storm passage, as determined either by direct observation or as advised by the EOC or other authority, the team will:
 - a. Start and maintain efforts to establish radio contact with the EOC until successful. RACES radio operator should travel in the team chief vehicle.
 - b. Check personnel, vehicles and equipment for injuries and damage.
 - c. Finalize a plan to suit the situation, load equipment and start on designated route. Bypass major obstacles as necessary to avoid delays. Make notes of damage sites, taking photographs to supplement notes and mark maps to show impacted areas where further action by follow-on forces will be needed.
 - d. Keep the EOC advised of progress, delays and observations so that the EOC can begin to organize follow-on forces for rescue and recovery operations.
 2. When the mission is completed, assemble and account for all personnel and equipment, return to initial assemble area or elsewhere as directed by the EOC and prepare to brief or escort EOC~ RIAT and incoming rescue

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or recovery personnel.

- a. Team notes, mapping and photographs and debriefing of team members will be needed in the EOC.
- b. Team equipment and team members may be needed for further missions elsewhere. Team members are not to be released to other tasks until debriefed, however. The team chief or other team member may debrief all team members and collect team reports for presentation in the EOC.
- c. Team members will be assisted through the EOC to obtain status regarding their families and homes.

V. LOGISTICS and ADMINISTRATION:

A. Assembly/refuge areas:

1. FIT One: Classroom area of Tringali Center on McCall Road in Englewood, for personnel; northeast side of building for equipment.
2. FIT Two: Administration suite, Sarasota public school on Price Blvd, for personnel; east side of on/off ramps at 1-75 for equipment.
3. FIT Three: Concrete building on County airport grounds for personnel. Equipment inside and adjacent to the building as space allows.

B. Tools and equipment-individual: All team members are to be equipped with the following items and should wear heavy leather boots.

1. Non-perishable food for at least 7 days.
2. Rain suit, hard hat, rubber gloves, leather gloves, ear protection, safety glasses, flashlight with spare batteries.
3. Medications and other personal items.

C. Team equipment provided by members' organizations as follows (per team). This list may be modified as team experience is gained.

1. 2 chain saws w/ pre-mix and 5 gal gas for each saw, source: M&O, CCU, Recreation and Parks
2. 2 logging chains w/ hooks, source: (TBD)
3. 1 construction type air compressor, source: M&O, CCU
4. cellular phones and organizational radios to the extent feasible
5. 2 still color cameras, w/ 20 rolls 36 exposure film, source: OEM purchase annually Kodak "weekenders" from Target, Walmart, K-Mart, etc.
6. 2 pair field glasses/ binoculars
7. 1 video camcorder, if possible, w/ tape and spare battery
8. 10 CB radios for internal team communications, source: OEM
9. compass
10. team area map set w/ markers, source: OEM

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- D. Vehicles are to be furnished by FIT members' organizations as follows with additional equipment as listed. This listing may be modified as needed to suit capabilities and experience.
1. Each vehicle should be equipped with:
 - a. 5 gallons drinking water
 - b. tire patch kit w/ gauge and 4 cans of tire inflator
 - c. first aid kit and flashlight
 2. Vehicle type and source, per team:
 - a. 1 patrol vehicle w/ light bar: Sheriff's Office
 - b. 1 mini-pumper, 4wd: Fire-Rescue
 - c. 1 Pickup (FIT one and two): CCU
 - d. 1 large pickup: Recreation and Parks
 - e. bucket truck: FPL
 - f. service vehicle: UT
 - g. front end loader or similar: M&O
 - h. bus for general team transport: (source to be determined)
- E. Administration of this SOP is the responsibility of the OEM.
1. Changes to this SOP will be made after consultation with the parties involved. All parties involved are encouraged to identify improvements to this SOP.
 2. Team equipment lists are subject to modification as recommended by team members. Unilateral changes by organizations are to be avoided as they may adversely affect the overall team mission.
- VI. AUTHORITIES AND REFERENCES:
- A. Same as Basic Plan plus FLARNG RIAT Operations Plan
 - B. FIT mission maps

RAPID ASSESSMENT PLANNING INSTRUCTOR FEEDBACK FORM

This course has been reviewed by several groups of subject-matter experts and pilot tested. However, changes may still be necessary to improve the course. We will occasionally update the course, and we welcome your comments on the content and methodology.

Directions: Please write down any suggested revisions you have to the course. Indicate the nature of the change and, if appropriate, the page number on which it occurs. Send any comments you have to:

Emergency Management Institute
ATTN: Rapid Assessment Project Officer
16825 S. Seton Avenue
Building N, Room 200 B
Emmitsburg, Maryland 21727

Course Title:

PAGE

SUGGESTED REVISION

***RAPID ASSESSMENT PLANNING
INSTRUCTOR FEEDBACK FORM***
(Continued)

ADDITIONAL COMMENTS: