

9324.1-PR

Rapid Needs Assessment

In Federal Disaster Operations

Operations Manual

Federal Emergency Management Agency

April, 2001

FEMA has developed four levels of operational guidance for use by emergency teams and other personnel involved in conducting or supporting disaster operations. This document corresponds to the level highlighted in bold italics.

| | | |
|----------------|--|--|
| Level 1 | Overview | A brief concept summary of a disaster-related function, team, or capability. |
| Level 2 | SOP or Operations Manual | <i>A complete reference document, detailing the procedures for performing a single function (Standard Operating Procedure), or a number of interdependent functions (Ops Manual).</i> |
| Level 3 | Field Operations Guide (FOG) or Handbook | A durable pocket or desk guide, containing essential nuts-and-bolts information needed to perform specific assignments or functions. |
| Level 4 | Job Aid | A checklist or other aid for job performance or job training. |

This document is consistent with and supports the Federal Response Plan (FRP) for implementation of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, 42 U.S.C. § 5121, et seq.

FOREWORD

Following a major disaster or emergency situation where the Federal government responds in support of State and local government emergency response efforts, there is an immediate need for an initial assessment of damages and affected population needs.

The Federal Emergency Management Agency (FEMA) has developed a Rapid Needs Assessment (RNA) capability, designed to determine the anticipated scope of Federal involvement to support State response operations. The RNA capability supports planning and operations conducted in accordance with the Federal Response Plan (FRP) and is a primary tool for Federal managers in making response decisions. FEMA's and partner agencies' responsibilities in the RNA process are described in this document along with descriptions of the functions performed by individual RNA team members.

This manual describes how the RNA process is organized, activated, deployed, managed, and logistically supported during an RNA mission. It illustrates how assessment information is compiled, transmitted, and used to determine Federal response requirements. It also illustrates how the RNA process interacts with the affected States in determining response needs.

Questions, comments, and suggested improvements related to this document are encouraged. Inquiries, information, and requests for additional copies should be directed in writing to FEMA, Response and Recovery Directorate, Operations and Planning Division, Assessment and Analysis Branch, Room 606, 500 C Street SW, Washington DC, 20472.

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I. OVERVIEW

A. INTRODUCTION AND BACKGROUND

FEMA has developed a program that provides a rapid assessment capability immediately following a major disaster or emergency, which will likely result in Federal assistance being provided to affected States. This assessment is critical within the first few hours after an incident in providing Federal response for life-threatening situations and imminent hazards. A correct and effective assessment permits FEMA and other Federal agencies (OFAs) to prioritize response activities and allocate resources in anticipation of local and State government requests for Federal assistance. Information gathered during this assessment establishes a basis for effecting ongoing response activities in relation to the needs of the population to sustain and protect life, and to a lesser degree protect property. RNA Teams, comprised of inter-agency specialists, along with representation from the affected State, conduct these assessments in order to provide information for critical resources needed to support response activities. The teams are designed to be small and self-sufficient so that local and State resources will not be impacted. RNA Teams will most likely be deployed where the magnitude of an event definitively indicates the need for Federal resources.

A RNA Team's mission is to collect and provide information to determine requirements for critical resources needed to support emergency response activities. As a component of the Advanced Element of the Emergency Response Team (ERT-A), the Team is responsible for assessing both overall impact of a disaster event, and determining Federal *immediate response* requirements. The requirements identified by the Team are those which pose the greatest response challenge to the affected State government. The Team provides situation assessments to determine immediate victim needs (food, water, medical, shelter) and impact to infrastructure (utilities, communications, transportation, etc.). Assessment data is reported to the ERT-A, or Regional Operations Center (ROC), and the affected State Emergency Operations Center (EOC). State and Federal managers then use the assessment data in making response decisions. It enables the Federal Government to pro-actively recommend resources to support State and local efforts, and to rapidly provide resources to meet identified needs.

A RNA differs from a Preliminary Damage Assessment (PDA). A PDA is used to determine the amount of *recovery* assistance required by an affected State, whereas a RNA is conducted to determine immediate resource needs of the affected area. While a RNA is conducted immediately following a major disaster, a PDA may be conducted over a longer period of time and may not begin until after initial response operations have been conducted. Although there is no specific link between a RNA and a PDA, data gathered during a RNA may be used to assist with the PDA process.

In short, rapid assessments are necessary to provide a snapshot of the potential need for Federal resources, so that decisions can be made quickly to get the resource pipeline activated. A rapid assessment is one component of the overall disaster situation assessment process. Other information collection activities, such as predictive modeling, remote sensing and reconnaissance, also occur simultaneously.

This manual provides the framework for the development, maintenance, and implementation of this RNA capability by:

- Establishing policies and guidelines for the development of the RNA Program;
- Identifying essential elements of assessment information to be collected;
- Identifying reporting procedures and requirements;
- Describing the organization structure, mobilization system, responsibilities, logistical and communications support needs, assessment, and operating procedures; and,
- Describing the actions and coordination required between Federal, State and local RNA efforts.

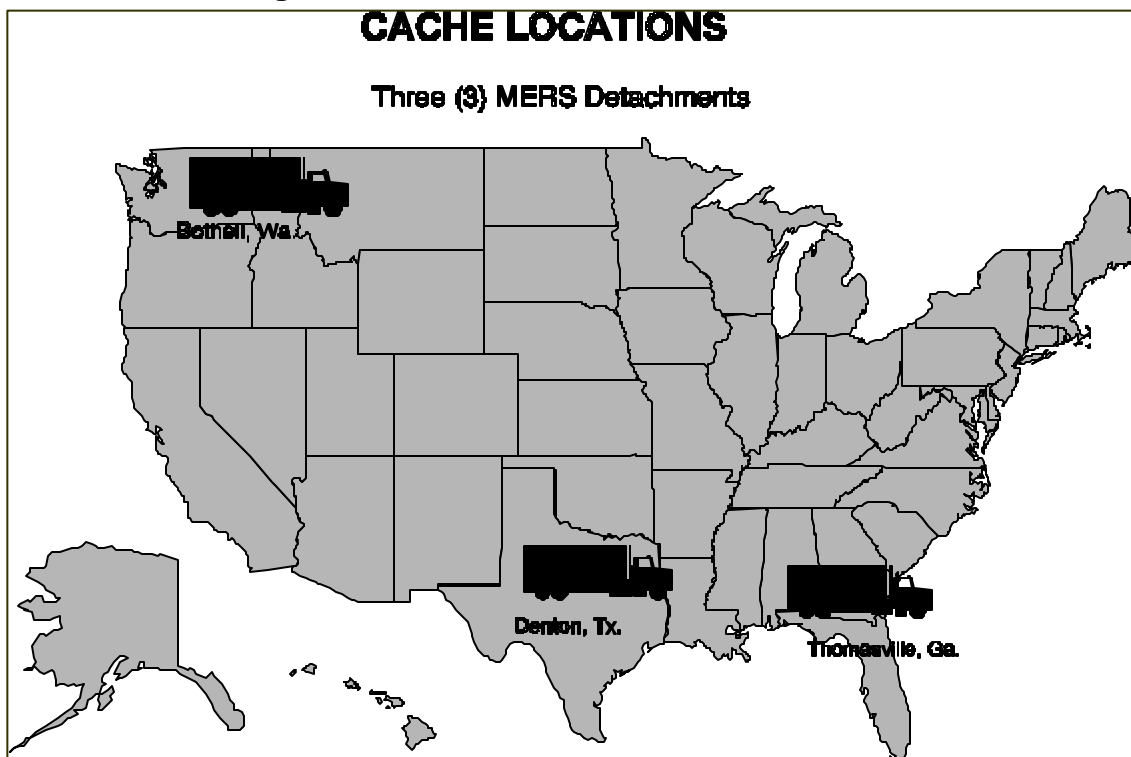
B. SUMMARY OF OPERATIONS

A RNA Team is composed of a small cadre of trained technical experts from Federal and State agencies. A Team, or Teams, can be activated and deployed by the FEMA Region in which a disaster occurs to augment or supplement State and local assessment capabilities. All Team operations will be conducted as a closely coordinated joint Federal/State effort. Due to the unique mission of these Teams, they are designed to be self-sufficient for the first 72 hours of operations. The Teams use a standard Team organization structure, equipment and supplies, as well as reporting procedures.

Each Team contains three components: a Management Element, an Assessment Element and a Support Element, referred to as a Quick Response System (QRS). The QRS provides logistics and communications support to the Management and Assessment Elements and are positioned in each of three Mobile Emergency Response Support (MERS) Detachments, located in Thomasville, GA, Denton, TX, and Bothell, WA, as shown in **Figure I-1**.

RNA Teams may be deployed either prior to an anticipated disaster event or immediately after a major disaster event in anticipation of, or in response to, a State request for rapid assessment assistance. Pre-disaster deployments could precede a potential large-scale or catastrophic incident such as a hurricane. If not deployed pre-disaster, a Team, or Teams, will be activated as soon after a catastrophic or large-scale event as possible and be prepared to begin the deployment process upon activation.

Figure I-1, MERS Detachments with QRS Caches



C. OPERATIONAL CAPABILITY DESCRIPTION

Figure I-2 depicts the organizational structure of a RNA Team. A RNA Team is a component of the ERT-A and reports directly to the ERT-A Team Leader through the Information and Planning Section. As an ERT-A component, a RNA Team functions in a semi-autonomous manner in support of ERT-A operations, providing a situation assessment of immediate victim needs and the impact of the disaster on the infrastructure. Situation assessment information is reported to the ERT-A Team Leader, the State EOC, and the ROC. This assessment enables the Federal government to:

- Pro-actively recommend resources to support State and local efforts; and,
- Rapidly provide resources to meet identified needs.

Figure I-2, Basic Structure of the Advanced Element of the Emergency Response Team

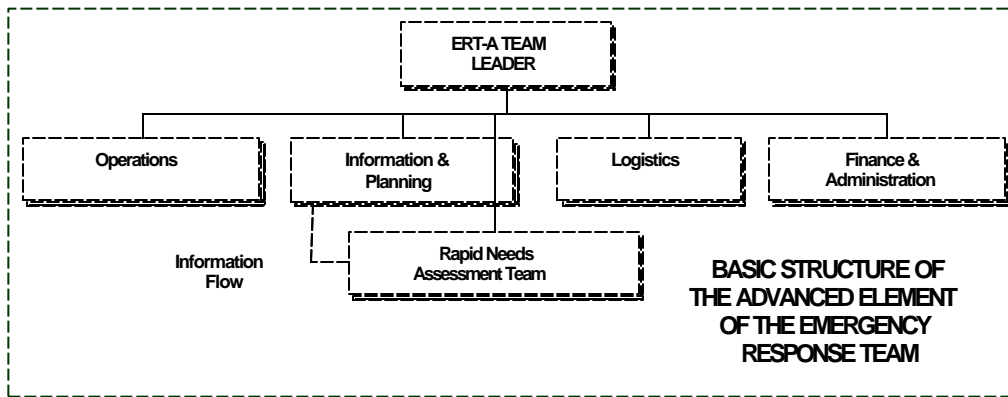
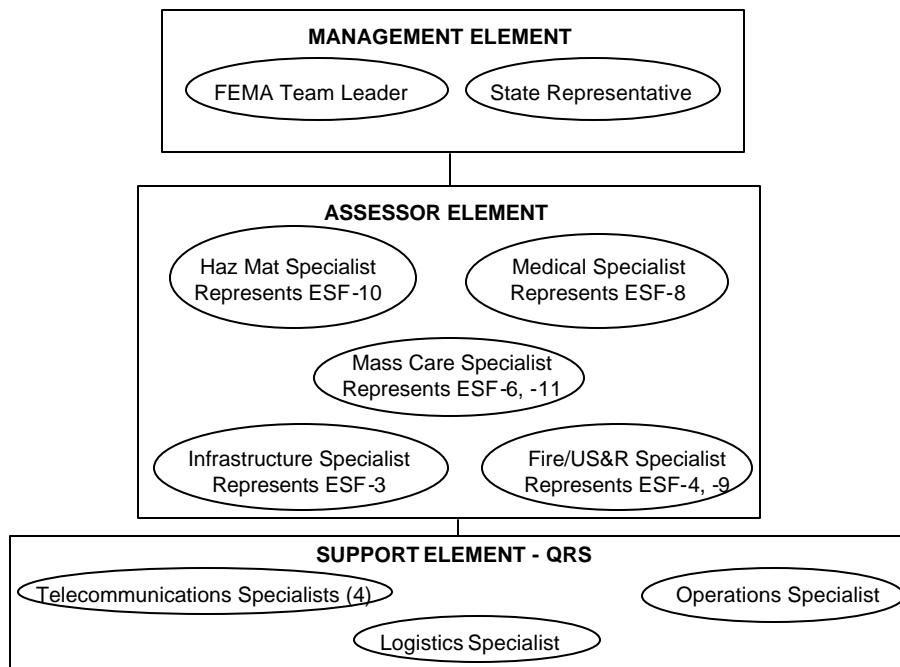


Figure 1-3 illustrates the organizational structure of a RNA Team, consisting of a Management Element, an Assessment Element, and a QRS. Each element and the positions that are included in each element are described below.

Figure 1-3, RNA Team Structure



1. Management Element

The Management Element supervises and coordinates the assessment process and Team logistical support. The Management Element consists of a FEMA Team Leader and a State Representative.

a. FEMA Team Leader

The FEMA Team Leader maintains overall responsibility for RNA Team operations, in cooperation with the designated State Representative. The Team Leader reports to the ERT-A Team Leader, or RNA Coordinator, if multiple teams are deployed.

b. State Representative

The State Representative serves as a liaison to the FEMA Team Leader and is responsible for providing knowledge of local assets, geographic information, information management systems, State response plans and procedures, State assets, State response philosophies, etc. The State Representative assists the Team Leader in developing operational plans and response recommendations. The State Representative is provided by the State that requests the assessment.

2. Assessment Element

The Assessment Element includes subject-matter experts from several Federal agencies that perform the actual needs assessments. The Assessment Element is composed of a Hazardous Materials Specialist, a Medical Specialist, a Mass Care Specialist, an Infrastructure Specialist, and a Fire/Urban Search and Rescue (US&R) Specialist. Some members of the Assessment Element are cross-trained in more than one Emergency Support Function (ESF), enabling them to assess immediate needs and requirements in more than one functional area.

a. Hazardous Materials Specialist

The Hazardous Materials Specialist assesses the affected sites and facilities and their potential for public exposure. Identifies unsafe areas and types of hazards, contamination threats, and local hazardous materials mutual aid response capability. This position is normally filled by a representative from the Environmental Protection Agency (EPA).

b. Medical Specialist

The Medical Specialist assesses the status of health/medical infrastructure including hospital and primary care systems, pharmacy systems, special population needs, environmental health, sanitation issues, and emergency medical services. The Medical Specialist also assesses the need for patient evacuation, and the need for activation of the National Disaster Medical System (NDMS). This position is normally filled by a representative from the Department of Health and Human Services (HHS), Public Health Service (PHS).

c. Infrastructure Specialist

The Infrastructure Specialist assesses the status of transportation corridors and systems, energy systems and other public utilities, debris removal, secondary hazards, key facilities, and communication systems. This position is normally filled by a representative from the U.S. Army Corps of Engineers (USACE).

d. Fire/US&R Specialist

The Fire/US&R Specialist assesses the status of fire, and search and rescue services including capabilities and limitations of any existing mutual aid agreements. The Fire US&R Specialist also identifies any immediate needs for fire and/or search and rescue services. This position is normally filled by a representative from one of the US&R Task Forces in the affected region.

e. Mass Care Specialist

The Mass Care Specialist assesses the status of needs for mass feeding and emergency mass shelters, bulk distribution of relief supplies, emergency first aid needs, potential secondary disaster effects, and State and local governmental volunteer capability. This position is normally filled by a representative from the American Red Cross (ARC).

3. Support Element

The Support Element, or QRS consists of staff members and equipment from the supporting MERS Detachment. The QRS provides documentation, logistics, and communications support for the Management and Assessment Elements. The QRS staff consists of a Logistics Specialist, an Operations Specialist, and four Telecommunications Specialists. The appropriate MERS Detachment Chief will identify one of the QRS staff members as the QRS Manager, who is responsible for supervising QRS activities while it is in transit and supporting the assessment mission.

a. Logistics Specialist

The Logistics Specialist provides logistical support and services for the Team during all phases of Team activity. The Logistics Specialist also monitors the readiness of all equipment support kits.

b. Operations Specialist

The Operations Specialist collects assessment data from the Assessment Element, compiles data into report formats, and transmits reports to required individuals and organizations.

c. Communications Specialist

The Telecommunications Specialists install, operate, and maintain the Communications Support Package and provides technical support to the Team during deployment. One Telecommunications Specialist is assigned to each assessor vehicle.

4. Multiple Team Deployment

Depending on the scope, severity, and type of disaster, more than one Team may be activated and deployed at the same time. **Figure I-4** depicts the chain of command when multiple teams are deployed. This configuration provides a manageable span-of-control designed to alleviate difficulties encountered as a result of too many reporting elements. The FEMA Team Leader of each RNA Team reports to a RNA Coordinator who, in turn, reports directly to the ERT-A Team Leader. The ERT-A Team Leader, in coordination with the affected State may also staff a State Coordinator position to coordinate the activities of the RNA Teams with State response operations. The RNA Coordinator may also be supported by a Logistics Coordinator, an

Operations Coordinator, and/or a Telecommunications Coordinator, at the discretion of the ERT-A Team Leader. The responsibilities of these positions are described below.

a. RNA Coordinator

The RNA Coordinator establishes objectives and makes strategy determinations based upon the requirements and needs of the ERT-A Team Leader and the affected State(s). The RNA Coordinator also provides management oversight for the Teams' logistical support, ensures that all reporting requirements are met on schedule, and makes recommendations on Federal response activities.

b. State Coordinator

The State Coordinator coordinates with State response operations elements to ensure that the RNA Teams deploy in support of State requirements and provides RNA elements with crucial information concerning State response activities.

c. Logistics Coordinator

The Logistics Coordinator coordinates logistical needs and requirements between RNA Teams, advises the RNA Coordinator when shortages of critical resources occur which could result in re-prioritizing the allocation of critical resources, and initiate resource orders.

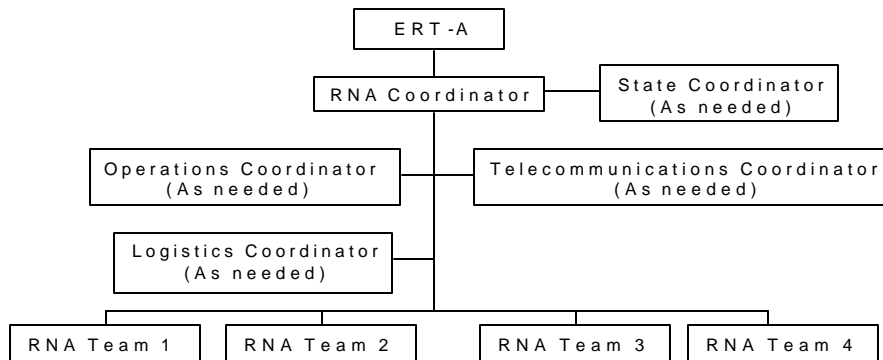
d. Operations Coordinator

The Operations Coordinator assembles assessment data from each RNA Team's Assessment Element into one reporting document for transmittal to the ERT-A Team Leader, through the ERT-A Information and Planning Section.

e. Telecommunications Coordinator

The Telecommunications Coordinator manages and coordinates all communications activities in support of each of the RNA Teams, to include operational communications between the ROC, MERS Operations Center (MOC), State EOC, and ERT-A.

Figure I-4, RNA Structure With Multiple Teams



D. SUPPORT CAPABILITY DESCRIPTION

The Thomasville, Denton, and Bothell MERS Detachments are responsible for storing, maintaining, inventorying, deploying and operating the Team vehicles, communications equipment, and life support supplies that constitute the materiel portion of the QRS. These MERS Detachments also develop deployment plans for ground and air movement of the QRS.

When activated, a MERS Detachment deploys the QRS equipment, supplies, and personnel. The QRS provides a RNA Team with logistics, communications, transportation, and life support. The QRS equipment and supplies are organized into various kits that make up the RNA equipment cache. The cache, which is described in greater detail in Appendix E, includes the following kits:

- Resupply Kit
- Team Life Support Kit
- Team Administration Kit
- Vehicle Kit
- Communications Support Kit
- Fly-Away Kit

Property management is another logistics function provided by the MERS Detachments. Since the equipment caches include numerous property items, managing the receiving and distribution of these items involves a considerable level of effort. To assure that property management procedures are followed during storage, maintenance, and deployment of cache equipment, a member of the QRS is appointed as an Accountable Property Officer (APO).

During a deployment the QRS is responsible for establishing the primary Team support facility, the Base of Operations (BoO). The BoO may be a fixed facility, such as a warehouse, or it may consist of a combination of a temporary facility with a fixed facility. When austere conditions are experienced, the Team Life Support Kit includes tents, sleeping bags, and other supplies to support an RNA mission under adverse environmental conditions. Procedures for establishing and operating a BoO will be discussed in more detail in Chapter III.

E. RESPONSIBILITIES

1. Team Member Responsibilities

Team members are responsible for the following:

- Maintaining a state of readiness;
- Keeping their respective agencies informed of their availability status;
- Participating in RNA training and exercise activities; and,
- Performing their assigned duties during mission operations, as described elsewhere in this operations manual and in the RNA Team Field Operations Guide (FOG), 9324.1-FG, October 1999.

2. State Responsibilities

States are responsible for the following:

- Initiating requests for RNA support through their FEMA Regional Office, when needed, and providing necessary initial information for RNA Team deployment;
- Designating individuals to fill the State Representative position on the Team; and,
- Ensuring the availability of designated Team members to participate in RNA training, exercises, and mission operations.

3. FEMA Regional Offices Responsibilities

FEMA Regional Offices are responsible for the following:

- Managing a Regional RNA program, to include the development, staffing, and maintenance of RNA Teams, in conjunction with the appropriate OFAs and supporting MERS Detachment;
- Integrating RNA Team operations into ERT-A planning and operations;
- Developing RNA support agreements with respective States;
- Developing notification/activation procedures in coordination with the supporting MERS Detachment; and,
- Conducting RNA training and exercise activities in coordination with the Response and Recovery Directorate, Operations and Planning Division (RR-OP) and the supporting MERS Detachment.

4. FEMA MERS Detachment Responsibilities

The Thomasville, Denton, and Bothell MERS Detachments are responsible for the following:

- Developing and maintaining the QRS, which includes equipment and personnel resources for RNA Team operations;
- Storing, maintaining, deploying, and operating the Team vehicles and support packages (communications and life support) that comprise the equipment portion of the QRS:
- Developing and implementing RNA Team notification/activation procedures in coordination with supported Regions;
- Developing and implementing deployment plans for ground and air movement of the QRS; and,

- Supporting RNA training and exercise activities in conjunction with supported Regions and RR-OP.

5. FEMA Headquarters Responsibilities

The Response and Recovery Directorate Operations and Planning Division (RR-OP) is responsible for the following:

- Developing and maintaining standardized RNA policies, operational procedures, and documentation;
- Developing and conducting RNA training and exercise activities in conjunction with FEMA Regional Offices and supporting MERS Detachments; and,
- Maintaining budgetary responsibility for the development, operations, and maintenance of the RNA program, to include QRS equipment.

6. Other Federal Agencies Responsibilities

The designated lead agency for each assessor position, as described above, is responsible for the following:

- Designating qualified personnel to fill Team assessor positions;
- Ensuring the availability of designated Team members to participate in RNA training, exercises, and mission operations; and,
- Contacting designated Team members with appropriate notification/activation information, as requested by the appropriate MOC.

II. OPERATIONS AND PROCEDURES

This chapter will discuss operations and procedures designed to ensure the preparedness, and readiness of RNA Team members. It will outline the process for RNA Team notification/ activation, deployment, and demobilization. Procedures developed to guide RNA Team operations are also included. Logistics, communications, and operations support provided by the QRS will be discussed in more detail in Chapter III.

A. ASSUMPTIONS

Implementing the RNA process is based on the following assumptions:

- FEMA Regions, in coordination with regional OFAs and States will maintain rosters of designated RNA Team members;
- Designated team members will receive training in RNA operations;
- Designated MERS Detachments will keep equipment and supply caches maintained and deployable at all times;
- RNA Teams are activated by the affected FEMA Region in consultation with the affected State(s);
- RNA Teams and their QRS are able to arrive at the disaster vicinity within 12 hours of activation;
- Deployed team members may have to operate in austere conditions; and
- RNA Teams will normally complete their assigned mission within 24-72 hours.

B. PREPAREDNESS AND READINESS

1. Team Rostering and Selection

Designated Team members must be appropriately qualified, available, and willing to perform the functions described in the RNA Team Position Descriptions located in Appendix G. Some of the positions are agency-specific and must be filled from within that agency's organization. The lead agency for each position is responsible for developing rostering procedures, consistent with this manual.

a. Management Element positions will be filled by the following listed organizations:

- FEMA Team Leader FEMA Region
- State Representative Affected State(s)

b. Assessor Element positions will be filled by the following organizations:

- Hazardous Materials Specialist EPA
- Medical Specialist PHS
- Infrastructure Specialist USACOE

- Fire/US&R Specialist A US&R Task Force in affected Region
- Mass Care Specialist ARC

c. The following Support Element-QRS positions will be filled by FEMA MERS Detachment personnel:

- Logistics Specialist
- Operations Specialist
- Telecommunications Specialist

d. In the event multiple teams are deployed, the Coordinator positions will be filled by the following organizations, on an as-needed basis:

- RNA Coordinator FEMA Region
- State Coordinator Affected State(s)
- Logistics Coordinator FEMA MERS Detachment
- Operations Coordinator FEMA MERS Detachment
- Telecommunications Coordinator FEMA MERS Detachment

e. While RNA Teams are will be deployed on an infrequent basis, normally only in a major disaster, and for a short period of time, normally 24-72 hours, it is important that RNA Team members are knowledgeable in their specialty area and capable of performing their assigned function. Individuals selected for a RNA Team assignment should meet the following general criteria:

- Demonstrated past performance in assignments with functions similar to those that would be performed on a RNA Team deployment.
- Availability to deploy on a RNA Team on short notice.
- Willingness to serve as a RNA Team member.
- Completion of the RNA Training Course and availability for other RNA training opportunities.
- A level of personal fitness commensurate with the physical requirements of the RNA Team assignment.

2. Team Activation and Deployment

RNA Teams are deployed at the request of an affected State, in coordination with the appropriate FEMA Region. A determination to deploy a RNA Team(s) may be made in anticipation of a potential disaster, such as a hurricane, or immediately after a major disaster occurs, when Federal assistance is likely to be requested. The established FEMA command and control structure will be utilized to facilitate the deployment process.

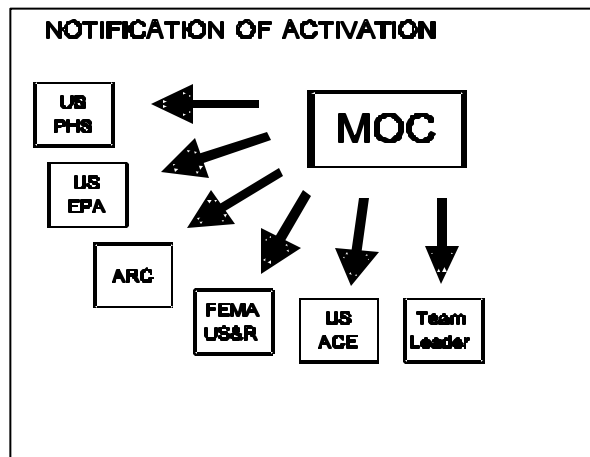
Each FEMA Region will develop a RNA Mobilization Plan to use for Team deployment decision-making and notification. The Plan will utilize the following mobilization phases and guidelines:

- **Advisory:** When an incident occurs that could result in Team activation, an **Advisory** notice will be issued. An advisory is for informational purposes only and does not require formal action, other than acknowledgment of receipt. An advisory provides a means for information-sharing concerning incidents, events, and crisis/emergency response activities conducted by other Federal and State emergency responders.
- **Alert:** When an event has occurred, or is imminent, that may require a Team response, an **Alert** notice is issued. Affected organizations will ensure Team members are informed, mission- capable, and will take necessary action(s) to make sure they are capable of deploying, if activated.
- **Activation:** When a decision has been made to deploy a RNA Team(s), an **Activation** notice will be issued. An activation signals the transition from a preparedness phase to an operational phase. Upon issuance of an activation, affected organizations will immediately deploy their Team members in accordance with the instructions in the activation message.
- **Deactivation:** When a Team(s) is authorized to withdraw staff and assets from the disaster area and return to their home base, a **Deactivation** notice will be issued. A deactivation notice terminates the Team mission under a previously declared activation. The deactivation notice will always be used to mark the end of Team operations resulting from the completion of the mission assignment or other authorized instructions.
- **Redeployment:** When it is necessary to deploy a previously activated or committed Team to another disaster area, a **Redeployment** notice will be issued. If a deployed Team receives a redeployment order, the QRS must ensure the cache is replenished as soon as possible at the new disaster scene.

Team(s) activation activities will occur in the following sequence:

- The affected State will request RNA support from their FEMA Region and identify the State Representative who will deploy with the Team.
- The affected FEMA Region will contact their designated MOC and request initiation of a conference call between the affected FEMA Region, State, and designated MOC. During the conference call a decision will be made regarding Team activation.
- If a Team(s) is activated, the designated MOC will contact the appropriate OFAs and ask them to identify and notify available Team members, as depicted in **Figure II-1**.
- When notified by either their agency or the designated MOC, Team members will contact the MOC to confirm their activation and to receive additional information (mode of transportation, point of arrival (POA), arrival time, etc). Ongoing coordination will occur between the MOC and OFAs until all team members are identified. When the team is formed, monitoring and control will continue through the designated MOC.
- The designated MOC will contact the FEMA Team Leader and the State Representative and will activate the designated QRS.

Figure II-1, Notification/Activation Process



When requesting a RNA Team, the affected State will:

- In coordination with the FEMA Region, assign an assembly point in the affected State and establish an estimated time of arrival (ETA).
- Provide the FEMA Regional office information concerning:
 - Recommended equipment or supplies not included in the support kits. An example is protective clothing based on environmental conditions.
 - Logistical support the State is prepared to provide.
 - Key contacts, including name, phone number, pager number and other contact data for the State Representative.

When activated, the entire Team will be notified and sent to the disaster area. The basic Team structure can be expanded to include additional personnel with specific technical expertise, if needed. The Team Leader will determine the need for expanding the Team based on the scope of the disaster, the need to collect information for multiple assessment areas, and the agreed upon Team expectations derived from the Initial Briefing.

The MOC will track the status of each Team member's travel until they are assembled at a designated POA. The Team Leader will obtain up-to-date information from the MOC on the location and status of all Team members. While the Team Leader is in transit, the MOC or ROC will keep the Leader informed of any political, social, or environmental issues he/she may encounter at the POA.

The POA is a designated location (typically an airport) within or near the disaster area where Team members, supplies and equipment are initially directed. Team members will normally be met by QRS representatives and taken to the BoO. If QRS representatives are not at the POA, the MOC will provide instructions for Team members for transit to the BoO.

C. MISSION OPERATIONS

Two co-dependent operations will occur in support of the Team mission. First, a BoO must be established to coordinate and support assessment operations. The BoO is where the Management Element and most of the QRS will operate. Secondly, the Assessment Element will be deployed to the impacted areas, based upon assessment strategies developed by the Team

Leader and State Representative, to conduct the actual situation/needs assessment.

1. Management Element Operations

Management Element operations are primarily conducted from the BoO. The BoO is the facility where most of the support, coordination and decision-making activities are performed. At this location, equipment and personnel supporting the Team will be housed. The BoO will have a Communications Center, where input from the field is received, analyzed and processed. The Communications Center will be linked to assessor vehicles in the field. In most instances only one BoO will be established for each incident and is configured to be mobile, if necessary (See Chapter III for more detailed information concerning BoO operations).

Prior to initiating assessment operations, the Management Element, in conjunction with the Team Assessors, is responsible for developing an assessment strategy, which becomes the basis for the Operational Plan. Factors to be considered while developing an Operational Plan are discussed in more detail in Chapter IV.

Upon arrival at the BoO, Team members will receive a General Briefing from the Team Leader, which should include assessment priorities and strategies that drive the mission (See Appendix G, RNA Team Operations Checklists, for more detailed information). Prior to beginning assessment operations, the Team should also be provided an Initial Briefing by the affected State and/or ERT-A/ROC that gives a general overview of the situation and defines the Team's priorities, objectives, and expectations (See Appendix G, RNA Team Operations Checklists, for more detailed information).

If the Team Leader and the State Representative determine that an aerial assessment would provide beneficial information, the Team Leader or State Representative will request aerial support. If not readily available, the requirement should be firmly defined and submitted. The number of personnel participating on the overflight will determine the size and type of aircraft required. In addition, the Team Leader should report the projected area to be viewed, the designated landing zone, and if the requirement is for a single day or multiple days, etc. The first source of supply should be the State, which has access to State National Guard and or Civil Air Patrol (CAP) assets. Requests for State assets should be submitted from the Team Leader to the ROC or ERT-A Team Leader to the State counterpart. If Federal assets are the only remaining option, the Team Leader will contact the ROC or ERT-A Team Leader to have Federal sources supply these assets. This may include military aircraft on hand at a local base, General Services Administration (GSA)-rented commercial aircraft, assets from other Federal Agencies located nearby (i.e., Coast Guard, National Wildland Fire Group, Federal Aviation Administration (FAA), etc.).

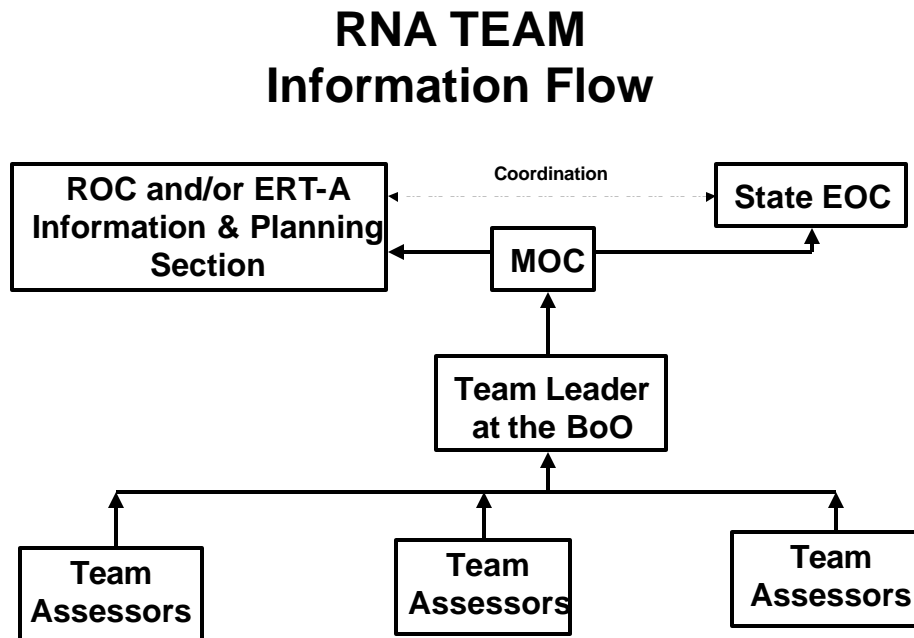
The Management Element should ensure that the following actions are taken in order to achieve the identified priorities and strategies:

- Visually display the impact area and divide into assigned work areas commonly called sectors. Identify alternative strategies if necessary.
- Prioritize key contacts.
- Establish an action tracking system to ensure objectives are being accomplished.
- Establish a check-in/assessment reporting time-table, to include the reporting of critical information.

- Establish a methodology for how information is reported to the BoO Communications Center (i.e. phone, radio, fax, diskette, etc.).
- Develop a timetable for future meetings and debriefings.
- Discuss key safety considerations and accident reporting.

The Operations Specialist receives incoming assessment information from the members of the Assessment Element and processes it for Team Leader and State Representative review, analysis, and transmittal. The Operations Specialist processes the data into an appropriate data transmission format and sends it to the intended recipients (ERT-A Leader, ROC, MOC, State, etc.), as indicated in **Figure II-2**.

Figure II-2, RNA Information Flow



The Team Leader assumes ultimate management responsibility for the welfare of Team members and property. Since the Assessment Element may be physically separate from the Team Leader for much of the mission, the Team Leader will select an Assessor in each vehicle to assume management of each Assessor Element when away from the BoO.

2. Assessment Operations

Once assembled the Assessor Element will receive information from the State Representative and FEMA Team Leader about the method and objectives of their mission. They may be instructed to perform a “windshield survey” of the area or an aerial overflight. If a windshield survey is performed, the Team Leader will determine which vehicle(s) will be used. Whenever possible, all assessors should be placed in one vehicle, due to the intensive coordination requirements involved in performing a needs assessment. However, if a large area is to be covered, the Team Leader will determine the geographical areas and assessment components that will accompany each vehicle. If an aerial overflight is performed the vehicles will be used to transport the

Assessment Element to and from the airfield. Assessors will provide information and assessment results/recommendations to the BoO according to communications procedures established for the mission.

The overall mission of a RNA Team is to "collect and provide information to determine requirements for critical resources needed to support emergency response activities." Therefore, a Team operation considers the resource needs of the affected population as their primary Essential Elements of Information (EEI). Any other information collected on a mission is secondary to, and supportive of, the primary EEI. In other words, information is only considered essential if it identifies:

- A resource need; or,
- An obstacle to the effective delivery of supplemental resources.

Team members should not focus their attention on identifying damage levels in terms of the number of structures damaged or destroyed, nor should they attempt to construct an overall cost estimate of a disaster's destruction. PDAs will be conducted later in the disaster, after the critical resource needs of the affected population have been met. In fact, the information that the Team provides will be utilized in later assessments and surveys in order to construct more accurate damage estimates.

Because the Team concentrates on resource needs, Team members should attempt to identify the specific level of resources required to respond to the disaster. By recommending Federal resources at specific levels, the Team will conserve difficult to obtain commodities and will ensure that all disaster victims are aided to the best of the local, State, and Federal governments' ability.

The following broad categories are offered as examples of the types of information that should be collected. Team members should, of course, concentrate their efforts on collecting information that is consistent with their area of expertise. For example, an Infrastructure Specialist would record the extent of damage to critical lifelines, and secondarily, the extent of damage to structures. Chapter 7 of the RNA FOG and Appendix G of this manual provide more detailed information on conducting assessments and the reporting methodology.

a. Imminent Hazards (Key Needs Issues):

Certain response needs should be readily apparent based upon the focus of local government officials, public, and media attention. The Team Leader should first verify these needs with State and local responders, and then immediately proceed with an appropriate response. Information that falls into this category should be promptly communicated to the ERT-A/ROC by the Team Leader.

b. Boundaries of Affected Area:

The affected area should be defined/identified by:

- Geographical boundaries.
- Political boundaries.
- Boundaries of a specific hazard (i.e., an earthquake could cause fires in one area and

liquefaction in another, in addition to causing a tsunami).

c. Local/State Resource Levels:

Identifying the need for resources at the State and local levels is the primary mission of the Team. Two areas should be examined when considering the availability of State and local resources.

- Personnel:

The Team should determine if there are personnel shortfalls in both State and local government organizations that could cause significant delays in responding to an event. The number and type of responders who are on duty at a given time and location should be taken into consideration when assessing the personnel situation. Agencies with key disaster response duties include, but are not limited to:

- Emergency management.
- Law enforcement.
- Fire (including search and rescue capabilities).
- Public works.
- Public health.
- Voluntary agencies (e.g., shelter management).

- Material/Equipment

The Team should determine what resource shortfalls exist in the affected area. If different sectors require different resources, these variations should also be identified. Resource shortfalls that occur during a disaster include, but are not limited to:

- Food (adult and infant).
- Water/water purification equipment.
- Shelters/tents/blankets.
- Distribution locations.
- Sanitation services.
- Generators.
- Communications equipment.
- Construction equipment (plastic sheeting, wood).
- Debris removal equipment.

d. Population Information

- Specials-Needs Population:

The special-needs population include groups such as the elderly, infirm, school children, and non-English-speaking persons that may need assistance in avoiding potentially dangerous situations.

- Demographic Statistics:

Demographic statistics available from the affected State or local government should be collected by the Team. Such information will aid emergency responders in the delivery of resources to the

affected population. Such information includes, but is not limited to:

- Housing types.
- Housing values.
- Income levels (median).
- Ethnic groups.
- Population by age.

In addition, if a portion of the affected population was evacuated prior to, or immediately following the event, an estimate of the number of evacuees and their current location (if possible) should be determined.

If this information is not readily available at the State or local level, FEMA can generate demographic data with its Geographic Information Systems (GIS) capability. Given specific boundaries (streets, bodies of water, county/city borders), it can quickly produce demographic information. Any request for GIS support should be forwarded through the Team Leader to the ERT-A or ROC Information and Planning Section.

e. Special Facilities:

Assessing the status of special facilities is an important component of the Team mission. The damage to these facilities should be evaluated as it relates to both the length of time that the facility will be inoperable, and the number of people the facility serves. Good estimates of downtime of these facilities will allow responders to send in the appropriate amount of relief. Special facilities include facilities that house special needs populations that require immediate attention. The most common special needs facilities are schools and nursing homes

f. Essential Facilities:

Essential facilities are facilities that are essential to emergency response operations. Team members should verify: (1) the existence of these facilities; (2) the operational capabilities of these facilities; and (3) the location of these facilities. Essential facilities include:

- Shelters.
- Food distribution centers.
- Hospitals.
- Police stations.
- Fire stations.
- Government offices.
- Emergency operations centers.

Based on assignments from the Team Leader, team members conduct assessments of the situation, which are later reported to the Operations Specialist through the Team Leader. The information is transmitted to the MOC, State EOC, ROC, or ERT-A. Critical, time-sensitive information will be transmitted as it is obtained, not at a specified reporting timetable or at the end of the assessment process. The flow of critical, time-sensitive information between the Team, MOC, State EOC, ROC, or ERT-A should be almost continuous.

3. Operations Safety and Security

a. Safety

Team personnel will be exposed to many hazards during the initial hours following a disaster. The local jurisdiction and state will focusing on saving lives and many public safety issues will not be immediately addressed. Selected risk factors may include the following:

- Earthquake aftershocks.
- Falling material or flying objects.
- Exposure to hazardous materials.
- Excessive noise, dust, smoke and fire.
- Contaminated air and water.
- Downed electrical lines.
- Dangerous equipment.
- Armed looters and thieves.
- Physical demands, insomnia, excessive fatigue and stress.
- Adverse weather.
- Working in unfamiliar surroundings.

The Team Leader has the primary responsibility to ensure that good safety practices are sustained throughout the operation. In order that safety is considered by both the BoO and the Assessors, safety must be a topic covered in each briefing and critique. The Team Leader will ensure that all operations are monitored for compliance.

While the Team Leader is ultimately responsible for ensuring the safety of the responders, each team member must also recognize and practice safety procedures to ensure for the welfare of the entire team. As a result, all team members must identify unsafe acts and hazardous conditions and must report them to their supervisor. If possible, unsafe or hazardous conditions should be mitigated.

b. Security

Security of equipment is a responsibility of the QRS. Team members will not only be operating in a potentially unsafe environment, but security risks may also pose threats to personnel. It is essential that the team develops a plan to ensure that personnel, equipment and the BoO are secure.

If security becomes an issue during the mission, the Team Leader will discuss the need for law enforcement or military officers with the State Representative. The Team Leader or State Representative may work with the local jurisdiction or State National Guard to obtain protection for the BoO and Team members. If local or State resources cannot be committed to the Team, the Team Leader may wish to communicate requirements to the ROC or ERT-A Leader. The ROC or ERT-A may provide military or civilian law enforcement officers to support the Team.

4. Media Relations

Team activities will inevitably generate media attention. It is essential that the public information effort be coordinated to ensure that the Federal government speaks with a consistent and coordinated voice. Inquiries made to team members should be referred to the Team Leader, who will refer them to the Public Information Officer assigned to the ROC or ERT-A. If it is not practical to defer media inquiries, the Team Leader should provide accurate information within the confines of their job knowledge and responsibility.

Team members, while in the field, may be confronted by media inquiries and may find it impractical to defer the inquiries to the Team Leader. (See Appendix G, RNA Operational Checklists, for guidance to consider when giving interviews).

D. DEMOBILIZATION/REASSIGNMENT

The Team Leader and the State Representative will determine when their assignment is completed. The Team Leader and State Representative will develop recommendations for the ERT-A Leader to demobilize the Team and/or coordinate possible reassignment of Team members. The Team may be entirely *demobilized* and all team members returned to home base. Or, the Team may be *reassigned* in one of four ways:

- The Team may be re-deployed as a full team to another area of the disaster, or to another emergency or disaster in a different geographical area;
- Individual members may be re-assigned to other responsibilities supporting the Federal response effort, either with FEMA or their OFA, in the Disaster Field Office (DFO) or a field ESF operation;
- Selected Team members may remain in the disaster area to provide technical assistance to local governments; or,
- Team members may be reassigned to participate on the PDA Team, compiling more detailed damage assessment reports and determining long-range human/infrastructure needs.

If the Team is reassigned, it may not be self-sufficient for 72 hours in the new location due to the use and depletion of equipment during the first mission. This must be anticipated prior to reassignment. Supply systems should be identified and used to provide Team support needs for a second mission.

When a Team is released from their assignment, the QRS coordinates demobilization. A checklist for demobilization of the BoO is included in Appendix G. The QRS will ensure that the team has ground transportation to a point of departure or other reporting site. The MOC or the ERT-A will work to arrange flights for Team members departing to their home duty station.

E. RETURN TO PREPAREDNESS

After returning to its home base, the MERS Detachment will resupply and refurbish the QRS equipment caches. If possible, all used caches should be restored to a readiness status within 30 days upon return. More detailed information regarding resupply and refurbishing is provided in Chapter III.

III. SUPPORT REQUIREMENTS AND PROCEDURES

The QRS, with its corresponding MERS Detachment, is responsible for managing logistics, documentation, and communications in support of RNA Team operations. Since the Team has limited resources, all members must contribute in various ways to the support operations. The following information summarizes QRS and MERS Detachment activities that support the RNA Team mission.

A. PREPAREDNESS AND READINESS ACTIVITIES

1. Logistics

When not engaged in disaster support operations, the designated MERS Detachments are responsible for ensuring that all life support and communications equipment is maintained and prepared for deployment and that all RNA support plans are current. This includes the following activities:

- Purchasing equipment for the equipment cache.
- Conducting periodic tests to ensure communications equipment is in proper working order.
- Maintaining and rotating shelf-life items.
- Reviewing the condition of equipment and assigning a readiness status to the kits for resource status purposes.
- Participating in mobilization drills.
- Ensuring that equipment is packaged and palletized in accordance with civilian or military guidelines relating to air transportation.
- Ensuring that all logistics-specific procedures are up-to-date, based upon lessons learned from operations, drills and exercises.
- Coordinating with suppliers of kit contents (i.e., MERS and Disaster Information Systems Clearinghouse [DISC]) for property accountability purposes and reordering additional supplies.
- Serving as the custodial officer and completing required property accountability paperwork.
- Maintaining kits and refurbishing, disposing, and replacing equipment following disaster operations, training events, and exercises.

2. Communications

a. As indicated in Chapter II, the MOC plays an important role in executing alert or activation notices. During each notification, the MOC will provide Team members with important information, including:

- Situation briefing (including type of event, location, magnitude, current situation, current operations, current State assessment activities, other Teams activated, etc.);
- Time of initial activation and name of person initiating the notification;
- Designated point of arrival;
- Weather conditions;

- Supporting MOC;
- Supporting QRS;
- The POA, as identified by the Team Leader, the ROC, or the designated MOC; and,
- Any additional special instructions.

b. The Telecommunications Specialists will prepare and load the communications equipment for deployment and will drive the Team Assessor vehicles to the designated location. If the equipment cache is to be air transported, the Telecommunications Specialists will prepare and package the transit cases containing the communications equipment for shipment. If military aircraft is ordered to ship the cache, the Telecommunications Coordinator/Specialist will complete all pre-flight inspections, joint airlift inspections, weighing, load planning and Hazardous Material Certification (Dash 2 Certification).

B. OPERATIONS

1. Transportation

a. QRS Transport

Upon alert or activation notice, the designated MERS Detachments will package and ship the QRS life support and communications equipment and ensure that the team is prepared for 72 hour self-sufficient operations. In addition, the QRS Logistics Specialist will contact the MOC to identify and establish Team member ETA at the POA. The equipment will likely be driven or flown via military air to the disaster area. Additional details regarding MERS Detachment/QRS activation and deployment action are provided in Chapter II.

b. Team Member Transport

The POA is the location where most ground transportation needs will be filled. Often, the QRS vehicles will meet incoming Team members at the POA and will transport them to an assembly point. Based upon times, places of arrival and the availability of QRS vehicles, Team members may be directed to rent a vehicle for multiple personnel use. This instruction will be given by the MOC upon issuance of an activation notice. It should be noted that obtaining rental transportation upon arrival may prove to be difficult, even if the vehicle was ordered from a rental company when making travel arrangements.

2. BoO Set-Up and Operations

As described in Chapter II, the BoO serves as the central hub for Management Element decision-making, as well as collecting, analyzing, processing, and transmitting incoming data from the Assessor Element. Additionally, the BoO may be used by all Team members for billeting and feeding in worst-case scenarios. In the event that more than one Team is deployed within a given geographic area, a single BoO may be established to support multiple Teams. Travel time, communications connectivity, and other logistics factors will determine the feasibility of a single BoO supporting multiple Teams.

a. BoO Site Selection:

(1.) Environmental and Safety Considerations:

The selection of a BoO site must take into consideration hazards and various environmental hazards, including:

- Proximity of overhead hazards;
- Proximity of hazardous materials and hazardous utilities;
- Topography (i.e., water run-off, flooding, rain);
- Prevailing winds, which will increase the hazards of dust, contamination, etc.;
- Access to the local Incident Commander;
- Access to transportation for the conduct of the assessment;
- Level of noise; and,
- Antenna requirements.

(2.) Space Requirements:

In addition, the BoO requires sufficient space to suit the needs of the Team. BoO space requirements are determined by the number of personnel, the size of the equipment cache, and whether the BoO will be used periodically to sleep and feed the Team members. At a minimum, the BoO needs adequate space to set up the Equipment Area, the Communications Center, and a Sanitation Area. If the BoO is used to support the billeting and feeding needs of the Team, it must be expanded to ensure that adequate space for personnel shelters, a Medical Treatment Area, and a Food Preparation/Feeding Area. The BoO may be placed near an area suitable for a helicopter landing zone, if operationally required. The BoO may be housed in a fixed facility, such as a warehouse, where all sections may be established. It may also consist of a combination of a temporary facility and a fixed facility. This would be the case where the personnel are billeted in a local hotel while certain sections of the BoO are established in a temporary outdoor location.

(3.) Strategic Considerations:

The selection of a BoO site depends not only on the environments and the availability of space, but a number of other factors, including:

- Travel distance to the affected area, personnel billeting area, and local jurisdiction EOC or Incident Command Post;
- Availability of transportation (particularly if insufficient numbers of vehicles were brought with the team or if they were not rented upon arrival);
- Access routes;
- Terrain and the height of the location (for maximum communications utilization); and,
- Site safety/security.

Appendix G includes the following RNA Checklists to assist in the BoO location process:

- BoO Location;
- BoO Set-Up; and,

- BoO Safety.

b. BoO Components:

At a minimum, a BoO will consist of 3 components:

- Command Center.
- Equipment Cache Area.
- Sanitation Area.

(1.) Command Center:

The Command Center is the primary operations area in the BoO. It is where information from the field is received, analyzed, processed, and transmitted. The Command Center is linked to the Assessment Element vehicles operating in the field. The Command Center houses the Team Leader, Telecommunications Specialist and Operations Specialist. The Center should be placed on high ground when at all possible in order to facilitate communications set up. The Team vehicles with their communications gear will be placed in this area. While an existing structure may be ideal for a Communications Center, this area may be established with tents erected during inclement weather and an awning structure set up for shade during hot weather.

(2.) Equipment Cache Area:

The Equipment Cache Area should be located adjacent to the BoO entrance and main access routes and should contain only one entry point. In most cases, the Team trailer with the Team Administration Kit equipment will be used as the equipment cache area. If the trailer is not adequate for the need, a temporary area will be designated and protected. Equipment and supplies that are not protected in the trailer will be covered with tarps or plastic, with water sensitive equipment stored on pallets or under tents. The area will be well lit and will have electrical supply. It will be staffed continuously in order to implement property accountability and security procedures.

(3.) Sanitation Area:

The Sanitation Area is for the personal needs, health and comfort of the BoO personnel who will be operating for long periods of time. The MSE personnel at the BoO site will ensure that latrines, garbage and sanitation areas are established. If sleeping and eating will occur at the BoO, this area should be downhill and downwind of the sleeping and eating areas. Portable latrines should be available shortly after the BoO is established. Latrines should be frequently changed or cleaned. A wash area must be established to ensure good hygiene for Team

personnel. The camp should be regularly cleaned and garbage must be removed at least daily.

c. Additional BoO Components in an Austere Environment:

If the event is so catastrophic that no hotel accommodations are available, the BoO may be expanded to include the following areas:

- Shelter Area
- Medical Treatment Area
- Feeding Area

(1.) Shelter Area:

In the event that fixed facilities are unavailable for housing Team members, the equipment cache contains tents, sleeping bags, ground cover and other equipment designed to support the personal sheltering needs of the Team members. The cache includes two-person tents that are approximately 4 feet by 6 feet. Larger individuals may not be able to comfortably share a tent and segregation of the sexes may require additional tents. As such, the number of tents and configuration of the personnel shelter sections in the BoO will vary.

(2.) Medical Treatment Area:

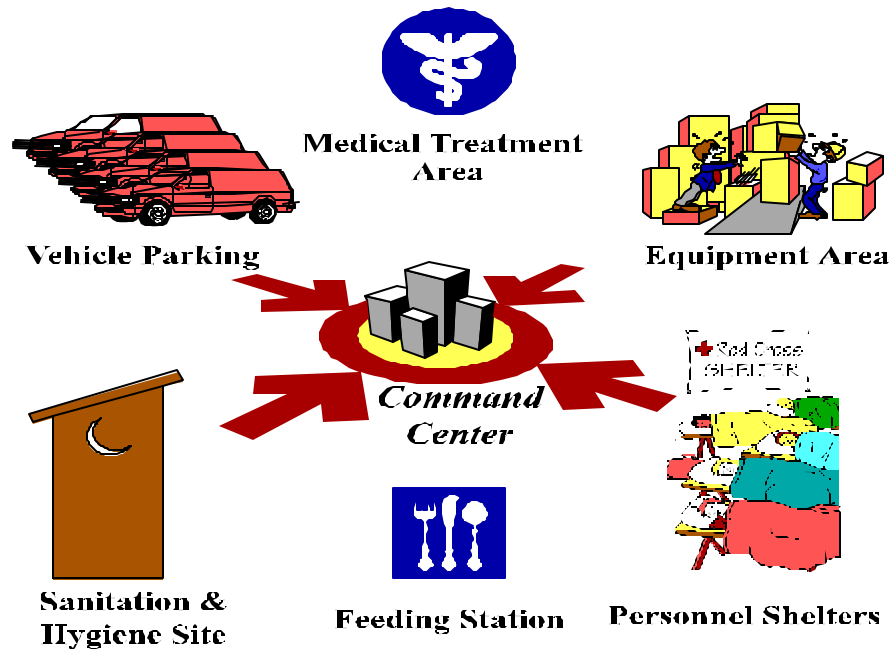
The Team Leader should be prepared to handle personnel medical emergencies. At the BoO, an area should be established for the immediate treatment of team members injured in the line of duty or those who become ill. A medical treatment area should be established to enable the segregation of ill or injured members from the rest of the team for initial assessment, treatment and stabilization until the member may be moved to a local medical facility. Since the only medical supplies brought to the field are basic first aid supplies, complicated medical procedures should not be performed. During the site selection process, local medical facilities should be identified and noted for medical emergencies.

(3.) Feeding Area:

If the team members have no other alternative than to eat the Meals-Ready-To-Eat (MREs) in the Team cache, a separate food preparation and feeding area should be established. This ensures hygienic practices and enables the team members to have some social time, relieving stress.

An illustration of the various BoO components is provided in **Figure III-1**.

Figure III-1, Sample BoO Layout



3. Communications Support and Operations

Communications support is the backbone of the operations. It provides the means for transferring the critical assessment information to the local, State, and Federal entities for successful completion of its time-sensitive mission. The communications support kits are divided into two components: Assessor Vehicles and BoO.

The communications support package is a highly mobile support package and is primarily installed, integrated, operated and maintained by the Telecommunications Specialist in the Assessor Vehicles, but is also designed to be packaged and shipped without the vehicles and operate in a transit case/stand alone configuration. Each designated MERS Detachment will maintain the systems in readiness for deployment. When deployed, one MERS Telecommunications Specialist would deploy with each communications support package and is responsible for total communications support. (See Appendix E for more detailed information concerning the Telecommunications Support Packages).

The BoO, established on the fringe of the disaster area and supporting the Team Assessors operating inside the disaster area, will act as the Net Control Station (NCS) and will appoint one of the Team Assessor vehicles as the Alternate NCS. Once the BoO is established, the communications network will be established in accordance with Team Communications SOPs and Communications Electronics Operating Instructions (CEOI). There is a wide variety of communications available to support the transmission of data from the Assessors in the field to the BoO. Each disaster's unique situation will dictate the most expedient means of establishing communications.

The BoO will establish communications with the MOC and ROC via the FEMA National Emergency Coordination Net and the affected State EOC. Cellular telephone will be the primary means to pass voice and data traffic from the BoO to the ROC and EOC. Alternate means of voice and data communications will be High Frequency (HF) radio. In all cases, when time allows, the radio networks, Very High Frequency (VHF) and HF, will be installed and operational as a "HOT" stand-by.

C. RETURN TO PREPAREDNESS

Post-mission activities begin prior to departing an operating site or relocating to another site for continued operation. The goal of post-mission activities is the systematic return of the Team to a high level of readiness, as quick as possible, upon completion of exercise/disaster operations.

1. Logistics

As indicated in Chapter II, the MERS Detachment is responsible for returning the QRS equipment caches to a readiness status within 30 days upon return, if possible. This will be accomplished in accordance with standard equipment repair and replacement procedures. Several RNA Operational Checklists that may assist in this process are located in Appendix G, to include:

- Equipment Reporting;
- BoO Disengagement; and,
- Demobilization.

2. Communications

Telecommunications Specialists must accomplish activities specific to the rehabilitation of the communications kits. Post-operative maintenance will be performed on communications support kits, to include:

- A complete Preventative Maintenance and Service Check (PMSC);
- Repair and/or replacement of inoperative equipment.

-

IV. PLANS AND REPORTS

The development of succinct and precise plans and reports is essential to the successful completion of the RNA mission. This chapter outlines the required RNA mission plans and reports and provides guidance for their completion.

A. OPERATIONAL PLAN

The Operational Plan establishes the assessment strategy for Team operations. The Plan is developed by the Team Leader and State Representative, in conjunction with other Team members. Although each deployment is unique, several factors need to be addressed in the Plan, to include:

- Primary and secondary target assessment areas;
- Assessment priorities; and,
- Fastest method of assessment (air/ground/both).

Other informational items that should be outlined in the Plan include:

- Planned meetings with State/city/county officials;
- Reporting timeframes, and other timetable requirements;
- BoO meeting schedule;
- Lead assessors for vehicles/aircraft;
- Communications procedures;
- Emergency action procedures;
- Team roster;
- Safety and security procedures;
- Level of logistical support required; and,
- Dispute resolution procedures.

The Operational Report format and instructions for completion are contained in **Figure IV-1**. A sample Operational Report is provided in Chapter 7 of the RNA FOG.

Figure IV-1, Format and Guidance for RNA Team Operational Report

**RNA ASSESSMENT TEAM
OPERATIONAL PLAN**

Incident: *Self-explanatory*

Location: *Self-explanatory*

Date: *Self-explanatory*

Team Roster: *Self-explanatory*

Assessment Objectives:

Based on State/FEMA Initial Briefing

- Primary Targets:
- Secondary Targets:

Assessment Strategies:

Include specifics, such as:

- *Individual assessor assignments;*
- *lead assessor designations;*
- *method of transportation;*
- *Points of Contact at sites;*
- *Reporting times;*
- *Safety and/or security concerns; and,*
- *Any other unusual circumstances or special instructions.*

B. TEAM REPORTING

There are three general reports required of a Team:

- Assessor Forms;
- Consolidated Report; and,
- After-Action Report.

The general make-up and requirements for submitting each report are described below.

1. Assessor Forms:

Individual reports will be prepared by each member of the Assessment Element. Standard formats have been developed for each functional area. The forms include observation information, a remarks/comments section, assessment information, and a summary/recommendations statement. Assessor forms are the primary tool used to convey information up the chain-of-command to mobilize the appropriate Federal resources needed in the affected area. It is critical to the success of the mission that the content of these forms be precise, complete, and consistent. Detailed instructions for completing the assessor forms is provided in Chapter 7 of the RNA FOG. The following assessor forms are illustrated in **Figures IV-2 through IV-9**:

- RNA-001, RNA Report: Infrastructure – Water Treatment;
- RNA-002, RNA Report: Infrastructure – Electrical;
- RNA-003, RNA Report: Infrastructure – Bridges, Roads, Airports;
- RNA-004, RNA Report: Infrastructure – Debris Removal, Potable Water;
- RNA-005, RNA Report: Fire/US&R;
- RNA-006, RNA Report: Mass Care;
- RNA-007, RNA Report: Health and Medical; and,
- RNA-008, RNA Report: Hazardous Materials.

Figure IV-4, RNA Report: Infrastructure – Bridges, Roads, Airports

| | | | |
|---|------------------|--------------------------------|------------------------|
| INFRASTRUCTURE - Bridges, Roads, Airports | INCIDENT _____ | REPORTING UNIT ESF-5 | FORM RNA-003 |
| DISASTER # _____ | OPS PERIOD _____ | DATE/TIME PREPARED _____ | PREPARED BY _____ |
| OBSERVATION INFORMATION: | | | |
| Weather/Temperature Range: _____ | | | |
| Agency/Organization: _____ | | | |
| Survey Method: <input type="checkbox"/> Aircraft <input type="checkbox"/> Windshield <input type="checkbox"/> Interview | | | |
| Location: _____ | | | |
| Latitude: _____ | | Longitude: _____ | |
| Type of Area: <input type="checkbox"/> Urban <input type="checkbox"/> Suburban <input type="checkbox"/> Rural <input type="checkbox"/> Industrial | | | |
| BRIDGES | | | |
| 1. Are bridges open to automobile traffic? Yes _____ No _____ Unknown _____ | | | |
| 2. Number of bridges affected _____ Unknown _____ | | | |
| 3. Bridge damage: Most destroyed _____ Major Damage _____ Minor Damage _____ In Use _____ | | | |
| 4. If destroyed are alternate Routes Available Yes _____ No _____ | | | |
| ROADS | | | |
| 1. Are roads open to automobile traffic? Yes _____ No _____ Unknown _____ | | | |
| 2. Number of roads affected _____ Unknown _____ | | | |
| 3. Road damage: Most destroyed _____ Major Damage _____ Minor Damage _____ In Use _____ | | | |
| 4. If destroyed are alternate Routes Available Yes _____ No _____ | | | |
| AIRPORTS | | | |
| 1. Are airports open to traffic? Yes _____ No _____ Unknown _____ | | | |
| 2. Number of airports affected _____ Unknown _____ | | | |
| 3. Airport damage: Most destroyed _____ Major Damage _____ Minor Damage _____ In Use _____ | | | |
| 4. If destroyed are alternate landing areas available? Yes _____ No _____ | | | |
| a. If Yes, where? _____ | | | |
| b. Estimated distance: _____ | | | |
| REMARKS/COMMENTS | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| SUMMARY/RECOMMENDATION STATEMENT | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| TEAM LEADER _____ | | DISTRIBUTION: _____ | |
| DATE _____ | | TIME _____ | |

Figure IV-5, RNA Report: Infrastructure – Debris Removal, Potable Water

| | | | | |
|---|-------------|---------------------|--------------|------------------------|
| INFRASTRUCTURE - Debris Removal, Potable Water | INCIDENT | REPORTING UNIT | ESF-5 | FORM RNA-004 |
| DISASTER #: | OPS PERIOD: | DATE/TIME PREPARED: | PREPARED BY: | |
| OBSERVATION INFORMATION: | | | | |
| Weather/Temperature Range: | | | | |
| Agency/Organization: | | | | |
| Survey Method: <input type="checkbox"/> Aircraft <input type="checkbox"/> Windshield <input type="checkbox"/> Interview | | | | |
| Location: | | | | |
| Latitude: | | Longitude: | | |
| Type of Area: <input type="checkbox"/> Urban <input type="checkbox"/> Suburban <input type="checkbox"/> Rural <input type="checkbox"/> Industrial | | | | |
| DEBRIS REMOVAL | | | | |
| 1. Are there areas where you need emergency access that are covered with debris? Yes _____ No _____ Unknown _____ | | | | |
| 2. Does the state or locals have capability to remove the debris for emergency access? Yes _____ No _____ Unknown _____ | | | | |
| 3. Have ALL emergency routes been identified? Yes _____ No _____ Unknown _____ | | | | |
| 4. Estimated debris to be removed tons/cubic yards. _____ Unknown _____ | | | | |
| POTABLE WATER SYSTEMS | | | | |
| What type of systems? Wells _____ Reservoirs _____ Water Plant _____ | | | | |
| Number of facilities affected? _____ Unknown _____ | | | | |
| 1. Facility Name: _____ | | | | |
| 2. Location: _____ | | | | |
| 3. Extent of damage. Most destroyed _____ Major Damage _____ Minor Damage _____ In Use _____ | | | | |
| 4. Time to return to service. Hours _____ Days _____ Weeks _____ Destroyed _____ | | | | |
| 5. Is commercial power available to the facility? Yes _____ No _____ | | | | |
| 6. Is generator power available to the facility? Yes _____ No _____ | | | | |
| 7. Service area of facility _____ Unknown _____ | | | | |
| 8. Service population of facility _____ Unknown _____ | | | | |
| 9. Has water been contaminated? Yes _____ No _____ Unknown _____ | | | | |
| 10. Is distribution system operational? Yes _____ No _____ Unknown _____ | | | | |
| 11. Will water be required (potable) Yes _____ No _____ Unknown _____ | | | | |
| 12. How much potable water will be needed (3 gallons/person/day)? _____ | | | | |
| REMARKS/COMMENTS | | | | |
| | | | | |
| | | | | |
| SUMMARY/RECOMMENDATION STATEMENT | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| DISTRIBUTION: | | | | |

| | | | |
|-------------|------|------|---------------|
| TEAM LEADER | DATE | TIME | DISTRIBUTION: |
|-------------|------|------|---------------|

2. Consolidated Report

The Team Leader and State Representative consolidate the information provided in the Assessor Forms into a Consolidated Report. The Consolidated Report provides a general overview of the resource needs and issues that the Team mission addresses. It is tailored to easily translate information from individual Assessor Forms into a narrative format. The Consolidated Report format and instructions for completion are contained in **Figure IV-10**. More detailed information concerning the Consolidated Report is provided in Chapter 7 of the RNA FOG.

Figure IV-10, Format and Guidance for RNA Team Consolidated Report

REPORT #
EVENT:
DATE, TIME, AND LOCATION:
REPORTING PERIOD:

I. OPERATIONAL OVERVIEW:

In this section, describe the general geographic area(s) of the disaster that this report covers. Indicate if this is the final report or if there will be follow-up reports, and give general timetable that a follow-up report can be expected.

II. SITUATION SUMMARY:

This section provides a narrative describing the most critical issues, as determined by the Team Leader and State EMA Representative. Emphasis in this section will vary depending on the disaster type (i.e., river issues would be emphasized in a flood). Boundaries of the most severely affected areas should be identified.

This section will also include a statement on potential aftershocks (if applicable) or other imminent hazards that may create additional response requirements.

III. RECOMMENDATIONS

This section encompasses information contained in the individual assessment forms. Therefore, this section should concentrate on the most critical issues discovered during the assessment. Attachments to this consolidated report — the individual assessment forms — will provide more detailed observation information.

Team Leader

State Representative

Please see attachments for specific details.

3. After Action Report

An After-Action report is required to be submitted by each Team at the conclusion of each mission. The report is compiled by the Team Leader and submitted to the ERT-A Team Leader and the RR-OP Assessment and Analysis Branch Chief at FEMA Headquarters. This report

provides the basis for the after-action meeting normally held soon after the return of all Team members from the field. The After-Action Report identifies and analyzes critical operational issues from the mission that, if left unresolved, may impede future operations. The report identifies operational issues that went well or actions that need to be corrected. It also provides background information and makes recommendations for corrective action. The After-Action Report format and instructions for completion are contained in **Figure IV-11**.

The After-Action Report should address the following subjects:

- Activation;
- Mobilization;
- On-site operations;
- Reassignment/demobilization;
- Post-mission activities;
- Organizational effectiveness;
- Overall policies and procedures; and,
- Effectiveness of the Operations Manual, FOG, and other documentation.

More detailed information and a sample After-Action Report is provided in Chapter 7 of the RNA FOG.

Figure IV-11, Format and Guidance for RNA Team After-Action Report

**RAPID NEEDS ASSESSMENT TEAM
AFTER-ACTION REPORT
EVENT:
DATE:**

The following After-Action Report is for the Rapid Needs Assessment Team that conducted an initial damage assessment following: *Event Name and Location*

ISSUE: *A one-sentence statement of the issue.*

Background:

A brief description of the issue in context of the overall disaster response: describe scope and substance of the issue.

Recommendation:

Describe a recommended solution to the issue based upon experience and observations during the response.

Include as many critical operational issues as applicable.

ISSUE:

Background:

Recommendation:

Team Leader

APPENDIX A REFERENCES

APPENDIX A REFERENCES

1. ***Federal Response Plan***, 9230.1-PL, April 1999.
2. ***Robert T. Stafford Disaster Relief and Emergency Assistance Act***, as amended, 42 U.S.C. § 5121, et seq.
3. ***Rapid Needs Assessment (RNA) Team Field Operations Guide***, 9324.1-FG, October 1999
4. ***Emergency Response Team (ERT) Operations Manual***, 9354.1-PR, June 1998
5. ***Emergency Support Team (EST) Operations Guide***, 9361.1-FG, April 1998
6. ***Regional Operations Center (ROC) Operations Manual***, 9362.1-PR, Draft
7. ***The FEMA Acronyms, Abbreviations and Terms (FAAT) List***, updated annually
8. ***Personal Property Management Manual***, 6150.1

APPENDIX B ACRONYMS AND ABBREVIATIONS

APPENDIX B ACRONYMS AND ABBREVIATIONS

| | |
|---------------|---|
| APO | Accountable Property Officer |
| ARC | American Red Cross |
| BoO | Base of Operations |
| CAP | Civil Air Patrol |
| CEOI | Communications Electronics Operating Instructions |
| CERCLA | Comprehensive Environmental Response, Compensation, and Liability Act |
| CWA | Clean Water Act |
| DOD | Department of Defense |
| DOE | Department of Energy |
| DFO | Disaster Field Office |
| DWI | Disaster Welfare Inquiry |
| EEI | Essential Elements of Information |
| EMA | Emergency Management Agency |
| EOC | Emergency Operations Center |
| EPA | U.S. Environmental Protection Agency |
| ERT-A | Advanced Element of the Emergency Response Team |
| ERT | Emergency Response Team |
| ESFs | Emergency Support Functions |
| EST | Emergency Support Team |
| ETA | Estimated Time of Arrival |
| FAA | Federal Aviation Administration |

| | |
|---------------|--|
| FEMA | Federal Emergency Management Agency |
| FCO | Federal Coordinating Officer |
| FOC | FEMA Operations Center |
| FOG | Field Operations Guide |
| FRP | Federal Response Plan |
| GIS | Geographic Information Systems |
| GPS | Global Positioning Satellite |
| GSA | General Services Administration |
| Hazmat | Hazardous Materials |
| HF | High Frequency |
| HHS | Department of Health and Human Services |
| LOS | Line of Site |
| MERS | Mobile Emergency Response Support Detachment |
| MHz | Megahertz |
| MOC | MERS Operations Center |
| MOU | Memorandum of Understanding |
| MRE | Meals-Ready-To-Eat |
| MSE | MERS Support Element |
| NCS | Net Control Station |
| NDMS | National Disaster Medical System |
| NRT | National Response Team |
| OFAs | Other Federal Agencies |
| OPA | Oil Pollution Act |

| | |
|-----------------|---|
| PDA | Preliminary Damage Assessment |
| PHS | U.S. Public Health Service |
| PMSC | Preventative Maintenance and Service Check |
| POA | Point of Arrival |
| POC | Point of Contact |
| QRS | Quick Response System |
| RNA | Rapid Needs Assessment |
| ROC | Regional Operations Center |
| RR-OP | Operations and Planning Division, Response and Recovery Directorate |
| SOPs | Standard Operating Procedures |
| UPS | Uninterruptible Power Source |
| USACE | U.S. Army Corps of Engineers |
| USCG | U.S. Coast Guard |
| US&R | Urban Search and Rescue |
| VA | Department of Veteran Affairs |
| VHF | Very High Frequency |

APPENDIX C CONTACT INFORMATION AND ROSTERS

Users of the document can insert material in this appendix related to points of contact, team rosters, and other personnel information that is relevant to their organization or locations.

**APPENDIX C
CONTACT INFORMATION AND ROSTERS**

FEMA FOC/MOC 24-HOUR DIRECTORY

| FACILITY | PHONE | FAX |
|---|--------------------------------------|---------------------|
| FEMA Operations Center (FOC) | 202-898-6100 800-634-7084 | 202-898-6175 |
| Bothell MERS Operations Center (MOC) | 425-487-4449 800-395-6042 | 425-487-4401 |
| Denton MERS Operations Center (MOC) | 940-898-5280 800-260-5110 | 940-898-5512 |
| Denver MERS Operations Center (MOC) | 303-235-4847 800-311-7021 | 303-235-4987 |
| Maynard MERS Operations Center (MOC) | 978-461-5501 800-213-8965 | 978-461-5508 |
| Thomasville MERS Operations Center (MOC) | 912-225-4756 800-792-6196 | 912-225-4755 |

OTHER FEDERAL AGENCY 24-HOUR DIRECTORY

| AGENCY | PHONE | FAX |
|---|---------------------|---------------------|
| American Red Cross (ARC) | 703-206-8822 | 703-206-6296 |
| Environmental Protection Agency (EPA) HQ | 202-260-3850 | 202-260-0154 |
| U. S. Public Health Service (PHS) | 301-443-1167 | 301-443-5146 |
| U.S. Army Corps of Engineers (USACE) | 202-761-1001 | 202-761-0378 |

FEMA REGIONAL OFFICES & OPERATIONS CENTERS

| REGION | PHONE | FAX |
|---------------------------------------|-------------------|--------------|
| FEMA Region I, Boston, MA | 617-223-9540 | 617-223-9519 |
| FEMA Region I ROC, Maynard, MA | 978-461-5400 | 978-461-5415 |
| FEMA Region II, New York, NY | 212-225-7209 | 212-225-7281 |
| FEMA Region II ROC, New York, NY | 212-225-7258 | 212-225-7252 |
| FEMA Region III, Philadelphia, PA | 215-931-5608 | 215-931-5714 |
| FEMA Region III ROC, Philadelphia, PA | 215-931-5757 | 215-931-5590 |
| FEMA Region IV, Atlanta, GA | 770-220-5200/5224 | 770-220-5344 |
| FEMA Region IV ROC, Atlanta, GA | 770-220-5600 | 770-220-5435 |
| Region V, Chicago, IL | 312-408-5501 | 312-408-5234 |
| Region V ROC, Chicago, IL | 312-408-5460 | 312-408-5599 |
| Region VI, Denton, TX | 940-898-5104 | 940-898-5325 |
| Region VI ROC, Denton, TX | 940-898-5433 | 940-898-5231 |
| Region VII, Kansas City, MO | 816-283-7061 | 816-283-7582 |
| Region VII ROC, Kansas City, MO | 816-283-7600 | 816-283-7605 |
| Region VIII, Denver, CO | 303-235-4813 | 303-235-4976 |
| Region VIII ROC, Denver, CO | 303-235-4779 | 303-235-4777 |
| Region IX, San Francisco, CA | 415-923-7100 | 415-923-7112 |
| Region IX, ROC, San Francisco, CA | 415-923-7091 | 415-923-7050 |
| Region X, Bothell, WA | 425-487-4607 | 425-487-4622 |
| Region X, ROC, Bothell, WA | 425-487-4660 | 425-487-4471 |

APPENDIX D SCHEDULES, CALENDARS, AND TIMELINES

Users of the document can insert material in this appendix related to schedules, event calendars, timelines, and other chronological information that is relevant to their organization or locations.

APPENDIX E EQUIPMENT AND PROPERTY MANAGEMENT SUPPORT

Users of the document can insert material in this appendix related to equipment caches, go-kits, supply, lists, facility floor-plans, and other logistical information that is relevant to their organization or location.

APPENDIX E EQUIPMENT AND PROPERTY MANAGEMENT SUPPORT

A. PURPOSE

This appendix provides logistical information critical to the activities of the QRS, as supported by the MERS Detachments. Specifically, this section provides information on the Team equipment cache and property management

B. EQUIPMENT CACHE

One RNA Team equipment cache is located at each of three MERS Detachments: Thomasville, Georgia; Denton, Texas; and Bothell, Washington. Each cache comprises seven kits, including:

- Personal Kit;
- Resupply Kit;
- Team Life Support Kit;
- Team Administration Kit;
- Vehicle Kit;
- Communications Kit; and,
- Fly-Away Kit.

1. Personal Kits

A Personal Kit will be maintained by each rostered individual assigned to the Team. Team members must bring them to their designated Point of Arrival (POA) upon activation. Kit contents will be sufficient to support at least 72 hours of operation. Recommended contents for a Personal Kit are shown in **Figure E-1**.

Figure E-1, Personal Kit

| C O N T E N T S |
|--|
| Appropriate mobility bag |
| Personal clothing (field, appropriate for climate/weather at disaster site) |
| Personal hygiene/toiletry items |
| Extra prescription eyeglasses/sunglasses |
| Personal medications |
| Inoculations record (Agency specific) |
| Agency photo identification card |
| Federal government-issued credit card, individual credit card, or State credit card (for State rep.) (for personal, travel-related purchases only) |
| Travel authorization from mobilizing authority |
| Day pack (yellow bag) |
| Ear plugs |
| Flashlight with batteries |
| Hard hat |
| Insect repellent |
| Multi-purpose knife |
| Rain gear |

2. Resupply Kit

The Resupply Kit contains safety, hygiene, and survival items that may be needed to resupply or supplement individual Team members while on a Team mission. This kit is kept at the Base of Operations (BoO). Contents of the Resupply Kit are shown in **Figure E-2**.

Figure E-2, Resupply Kit

| Item | Quantity/Member |
|------------------------------------|-----------------|
| Safety helmet (hard hat) | 1 Ea |
| Safety goggles | 1 Ea |
| Gloves, work leather | 1 Pr |
| Vest, high visibility (reflective) | 1 Ea |
| Flashlight (D-cell) | 1 Ea |
| Flashlight, penlight, AA-cell | 1 Ea |
| Batteries, D-cell (red code) | 6 Ea |
| Batteries, AA-cell | 4 Ea |
| Repellant, insect, lotion | 1 Ea |
| Matches, safety, waterproof | 1 Pk |
| Tissue, pocket-size, 3 pack | 1 Ea |
| First aid kit, general purpose | 1 Ea |
| Soap, liquid, anti-bacterial | 1 Ea |
| Towelettes, w/ cleaning solution | 1 Pk |

3. Team Life Support Kit

The Team Life Support Kit contains food, food preparation, water, shelter, lighting and cold weather items that may be needed by the group as a whole. The cold weather component of the kit will be sent on an as-needed basis, while all other items will be automatically deployed. Each vehicle is equipped with a kit, designed to support three personnel for a 72-hour period. Contents of the Team Life Support Kit are shown in **Figure E-3**.

Figure E-3, Team Life Support Kit

| Item | Quantity/Kit |
|--|--------------|
| Food and Water | |
| Meals-Ready-To-Eat (MRE) | 27 Ea |
| Potable water (4gallons/day/person) | 36 Gal |
| Tablet, purification, water | 1 Btl |
| Jug, insulated (5 Gallon) | 1 Ea |
| Garbage bags, 32-gallon (50/box) | 1 Ea |
| Paper towels | 2 Rolls |
| Cup, paper, 8 ounce, hot/cold | 30 Ea |
| Matches, safety, waterproof | 3 Ea |
| Soap, liquid, anti-bacterial | 2 Ea |
| Shelter, Lighting, Cold Weather | |
| Tent, dome, 8' x 10' | 2 Ea |
| Tents, 16' X 14' | 1 Ea |
| Sleeping bag, paper, disposable | 3 Ea |
| Sleeping pad | 3 Ea |
| Blanket, space, fluorescent | 3 Ea |
| Tarp, 16' x 20' | 1 Ea |
| Tape, duct, 2" | 2 Rolls |
| Light, trouble | 1 Ea |
| Toilet, camp | 1 Ea |
| Toilet camp, liner bags | 1 Pk |
| Tissue, toilet | 3 Rolls |

4. Team Administration Kit

The Team Administration Kit is kept at the BoO. This kit includes electronic and administrative supplies needed to support Team operations. Contents of the Team Administration Kit are shown in **Figure E-4**.

Figure E-4, Team Administration Kit

| Item | Quantity Per Kit |
|---------------------------|------------------|
| Binoculars, 7 X 50, M-22 | 1 Pr |
| Compass, pocket, magnetic | 1 Ea |
| Pen, ballpoint (black) | 1 Dz |
| Pen, roller (black) | 1 Dz |
| Pad, writing, ruled | 1 Dz |
| Cord, extension, (25') | 1 Ea |
| Cord, extension, (50') | 1 Ea |
| Chairs, folding | 4 Ea |
| Chainsaw | 1 Ea |
| Ladder, 8' | 1 Ea |
| Megaphone (bull horn) | 1 Ea |
| Paper | 1 Ream |
| Printer | 1 Ea |
| Table, folding, 6' | 2 Ea |
| Tool kit | 1 Ea |
| Computer, laptop | 2 Ea |

5. Vehicle Kit

A Vehicle Kit is included in each of the four Team vehicles. The kit includes items such as an atlas, basic hand tools, first aid kit, and additional supplies. Contents of a Vehicle Kit are shown in **Figure E-5**.

Figure E-5, Vehicle Kit

| Item | Quantity Per Kit |
|------------------------------|------------------|
| Atlas, road, North America | 1 Ea |
| First aid kit (25-person) | 1 Ea |
| Can, fuel, 5 gallon w/ spout | 2 Ea |
| Tape, caution, barricade | 2 Rolls |
| Tape, duct, 2" | 2 Rolls |

6. Communications Kit

The Communications Kit is packaged in two components. One is set up and operated at the BoO, and the other one is installed in each of the Assessor vehicles. Contents of a Communications Kit are shown in **Figure E-6**.

Figure E-6, Communications Kit

| Contents | Quantity |
|---|-----------------|
| Prime Mover | 1 |
| Transit Case #1 — Transceiver | 1 |
| Transit Case #2 — HF power amplifier | 1 |
| Transit Case #3 — HF Remote, HF Phone Patch, VHF Spectra Radio, Packet Modem, Laptop Computer (for radio interface) | 1 |
| Transit Case #4 — Uninterruptible power supply | 1 |
| Computer interface for radio and data traffic | 1 |
| Laptop Computer for Team Chief | 1 |
| Deployable antennas (HF/VHF) | 1 |
| VHF hand held radios | 3 |
| 7 KW generator set | 1 |
| IMARSAT | 1 |
| Global Positioning Satellite (GPS) Receiver | 1 |
| Vehicle organic radio (VHF radio) | 1 |
| Cellular telephone | 1 |
| American Mobile Satellite Corp. (AMSC) Terminal | 1 |

| Vehicular Configuration - Team Assessors (each vehicle) | |
|--|-----------------|
| Contents | Quantity |
| Prime Mover | 1 |
| Vehicle organic radio (VHF radio) | 1 |
| Cellular telephone | 1 |
| American Mobile Satellite Corp. (AMSC) Terminal | 1 |
| VHF handheld radios | 2 |
| Global Positioning Satellite (GPS) Receiver | 1 |
| Laptop Computer for Assessor | 1 |

7. Fly-Away Kit

This kit is designed and packaged to be shipped when ground transportation is not the prime mover. The equipment is designed to operate in a stand-alone mode. This kit provides the same operational capability as the others, but is designed for use under more austere conditions. Contents of this kit are shown in **Figure E-7**.

Figure E-7, Fly-Away Kit

| Fly-Away Kit (without vehicle) | |
|---|---------------------|
| Item | Quantity/Kit |
| Logistics | |
| Administrative package | 1 |
| Life support package | 1 |
| Personal kit (each deployed member) | 1 |
| Communications | |
| Transit Case #1 — HF transceiver | 1 |
| Transit Case #2 — HF power amplifier | 1 |
| Transit Case #3 — HF Remote, HF Phone Patch, VHF Spectra Radio, Packet Modem, Laptop Computer (for radio interface) | 1 |
| Transit Case #4 — Uninterruptible power supply | 1 |
| Transit Case #5 — HF antenna coupler | 1 |
| Transit Case #6 — Printer | 1 |
| Transit Case #7 — Laptop Computers (5) | 1 |
| Portable generator | 1 |

C. PROPERTY MANAGEMENT

In general, all QRS property and equipment will be managed in accordance with established Agency policies and procedures (See FEMA Manual 6150.1, Personal Property Management Manual). The management of QRS-related property involves a considerable level of effort, both during times of normalcy and disaster missions.

1. Non-Mission Periods

The QRS/MERS Detachment is responsible for ensuring that all equipment—including communications equipment—is maintained and prepared for deployment and all checklists and plans are current, based upon lessons learned from operations and exercises. (See Appendix G, RNA Team Operations Checklists, for additional information to aid QRS/MERS Logistics personnel in performing property reporting functions during non-mission periods).

2. Mission Operations

Team property will be maintained, tracked, and reported in accordance with FEMA Manual 6150.1 (See Appendix G, RNA Team Operations Checklists, for information concerning ordering and receiving commodities while in the field).

3. Post-Mission Operations

Post-mission activities begin upon receipt of the demobilization order. The goal of post-mission operations is the systematic return of the Team to readiness status, as quickly as possible, upon completion of an operational mission or exercise operations. During this process, used equipment and supplies must be restocked or serviced to ensure that they are operational. (See Appendix G, RNA Team Operations Checklists, for information concerning actions that need to be taken in the demobilization process).

APPENDIX F MAPS, DIRECTIONS, AND CHARTS

Users of the document can insert material in this appendix related to key facility locations, jurisdictions, lines of communication, routes, and other geographic or graphical information that is relevant to their organization or location.

APPENDIX G JOB AIDS AND OTHER SUPPORT INFORMATION

APPENDIX G JOB AIDS AND OTHER SUPPORT INFORMATION

1. RNA TEAM POSITION DESCRIPTIONS

The purpose of the RNA Position Description is to provide position descriptions for each member of a RNA Team that generally describe each position, outlines general duties and responsibilities, and general experience requirements. All Team members should meet the following general requirements:

- Completion of FEMA's RNA Team Training Course.
- Previous experience conducting field assessments and/or working in a DFO during the response phase of disasters.
- Meet moderate physical fitness requirements.
- Recommended to have current inoculations for Diphtheria/Tetanus (or Tetanus only if there is a contra-indication to Diphtheria, Hepatitis B, Measles/Mumps/Rubella (if born after 1957), Polio and current TB test.

2. RNA TEAM OPERATIONAL CHECKLISTS

The purpose of the RNA Team Operational Checklists is to serve as a guide in describing actions that occur during most Team deployments. They also serve to remind Team members of actions required to fulfill their duties and responsibilities during their mission. The list is intended to be a general summary of actions.

- These lists are intended to be a general summary of key actions. Other actions may be required that are not identified below. Through experience and training, Team members may identify other actions that should be documented as guidance for future Team deployments.
- Some checklists may be the primary responsibility of a specific Team member, but may require assistance and coordination from all Team members. Therefore, all Team members should have a familiarity with all checklists pertinent to their position.
- For the purpose of this Appendix, it is assumed that Team members will have developed a personal equipment checklist and a more encompassing operational checklist through team training, exercise scenarios, and on-the-job assessment experience.

RNA TEAM POSITION DESCRIPTIONS

RNA TEAM POSITION DESCRIPTION TEAM LEADER

FUNCTIONAL DESCRIPTION

Reports to the ERT-A Team Leader or RNA Coordinator (when multiple teams deployed). Supervises the RNA process carried out by Team subordinates. Coordinates the assessment process with a designated State Representative.

DUTIES

- Supervises the team.
- Ensures all team members are prepared to perform individual and team assignments.
- Ensures the safety and welfare of all team members.
- Requests additional technical expertise if needed.
- Requests and/or approves acquisition of supplies and equipment. Facilitates the demobilization process.
- Contributes toward the development of after-action reviews.
- Conducts an evaluation of the effectiveness of individual team members.
- Provides link between RNA Team activities, news media, and the general public.
- Develops and submits response recommendations.
- Participates in development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Demonstrated skills, knowledge and ability in emergency management operations and interagency coordination.
- Skilled in interpersonal communication.
- Comprehensive knowledge of all phases of assessment, the FRP, and RNA Team policies and procedures.
- Ability to work long hours under stressful conditions.
- Extensive knowledge of the Emergency Support Functions (ESFs) structure and responsibilities, requirements, and response capabilities.
- Ability to analyze data/information and prepare the required reports.
- Comprehensive knowledge of the Emergency Response Team (ERT) organizational structure.
- Extensive knowledge of working with news media to achieve positive results.

RNA TEMA POSITION DESCRIPTION STATE REPRESENTATIVE

Serves as liaison to the RNA Team, providing knowledge of local assets, geographic information, information management systems, State response plans and procedures, State assets, State response philosophies, etc. Assists Team Leader in developing response recommendations. The lead agency for this position is the affected State.

FUNCTIONAL DESCRIPTION

Provides liaison between the affected State and the Team. Coordinates initial needs assessment activities with the Team Leader.

DUTIES

- Provides liaison regarding progress of local and State assessment activities, law enforcement issues, and status of volunteer agencies.
- Identifies for the Team the impact areas and known or potential risk hazards.
- Assists Team Leader in developing and implementing assessment activities.
- Assists Team Leader in developing response recommendations.
- Provides current modeling data and other requested information from Team members.
- Assists Team members resolve communications and coordination problems.
- Advises Team Leader on sensitive social and political issues.
- Participates in development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Comprehensive knowledge of local and State disaster response plans and the geography of impacted area.
- Extensive knowledge of the FEMA RNA process.
- Extensive knowledge of State information management systems.
- Extensive knowledge of State and local resource assets.
- Extensive knowledge of State and local points of contact.
- Possess good interpersonal communication skills.
- Extensive knowledge of all ESF missions and responsibilities.
- Extensive knowledge of the FRP.
- Working knowledge of communications equipment including pagers and cellular phones.
- Working knowledge of computer applications necessary to develop and electronically transmit required assessment reports.
- Extensive knowledge of Team organization and structure.
- Extensive knowledge of ERT organization and responsibilities.
- Meets other experience requirements mandated by affected State.

RNA TEAM POSITION DESCRIPTION FIRE/US&R SPECIALIST

The Fire/US&R Specialist assesses the status of fire and US&R services, including capabilities and limitations of any existing mutual aid agreements. This specialist identifies and transmits information regarding any immediate needs to augment State and local US&R activities. This position reports to the Team Leader. The lead agency for this position is FEMA.

FUNCTIONAL DESCRIPTION

Conducts assessment of fire, search and rescue needs and requirements at disaster site.

DUTIES

- Participates with Team Leader to develop an operational plan.
- Assesses fire and search and rescue needs and requirements.
- Coordinates fire, search and rescue assessment with State and local counterparts.
- Documents observations and recommendations and submits them to the Operations Specialist.
- Keeps Team Leader advised of fire/US&R concerns.
- Assesses State and local mutual aid system capabilities and limitations.
- Participates in the development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Extensive knowledge of ESF-9 and ESF-4 operations and response system.
- Working knowledge of ESF-8 and ESF-10 missions and responsibilities.
- Extensive knowledge of State and local government emergency response operations including mutual aid.
- Working knowledge of the Incident Command System (ICS).
- Extensive knowledge of all types of fire operations, both urban and wildland.
- Extensive knowledge of US&R task force functions, Incident Support Team (IST), and US&R limitations and capabilities.
- Ability to work with diverse organizations and agencies.
- Working knowledge of computer applications necessary to develop and electronically transmit required assessment reports.
- Extensive knowledge of the FRP.
- Working knowledge of communications equipment including pagers and cellular phones.
- Comprehensive knowledge of FEMA RNA process.
- Extensive knowledge of IST operations.
- Extensive knowledge of ERT organizational structure and responsibilities.

RNA TEAM POSITION DESCRIPTION MEDICAL SPECIALIST

The Medical Specialist assesses the status of the health/medical infrastructure including hospital and primary care systems, pharmacy systems, special population needs, environmental health, sanitation issues and Emergency Medical Services. This specialist also assesses the need for patient evacuation and the need for the activation of NDMS. This position reports to the Team Leader. The lead agency for this position is HHS/PHS.

FUNCTIONAL DESCRIPTION

Conducts assessment of the health and medical needs of disaster victims and workers.

DUTIES

- Participates with Team leader to develop an operational plan.
- Assesses the scope and severity of damage to health and medical infrastructure and systems, focusing on immediate needs of disaster victims including medical treatment, transportation, and potential evacuation of victims, need for disaster mortuary assistance, and public health issues.
- Assesses the availability of medical staffing, medical supplies, pharmaceuticals, blood products and safe drinking water.
- Coordinates medical needs assessment with State and local counterparts.
- Documents observations and recommendations and submits them to the Operations Specialist.
- Keeps the Team Leader advised of medical care concerns.
- Participates in the development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Comprehensive knowledge of ESF-8 operations and response system.
- Extensive knowledge of the FRP.
- Working knowledge of ESF-1, -6, -9 and -10 missions and responsibilities.
- Comprehensive knowledge of operations of the PHS, NDMS, and Department of Veterans Affairs (VA).
- Working knowledge of computer applications necessary to develop and electronically transmit required assessment reports.
- Working knowledge of radiological hazards, chemical hazards, and biological hazards.
- Comprehensive knowledge of the FEMA RNA process.
- Extensive knowledge of ERT organization structure and responsibilities.
- Working knowledge of communications equipment including pagers and cellular phones.

RNA TEAM POSITION DESCRIPTION MASS CARE SPECIALIST

The Mass Care Specialist assesses the status of needs for mass feeding and emergency mass shelters, bulk distribution of relief supplies, emergency first aid needs, potential secondary disaster effects, and State and local governmental volunteer capability. This position reports to the Team Leader. The lead agency for this position is the ARC.

FUNCTIONAL DESCRIPTION

Provides mass care expertise to assess and validate the impact of a major disaster, in a specified area, on mass care systems and infrastructure.

DUTIES

- Participates with Team Leader to develop an operational plan.
- Assesses the availability of emergency shelter, food and water.
- Reports current capabilities and projected mass care needs over the next 72 hours as reported by local and State-level providers.
- Identifies and assesses potential impacts of primary and secondary hazards to mass care service delivery.
- Obtains information on, and validates, capabilities of agencies currently providing mass care services.
- Collects and shares information, liaisons with other Team members, ESF-6, service providers in the field, and with government representatives.
- Participates with the Team Leader in reporting assessments and possible recommendations.
- Coordinates a Mass Care assessment with State and local counterparts.
- Documents observations and recommendations and submits them to the Operations Specialist.
- Keeps Team Leader advised of mass care concerns.
- Participates in the development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Comprehensive knowledge of ESF-6 operations and response system, specifically mass care systems.
- Extensive knowledge of the FRP.
- Working knowledge of ESF-8 and -11 missions and responsibilities.
- Working knowledge of the Disaster Welfare Inquiry System (DWI) and the NDMS.
- Comprehensive knowledge of the ARC Disaster Services Regulations and Procedures.
- Working knowledge of computer applications necessary to develop and electronically transmit required assessment reports.
- Working knowledge of communications equipment including pagers and cellular phones.
- Comprehensive knowledge of the FEMA RNA process.
- Extensive knowledge of the ERT organization structure and responsibilities.

RNA TEAM POSITION DESCRIPTION INFRASTRUCTURE SPECIALIST

The Infrastructure Specialist assesses the status of transportation corridors and systems, energy systems and other public utilities, debris removal, secondary hazards, key facilities and communication systems. This position reports to the Team Leader. The lead agency for this position is the USACOE.

FUNCTIONAL DESCRIPTION

Conducts initial needs assessment of essential infrastructure facilities within the disaster area.

DUTIES

- Participates with Team Leader to develop an operational plan.
- Assesses damage to homes, public buildings, transportation systems (bridges, airports, rail, waterways, ports, etc.), power, fuel, communications systems, public works (water delivery systems, sewer, waste treatment, etc.), and other essential infrastructure facilities within the disaster area.
- Assesses extent of debris removal required for immediate lifesaving response.
- Documents observations and recommendations and submits them to the Operations Specialist.
- Coordinates Infrastructure assessment with State and local counterparts.
- Keeps the Team Leader advised of Infrastructure concerns.
- Participates in the development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Comprehensive knowledge of ESF-3 operations and response system.
- Extensive knowledge of the FRP.
- Working knowledge of ESF-1 and -2 missions and responsibilities.
- Currently certified as a structural engineer.
- Working knowledge of the operations and policies of the USACOE.
- Working knowledge of computer applications necessary to develop and electronically transmit required assessment reports.
- Comprehensive knowledge of FEMA RNA process.
- Working knowledge of communications systems (landline, cellular, etc.) in addition to communications equipment including pagers and cellular phones.
- Extensive knowledge of ERT organization and responsibilities.
- Extensive knowledge of structural engineering requirements for roads, bridges, waterways, airfields, and buildings.
- Extensive knowledge of emergency contracting practices and procedures.
- Extensive knowledge of the operations of public works facilities; which includes water distribution systems, waste water and solid waste facilities.

RNA TEMA POSITION DESCRIPTION HAZARDOUS MATERIALS SPECIALIST

The Hazardous Materials Specialist assesses affected sites and facilities and their potential for public exposure. Identifies unsafe areas and types of hazards, contamination threats, and local hazardous materials mutual aid response capability. This position reports to the Team Leader. The lead agency for this position is the EPA.

FUNCTIONAL DESCRIPTION

Conducts initial needs assessment of hazardous materials releases, exposures, issues, and response requirements at disaster site.

DUTIES

- Participates with the Team Leader to develop an operational plan.
- Assesses the effects of hazardous material (hazmat) releases on facilities and potential for public and responder exposure.
- Identifies unsafe areas, existing and potential contamination threats, and recommended response requirements.
- Assesses local hazmat mutual aid response capability.
- Documents observations and recommendations and submits them to the Operations Specialist.
- Coordinates hazmat assessment with State and local counterparts.
- Keeps the Team Leaders advised of hazardous materials concerns.
- Participates in the development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Comprehensive knowledge of ESF-10 operations and response system.
- Extensive knowledge of the FRP.
- Working knowledge of ESF-4, -8, and -9 missions and responsibilities.
- Currently certified as a Hazmat Level III Technician or equivalent.
- Comprehensive knowledge of hazmat response techniques.
- Working knowledge of the response powers and responsibilities of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).
- Extensive knowledge of the policies, procedures and organization of the National Response Team (NRT).
- Comprehensive knowledge of the response powers and responsibilities of the National Oil and Hazardous Substances Pollution Contingency Plan (NCP).
- Working knowledge of the authorities established by Section 311 of the Clean Water Act (CWA).
- Comprehensive knowledge of the authorities and responsibilities of the U.S. Coast Guard (USCG), (DoD), and Department of Energy (DOE), in response actions under the NCP.
- Working knowledge of the authorities established by the Oil Pollution Act (OPA).

- Extensive knowledge of FEMA ERT organization and responsibilities.
- Comprehensive knowledge of the FEMA RNA process.
- Working knowledge of communications equipment including pagers and cellular phones.
- Working knowledge of computer applications necessary to develop and electronically transmit required assessment reports.

RNA TEAM POSITION DESCRIPTION LOGISTICS SPECIALIST

The Logistics Specialist provides logistical support and services for the Team during deployment, on-site, re-deployment, and deactivation phases. The Logistics Specialist also monitors readiness of Support Kits. Individual does not perform assessment duties. This position reports to the identified QRS Manager. The lead agency for this position is FEMA.

FUNCTIONAL DESCRIPTION

Provides logistical support and services for the Team during deployment and demobilization. Monitors readiness of equipment caches.

DUTIES

- Provides the broad range of logistical support and services for the Team.
- Establishes and maintains a Base of Operations (BoO) in the field.
- Ensures BoO security is maintained.
- Maintains accurate FEMA property accountability system.
- Participates in the development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Extensive knowledge of FEMA Logistics and other similar logistical systems.
- Working knowledge of standing FEMA/Agency Memorandums of Understanding (MOU) and mobilization procedures.
- Working knowledge of the FEMA financial system.
- Extensive knowledge of Team communications system and equipment.
- Demonstrated ability in the Logistics function.
- Demonstrated ability in implementing and operating the FEMA or similar Federal property accountability system in field conditions.
- Extensive knowledge of FEMA RNA process.
- Working knowledge of the FRP.
- Extensive knowledge of ESF structure and responsibilities, requirements, and response capabilities.
- Extensive knowledge of ERT organization structure and responsibilities.
- Extensive knowledge of FEMA procurement regulations and use of government credit card.
- Extensive knowledge of ground and air transportation requirements for personnel and equipment.
- Extensive knowledge of site selection and BoO set-up.
- Extensive knowledge of cache maintenance.
- Extensive knowledge of resource ordering processes.
- Comprehensive knowledge of Federal supply sources, Federal and FEMA property accountability procedures, including resource tracking.

- Comprehensive knowledge of equipment packaging and shipping.
- Comprehensive knowledge of safety procedures.
- Comprehensive knowledge of Team mobilization and demobilization procedures.

RNA TEAM POSITION DESCRIPTION OPERATIONS SPECIALIST

The Operations Specialist collects field assessment data from Team Assessors, compiles data into report format and transmits reports to required individuals and locations. This individual does not perform assessment duties. This position reports to the identified QRS Manager. The lead agency for this position is FEMA.

FUNCTIONAL DESCRIPTION

Responsible for compiling RNA Reports for transmittal.

DUTIES

- Processes Assessor Reports.
- Maintains files for historical records.
- Coordinates duplication services for Team documents.
- Electronically transmits assessment reports.
- Participates in the development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Working knowledge of the FRP.
- Comprehensive knowledge of the task functions of the Team organization and general State/local emergency management structure.
- Comprehensive knowledge of FEMA record-keeping and reporting processes.
- Extensive knowledge in the development and use of integrated action-planning concepts and processes.
- Working knowledge of emergency response information management processes.
- Possesses interagency coordination skills and works well with various technical components and other organizations.
- Comprehensive knowledge of computer applications.
- Extensive knowledge of the FEMA RNA process.
- Comprehensive knowledge of ESF structure and responsibilities, requirements, and response capabilities.
- Extensive knowledge of Team communication system and equipment.

RNA TEAM POSITION DESCRIPTION TELECOMMUNICATIONS SPECIALIST

The Telecommunications Specialist installs, integrates, operates and maintains communications equipment and provides technical support for the Team during deployment. One Telecommunications Specialist is assigned to each vehicle. This individual does not perform assessment duties. This position reports to the identified QRS Manager. The lead agency for this position is FEMA.

FUNCTIONAL DESCRIPTION

Manages and coordinates all communications activities in support of the Team.

DUTIES

- Coordinates installs, integrates, operates and maintains the communications package in support of the Team.
- Installs and maintains communications (data and voice) nets with the BoO.
- Establishes communications (data and voice) with the ERT-A, Team Leader, MOC, ROC, State EOC, and others as needed.
- Assists Team Leader in safety and welfare of all Team members.
- Acts as the Alternate ANCS when designated by the NCS.
- Installs and maintains the communications (data and voice) net with the State EOC or ROC as directed by Net Control Station (BoO) for relay and retransmission purposes.
- Establishes communications (as required) with the CAP backbone communication net.
- If and when a temporary operating site is established, installs and maintains all deployable antennas for maximum gain.

KNOWLEDGE, SKILLS, AND ABILITIES

- Extensive knowledge in basic electronics.
- Extensive knowledge of basic communications installation practices and tools.
- Extensive knowledge of basic communications installation practices, utilization and operation of electronics precision measurement equipment.
- Participates in the development of the demobilization plan.
- Extensive knowledge of all communications and electronics operating instructions, communications SOPs, all reference material, and can read and interpret schematic diagrams.
- Extensive knowledge of transfer of data files over established communications media.
- Extensive knowledge of vehicular and transit case communications packages.
- Extensive knowledge of frequency management.

RNA TEAM POSITION DESCRIPTION RNA COORDINATOR

The RNA Coordinator position is only filled when multiple Teams are deployed and assigned to the same BoO. This position coordinates the assessment strategies with each of the Team Leaders of the respective deployed Teams. This position also reviews the consolidated Assessor reports before transmittal to local State and Federal entities. This position reports to the ERT-A Team Leader. The lead agency for this position is FEMA.

FUNCTIONAL DESCRIPTION

Supervises and coordinates the initial needs assessment activities being conducted by multiple RNA Teams.

DUTIES

- Establishes assessment objectives and supervises Teams activities.
- Manages the logistical support for Teams.
- Ensures all records and reports are completed and reporting requirements are met. Maintains close liaison with affected jurisdictions.
- Reviews and prioritizes Teams response recommendations.
- Provides primary link between Team activities, news media, and the general public.
- Participates in development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Comprehensive knowledge of the ERT organization and responsibilities.
- Comprehensive knowledge of ESF structure and responsibilities, requirements, and response capabilities.
- Demonstrated skill in oral and written communications, interpersonal relations, leadership, and information management.
- Extensive knowledge of all phases of assessment.
- Comprehensive knowledge of the FRP.
- Extensive knowledge of how to work with news media to achieve positive results.

RNA POSITION DESCRIPTION LOGISTICS COORDINATOR

The Logistics Coordinator position is only filled when multiple Teams are deployed and assigned to the same BoO. This position coordinates with the Logistics Specialist from each deployed Team to ensure all the logistical support and services required to meet the mission objectives are met. This position reports to the RNA Coordinator. The lead agency for this position is FEMA.

FUNCTIONAL DESCRIPTION

Coordinates logistical support and services when multiple Teams are assigned to the same BoO.

DUTIES

- Coordinates the establishment and maintenance of a BoO in the field.
- Ensures BoO security is maintained.
- Maintains accurate FEMA property accountability system.
- Monitors the health and safety of all personnel assigned to the BoO.
- Provides logistical support for Team activities.
- Participates in the development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Extensive knowledge of FEMA logistics and other similar logistical systems.
- Working knowledge of standing FEMA/Agency MOUs and mobilization procedures.
- Working knowledge of the FEMA financial system.
- Working knowledge of Team communications system and equipment.
- Demonstrated ability in the Logistics function.
- Demonstrated ability in implementing and operating the FEMA or similar Federal property accountability system in the field.
- Extensive knowledge of the FEMA RNA process.
- Working knowledge of the FRP.
- Extensive knowledge of ESF structure and responsibilities, requirements, and response capabilities.
- Extensive knowledge of ERT organization/responsibilities.
- Extensive knowledge of FEMA procurement regulations and use of government credit card.
- Extensive knowledge of ground and air transportation requirements for personnel and equipment.
- Extensive knowledge of site selection and BoO set-up.
- Extensive knowledge of cache maintenance.
- Extensive knowledge of resource ordering processes.
- Extensive knowledge of Federal supply sources, Federal/ FEMA accountability procedures, including resource tracking.

- Comprehensive knowledge of equipment packaging/shipping.
- Comprehensive knowledge of safety procedures.
- Comprehensive knowledge of Team mobilization and demobilization procedures.

RNA TEAM POSITION DESCRIPTION OPERATIONS COORDINATOR

The Operations Coordinator position is only filled when multiple Teams are deployed and assigned to the same BoO. This position coordinates with the Operations Specialists from each deployed Team, merging the assessment reports received from the assessors in the field. This position reports to the RNA Coordinator. The lead agency for this position is FEMA.

FUNCTIONAL DESCRIPTION

Responsible for coordinating the merging of assessment reports received from Team assessors into a consolidated report for transmittal.

DUTIES

- Works closely with Operations Specialists to ensure assessment data is reported according to established time frames and in correct format.
- Receives assessment reports and consolidates data for review by Team Coordinator.
- Assists the RNA Coordinator and Team members in preparing after-action reports immediately following assignment.
- Monitors the Teams' assessment processes and recommends modifications or changes for improvement to the Team Coordinator.
- Participates in the development of the demobilization plan.

KNOWLEDGE, SKILLS, AND ABILITIES

- Working knowledge of the FRP.
- Comprehensive knowledge of the task functions of the Team organization and general State/local emergency management structure.
- Comprehensive knowledge of FEMA record-keeping and reporting processes.
- Extensive knowledge in the development and use of integrated action planning concepts and processes.
- Working knowledge of emergency response information management processes.
- Comprehensive knowledge of computer use.
- Extensive knowledge of the FEMA RNA process.
- Comprehensive knowledge of ESF structure and responsibilities, requirements, and response capabilities.

RNA TEAM POSITION DESCRIPTION TELECOMMUNICATIONS COORDINATOR

The Telecommunications Coordinator position is only filled when multiple Teams are deployed and assigned to the same BoO. This position manages and coordinates all communications activities in support of the BoO and each of the assessor elements. This position reports to the RNA Coordinator. The lead agency for this position is FEMA.

FUNCTIONAL DESCRIPTION

Reports to the RNA Coordinator. Manages and coordinates all communications activities in support of the BoO and each of the Teams.

DUTIES

- Plans and coordinates, Installs, Integrates, Operates and Maintains (IIOM) the communications package in support of the BoO.
- Assists RNA Coordinator in site selection to assure the most feasible location for communications.
- Assists RNA Coordinator with the establishment of the BoO.
- Assists RNA Coordinator with military airlift operations if RNA Coordinator is not at military debarkation point, then serves as the lead coordinator for military airlift operations.
- Participates in the development of the demobilization plan.
- Installs and maintains the communications nets (data and voice) with each of the Teams and acts as the NCS.
- Assigns one of the Teams as the Alternate NCS.
- Maintains the communications (data and voice) nets with the State EOC, ROC, and MOC.
- Coordinates and establishes communications (as required) with the CAP backbone communications net.
- Once a BoO site is established, installs all deployable antennas for maximum gain.

KNOWLEDGE, SKILLS, AND ABILITIES

- Extensive knowledge in basic electronics.
- Extensive knowledge of basic communications installation practices, utilization and operation of electronics precision measurement equipment.
- Extensive knowledge of all communications and electronics operating instructions, communications standard operation procedures, read and interpret schematic diagrams and all reference material.
- Extensive knowledge of all communications operations procedures and reference material.
- Extensive knowledge of transfer of data files over established communications media.
- Extensive knowledge of vehicular and transit case communications packages.
- Extensive knowledge of frequency management.
- Extensive knowledge of military airlift operations.

RNA TEAM OPERATIONS CHECKLISTS

RNA TEAM OPERATIONS CHECKLIST FEMA TEAM LEADER AND RNA COORDINATOR

- Conduct a current situation briefing and general briefing of team members at requested assembly point.
- Coordinate with State EOC on what assessment assistance is required.
- Ensure that all Team members receive a specific briefing including expectations and objectives of assignment.
- Assure logistical support is arranged in conjunction with Logistics Coordinator/Specialist.
- Set up a BoO.
- Determine the target areas for assessment in the disaster area.
- Determine the best use of Team personnel and expertise for each location.
- In consultation with the State Representative, determine what local officials team members should seek out and interview in the disaster area. Be as specific as possible.
- Ensure each Team member has appropriate equipment and supplies for the environment into which they will enter.
- Review reports/information from assessment teams and relay to the State EOC, MOC, ERT-A, ROC and/or ESFs as appropriate.
- Ensure the continued health and safety of Team personnel as well as the security of team resources.
- Be continually aware of changes in weather, logistics support, disaster events, and other issues that will affect the mission of the Team and the development of a field assessment.
- Determine from State EOC and ERT-A what information might still be lacking to produce a more accurate field assessment.
- Be prepared to continue assessment activities if the situation dictates.

RNA TEAM OPERATIONS CHECKLIST STATE REPRESENTATIVE

BEFORE EVENT OCCURS

- Be familiar with local and State emergency plans.
- Monitor approach of event.
- Identify event path.
- Monitor resource requests.

AFTER EVENT PASSES, BUT BEFORE RNA TEAM ARRIVES

- Identify damages by aerial reconnaissance, field reports from counties, etc., on maps.
- Identify additional resource requests made by the counties and supplied by the State.
- Check on status of counties and review preliminary information on conditions in affected counties.
- Identify affected areas on map by geographical boundaries.
- Identify impacted areas and known or potential risk hazards.
- Identify all requested resources sent to affected counties.
- Identify any shortages of State personnel in critical roles (i.e., search and rescue).
- Identify any special needs population in the affected areas.
- Identify critical facilities in the affected areas.

AFTER TEAM ARRIVES

- Participate in Initial Briefing of Team on disaster information obtained prior to Team arrival.
- Provide any and all demographic statistics available for Team assessment.
- Be prepared to recommend sites for BoO.
- Establish working relationship with Team and review roles and responsibilities of the State Representative with Team Leader.

DURING ASSESSMENT OPERATIONS

- Coordinate Team activities with Team Leader.
- Track status of assessment progress through affected counties.
- Identify the resources needed by the counties (i.e., generators, water buffaloes, etc.).
- Review assessment information and provide recommendations in Team assessment reports as needed.
- Serve as Liaison for Team when in contact with State and local officials.

RNA TEAM OPERATIONS CHECKLIST TEAM MEMBERS

- When activated, verify:
 - Type of disaster event.
 - Location of disaster site.
 - Assembly point location.
 - Reporting time.
 - Method of transportation.
 - Current and forecasted environmental conditions at the disaster site.
 - Special instructions or precautions.
- Review the personal equipment checklist. Assess your personal gear readiness for the specific disaster area climate. Make necessary changes.
- Review the RNA FOG for information pertinent to your position description, operational checklist, team operating and safety procedures.
- Keep the MOC informed of travel status enroute.
- Monitor disaster-related information from local sources such as radio, television and other news media while enroute.
- Upon arriving at the POA, notify the MOC of your arrival.
- Establish communications with Team Leader and receive initial briefing.
- Assist with the set-up of the BoO.
- Develop summary reports as directed by Team Leader.

RNA TEAM OPERATIONS CHECKLIST BASE OF OPERATIONS (BoO) LOCATION

The BoO is the central hub for collecting, analyzing, processing and transmitting incoming assessor reports from the field. One BoO may support several operating Teams. Therefore, location of the BoO should be carefully considered. The following checklist is provided to support the site selection process:

- Site Location/Address
 - Who owns the property?
- Best Access Route(s)
- Distance to Anticipated Deployment Sites
- Adequate Space Available?
- Personnel Shelter Considerations:
 - Usable Structures
 - Tents Needed
- Equipment Shelter Considerations:
 - Usable Structures
 - Tents Needed
- Communications Considerations (clear un-obstructed area for deployable antennas, if high power antenna installed - caution high-voltage exclusion area required, high ground is usually more advantageous)
- Site Safety/Security:
 - Tall, adjacent buildings/utilities creating hazard?
 - Terrain conducive to rain/water runoff?
 - Site appropriately separated from rescue work sites?
 - Security aid from military/local jurisdiction?
 - Haz mat/exposure concerns?

Once identified, the BoO location must be communicated to a variety of groups, including the ERT-A, the MOC, ROC, the local and State EOC, and local law enforcement officials. The Team Leader will provide the following information: address of the site; location of the billeting facilities (if separate from the BoO); general schedule of BoO operation; and communications information (phone number, FAX number, radio frequencies, radio channels, call signs, pager numbers of Team Leader and State Rep).

RNA TEAM OPERATIONS CHECKLIST BASE OF OPERATIONS (BoO) SET-UP

Once a location is decided for the Team BoO, the following checklist can assist the Team in rapidly establishing the BoO in becoming operational.

- Complete the BoO Operations Location Checklist. Consider hazards.
- Develop a sketch of the BoO layout.
- Identify travel and access routes.
- Identify sections of the BoO with signs and fireline tape. The BoO entrance should be adjacent to main access roads or travel routes.
- Mark ground with spray paint for location/dimension of each BoO section and for the location and spacing of tents, cache, communications van, etc.
- Establish a fuel storage and generator refueling area away from the BoO (ensure that a fire extinguisher is present at this location).
- Set up generators (for electrical power/lighting) on the BoO perimeter, as close as possible to the section being powered. This will reduce tripping hazards and the amount of electrical cord required.
- Post signs for all BoO sections and each tent.
- Set up sections with appropriate equipment.

RNA TEAM OPERATIONS CHECKLIST BASE OF OPERATIONS (BoO) SAFETY

- Flag/mark any personnel hazards within or adjacent to the BoO (i.e., tripping hazards, utilities, etc.). Fireline tape may be used.
- Isolate fuel storage as appropriate.
- Ensure that fire extinguishers are available at fuel storage and generator refueling locations.
- Cover all cache equipment and supplies with tarps as appropriate.
- Ensure that adequate generators/lighting is available and request from local resources for improved security and safety of the BoO.
- If high power HF antenna installed, mark 'HIGH VOLTAGE AREA' and tape off area to prohibit through foot and vehicle traffic.
- Develop a site emergency evacuation plan for the BoO, post at the Communications Center, and include plan in Team briefing.
- Identify the location of local law enforcement authorities and/or DoD military police personnel in the event of security problems.

RNA TEAM OPERATIONS CHECKLIST GENERAL BRIEFING

A general briefing of the Team is conducted by the Team Leader, prior to the Initial Briefing given by the affected FEMA ERT-A and/or the affected State. This General Briefing should take place immediately after the Team is fully assembled. It is critical that this briefing occur as early as possible in the operation. This meeting forms the basis for development of operational objectives and expectations. The following checklist includes items that should be covered during the General Briefing.

- Identify changes in staffing and introduce new Team members.
- Ensure all Team members are familiar with their assigned responsibilities.
- Review operating procedures, Management Element and other Team member expectations.
- Review assignments and initial instructions.
- Discuss Team performance expectations.
- Discuss Team problem solving techniques.
- Review mission objectives.
- Review Team decision-making process.
- Review method for establishing priorities.
- Discuss information-sharing process for Team and others.
- Coordinate Team logistical requirements.
- Establish time frames for critiques of assignments including briefings, meetings, and overall Team effectiveness.
- Prepare for Initial Briefing with State or FEMA ERT-A representatives.
- Review logistical procedures, including property accountability, BoO operations, safety, security and hygiene, and resource ordering process.

RNA TEAM OPERATIONS CHECKLIST INITIAL BRIEFING

An Initial Briefing is attended by the Team and is conducted by the affected ERT-A and/or affected State. During this briefing the Team receives assessment objectives, protocol, social and political considerations, disaster information, reporting procedures, etc. The following checklist provides actions or discussion points that should be addressed during the Specific Briefing.

- Team assessment priorities, objectives and expectations.
- General overview of information identified on the specific incident/affected area.
 - Approximate size and incident magnitude of the affected area.
 - General weather conditions at the incident site.
 - Other incidents or activities impacting strategy, resources or tactics.
- Political, fiscal, and logistical considerations and/or constraints that may impact Team assessment activities.
- Current availability of resources.
- Status of affected population.
- Current and predicted information on on-site conditions.
- Procedure for ordering additional resources.
- Damage and needs assessment processes.
- Briefing and debriefing procedures with State and/or FEMA Region, including time schedule.
- After Action Report development process.
- Handling media inquiries.
- Use of local support personnel and equipment.
- Potential locations for support facilities.
- Documentation and reporting process.
- Provide maps, key list of contacts, phone numbers, etc., before concluding the meeting.

RNA TEAM OPERATIONS CHECKLIST RECEIVING ORDERED COMMODITIES

Few commodities should be ordered by a Team while conducting a mission in the field. However, if items must be ordered, the following checklist provides guidance to assure FEMA procurement regulations and accountability processes are followed.

- Obtain the following information from the vendor: nomenclature of the item(s), quantity, expected arrival date/time/place of the item, and whether delivery will be provided.
- Designate in writing prior to a deployment a receiving officer(s) authorized to receive goods. This will likely be the QRS personnel. If any receiving officers are APOs, a waiver must be granted since APOs are generally restricted from being receiving officers. If possible, the receiving and the ordering officials shall be two separate individuals, with the APO serving as the ordering official in most cases.
- Identify a receiving point for personal property.
- Upon receipt, complete the following:
 - Count all items, match items with nomenclature, and compare against the receipt document.
 - Verify quantities and note quantity differences on the shipping document.
 - List serial or registration number of the item.
 - Prepare a list of the items received by name, quantity, NSN, part number, manufacturer, source of supply or any other available information if no shipping documentation is included.
 - Carefully inspect substitute items to verify acceptability. If unacceptable, note problem on shipping document.
 - Report shipping discrepancies or damaged material to the APO no later than three working days upon return from the mission. Seek disposition instructions from the APO.
 - Ensure that a 1348 is provided for each line item received on a GBL. If the 1348 is missing, use the manifest sheet as a packing slip.
 - Sign and date the receipt document, using the receiving officer's full name and a recognizable signature. **DO NOT USE INITIALS.**
- Forward all paperwork collected with the shipment to the APO prior to departing the BoO (Receiving Officer's responsibility). The APO will then forward the paperwork to the Financial Section of the ERT.
- Ensure that all incoming items are logged into the property management systems maintained by the QRS Logistics Specialist, noting the nomenclature, NSN (if applicable), quantities, estimated value, serial number, condition, and date received.

RNA TEAM OPERATIONS CHECKLIST EQUIPMENT REPORTING

In the course of Team operations, equipment and supply cache items may be expended, lost, stolen or damaged. The hosting MERS Detachment/QRS has the responsibility for maintaining and restoring the equipment cache to operational readiness. The following checklist can assist the MERS Detachment in executing cache management during non-use periods and following missions, training events or exercises.

DURING NON-USE PERIODS

The MERS Detachment will perform the following activities in order to restore the equipment cache to operational readiness:

- Conduct semi-annual physical inventory.
- Generate and submit a FF 61-18 (Report of Inventory Value).
- Develop annual reports.

BY SEPTEMBER 30, EACH FISCAL YEAR

- Generate an SF-1121, Annual Report for Utilization and Disposal of Excess and Surplus Personal Property, for any property that was acquired through excess property channels and send it through the system to Operations Support, Logistics Division, Policy & Management Branch.
- Include a record of personal property disposed of through the Federal excess system (as recorded on the SF-120, Report of Excess Personal Property).
- Generate an annual report detailing Team equipment that has been exchanged or sold for replacement purposes by each year. (This information will be obtained from SF 123, Transfer Order of Surplus Personal Property and SF 126, Report of Personal Property for Sale.)
- Generate an annual report on changes in the personal property inventories. This will include items acquired over the year and those lost, stolen or damaged. (This information will be found in the Document Register for Receipt Process, FF 61-10, Government Property Lot or Damaged Survey Certificate, FF 61-12, Inventory Adjustment Reports, and FF 61-16, Accountability Statement for the Transfer of Personal Property.)

BY NOVEMBER 30, EACH FISCAL YEAR

- Develop an annual report of personal property obtained as excess or property no longer required for the original purpose and submit through channels to OS-LG-PM.

FOLLOWING OPERATIONS, TRAINING, AND EXERCISES

- Conduct a post-mission (or post-training/exercise) inventory, recording the condition of items in the O&M log.
- MERS Detachment will support cache status (Available or Out-of-Service) to FEMA

Headquarters Mobile Operations Division.

- Generate and submit a FF 61-10 and a FF 61-5 (if applicable) for items lost, stolen or damaged.
- Make copies and submit the Document Register for Receipt Process and all related invoices and submit through channels.
- Identify items that must be replaced to refurbish the cache.
- Check if packaging organization can provide/order the items.
- Develop a FF 60-1 to requisition items that must be procured by FEMA.
- Identify items that must be rehabilitated prior to re-issuance to the cache.
- Check with the packaging organization to see if they could provide/contract the service on a cost reimbursement basis.
- Develop a FF 60-1 to requisition a service.
- Conduct a follow-up inventory upon rehabilitation of the complete cache.
- Begin following procedures for periods of non-use.

RNA TEAM OPERATIONS CHECKLIST DEMOBILIZATION

Once a Team has completed the assessment and fulfilled their objectives, the process of demobilizing the Team begins. The following checklist provides guidance for performing demobilization actions.

- Review demobilization plan release priorities and procedures.
- Identify final report requirements and make assignments to Team members.
- Develop a list of outstanding actions that must be completed before leaving the incident.
- Review support documentation for completeness and accuracy.
- Close out all fiscal documents.
- Finalize demobilization schedule.
- Conduct Team critique.
- Review procedures for collecting/reporting the status of Team equipment issued during the mission.
- Assemble for a Team debriefing, which includes reassignment or demobilization orders.
- Execute BoO disengagement procedures, including the following:
 - Prepare personal belongings for transport.
 - Ensure that logistics and communications support kits are inventoried, cleaned, packed in appropriate containers, loaded and prepared for shipment.
 - Police and clean the BoO site, properly disposing of garbage, gray water, and other wastes, placing disposable supplies in appropriate waste containers, identifying and reporting hazards to local officials and leaving the BoO site in better condition than it was found.
 - Participate in the out-processing procedure, completing all forms as prescribed in the ERT Manual.
 - Submit all reports (including daily logs, logistics accountability records, communication logs, and personal notes) to the Team Leader for inclusion in after-action reports. Reports should include your recommendations for changes to pertinent position descriptions, standard operational procedures, checklists, equipment, documentation, and other related areas.
 - Collect all issued equipment and complete the required paperwork, accounting for and noting the condition of all items from the equipment cache (including items acquired during the mission via local purchase or order) for lost, damaged or destroyed property.
 - Assist in the breakdown and policing of the BoO.
- Ensure that all documentation has been completed (Team Leader and Operations Specialist), including:
 - Ensure all documentation of events is complete.
 - Mitigate known risks in the BoO area or document/reveal to site owner.
 - Provide a forwarding contact name and number to the local jurisdiction for follow-up actions, if necessary.
 - Ensure that the media understands the mission of the Team and why it is demobilizing.
 - Notify State EOC, MOC, and the ERT Information and Planning Section Chief when the Team leaves the site.

RNA TEAM OPERATIONS CHECKLIST MEDIA CONTACTS

Team members, while in the field, may be contacted by news media for interviews. The purpose of this Media Contacts Checklist is to provide techniques Team members can use to make the most of these news media interviews.

- Talk to the reporter before the interview to get some idea of the subject, direction and slant of the interview. Ask the reporter's name then use it in your response.
- Use your full name. Nicknames are not appropriate.
- Get comfortable. Be calm. Your demeanor and apparent control of the situation are very important in establishing the tempo of evolving events.
- Maintain eye contact with the reporter, not the camera.
- Think about the best way to structure your response to convey the facts clearly, in the proper context, communicating the message you want to communicate, and minimizing the chance of misunderstanding.
- Let your appearance, countenance and speech reflect the seriousness of the situation.
- Be brief and direct, avoid long responses, Speak in short sound bites (10 seconds for radio and television).
- Use wrap-around sentences. This means repeating the question with your answer to provide a complete sound bite.
- Expect a reporter to ask the question several times, phrased in different ways. If you have said all you have to say and you've said it clearly, don't feel compelled to change.
- Demonstrate empathy, leaving the media, and viewers or readers, with the impression you care about them, their community, their environment, and their future.