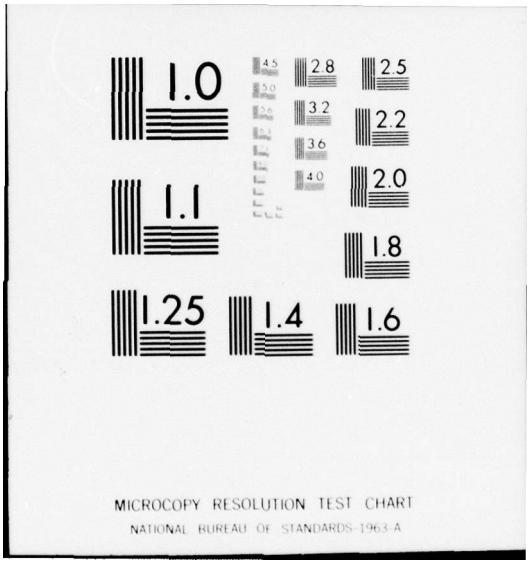
AD-A037 431 HUMAN SCIENCES RESEARCH INC MCLEAN VA F/G 15/3
RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES. VOLU--ETC(U)
OCT 76 W W CHENAULT, C H DAVIS DCPA01-75-C-0309
UNCLASSIFIED HSR-RR-76/6-HT-X NL

1 OF 1
ADA037431



END
DATE FILMED
4-77


1.0
1.1
1.25
1.4
1.6
1.8
2.0
2.2
2.5
2.8
3.2
3.6
4.0
4.5
5.0
5.6
MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

AD A037431

B.S.

RECEPTION AND CARE PLANNING

GUIDANCE FOR HOST COMMUNITIES

II.

Planning Steps and Instructions

William W. Chenault
Cecil H. Davis

DDC
REGULUS
MAR 29 1977
C

COPY AVAILABLE TO DDC DOES NOT
PERMIT FULLY LEGIBLE PRODUCTION

Final Report

Approved for Public Release
Distribution Unlimited

Contract DCPA-01-75-C-0309
Work Unit 4412F
Contract DCPA-01-75-C-0329
Work Unit 4412G

HU INU,
FILE COPY

October 1976

HUMAN SCIENCES RESEARCH, INC.

HSR-RR-76/6-Ht-X

DETACHABLE SUMMARY

RECEPTION AND CARE PLANNING

GUIDANCE FOR HOST COMMUNITIES

II.

Planning Steps and Instructions

by
William W. Chenault
Cecil H. Davis

For
Defense Civil Preparedness Agency
Washington, D. C. 20301
Final Report–October 1976

Contract DCPA-01-75-C-0309
Work Unit 4412F
Contract DCPA-01-75-C-0329
Work Unit 4412G

DCPA Review Notice: This report has been reviewed in the Defense Civil Preparedness Agency and approved for publication. Approval does not signify that the contents necessarily reflect the views and policies of the Defense Civil Preparedness Agency.

Approved for Public Release; Distribution Unlimited

Human Sciences Research, Inc.
7710 Old Springhouse Road
McLean, Virginia 22101

Summary

GUIDANCE FOR THE PREPARATION AND IMPLEMENTATION OF RECEPTION/CARE PLANNING IN HOST COMMUNITIES

Reception and Care Planning Guidance for Host Communities is a four-volume set of guidance materials covering the preparation of local Reception/Care plans in communities which would host large numbers of evacuees under conditions of very severe crisis or massive disaster. The four volumes are:

Volume I. An Overview of Reception/Care Planning and Training Guidance—introduces the available guidance covering (primarily) host area organization, and describes segments suitable for use in alternative training sessions.

Volume II. Planning Steps and Instructions for the Preparation of Host Area Reception/Care Plans—this volume describes a sequence of R/C planning steps, and provides detailed instructions for developing a R/C plan in accordance with the Planning Format in Volume III below.

Volume III. Planning Format—provides the materials and forms required to complete a detailed Reception/Care plan for a host county or similar jurisdiction.

Volume IV. Tables of Organization and Staff Responsibilities—is a reference book which charts the organization of a host county R/C organization, and provides detailed job descriptions for each position in a fully elaborated host area R/C organization.

All of the materials in this set are presented in sections or "modules" which can be used in (1) training sessions or in-the-field orientation sessions, (2) planning, and (3) operations. The planning and training modules are also constructed such that appropriate materials can be deployed at any level of the R/C organization during either preparatory, crisis, or operational periods.

This guidance was produced for the Defense Civil Preparedness Agency by Human Sciences Research, Inc., under Contracts DCPA-01-75-C-0309 and DCPA-01-75-C-0329.

Summary

GUIDANCE FOR THE PREPARATION AND IMPLEMENTATION OF RECEPTION/CARE PLANNING IN HOST COMMUNITIES

Reception and Care Planning Guidance for Host Communities is a four-volume set of guidance materials covering the preparation of local Reception/Care plans in communities which would host large numbers of evacuees under conditions of very severe crisis or massive disaster. The four volumes are:

Volume I. An Overview of Reception/Care Planning and Training Guidance—introduces the available guidance covering (primarily) host area organization, and describes segments suitable for use in alternative training sessions.

Volume II. Planning Steps and Instructions for the Preparation of Host Area Reception/Care Plans—this volume describes a sequence of R/C planning steps, and provides detailed instructions for developing a R/C plan in accordance with the Planning Format in Volume III below.

Volume III. Planning Format—provides the materials and forms required to complete a detailed Reception/Care plan for a host county or similar jurisdiction.

Volume IV. Tables of Organization and Staff Responsibilities—is a reference book which charts the organization of a host county R/C organization, and provides detailed job descriptions for each position in a fully elaborated host area R/C organization.

All of the materials in this set are presented in sections or "modules" which can be used in (1) training sessions or in-the-field orientation sessions, (2) planning, and (3) operations. The planning and training modules are also constructed such that appropriate materials can be deployed at any level of the R/C organization during either preparatory, crisis, or operational periods.

This guidance was produced for the Defense Civil Preparedness Agency by Human Sciences Research, Inc., under Contracts DCPA-01-75-C-0309 and DCPA-01-75-C-0329.



HSR-RR-76/6-Ht-X

RECEPTION AND CARE PLANNING

GUIDANCE FOR HOST COMMUNITIES

II.

Planning Steps and Instructions

by
William W. Chenault
Cecil H. Davis

For
Defense Civil Preparedness Agency
Washington, D. C. 20301
Final Report–October 1976

Contract DCPA-01-75-C-0309
Work Unit 4412F
Contract DCPA-01-75-C-0329
Work Unit 4412G

DCPA Review Notice: This report has been reviewed in the Defense Civil Preparedness Agency and approved for publication. Approval does not signify that the contents necessarily reflect the views and policies of the Defense Civil Preparedness Agency.

Approved for Public Release; Distribution Unlimited

Human Sciences Research, Inc.
7710 Old Springhouse Road
McLean, Virginia 22101

UNCLASSIFIED
SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE

READ INSTRUCTIONS BEFORE COMPLETING FORM

1. REPORT NUMBER: HSR-RR-76/6-Ht-X
2. GOVT ACCESSION NO.:
3. RECIPIENT'S CATALOG NUMBER:

4. TITLE (and Subtitle): RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES. Planning Steps and Instructions, Volume II.

5. TYPE OF REPORT & PERIOD COVERED: Final Report, 6 Jun 75-30 June 76

6. PERFORMING ORG. REPORT NUMBER:

7. AUTHOR(S): William W. Chenault, Cecil H. Davis

8. CONTRACT OR GRANT NUMBER(S): DCPA 01-75-C-0309, DCPA 01-75-C-0329

9. PERFORMING ORGANIZATION NAME AND ADDRESS: Human Sciences Research, Inc., 7710 Old Springhouse Road, McLean, Va. 22101

10. PROGRAM ELEMENT PROJECT TASK AREA & WORK UNIT NUMBERS: Work Unit 4412F, Work Unit 4421G

11. CONTROLLING OFFICE NAME AND ADDRESS: Defense Civil Preparedness Agency, Washington, D. C. 20301

12. REPORT DATE: October 1976

13. NUMBER OF PAGES: 54 + vii

14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office): 62p.

15. SECURITY CLASS. (of this report): UNCLASSIFIED

15a. DECLASSIFICATION/DOWNGRADING SCHEDULE:

16. DISTRIBUTION STATEMENT (of this Report)

Approved for Public Release; Distribution Unlimited

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

18. SUPPLEMENTARY NOTES

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

Reception/Care Planning
Crisis Relocation Planning
Nuclear Civil Protection Planning
Emergency Welfare Services
Fallout Shelter Planning
Community Shelter Planning

- Continued -

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

This document is Volume II of *Reception and Care Planning Guidance for Host Communities*, which describes Reception/Care planning steps, instructions for developing specific local (County-level) plans, and the detailed management structure for a local Reception/Care effort. This volume describes (1) a sequence of Planning Steps involved in preparing a host county plan and (2) detailed Planning Instructions for using the Planning Format contained in Volume III of this set of guidance materials.

- Continued -

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE

UNCLASSIFIED
SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

173 250

AB

19. Key Words (Continued)

Emergency Lodging
Emergency Feeding Services
Emergency Registration and Information Services
Special Emergency Welfare Services
Personal Services (Emergency Welfare)

20. Abstract (Continued)

These Steps and Instructions are specifically cross-referenced to the Planning Format for Host counties, and are written for use either in on-site training or more formal training contexts, or in operational settings.

CONTENTS

Summary i

Reception and Care Planning Steps for Host Counties 1

1. Select Participants in Host County Planning 2

2. Joint Planning with Other Host Counties, Risk Area Planners, and State and Regional Offices 4

3. Describe the Evacuee Population to Be Hosted in This County 6

4. Describe Host County Facilities 8

   - The DCPA Host Area Survey 10

5. Coordinate Shelter Plans for Evacuees and Local Residents 12

6. Rank-Order the Facilities Available to Lodge, Shelter, and Feed Evacuees 14

7. Allocate Evacuees to Congregate Lodging, Shelter, and Feeding Facilities 17

   A. Organizational Assignment Form 18

   B. Assignment Forms for Families and Individuals 20

8. Divide the County into Reception/Care Divisions, Districts, and Lodging Sections 22

9. Enumerate R/C Jurisdictions and Select Headquarters Facilities, Reception Centers, and Rest Areas 26

10. Complete Appendix 5 (Evacuee Assignment Forms) 28

11. Insert Descriptive Material for All R/C Jurisdictions in Appendix 3 31

    A. Complete the Summary List of R/C Jurisdictions 32

    B. The County Packet 33

C. The Reception Center Packet 34

D. The R/C Division Packets 35

E. The R/C District Packets 36

F. Lodging Section Packets 37

12. Develop General Tables of Organization and Job Descriptions for All Management Positions in the County R/C Service (Appendix 2)..... 38

13. Describe the Organizational Structure of Each County Reception/Care Unit (Remainder of Appendix 3) 40

A. Complete the County Packet in Appendix 3 42

B. Complete or Eliminate the Division Packets in Appendix 3 43

C. Complete the District Packets in Appendix 3 44

D. Complete the Lodging Section Packets in Appendix 3 47

14. Develop an Operational Checklist of R/C Responsibilities and Actions before and during a Crisis 48

15. Complete Main Plan 49

16. Continuing Development of the County R/C Plan and Standby Organization 51

RECEPTION AND CARE PLANNING STEPS

FOR HOST COUNTIES

The planning steps described in this volume are designed to guide the development of a detailed Reception/Care Plan for the host county. With minor modifications in terminology, the steps also apply to other potential host jurisdictions—parishes, townships, cities, etc.

These steps describe the use of the *Planning Format* which constitutes Volume III of *Reception and Care Planning Guidance for Host Communities.* That document provides standardized forms (one copy each) which can be used to write a complete host County R/C Plan.

Neither these steps nor the *Planning Format* can anticipate all of the local situations and variations which may have to be incorporated in a specific host County Plan. As in all emergency or disaster preparedness planning efforts, officials close to the scene must often adjust standardized approaches to meet local needs. However, the problem of hosting large numbers of people is essentially a complex one, and these steps are based on a considerable body of experience in managing very large evacuations and mass-care problems.

To the extent possible, the local officials and leaders who would occupy key positions in the County Reception/Care Service (during an emergency) should be identified early and should participate in writing the Reception/Care Plan. The act of planning such an operation is itself excellent training for senior managers who would direct it. Both these steps and the *Planning Format* have been constructed to minimize planning time and to facilitate participation by knowledgeable local citizens who are not otherwise versed in the techniques of planning.

These steps should result in a complete host County Reception/Care Plan. However, "complete" does not imply that the standby Reception/Care organization is fully staffed. The steps and the *Planning Format* allow planners (1) to allocate all evacuees to specific buildings, (2) to divide the County into Reception/Care Divisions, Districts and Lodging Sections, whose headquarters would manage the hosting operation, and (3) to describe all staff positions required to manage a large-scale evacuation and hosting operation. However, this approach assumes only a minimum initial staff of two or three R/C managers, who would work gradually to increase the number of personnel ready to assume specific R/C positions in an emergency. Should a crisis occur, a crash effort will be made to staff all designated R/C positions and train these individuals in their particular jobs. **Because the "getting organized" time in a crisis may be short, the County Plan lists all R/C management positions at all levels. As individuals are selected for these positions, their names will simply be entered into the appropriate slots in the Plan.**

STEP ONE

Select Participants in Host County Planning

To the extent possible, the senior officials or managers who would operate the Reception/Care Service in a crisis should be identified early in the planning process—and should participate in developing the County R/C Plan. This experience will allow them to:

1. become familiar with the overall plan and their own responsibilities as "standby" managers of the crisis-activated R/C organization;

2. represent the Plan to other leaders and citizens, recruit additional standby staff personnel, and help train new R/C staff members either before or during an actual crisis.

The desirable qualifications of senior R/C managers include (a) familiarity with the management of larger organizations, (b) familiarity with mass care situations, (c) familiarity with the community and its leadership groups, and (d) interest in this preparedness effort.

The three most critical R/C positions to be filled are those of:

- The County Reception/Care Coordinator
- The Director, Shelter Planning and Allocation
- The Deputy Coordinator for Welfare-Shelter Operations

These and other R/C positions are described in detail in Volume IV of this guidance. The selection of personnel for these positions should take account of the following considerations.

The County Reception/Care Coordinator. The director or supervisor of a local public welfare agency is a logical candidate for this position, particularly in communities with larger welfare agencies. (The U. S. Department of Health, Education, and Welfare has been delegated many Civil Defense "care of people" functions, and public welfare officials in most States and localities have certain "emergency welfare" responsibilities.) If local welfare offices do not

have appropriate candidates for this position, the R/C Coordinator can be selected from a variety of other organizational and professional backgrounds, including:

- Red Cross, Salvation Army, or other nongovernmental organizations with knowledgeable staff.
- Superintendents or other senior personnel of the school system (which will usually be a primary source of evacuee lodgings).
- Local civil preparedness personnel not committed to other Emergency Services during a crisis.
- Local social welfare (nongovernmental) leaders, or other prominent community leaders.

The Director, Shelter Planning and Allocation. This official will be responsible for identifying fallout shelter space and potential space, and will help the R/C Service manage any movement of evacuees from congregate lodging quarters to fallout shelter (should that move become necessary). This position requires a knowledge of fallout and radiation hazards—or a willingness to acquire such knowledge through civil defense training courses and materials—and should be assigned to a local civil defense professional or volunteer who has some familiarity with the provision of fallout shelter protection and the management of people in fallout shelters.

The Deputy Coordinator for Welfare-Shelter Operations. Operating under the immediate supervision of the County R/C Coordinator, this official will direct the operations of the Lodging-Shelter, Feeding, and other component Services falling under the Reception/Care Service. The qualifications are similar to those listed above for the R/C Coordinator.

Note: The writing of the County R/C Plan should not be delayed while seeking standby staff for these key positions, but efforts should be made to select them as early as possible in the planning process.

STEP TWO

Joint Planning with Other Host Counties, Risk Area Planners, and State and Regional Offices

A large-scale evacuation would be a complex operation. Close cooperation among risk and host area planners can greatly improve both the overall preparedness effort and the efficiency of planning in any particular host County. From the standpoint of the host County, the principal objectives of this joint planning step are to:

1. **Precisely define the boundaries of the risk and host areas.** What counties will receive evacuees from a particular risk area? Are any parts of a host County excluded from receiving evacuees (perhaps because a military installation has a separate crisis relocation plan)?

2. **Determine the size of the total risk area (evacuee) population.** What general characteristics should be taken into account in allocating evacuees to the various host counties? Do some neighborhoods have large non-English-speaking populations? How many essential industries will continue to operate during a crisis? (Workers in essential industries will commute from their host County lodgings to the risk area.)

3. **Maximize the number of organizational evacuees.** "Organizational relocation" means the movement of whole organizations–*employees plus their dependents*–from the risk area to predesignated congregate lodging and shelter facilities in a host County. Organizational relocation greatly simplifies the problems of relocating and caring for people because:

   - An organization's employees and their families (who live in the risk area) can be directed to specific host area buildings already set aside for them.

   - Organizations which are lodged as "intact" groups of evacuees can better manage their own risk area activities, can organize their own commuting workers, can organize their own people to help operate their congregate lodging and shelter facilities, and can provide organized manpower to help carry out emergency activities in the host County.

When a large percentage (30 percent or more) of the evacuees come out as organizations, the requirements placed on the host County are fewer, and these organizations can often be used as units of the host County's emergency operation.

4. **Describe the evacuee population in detail.** List the separate organizations, and the major groups in the remaining population, which can be treated as separate units or groups of evacuees. (This listing may anticipate the categories of evacuees described in Step Three below.)

5. **Allocate the evacuee population—its separate organizations and units—to those Counties with the most appropriate facilities for each organization or each group of people listed in 4 above.** (The description of host County facilities may anticipate the analysis of facilities in each County, as described in STEP FOUR below.)

Following this Step, planners for an individual host County will know in some detail the numbers of people, the organizations, and the kinds of evacuee groups it must prepare to lodge and shelter.

Note: The extent of host-risk area cooperation at this stage will vary depending on local circumstances. As soon as host County planners know the approximate total number of evacuees coming to the County, they can proceed with the remaining STEPS. And this number can often be determined by working with State preparedness and DCPA Regional Offices.

However, anything that can be done to identify risk area organizations and their approximate numbers of evacuees—and to obtain a more detailed description of the non-organizational evacuee population—will pay off in a more efficient host County approach to host County planning and operations.

STEP THREE

Describe the Evacuee Population to be Hosted in this County

Beginning with the information developed in STEP TWO above, list the evacuating organizations and groups of people who will be hosted in this particular County. This list should include:

- Organizations
  - Private
  - Governmental
  - Institutions
- Families and Individuals
  - (Approximate numbers coming by various routes from separate neighborhoods or telephone prefix areas)
- Transiting Evacuees
  - (Approximate numbers, and the routes they will take to reach neighboring host counties)

The illustration on the following page suggests how this information can be arranged on work sheets.

To the greatest extent possible, specific figures or reasonable estimates should be entered for categories such as:

- total evacuees for each organization and risk area neighborhood
- total employees included in above
- total dependents, including patients in institutions
- total who will or may commute during a crisis
- total organizational evacuees available to help with activities in this County

To this information should be added notes on any particular needs or circumstances which may affect the handling or placement of the evacuee group in question.

These data describe the groups of people to be matched with County facilities in STEP SEVEN below.

EVACUEE POPULATION

(sample work sheet for Step Three)

ORGANIZATIONS Name Address	Total Evacuees	Number Employees	Number Dependents	Number Commuting	Number available for host area service	Special requirements, needs, capabilities
Eastern Electric Co. 201 Main	825	250	575	125	125 est.	Approximately 50 supervisors and clerks available for host area work (most from north plant group).
(main plant)	(460)	(200)	(460)	(125)		
(north plant)	(165)	(50)	(115)	(none)		
Acme Taxi Co.	180	50	130			Approximately 25 taxis available if needed for commuting–should be parked near facility.
.						
.						
.						
governmental organizations						
Federal Housing District Office 355 Jefferson Street	240	80	160	none	80	Can be assigned to host area work ("white collar" administrative personnel)
XYZ School System 201 Grand Avenue	600	200	400	none	150 est.	Should be lodged together near headquarters of a R/C Division and used to staff R/C Service Division–Superintendent could be a ranking R/C official on County or Division staff.
institutions						
ABS Nursing Home	298	28	270	none	?	Dependents include 170 nursing patients; should be lodged in or near hospital, or added to local nursing home
FAMILIES, INDIVIDUALS						
Griffith subdivision		est. 4,000 evacuees				Coming via route 310
"708" phone area		est. 6,000 evacuees				Coming via route 220; est. 15% Spanish-speaking only
TRANSITING EVACUEES		approx. 14,000				Moving via route 310 to X County; up to 3,000 daily commuters using route 310.

STEP FOUR

Describe Host County Facilities

This step involves organizing information about the County's available (and "upgradeable") congregate lodging, fallout shelter, feeding, and other facilities which could be used in an emergency. The result of this step should be a well-organized listing of buildings or facilities which can eventually be matched with the evacuee groups described in Step Three above.

This task interacts with STEP FIVE below, which involves the review and modification of any existing Community Shelter Plans (CSPs) to make them consistent with this hosting Plan.

Three sources of information about host County facilities can be used to generate a list of available buildings. These are the:

(1) DCPA Host Area Survey

(2) Existing CSPs

(3) A survey or analysis conducted by host County planners

A DCPA Host Area Shelter Survey of the host County would provide detailed information on all or most buildings (excluding private dwellings). The Survey form and explanatory information appear on pages 10-11 below. **A computer printout from these forms will provide the following kinds of information about each potential congregate lodging facility.**

- number of congregate lodging spaces (40 square feet per space)
- number of fallout shelter spaces (10 square feet)
- "upgradeable shelter spaces"—number of shelter spaces after a minimum of shelter-upgrading effort (such as piling dirt against a cellar entrance or lower wall)
- sanitary facilities (and running water) in the building
- whether the structure is heated
- feeding and cooking facilities in the structure
- emergency electrical power available
- health-related facilities in the building

These Surveys have been conducted for a number of host counties around the country, and others are planned. Where the Survey has been completed, it constitutes the only source of information needed to complete this task. **However, host County planners are not dependent on having such a completed Survey, and normally should not delay planning while awaiting such a Survey.**

Community Shelter Plans (CSPs) have been completed in past years for many communities around the nation. While these may now be out of date, they provide information about the fallout shelter spaces available in many structures. Additional information about congregate care spaces, utilities, etc., can be gathered by a local survey, and new structures not listed in the CSP can be assessed for their fallout shelter potential.

Local Surveys by County planners can be conducted to determine the types of information contained in the above-mentioned DCPA Survey. The criteria of 40 square feet per congregate lodging space and 10 square feet per shelter space should be used to determine the capacity of each structure. (Regional and State preparedness officials can provide additional information about fallout protection factors and what constitutes effective fallout shelter.)

Before commencing any new survey, local planners should first examine the expected evacuee load to determine how many spaces are required. Local planners should begin any such survey by examining the structures most likely to meet the demand. Prominent examples include:

- all school buildings and churches

- public buildings and facilities

- hotels, motels, hospitals, nursing homes, and entertainment facilities which normally accommodate large numbers of people for at least limited times

- the larger commercial structures which are best equipped (heat, sanitation, cooking facilities, etc.)

In many cases, this approach will produce enough congregate care space without examining a large number of smaller structures.

The product of this Step should be a list of County facilities which are potentially usable to lodge and shelter the evacuees described in Step Three above. This list may be modified, however, after determining those facilities needed to shelter local residents (Step Five, below).

The DCPA Host Area Shelter Survey

As noted on the preceding pages, a printout from the DCPA Survey provides extensive information for use by County planners in selecting—and ranking for desirability—the County's available congregate lodging and fallout shelter space.

If it is not possible to obtain a survey of the County in the near future, local planners can approximate the Survey by collecting much of this information on their own—by actually looking over and measuring the likeliest buildings, or by using data available in building plans, the local Assessor's Officer, etc.

The Survey form on the opposite page suggests the categories of information needed for each building. The items which can be easily collected by local officials, if time permits, include:

Boxes A6-11: name, address, etc. (A telephone number for the building is also desirable later.)

Boxes B1-5: square footage of usable space, etc.

Boxes C and D: utilities and food preparation facilities

The information in Boxes E and F may be approximated in an existing CSP, if the building is included. State and local preparedness officials can usually describe ways of determining how much of the space in a building is adequately protected from fallout radiation, and the amount of dirt which would have to be moved against lower walls or basement entrances to "upgrade" additional shelter space in the building.

DEFENSE CIVIL PREPAREDNESS AGENCY
WASHINGTON, D.C. 20301

CRISIS RELOCATION PLANNING HOST AREA SHELTER SURVEY

A. IDENTIFICATION

1. Standard Location	2. Facility No.	3. Latitude	4. Longitude	5. Submittal Type (New – 1, Revise – 2, Delete – 3)

6. Facility Name	Work Unit / DCPA USE

7a. Street No.	b. Dir.	c. Street Name

8. City	9. State	10. ZIP Code	11. Nearest Cross Street	12. Use	13. Own	14 SF

B. STRUCTURAL DATA

Basement			Above Ground		Roof		Exterior	
1. Basement Exists? (Yes – 1, No – 2)	2. Total Basement Usable Area (Sq. Ft.)	3. Wall Exposure Ground to 1st Flr. (Ft.) Fr Sd Bk Sd	4. Total Stories	5. Total Above Ground Usable Area (Sq. Ft.)	6. Total Roof Area (Sq. Ft.)	7. % of Bldg. Long Span Roof	8. Average Wall Lengths (Ft.) a. Front	b. Side

C. UTILITY DATA

1. Heat	2. Emer. Power	3. Medical	4. Pharmacy	5. Beds	6. Commodes	7. Water
Adequate Heat? (Yes – 1, No – 2)	Emergency Power? (Yes – 1, No – 2)	Medical Facilities? (Yes – 1, No – 2)	Pharmacy Facilities? (Yes – 1, No – 2)	Number of Beds	Number of Commodes	Source of Water Supply: (None – 0, Well – 1, Public – 2, Other – 3)

D. DINING FACILITIES DATA

1. Dining Type	2. Burners	3. Seats
Dining Facility Type: (None – 0, Restaurant – 1, Cafeteria – 2, Snack Bar – 3, Other – 4)	No. Of Kitchen Burners	Seating Capacity:

E. FALLOUT SHELTER DATA

1. PF Category	2. NSS Facility	3. NSS spaces
Best PF Category: (Lowest Story) PF 0-9 – X, 10-19 – 0, 20-39 – 1, 40+ – 2	NSS Facility? (Yes – 1, No – 2)	PF Category 2 – 8 Spaces:

F. FALLOUT SHELTER UPGRADING

1. Upgradable		2. Not Upgradable
If Upgradable, Check (✓), and Complete Items a. & b.		If Not Upgradable, Check (✓), and Complete Item a.
a. Upgradable Location (Basement (Only) – 1, 1st Story (Only) – 2, Bsmt & 1st Story – 3)	*b. Distance To Soil* (< 20 Yds. – 1, 20-100 Yds. – 2, > 100 Yds. – 3)	a. Reason Not Upgradable (Roof Slope > 30° – 1, Terrain Slope > 30° – 2, Dilapidated Bldg. – 3, Other – 4)

Surveyed By: Date: Checked By: Date:

DCPA Form 913, March 1976. Supersedes DCPA Form 913, April 1975 which may not be used.

11

BEST AVAILABLE COPY

STEP FIVE

Coordinate Shelter Plans for Evacuees and Local Residents

Most communities across the country are covered by Community Shelter Plans (CSPs) which indicate shelter spaces assigned to local residents. These plans are typically somewhat out-of-date, and often do not take account of recent shifts in population and new construction. But where such plans exist, they indicate many of the buildings (other than private dwellings or detached homes), which would now be used by local residents seeking fallout shelter.

These same buildings may be the best congregate lodging facilities for evacuees, and their usable or upgradable shelter space is naturally the most desirable space for evacuees lodged in the same building.

After determining the list of best-available congregate lodging facilities (Step Four), any existing CSPs should be examined to determine:

(1) where the CSP allocations of shelter space interferes with the efficient use of congregate care and shelter facilities by evacuees;

(2) adjustments which can be made to insure that evacuees and residents are not allocated the same spaces.

This review may lead County planners to "juggle" both the congregate care/shelter spaces for evacuees and the shelter spaces available for local residents under CSPs.

In adjusting the shelter and congregate care spaces, planners should be sensitive to the availability of suitable or upgradable shelter in private residences, especially home basements. The most efficient way to adjust "public" shelter space will often be to plan on using and upgrading home-basement spaces of local residents. If this approach is followed, the Plan should include provisions for notifying the public of such measures both before and during a crisis.

This analysis and adjustment of shelter space allocations will often indicate an overall shortage of shelter spaces. In these cases, two options remain:

(1) the upgrading of shelter near otherwise desirable congregate lodging facilities–either before or during a developing crisis;

(2) the construction of new or expedient shelter–either before or during a developing crisis.

(Remember that evacuation implies a period of perhaps several days before an expected attack. While it is not desirable to depend on this assumption, it does follow that an attack coming sooner would occur before all evacuees had proceeded far enough to need shelter in the host area—i.e., some would return to shelters in their home communities. Therefore, it is reasonably safe to assume that, in cases where all evacuees had time to reach the County, there would also be several days to upgrade or construct shelters.)

(If the County R/C Plan includes the use of upgraded or newly constructed shelter spaces, the plan should also take account of this requirement in its specification of the operating responsibilities of both the R/C Service and the Resource and Supply Service. The R/C Service would designate the specific space requirements, and Resource/Supply would construct or upgrade the shelters. As far as the R/C Service is concerned, this responsibility would rest with the Director, Shelter Planning and Allocation.)

Above all, this step should produce an allocation of shelter space for both residents and evacuees. Indeed, the County and each community should have only one "shelter" plan, which is compatible with both the Crisis Relocation Plan (and this Reception/Care portion of it) and any Community Shelter Plans which continue to be used.

The County's planned allocation of shelter space should provide at least one shelter space for each individual evacuee and local resident. If evacuation is ordered, it should not require any change in the shelter allocation for local residents. (However, if an evacuation is not ordered, local officials may want to move local residents from their assigned shelter to other spaces which would otherwise be reserved for evacuees. This decision would be made only during a developing crisis, and after the County had been notified that evacuation is definitely ruled out.)

The product of this task is a revision of the list of available congregate care and other facilities prepared in Step Four above.

STEP SIX

Rank-Order the Facilities Available to Lodge, Shelter, and Feed Evacuees

Steps FOUR and FIVE identified buildings potentially available, and essentially "eliminated" those required to provide fallout shelter for local residents. The remaining facilities should now be rank-ordered in terms of their relative desirability for housing and sheltering evacuees.

The "ideal" facility is one that is relatively "self-contained" from the standpoint of caring for evacuees. Such a building has (a) some substantial number of congregate lodging spaces, (b) shelter spaces for at least the number of evacuees in "a" above, (c) water and sanitary facilities, (d) heat—where the climate requires it, and (e) feeding and cooking facilities. If such a building normally lodges people (hotels, motels, etc.), it is probably the best of this highest category.

A second class of congregate facilities would include structures with adequate or nearby shelter, and with sanitary and cooking facilities in or near the structure.

Where County planners are dealing with a large number of potentially usable facilities, a "scoring" procedure such as the one described below may help to rank the structures in terms of their desirability.

First, group the buildings (or clusters of buildings) in categories such as:

A. Hotels, motels, and other buildings normally used to lodge people (their capacity equals 40 square feet per person.)

B. Hospitals and hospital/nursing home combinations which have excess capacity (subtract normal occupancy from their total capacity of 40 square feet per person).

C. Other nursing homes.

D. All school buildings (public and private).

E. All churches.

F. Auditoriums, "meeting halls," and places of entertainment which are adaptable to mass lodging.

G. Other public and private buildings that would presumably be available, would not be operating in a crisis, and are adaptable to mass care.

Second, under each category, list the buildings in descending order of size (as determined by their number of congregate lodging spaces).

Third, "score" each building or cluster in terms of the adequacy of its facilities to support the number of people for whom it has lodging spaces. A simple scoring system might be:

Shelter Score:

10	"excess" capacity—will shelter more than its number of congregate lodgers (remember that shelter space is computed on the basis of only 10 square feet per person).
8	"adequate"—shelter for all its lodgers.
6	"nearby" shelter for all lodgers.
4	"easily upgraded"—shelter can be provided hastily with minimal effort.
2	requires constructing new or expedient shelter, or substantial upgrading of the facility.
0	no shelter can be provided near the facility (within several blocks or walking distance).

Water, Sanitation Score

5	adequate for congregate lodgers.
3	some drinking and sanitation facilities in or near building.
0	no running water in or near building.

Heating Score (where climate requires heat several months of the year)

5	heated
0	not heated

Cooking Score

5	adequate facilities on premises
4	some facilities on premises
3	no facilities, but some facilities nearby
2	cooking facilities are remote from building.

Using a system such as this, County planners can construct a listing of facilities like the one on the following page.

Illustrative Work Sheet for Ranking
Host County R/C Facilities

Facilities by Category	Lodging Spaces	Shelter Score	Water Score	Heat Score	Cooking Score	Total Score
A. Hotels, motels, etc. ____(Bldg.)____ ____(Address)____ ____(Bldg.)____ ____(Address)____						
B. Hospitals and Hospital/ Nursing Homes _____ _____						
C. Other Nursing Homes						
D. School Buildings						
E. Churches						
F. Auditoriums, Meeting Places, Etc.						
G. Other Government and Private Buildings						

In practice, separate sheets should be used to list the buildings in each category. This procedure can also provide convenient "totals" for the number of facilities in each category, or the number of evacuee spaces available in buildings above any given score.

STEP SEVEN

Allocate Evacuees to Congregate Lodging, Shelter, and Feeding Facilities

This Step involves placing the evacuee organizations and families/individuals (Step Three above) in the buildings identified in Step Six. Several general rules apply to this allocation procedure.

1. Assign organizations first.

2. Keep organizations intact, wherever possible, by assigning one or two organizations to a single building or adjacent buildings.

3. Assign organizations whose employees will or may commute to the facilities nearest the risk area and near their commuting routes.

4. Assign organizations which already care for dependents (hospitals, nursing homes, etc.) to (a) hospitals, nursing homes, or similar facilities and then to (b) the best remaining congregate care facilities (hotels, motels, etc.)

5. If some evacuated organizations are to help staff R/C or other County Services, assign them to buildings near the local headquarters which will direct these emergency workers. (Specific headquarters facilities are identified in Step Nine below. You can usually anticipate that they will be near the major concentrations of congregate care facilities in the County.)

6. Reserve a number of the better and larger R/C facilities for the assignment of nonorganizational evacuees. (Assume that organizations will be better able to organize their people and adapt to living space in the less desirable buildings.)

7. After organizations have been assigned, allocate individual evacuees to the remaining County buildings. List these remaining facilities in descending order of desirability, and plan to fill them in that order as non-organizational evacuees arrive at the Reception Center(s) and are assigned to the best remaining facility.

Additional instructions for allocating evacuees to County facilities appear on the following four pages.

Step 7-A

Organizational Assignment Forms

The Organizational Assignment Forms illustrated on the opposite page appear in Appendix 5 of the County Reception/Care Plan. As each organization is assigned to a congregate lodging facility, this form should be completed (*except* for the upper right-hand box). The separate boxes included in the form are discussed below.

Organization. Fill in the organization's name, risk area address and phone number, and the name or title of any officer of the organization who may have been appointed to coordinate its emergency planning or operations. "No. Employees" and "No. Dependents" are the actual or estimated numbers of its employees and their dependents who reside in the risk area. Indicate whether the organization's employees will be available to work in host-County Emergency Services (H), will commute to the risk area (C), or fall in another category (O). "Total Evacuees" is the sum of its employees plus their dependents–i.e., the number to be lodged together. (Dependents also include any institutionalized dependents of the organization–for example, residents of a nursing home being evacuated as an organization.)

Relocation Headquarters. The name (if any), address, and phone number of the building from which the organization will operate in the host County. "Building No." always refers to the number assigned a building in the DCPA Host Area Survey–if one had been completed. **If this box is left blank, it means the organization's headquarters is the first building described under Congregate Lodging in the box below.**

Comments. Notes on the organization's status, availability for host County work, special commuting arrangements, etc.

Congregate Lodging. Fill in the building name, address, phone number, and Building No. (if a Survey has been completed) for each building to which the organization's employees and dependents are assigned. Indicate each building's congregate lodging "capacity" (40 square feet per person) and the number of the organization's people assigned to it. **If more than two buildings are required, use additional pages, filling in this block and the "Name" blank in the upper left corner of the additional pages.**

Fallout Shelter. Same as for Lodging boxes above, but also indicate the shelter "Spaces" in the building and the total spaces available after upgrading. If a Survey has not been done, a shelter space represents 10 square feet of the area qualifying as fallout shelter. "No. Assigned" is the number from that organization who will be sheltered in the building. Again, use additional pages as necessary.

Congregate Feeding. The building or buildings where the organization's people will eat.

Page (top of form). If only one sheet is used for an organization, leave this line blank. If any boxes require added pages, number all pages applying to the same organization (1, 2, 3, etc.).

(Illustration)

page 1

ORGANIZATION

Name Zenith City Public Schools

Address

Phone (401) 853-2096

Official Supt. J. R. Smith

No. Employees 125 No. Dependents 200

H x C O

TOTAL EVACUEES 325

HOST JURISDICTION

County

Division

R/C District

Lodging Section

Lodging Section Office

Building

Address

Phone ( )

RELOCATION HEADQUARTERS

Building

Address

Phone ( ) Building No.

COMMENTS

Will help staff R/C positions in central part of County

CONGREGATE LODGING

Building Acme City School

Address 258 South Tenth
Acme, Colorado 22043

Phone (421) 685-2091 Building No. Not available

Capacity 410 No. ASSIGNED 325

Building

Address

Phone ( ) Building No.

Capacity NO. ASSIGNED

FALLOUT SHELTER

Building Same

Address

Phone ( ) Building No.

Spaces 250 Spaces after Upgrading 350

NO. ASSIGNED 250

Building Smith Dry Goods

Address 261 South Tenth
Acme, Colorado 22043

Phone (421) 685-3526 Building No. Not available

Spaces 100 Spaces after Upgrading 200

NO. ASSIGNED 75

CONGREGATE FEEDING

Building Same

Address

Phone ( ) Building No.

NO. ASSIGNED 325

Building

Address

Phone ( ) Building No.

NO. ASSIGNED

Step 7-B

The Assignment Form for Families and Individuals

After assigning evacuating organizations to specific facilities, the remaining evacuees should be assigned to the best remaining lodging/shelter/feeding facilities identified in Step Six.

The assignment procedure for these "non-organizational" evacuees is different. Whereas organizational evacuees would be told in advance where they should report, individuals and families would arrive at the County Reception Center(s) and be directed to the next available facility on your list. In assigning these non-organizational evacuees, the County planner is dealing only with raw numbers of people.

When assigning families and individuals, consider the best remaining buildings one-at-a-time, and complete one Assignment Form for each successive facility.

First, in the left-side **Congregate Lodging** box, enter the number of evacuees equal to the "Capacity" of the building you are working with. Then complete this box by entering the other information about that building (or cluster of buildings). Ignore the right-side box under Congregate Lodging.

Second, under **Fallout Shelter**, enter the required information about the building or buildings where the above congregate lodgers would go for shelter. If more than two buildings are required, staple a second (third, etc.) form to the first and provide the necessary information on the buildings providing shelter.

Third, under **Feeding**, enter the required information about the buildings where these congregate lodgers will receive their meals. Again, attach additional forms if more than two buildings are needed.

Moving to "**page**" at the top of the form, number the forms in the order that the congregate lodging buildings are to be filled. (This is the sequence that the Reception Center(s) will follow in filling up these buildings.)

Continue this procedure until all of the evacuees allotted to the County (after subtracting organizational evacuees) have been accounted for in lodging, shelter, and feeding assignments.

These Assignment Forms, when completed in a later Step, will constitute the second part of Appendix 5 of the County R/C Plan. (The first part contains the Organizational Assignment Forms.)

(Illustration)

page 1

FAMILIES AND INDIVIDUALS

TELEPHONE PREFIX [ ]

Reception Center

Building _____

Address _____

_____

Phone ( ) _____

HOST JURISDICTIONS

County _____

Division _____

R/C District _____ Lodging Section _____

R/C District _____ Lodging Section _____

Lodging Section Office

Building _____

Address _____

_____

Phone ( ) _____

COMMENTS

_____

_____

_____

_____

COMMENTS

_____

_____

_____

_____

CONGREGATE LODGING

Building West End Elementary

Address 900 Main Street

Centerville, Alabama

Phone (308) 545-2091 Building No. Not available

Capacity 625 No. ASSIGNED [625]

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

Capacity _____ NO. ASSIGNED [ ]

FALLOUT SHELTER

Building Same

Address _____

_____

Phone ( ) _____ Building No. _____

Spaces 425 Spaces after Upgrading 750

NO. ASSIGNED [425]

Building Standard Milling Co.

Address 915 Main

Centerville, Alabama

Phone (308) 545-2582 Building No. Not avail.

Spaces 325 Spaces after Upgrading 400

NO. ASSIGNED [200]

CONGREGATE FEEDING

Building West End Elementary

Address _____

_____

Phone ( ) _____ Building No. _____

NO. ASSIGNED [625]

Building _____

Address _____

_____

Phone ( ) _____ Building No. _____

NO. ASSIGNED [ ]

STEP EIGHT

Divide the County Into Reception/Care Divisions, Districts, and Lodging Sections

The first objective of the County R/C Service would be to **receive, organize, and manage the entire evacuee population** to be hosted in the County. The second objective is to **provide essential goods and services** including (a) **congregate lodging** facilities, managed in an orderly manner, (b) **fallout shelter** in the same or nearby buildings, (c) **food**, (d) **special services** required by evacuees who are aged, infirm, handicapped, "institutionalized," etc., (e) **personal services** required by families and individuals with particular needs—for example, pet shelters, and (f) **information** about what evacuees should do, where they should turn for assistance, and what is happening in the immediate area or the country in general.

This sizeable management problem must be handled by a County Reception/Care Service which is largely staffed and organized "at the last minute"—as a crisis approaches or unfolds. The County Reception/Care Plan anticipates this difficult situation by:

1. **Designating beforehand the number of evacuees and the buildings to be used.** Thus, the County's evacuee "load" or "quota" was determined in Step Two; the evacuee population was described in Step Three; the buildings to be used for lodging evacuees were selected in Step Seven. And Step Seven also determined where the evacuees lodged in each building will go for fallout shelter (if necessary) and for their meals.

2. **Dividing the County into smaller, more manageable areas—each with its own R/C headquarters which would organize evacuees and deliver services in its area.** This hierarchy of R/C areas and headquarters includes:

   The County

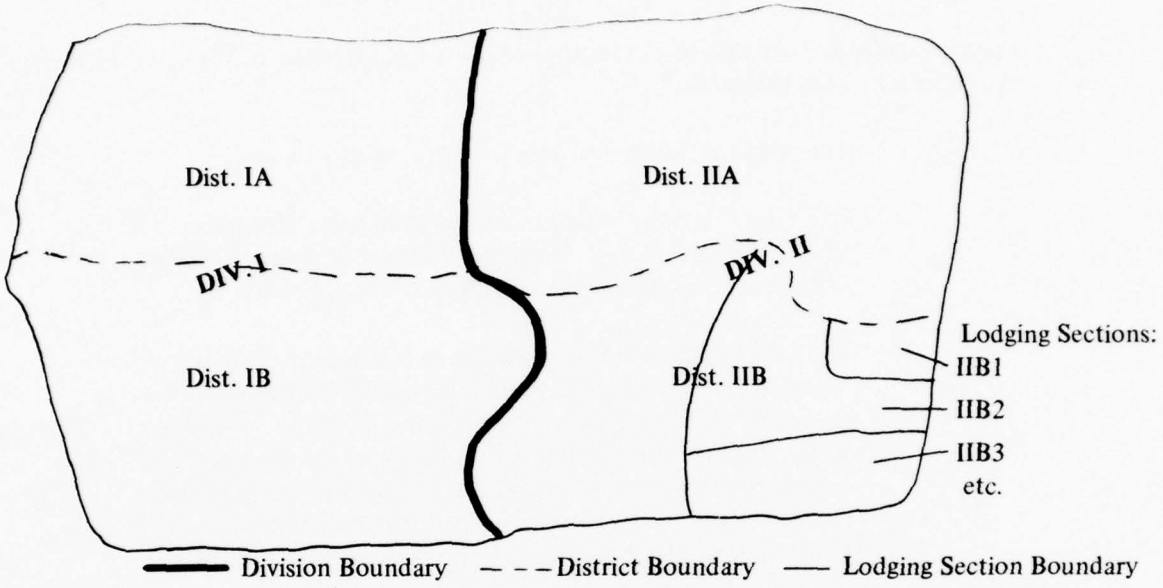
   R/C Divisions (numbered I, II, III, etc.)

   R/C Districts (IA, IB, IIA, etc.)

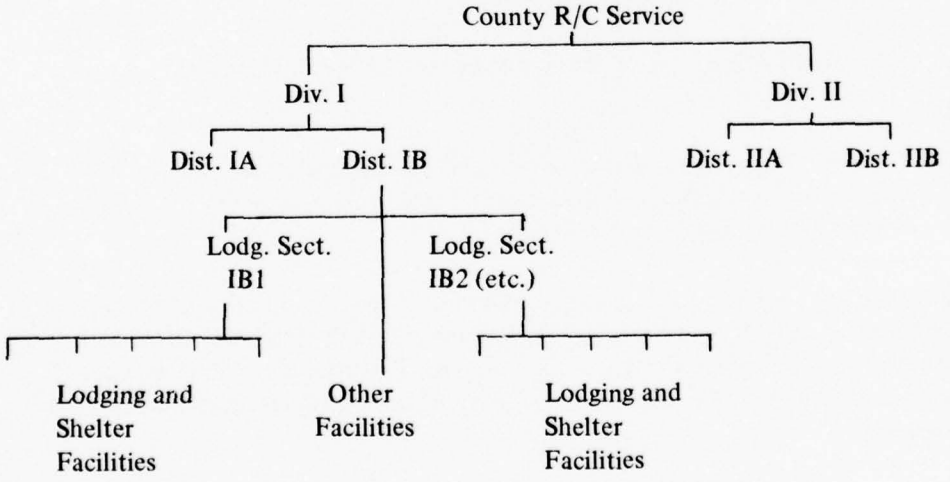
   Lodging Sections (IA1, IA2, etc.)

   These R/C areas and the R/C chain of command are illustrated on the following page.

Typical County Reception/Care Areas



Reception/Care Chain of Command



(Note that Lodging and Shelter Facilities are operated under control of Lodging Sections, whereas "other" facilities (Special Services, Feeding, etc.) are operated directly by the District.)

For any particular host county, the number of Divisions, Districts, and Lodging Sections will depend on such factors as:

- The total number of evacuees to be hosted (Step Two).
- The extent to which evacuees will come as organizational groups (Steps Two and Three). Note that "already-organized" evacuees will require less management effort in the host County.
- The ratio of the evacuee population to the resident (normal) population of the host County. Depending on the relative size of a region's risk and host areas, a host County's "quota" of evacuees might range from a very few people up to four or five times its normal population. The greater the relative number of evacuees, the greater the need for numerous R/C headquarters and areas to break down the evacuee population into manageable units.
- The number of buildings to be used, the distance between them, and the extent to which evacuees can be lodged and sheltered and fed in the same buildings (Step Seven).
- The number of towns, or the concentrations of hosting facilities, in the County.
- Natural geographical barriers, existing political jurisdictions, and transportation networks which suggest logical divisions of the County into smaller units.

In summation, this Step requires looking at the County as if the total number of evacuees were already living in the congregate lodging facilities assigned in Step Seven. Given this "new" distribution of the County's total population, **what R/C Divisions, Districts, and Lodging Sections would provide for adequate control over reasonably small and manageable clusters of evacuees?**

Steps in Defining R/C Jurisdictions

The following steps should be carried out with an eye to the factors discussed on the preceding page. Local circumstances may dictate a modification of this approach to account for any of the factors previously described. The steps are only a general guide to the process.

1. **Divide the County into R/C Districts.** The District is the only unit below the County that will administer and staff all the Services included in Reception/Care (i.e., Lodging/Shelter, Feeding, Registration/Information, Special Services, and Personal Services). *To the extent possible,* each District should be a "self-contained" area having a number of congregate lodging buildings, fallout shelter space in the District for all evacuees and all residents, feeding facilities, health facilities, special service-types of facilities like nursing homes, and buildings usable for personal services (such as pet pounds). It is desirable for a District to be built around a central "shopping area"—or, in many towns, several Districts may intersect at a central business district, with each reaching outward to include residential neighborhoods and a part of the surrounding countryside. *As a very general rule of thumb, each District might be expected to contain about 10,000 people—including both evacuees and local residents,* though this figure may vary widely.

2. **Group the Districts into R/C Divisions.** The Division is an administrative convenience which may or may not be required in a particular County. The small Division staff provides a link between the County Headquarters and numerous R/C Districts—where the number of Districts or geographical and transportation features make such an interim Headquarters useful. *Normally, a Division should contain two or three R/C Districts;* and Counties with no more than four Districts may want to ignore the Divisional unit.

3. **Divide Districts into Lodging Sections.** The Lodging Section is managed by a Deputy to the District Supervisor for Lodging/Shelter, the only one of the five separate R/C Services which is divided into geographical units below the District level. (Lodging/Shelter controls all individual congregate lodging and fallout shelter buildings, whereas other Services would control only those facilities in the District which are required for their particular purposes.) Ideally, a Lodging Section would be "self-contained" in the same sense as the District, and focused on a central shopping area or public building, though this is seldom possible. *A Lodging Section might contain from 2 to 4 thousand people—evacuees plus residents*—and may vary in size from a single large congregate lodging building to many square miles in the rural portion of a R/C District.

STEP NINE

Enumerate R/C Jurisdictions and Select Headquarters Facilities, Reception Centers, and Rest Areas

A standard numbering system should be used throughout the County R/C Plan and should be used in its entirety with each reference to a R/C jurisdiction. The Division is identified by a roman numeral–I, II, etc.; the District by a capital letter–A, B, etc.; and the Lodging Section by an arabic numeral–1, 2, etc. *Every reference in the plan to a District or Lodging Section should include the higher jurisdictions within the County–for example, R/C District IIB, or Lodging Section IIB1.*

Selecting R/C Headquarters

Each R/C headquarters should be located in a building which (a) is centrally located or easily accessible from the jurisdiction it controls, (b) has shelter space within the same facility, (c) is large enough for the staff who would use it and any visitors or "traffic" associated with its functioning, and (d) has adequate communications (usually a telephone–several phones for a District or Division). If the headquarters will utilize personnel drawn from an evacuated organization, it should be located in or near the building where the organization is lodged. Other considerations for specific headquarters include the following:

County R/C Headquarters: Should be in or near the County's Emergency Operating Center; have direct communications with Divisions, Districts, Reception Center(s), and Rest Area(s); provide working space for a staff of at least 25 people; and have access to meeting rooms for sessions with Division, District, and other R/C officials.

R/C Division Headquarters: May be located in the County R/C Headquarters (where it would serve as a staff group focusing on its particular Districts), or may be located within the boundaries of its Division. The latter choice is advisable in cases where the Division is a remote section of the County, or where a heavily populated County faces difficult and complex problems of administering numerous R/C jurisdictions.

R/C District Headquarters: Should provide space and communications lines needed by a staff which may eventually number 25 or more and which will administer all five R/C operating Services within the District.

Lodging Section Office: Should be central to the buildings which lodge most of the Section's evacuees.

Selecting Reception Centers and Rest Areas

The functions of the Reception Center include:

1. Receiving all non-organizational evacuees, allocating them to the best remaining congregate lodging building, and directing them to the building.

2. Assisting any organizational evacuees who "get lost" to reach their predesignated congregate lodging building.

3. Providing a rest or "gasoline" stop for evacuees—and meals, emergency medical assistance, or special services required by evacuees before reaching their congregate care facilities.

The functions of the Rest Area (which may be located in or near a Reception Center) are to provide directions and emergency assistance needed by evacuees transiting the County to reach other host counties.

The selection of Reception Centers and Rest Areas should be governed by the following considerations:

- A Reception Center should be located on each major transportation artery over which evacuees will travel.

- Rest Areas are located along the routes which will carry "through" traffic.

- Facilities should be large enough to handle the expected flow of evacuees, and should have—or provide space for—such activities as serving snacks, providing gasoline, and handling emergency health care problems.

- Since a principal function will be dispensing information and allocating people to facilities, Reception Center facilities should include space for sizeable groups of people awaiting such instructions.

STEP TEN

Complete Appendix 5

Appendix 5 (*Planning Format)* contains the Assignment Forms of (a) Organizations and (b) Families and Individuals.

These forms were largely filled out in Step Seven above. The remaining information can now be added on the basis of STEPS EIGHT and NINE.

Complete Organizational Assignment Forms

Complete the upper right-hand box (JURISDICTION) for each Organization by inserting name of the *County,* the number of the *Division* (I, II, etc.), the number of the *R/C District* (IA, etc.), and the number of the *Lodging Section* (IA1, etc.) in which the first congregate lodging facility is located.

Under Lodging Section Office, fill in the name, address, and phone number of the building selected for a headquarters in **STEP NINE** above.

If some of the other buildings used by that Organization are located in other Lodging Sections, note this fact prominently under the *Comments*—for example: "Feeding facility in Section IIB1," etc.

(Copies of the completed form can now be shown to the Organization in question, if circumstances permit and risk area preparedness planners agree.)

Complete the Assignment Forms for Families and Individuals

In the upper right box (JURISDICTION), indicate the requested information, again drawing on STEPS EIGHT and NINE. As with Organizations above, fill in the information for the CONGREGATE LODGING facility, and under COMMENTS note whether any of those congregate lodgers would be sheltered or fed in other Lodging Sections.

Next, if more than one Reception Center is used, allocate the several Assignment Forms for Families/Individuals to the various Reception Centers. In STEP SEVEN, the forms were rank-ordered so that incoming evacuees would always be directed to the best remaining facility still not filled. If more than one Reception Center is used, simply assign a number of buildings to each Center. Normally, these will be the congregate lodging buildings closest to each Center, but should also reflect the numbers of evacuees who will arrive at each Center.

Next, in the upper left box, indicate the building (if named), the address and the phone number of the Reception Center which will "fill" the building listed under Congregate Lodging below.

If these evacuees are coming from a particular TELEPHONE PREFIX area or neighborhood, also indicate this in the place indicated. (Or you may write in this corner the name of the neighborhood from which these evacuees will be drawn, if this information is available from STEP THREE above.)

Finally, if more than one Reception Center is used, check the ordering of the page numbers to insure it is still the order in which facilities should be filled. (This order may be changed by renumbering pages for each Reception Center.)

This Step completes Appendix 5 of the County R/C Plan. Over a period of time, however, certain of these Forms may be changed on a building-by-building basis—particularly as new organizations are identified to take the place of Family/Individual evacuees. Such changes will be simple if the substituted Organizations are assigned the same shelter and feeding facilities presently reserved for the congregate lodging building on each form.

(Illustration)

page 1

FAMILIES AND INDIVIDUALS

(Birmingham–West End)

TELEPHONE PREFIX [?]

Reception Center

Building County Airport
Address RR2 (Routes 306 and 295)
Centerville, Alabama
Phone (308) 545-2051

HOST JURISDICTIONS

County Allegheny
Division I (Centerville area and west)
R/C District IB Lodging Section IB1

Lodging Section Office

Building Centerville High School
Address 425 Main Street
Centerville, Alabama
Phone (308) 545-2568

COMMENTS

COMMENTS

CONGREGATE LODGING

Building West End Elementary
Address 900 Main Street
Centerville, Alabama
Phone (308) 545-2091 Building No. Not available
Capacity 625 No. ASSIGNED [625]

Building
Address
Phone ( ) Building No.
Capacity NO. ASSIGNED [ ]

FALLOUT SHELTER

Building Same
Address
Phone ( ) Building No.
Spaces 425 Spaces after Upgrading 750
NO. ASSIGNED [425]

Building Standard Milling Co.
Address 915 Main
Centerville, Alabama
Phone (308) 545-2582 Building No. Not avail.
Spaces 325 Spaces after Upgrading 400
NO. ASSIGNED [200]

CONGREGATE FEEDING

Building West End Elementary
Address
Phone ( ) Building No.
NO. ASSIGNED [625]

Building
Address
Phone ( ) Building No.
NO. ASSIGNED [ ]

STEP ELEVEN

Insert Descriptive Material for all R/C Jurisdictions in Appendix 3

The following substeps of STEP ELEVEN involve the description of each individual R/C jurisdiction and the assembling of an individual "packet" which will guide the overall operations of each unit in a Crisis Relocation.

Appendix 3 of the Planning Format contains detailed forms which can be used to describe each jurisdiction in the County. These sets of forms include:

- A summary list of all R/C jurisdictions and headquarters in the County.
- A County "packet" of materials describing the County jurisdiction and its component units.
- A Division "packet."
- A District "packet."
- A Lodging Section "packet."

Each of the "packets" also includes the full range of staff positions for each unit, but these staffing slots will be left blank at this stage.

When this Step is completed, the County Plan will include detailed descriptions, at the working level, of every unit–including a map of the area, the description of its boundaries, and a listing of components of that R/C unit and jurisdiction.

While working on the following Substeps, look at the appropriate section of Appendix 3 of the Planning Format.

Note: Do not enter information in the printed Format itself. Reproduce the necessary forms from the originals contained in the Format.

Step 11-A

Complete the Summary List of R/C Jurisdictions

Page 3 of Appendix 3 is a simple form entitled "Summary List of Reception/Care Jurisdictions and Headquarters." (After reading the following instructions, you may prefer to make your own form.)

This information is available from STEP EIGHT and STEP NINE.

In listing all jurisdictions in the left-hand column, "stair step" the list to show which units are subordinate to which others. For example, the left column might read:

R/C Jurisdictions

County R/C Service
- West Side Reception Center
- East End Reception Center
- Airport Rest Area

- Division I (Centerville area)
  - District IA (Carson City)
    - Lodging Section IA1
    - Lodging Section IA2
    - Lodging Section IA3
  - District IB
    - Lodging Section IB1
    - Lodging Section IB2
    - Lodging Section IB3

- Division II
  - District IIA
    - Lodging Section IIA1
    - Lodging Section IIA2

- and so on -

Beside each unit, enter the address (and phone number if possible) of its headquarters building.

This summary listing will be retained at the beginning of Appendix 3 for reference purposes.

Step 11-B

The County Packet

The County packet begins following page 5 of Appendix 3 and is paginated separately. It will eventually be both a segment of Appendix 3 in the County R/C Plan and a separate document to be used at the County R/C Headquarters and in other parts of the R/C organization.

This Substep refers only to the first three pages of the packet. The material to be entered in the form is indicated below.

Page 1: (the "cover" of the packet is separated from Appendix 3).

Enter the name of the County.

Page 2: "County Reception/Care Units"

Draw or copy a map of the County in the space provided. From STEPS *EIGHT*, *NINE*, and *TEN*, enter the information indicated in the Legend at the bottom of the map. In the Legend, mark out any units or lines not appearing.

Page 3: Headquarters, Boundaries, Components

Under *Headquarters*, enter the information about the building (from STEP NINE).

Under *Boundaries*, write out a description of the area under the R/C Service. Normally, this will simply be "The County." If certain areas are excluded (military bases, etc.), so indicate.

Under *Component Jurisdictions*, list by number the component Divisions (if used) and Districts. You may also want to insert parenthetical remarks indicating where each unit is located.

Ignore the remaining pages in the packet, which relate to staffing and will be addressed later.

Step 11-C

Reception Center Packet

If only one Reception Center is being used in the County, enter the requested information about that building and write "Only" above *County Reception Center.* (At the time of a crisis, a copy of Appendix 5 would be sent to the Reception Center.)

If more than one Reception Center is used, complete one form for each Center. On each form indicate the "Total number of Reception Centers."

- At the time of a crisis, *each* Reception Center would receive its cover sheet, followed by:

  - a copy of every Organization Assignment Form from Appendix 5, Part 1.

  - a copy of only those Family/Individual Assignment Forms allotted to each Reception Center in STEP TEN. These forms also appear in Appendix 5, Part 2.

- **You may want to anticipate this requirement by constructing these separate Reception Center packets now.**

Step 11-D

R/C Division Packets

(If the R/C Division is not used in the County, indicate this fact on the packet and move on to the next Substep.)

For each R/C Division specified in STEP EIGHT, provide the information requested on pages 1 through 8 of its individual Division packet.

Page 1: (packet "cover")

Enter the number of the Division (I, II, etc.). You may also want to indicate under the number the general area covered by the Division.

Page 2: County Reception/Care Units

Enter the same map used in the County packet.

Page 3: Headquarters, Boundaries, Components

Enter the requested information about the County and the Division Headquarters Buildings (STEP NINE).

Describe the *Division Boundaries:* "north along County line to Route 306; west via 306 to intersection with Route 220; south via 220 to southern border of County," etc.

Under *Component Jurisdictions,* list by number the R/C Districts included in the Division–IA, IB, IC, etc. You may also want to indicate parenthetically the general location or central community of each District.

Page 4: Reception/Care Division

Draw or copy a map of the Division in the space provided. From STEPS EIGHT, NINE, and TEN, enter the information indicated in the Legend.

(Skip over pages 5-7 in the Division packet.)

Page 8: Facilities Assigned to Evacuees

In the title, enter the number of the Division (I, II, etc.)

Following Page 8, insert from Appendix 5 copies of both the Organizational and Family/Individual Assignment Forms for all buildings lying within the Division.

Be sure to start a separate packet for each Division.

Step 11-E

The R/C District Packets

(The packet for each District will be inserted in Appendix 3 after the appropriate Division packet.)

For each R/C District specified in STEP EIGHT, provide the information requested on pages 1 through 4 and page 19 of the individual District packet.

Page 1: (packet "cover")

Enter the number of the District (IA, IIB, etc.).

Page 2: County Reception/Care Units

Enter the same map used in the County packet.

Page 3: Headquarters, Boundaries, Components

Enter the requested information about the County, the supervisory Division, and the District Headquarters Buildings (STEP NINE).

Describe the *District Boundaries* in the same manner used to describe Division boundaries.

Under *Component Jurisdictions* list the District's Lodging Sections (IA1, IA2, etc.)

Page 4: Reception/Care District

Draw or copy a map of this District in the space provided. From STEPS EIGHT, NINE, and TEN enter the information indicated in the Legend.

(Skip over pages 5-18 in each District packet.)

Page 19: Facilities Assigned to Evacuees

In the title, enter the number of the District (IIA, IIB, etc.)

Following Page 19, insert from Appendix 5 copies of both the Organizational and the Family/ Individual Assignment Forms for all buildings lying within the District.

Be sure to start a separate packet for each District.

Step 11-F

Lodging Section Packets

(The packet for each Lodging Section will be inserted after the appropriate District packet.)

For each Lodging Section specified in STEP EIGHT, provide the information requested on Pages 1 through 4 and page 8 of its individual Lodging Section packet.

Page 1: (Packet "cover").

Enter the number of the Lodging Section (IA1, IA2, etc.)

Page 2: County Reception/Care Units

Enter the same map used in the County packet.

Page 3: Headquarters, Boundaries

Enter the requested information about the County, the supervisory Division, the supervisory District, and the Lodging Section Headquarters Buildings (STEP NINE).

Describe *Lodging Section Boundaries* in the same manner used to describe Division and District boundaries.

Page 4: Reception/Care District ____

Enter the same map used in the supervisory District's packet.

(Skip pages 5-7 in each Lodging Section packet.)

Page 8: Facilities Assigned to Evacuees

In the title, enter the number of the Lodging Section (IIA1, IIA2, etc.)

Following Page 8, insert from Appendix 5 copies of both the Organizational and the Family/Individual Assignment Forms for all buildings lying within the Lodging Section.

Be sure to start a separate packet for each Lodging Section.

STEP TWELVE

Develop General Tables of Organization and Job Descriptions for All Management Positions in the County R/C Service *(Appendix 2)*

Appendix 2 describes each staff position and its relationships with other staff positions in the R/C organizational structure. In this Appendix, management positions are described by *job category* rather than by individual jobs in particular R/C headquarters. For example, there is a description of the position of "R/C District Manager," but not a description of any particular District Manager's role in this or that District. The objective here is to describe jobs and their interrelationships in tables and language that are applicable to any unit in which the job appears.

For most counties, this Appendix has already been written. Volume IV of *Reception and Care Planning Guidance for Host Communities* is entitled *Tables of Organization and Staff Responsibilities.* That volume includes:

I. Table of Organization covering every headquarters unit, every Service, and every management job in a fully developed County R/C Service.

II. Detailed Job Descriptions of the management functions of each of the 66 separate job categories which may exist in a fully elaborated County R/C organization.

III. A Cross-Reference Listing of each individual job description and each Table which shows that job's place in the R/C organizational structure.

IV. Levels of Staffing: the successively less critical positions which should be filled as additional R/C staff are recruited. Thus, "Level One" includes only three key jobs; "Level Two" includes seven additional jobs, and so on.

Appendix 2 of the *Planning Format* references Vol. IV of this guidance and incorporates it as Appendix 2. Volume IV thus becomes a part of the County R/C Plan, while continuing to serve as a reference book whose materials can also be used in training all personnel on the staff of the County R/C Service—either before or during a crisis.

This approach does *not* mean that all of the 66 positions described in Vol. IV would exist in any given County. Those positions actually used will be listed elsewhere (Appendix 3). But it *does* mean that all positions which are used would have those responsibilities and organizational linkages described in Volume IV.

Modification of the Standard R/C Organizational Structure

A given county—particularly, a county receiving few evacuees—may wish to modify and simplify the organizational format described in Vol. IV. Certain types of modifications are anticipated and easily made (without disrupting the remainder of the structure).

- **Eliminating the Division**: Counties not using the Division level of organization can simply "X" out those portions of Volume IV. If this is done, be sure to draw in new lines of authority on the organizational tables to connect County level positions with the appropriate positions at the District level.

- **Eliminating Individual Jobs:** If a job is simply not filled, its duties remain a part of the responsibilities of the next-higher position to which it reports. If a job is eliminated from the organization, be sure to cross it out in all sections of Vol. IV, and redraw any charts on which it appears to connect the jobs below it to the position above it.

Don't Tinker Lightly with the Organizational Structure

A great deal of "adaptability" is already built into the structure defined in Vol. IV. For example, in a sparsely populated County, Division, or District, the functions of lower units may readily be built into a higher headquarters. Thus, a sparsely populated part of a County may be operated from a single Division/District/Lodging Section headquarters. In this case, the higher level officers at the District level would also "include" many lower-level jobs in their own duties. Their job descriptions from Vol. IV would include all positions which they are covering. **This kind of adaptation would be reflected elsewhere (the "packets" in Appendix 3) but would not require modifying the general structure outlined in Appendix 2.**

Also, remember that the Reception/Care Service would meet the many and diverse needs of numerous evacuees—under stressful conditions. Simplifications that now seem convenient may result in unanticipated problems in the real situation. This organizational form has been put together on the basis of practical, working experience in coping with mass-care situations.

STEP THIRTEEN

Describe the Organizational Structure of Each County Reception/Care Unit
(Remainder of Appendix 3)

Appendix 3 is the heart of the County R/C Plan. It is composed largely of individual "packets" describing the structure and personnel positions of R/C units—i.e., the County, each Division, each District, and each Lodging Section. (There is also a packet for each Reception Center, including all Evacuee Assignment Forms of interest to each Center.)

At least one copy of each packet will remain in the County R/C Plan for use at the County Headquarters. During a crisis operation, each R/C headquarters would have at least one copy to guide operations. Additional copies of each packet will be used to orient and train the R/C staff of each unit, either before or during a crisis.

The information contained in each County, Division, District, and Lodging Section packet appears in the following order:

1. **The Cover Page,** with the jurisdiction's R/C number (Division II, District IIIA, Lodging Section IIBB, etc.)

2. **A map of the County's R/C jurisdictions.**

3. Addresses of the R/C unit's **Headquarters** and the higher-level headquarters to which it reports.

4. A description of the R/C jurisdiction's **boundaries.**

5. A list of any **subordinate R/C jurisdictions** contained in the jurisdiction.

6. **A map of the Division or District** to which the packet applies. (Lodging Sections use their District's map.)

7. **Tables of Organization** showing the management staff of the unit.

8. **A list of all Personnel Positions** contained in the unit's staff—with space to write in the names, addresses, etc., of individual staff members holding those positions. (Many of these personnel would be recruited only as a severe emergency developed.)

9. **Copies of all Evacuee Assignment Forms** (from Appendix 5) for buildings lying in the unit. For the County unit, these forms appear in Appendix 5 of the County R/C Plan and need not be repeated in the County packet in Appendix 3.

In prior STEPS, the Reception Center packet(s) have been completed, as have all of the above-listed segments except for items 7 and 8: the Tables of Organization and lists of Personnel Positions for each unit. The present STEP will complete all packets by adding this information.

Each packet in Appendix 3 of the *Planning Format* now contains a reasonably complete Table of Organization and list of Personnel Positions. These Tables and Positions are the same as those appearing in the general description of R/C organization (Appendix 2 of the Plan and/or Volume IV of this guidance). Any modifications made here or in Appendix 2 should be consistent with one another. As noted in the preceding STEP TWELVE, this staffing approach may appear somewhat ambitious during the planning stage, but this approach does reflect a considerable experience with mass-care and large emergency welfare operations. In a crisis involving many thousands of evacuees, a relatively small number of people would be organizing the population and providing diverse essential services to large numbers of evacuees.

This approach is also reasonably flexible. As noted in STEP TWELVE above, a number of adjustments to different sizes of evacuee populations, and to various local circumstances, can be made without disturbing the overall organizational concept. The most common of these modifications include:

- **eliminating the Division level** where that unit is not needed (see STEPS EIGHT and TWELVE)

- **eliminating (or not filling) some lower-level jobs not required in a particular R/C unit**—for example, not every District needs a Mobile Feeding Unit

- **combining jobs**—and job descriptions (see STEP TWELVE)

- **combining District and Lodging Section functions in a single Headquarters** (see STEP TWELVE)

Such modifications are the exception, not the rule. Most Counties and their sub-areas can utilize the format as already presented in the Appendix 3 packets.

The following pages describe procedures for completing the Appendix 3 packets.

Step 13-A

Complete the County Packet in Appendix 3

Cover Page: Enter name of County.

Table of Organization
(page 4 of County packet)

- In the box for "Reception/Care Coordinator," enter the name of the County.

- Boxes are provided for one "Assistant Coordinator: R.C.-R.A." (Reception Center-Rest Area) and for one "Assistant Coordinator: R.A." Add any additional boxes required to cover all County R.C.s and R.A.s. On the line in each box, enter some identifier of that particular location (for example, the "Airport" R.C.-R.A., etc.)

- At the bottom of the Table, add or subtract boxes, depending on the number of Divisions in the County. (If Divisions are not used, replace the Division boxes with a box for each R/C District in the County.)

Personnel Positions
(pages 5-9)

- On page 7, add or mark out positions for **Assistant Coordinators** of the Reception Center(s), Rest Area(s), or combinations of the two–depending on the number of them in the County (and in the Table of Organization on page 4).

NOTE: In modifying materials in the *Planning Format*, the simplest approach is to tape over the relevant portions before Xeroxing the form. New material can then be typed into the space left on the copies.

Step 13-B

Complete or Eliminate the Division Packets in Appendix 3

If the R/C Division is not used in the County, remove this packet from the *Planning Format.*

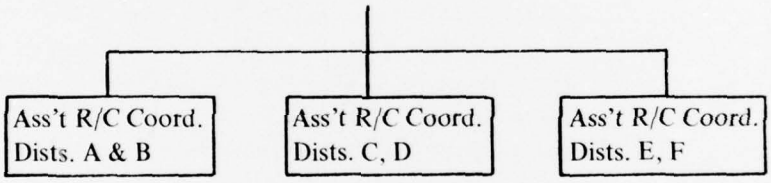
If Divisions are used, complete a packet for each Division

Cover Page: Enter number of Division (I, II, etc.)

All Pages: Enter Division number before page number at bottom.

Table of Organization
(page 5 of Division packet)

- Branching off the center line, add one box for each Assistant R/C Coordinator on the Division staff. Each such Assistant Coordinator is normally responsible for two R/C Districts under the Division, so this might look like:



Large Divisions handling large Districts may need one such Ass't Coord. for each District. At any rate, the number of boxes depends on the number of Districts and how many are assigned each Ass't R/C Coordinator. (A sample table appears in Vol. IV–Part One of this guidance.)

Personnel Positions
(pages 6-7)

- Enter the Division number in the appropriate blank.

- Space is provided for five "Ass't R/C Coordinators on pages 6-7. For each slot used, fill in the "District(s)" covered by the position ("A & B," etc.) Cross out Ass't. Coordinator positions that are not needed, or copy page 7 again to provide additional Ass't Coord. slots.

Step 13-C

Complete the District Packets in Appendix 3

Cover Page: Enter the full District number (IA, IIC, etc.)

All Pages: Enter District number before the page number.

Tables of Organization
(pages 5-7 of District packet)

The first Table (page 5) charts the **chain of command** down to the Supervisors of each of the five R/C Services. The Lodging-Shelter Service further extends the chain to the facility level through the Deputy Supervisors in charge of each Lodging Section. Other Services operate at the District level only, though they also operate certain facilities such as eating places or special care institutions.

The five Tables for the **five R/C Services** (pages 6-7) describe their organization at the District level and below. Note that the number of positions in any given Service will vary with local circumstances. Thus, a particular District may not need the "Assistant Supervisor" of Feeding for "Mobile Units" because the District may not need Mobile Feeding Units. And the Registration/Information Unit at the Reception Center will exist only if the District includes a County Reception Center within its boundaries.

Page 5: If the District is part of a Division, enter the Division number in the box for the "Deputy R/C Coordinator," and enter the Districts under the "Assistant R/C Coordinator: Districts ___ (A and B, C and D, etc.)"

If there is no Division, cross out the two (above-referenced) Division boxes and extend the "Technical Guidance" line up to the "County Coordinator" box.

Enter the complete District number in the "Manager" box.

In the "Deputy Supervisors" box, enter the number of Lodging Sections in this District.

Page 6: Under **Lodging-Shelter Service,** in the box for "Deputy Supervisors," enter the number of Lodging Sections in the District.

Under **Registration and Information,** in the two boxes for "Assistant Supervisors," enter the number of Lodging Sections in the District.

If the District does not contain a County Reception Center or Rest Area, cross out the bottom box.

Page 7: Under **Feeding Service**, in the box for "Assistant Supervisors" of Fixed Feeding Stations, enter the total number of Stations in the District. (Each building in which evacuees are fed is one Fixed Feeding Station—see the Evacuee Assignment Forms at the back of the District packet.)

Under **Feeding Service**, "Support Units" may be required to assist with feeding people in institutions operated by Special Services. If the number of such institutions (hospitals, nursing homes, etc.) requiring such support is known, enter that number in the box for "Assistant Supervisors" of Support Units. (This determination may be made later in the planning process or as operations commence.)

Under **Feeding Service**, "Mobile Feeding Units" may be required at a Reception Center or near Lodging facilities which lack "fixed" feeding stations. When this determination is made (now or later), enter the number of such units in the box for "Assistant Supervisors" of Mobile Units.

Under **Special Services**, in the two boxes for "Assistant Supervisors: Financial Assistance" and "Assistant Supervisors: Guidance and Counsel," enter the number of Lodging Sections in the District.

Under **Special Services**, in the box for "Assistant Supervisors of Special Care Facilities," enter the number of such facilities in the District (i.e., the number of hospitals, nursing homes, and buildings converted to lodge special care evacuees in the Assignment Forms at the back of the District packet.

Under **Special Services**, if the District does not contain a Reception Center or Rest Area, cross out the bottom box.

Under **Personal Services/Clothing**, enter the number of Pet Shelters in the District. (Each District will eventually have one or more, but this determination may be made later in the planning process.)

Personnel Positions
(pages 8-18)

All Pages: Enter the complete District number (IA, IB, IIA, etc.) in the blank at the top of each page.

Page 12: Enter the number of each Lodging Section in the blanks after each "Deputy Supervisor," beginning with number 3. (Nos. 1 and 2 appear on page 11.) If there are more than six Lodging Sections in the District, reproduce page 12 to cover the additional slots.

Page 15: Continue alternating the "Assistant Supervisors for Registration" and the "Assistant Supervisors for Information and Referral" until all Lodging Sections are covered. (This alternation begins at the bottom of page 13.) Use page 15 to produce additional forms if necessary.

Page 16: This page lists only the three **Special Services** Deputy Supervisors, plus one blank for a subordinate position. Eventually, Special Services should have:

- one Ass't. Supervisor for Financial Assistance in each Lodging Section.

- one Ass't. Supervisor for Guidance and Counsel in each Lodging Section.

- one Ass't Supervisor for each Special Care Facility in the District.

- a Special Services Unit (perhaps several people) for a Reception Center or Rest Area, if the District contains such a facility.

As these positions are filled, they should be listed on new pages inserted after page 16.

Page 17: This page lists only the three **Feeding Service** Deputy Supervisors, plus one blank space. Eventually, the Feeding Service should have:

- an Ass't. Supervisor for each Fixed Feeding Station.

- an Ass't. Supervisor for each Support Unit.

- an Ass't. Supervisor in charge of each Mobile Feeding Unit (if any).

As these positions are filled, list the positions on additional pages and insert after page 17.

Page 18: If more than one Pet Shelter is planned, use the blank position to identify the Shelter.

INSERT EACH DISTRICT PACKET AFTER THE PACKET FOR ITS DIVISION. IF DIVISIONS ARE NOT USED, INSERT DISTRICT PACKETS IN ORDER AFTER THE COUNTY PACKET.

Step 13-D

Complete the Lodging Section Packets in Appendix 3

Cover Page: Enter the complete Lodging Section number (IA1, IA2, etc.)

All Pages: Enter Lodging Section number before the page number.

Table of Organization (page 5 of packet)

- Enter the complete District number in the "Manager" box.
- Enter the complete Lodging Section number in the "Deputy Supervisor" box.

Other Personnel Attached . . . (page 5)

- This section is simply a reminder that the Lodging Section will interact with various personnel working for other District-level services. Beside each position, you may want to note the number of personnel holding each position and working within the area of the Lodging Section.

Personnel Positions (page 6)

- Enter the complete "Lodging Section No." at the top.
- Under **Lodging Aide**, enter the names of any residential neighborhoods or areas for which a particular Lodging Aide will be responsible. (The Lodging Aide coordinates Lodging Section operations with local residents—in particular, the Lodging Aide will "match" evacuee families with any private dwellings whose owners voluntarily accept evacuees.)
- In the large box, briefly list the positions (from page 5) of District personnel working in the Lodging Section.

Congregate Care Facility Managers

- ***Complete the left-hand column for each congregate lodging building in the Lodging Section.*** Reproduce this page if more than four buildings are used. (This information is from the Evacuee Assignment Forms at the back of the Lodging Section packet.)

INSERT EACH LODGING SECTION PACKET AFTER THE PACKET FOR ITS DISTRICT.

STEP FOURTEEN

Develop an Operational Checklist of R/C Responsibilities and Actions before and during a Crisis

Appendix 1 of the County R/C Plan should list the required activities of R/C officials at each stage of preparedness and operations.

APPENDIX 1 in the *Planning Format* is such a Checklist. It describes responsibilities during:

- **a preparatory period**—from the present time up to a decision to relocate. (The first item in the Checklist specifies the periodic review and updating of the County R/C Plan.)
- **the initial movement phase of a relocation operation,** including the activation of the host County R/C Service.
- **the "reception" phase of a relocation operation**—what to do as evacuees begin arriving in the County.
- **the "population maintenance" phase**—supporting evacuees in congregate lodging, coupled with continued development of fallout shelter preparations.
- **the return movement.**
- **the termination of R/C operations.**
- **Warning, Attack, and Post-Attack phases** of a relocation which is interrupted by enemy action—including population maintenance during a Shelter period.

Appendix 1 of the *Planning Format* may be inserted as Appendix 1 of the County R/C Plan. Or portions of the Appendix may be modified to refer more specifically to the local situation—for example, "activate Reception Centers" could be expanded to name the Centers and give their locations. You will also want to compare the terminology ("Public Safety Service," etc.) with that used elsewhere in County preparedness plans. Assuming the R/C Plan or "annex" is prepared first, other positions of a County Crisis Relocation Plan should be coordinated with the Reception/Care activities in each phase.

STEP FIFTEEN

Complete Main Plan

The *Planning Format* includes a 17-page County Reception/Care Plan which may be completed quickly and easily, using information appearing in various Appendices. This statement of the County Plan is intended to serve several purposes.

- The Main Plan introduces the more detailed material in the Appendices.

- The Main Plan can be used to acquaint all interested audiences with potential needs for evacuation, the R/C mission, the organizational structure of the County R/C Service, the division of the County into various R/C jurisdictions, and contingency plans for staffing and operating a local R/C Service during an emergency.

- The Main Plan provides basic information which can be used to orient and train:

  - interested local audiences;

  - potential R/C staff members.

To support these several potential uses, the Main Plan has been held to a relatively succinct and general statement of R/C purposes and organization. As the following instructions will suggest, various portions of the Main Plan may be elaborated to provide more detail on local circumstances and situations.

Cover Page: Fill in the name of the "Host Area" (Smith County, etc.)

At the bottom, fill in the name and address of the local preparedness office issuing the Plan.

Introduction (page 4): In the appropriate spaces indicate:

- the total number of evacuees;

- the "home communities" or risk area from which the evacuees would come to the County.

- the names of other host counties, at-risk counties and cities, and military bases whose evacuation plans relate to this County's Plan.

Situation (page 6):

Item 2 refers to "appropriate State laws." You may want to substitute a more specific or lengthy statement of the auspices and authorities under which this planning is conducted.

Evacuee Population (page 7):

The breakdown of the evacuee population into organizational and family/individual groups can be obtained from Appendix 5.

Organization (page 10):

Remove "Divisions" from the Table if they are not used in the County R/C Service.

Map (page 11):

Insert the County R/C map appearing in the Appendix 3 "packets," and modify the "Legend" if Divisions are not used.

Chain of Command (page 12):

Remove the paragraph on R/C Divisions if they are not used in the County Plan.

Tables of Organization (page 13):

If Divisions are not used, remove the four positions associated with the Division level.

Core Staff Members (page 16):

Review the entire page to insure that it is consistent with the County's approach to staffing. If the three R/C positions at the top of this page have not been selected, modify the last sentence of the first paragraph to read: "The three critical positions in the R/C structure are:"

As with most of the forms contained in the *Planning Format*, it is anticipated that the Main Plan can be copied and the necessary information inserted on the copy. However, substantial modifications may require retyping the Plan.

STEP SIXTEEN

Continuing Development of the County R/C Plan and Standby Organization

The first objective of this planning process is to create an organizational framework which could be used to guide a "crash" evacuation-and-hosting effort on short notice. The County Plan prepared under the preceding steps provides for a systematic approach and greatly simplifies the problems to be faced in a crash effort by:

- **pre-designating** the specific facilities in which evacuees would be lodged, sheltered, and fed.

- **pre-designating** the R/C units and areas whose headquarters would supervise manageable numbers of evacuees and facilities.

If necessary, a crash evacuation effort could be organized solely on this basis. Large numbers of evacuees would arrive at the Reception Center(s), and would be allocated to already-identified congregate lodging buildings. For each building and its lodgers, appropriate shelter and feeding locations would be designated in the Plan. R/C staff recruited on the spot—from among both local residents and evacuees—would be told by the Plan which facilities to open and which headquarters to set up and staff.

Clearly, however, to prepare for an orderly handling of large numbers of evacuees, the County preparedness effort should continually update the R/C Plan, add standby staff officials to the on-paper R/C Service, and orient and train staff to set up the organization rapidly and smoothly during a crisis. The Plan makes provision for such efforts in the following ways.

Staffing

As new R/C staff members are identified, enter their names in the appropriate "slots" in the County, Division, District, and/or Lodging Section packets in Appendix 3. The form on pages 3-5 of the *Planning Format* provides a "summary list" of all positions currently filled across the County.

Note that standby R/C staff members can be identified either by name or by their current "Position" in another organization. Local planners may want to designate the "Superintendant of County Schools," the "Manager of X Company," or some other position-holder as being responsible for a particualr R/C job. In a crisis or training activity, the designated office-holder would be contacted. (This approach avoids changing the Plan when these positions are held by new office-holders. But it also requires the cooperation of the organizations involved, who must make this standby R/C role a part of the recognized responsibilities of the other job.)

Participating Organizations

Either host-County or risk area organizations may be participants in R/C planning and/or contingency staffing effotts.

Appendix 4 includes summaries of organizational plans or arrangements to help staff a R/C Service in a crisis. (More elaborate organizational preparedness plans should also be on file at the County R/C Headquarters.)

These summary organizational plans in Appendix 4 should include plans for evacuated (risk area) organizations which will provide staff for the host County R/C Service. Note that the Organization Assignment Form in Appendix 5 may be completed without interaction (at this stage) with the risk area organization—in a crisis, its employees would simply be told to report to the designated facility. However, if the risk area organization is to provide R/C staff, this plan should be worked out in discussions among representatives of the host County R/C planners, risk area planners, and the organization itself. The status of an organization's participation would then be indicated in a summary organizational plan inserted in Appendix 4.

Alternative Staffing Levels

Volume IV of *Reception and Care Planning Guidance for Host Communities* (Part Four, pp. 181-182) describes five staffing levels which indicate roughly the "readiness" of a host County R/C Service. Thus, Level One includes three key staff members, Level Two includes nine positions, and so on. As additional staff are added on a standby basis, County preparedness planners should attempt to fill R/C positions in roughly the order indicated. (Of course, no one desiring a particular position should be turned away, but the County's readiness level will be determined by whether the slots at each staffing level are filled.)

Orientation and Training

Volume I of *Reception and Care Planning Guidance for Host Communities* describes modules of training content which may be used to orient and train County R/C staff. These modules are segments of the planning guidance which relate to particular purposes. The training and orientation modules are developed around R/C functions, and their content is elaborated more or less to cover "normal" or "crash" training situations.

DISTRIBUTION LIST

(Number of Copies—One unless otherwise indicated)

Defense Civil Preparedness Agency
Research
ATTN: Administrative Officer
Washington, D. C. 20301 (50)

Assistant Secretary of the Army (R&D)
ATTN: Assistant for Research
Washington, D. C. 20301

Chief of Naval Research
Washington, D. C. 20360

Commander, Naval Supply Systems
Command (0421G)
Department of the Navy
Washington, D. C. 20376

Commander
Naval Facilities Engineering Command
Research and Development (Code 0322C)
Department of the Navy
Washington, D. C. 20390

Defense Documentation Center
Cameron Station
Alexandria, Virginia 22314 (12)

Civil Defense Research Project
Oak Ridge National Laboratory
ATTN: Librarian
P.O. Box X
Oak Ridge, Tennessee 37830

Dr. John Billheimer
Systan, Inc.
P. O. Box U
Los Altos, CA 94022

Mr. Harvey Ryland
Ryland Research, Inc.
5276 Hollister Avenue—Suite 4-J
Santa Barbara, CA 93111

Dr. Richard V. Farace
Department of Communication
College of Communication Arts
Michigan State University
East Lansing, MI 48823

Dr. John R. Christiansen
Department of Sociology
183 Faculty Office Building
Brigham Young University
Provo, UT 84601

Dr. Jiri Nehnevajsa
Professor of Sociology
Department of Sociology
University of Pittsburgh
Pittsburgh, PA 15213

Dr. Conrad Chester
ERDA, Holifield National Laboratory
P. O. Box X
Oak Ridge, TN 37830

Mr. Walmer E. Strope
Stanford Research Institute
1611 North Kent Street—Rosslyn Plaza
Arlington, Virginia 22209

Dr. Murray Rosenthal
System Development Corporation
2500 Colorado Avenue
Santa Monica, CA 90406

Mr. Don Johnston
Research Triangle Institute
P. O. Box 12194
Research Triangle Park, N.C. 27709

Dr. Abner Sachs
Science Applications, Inc.
1651 Old Meadow Road–Suite 620
McLean, VA 22101

Mr. George Penebaker
Department of Interior
Defense Electric Power Administration
18th and C Streets, N.E., Room 6545
Washington, D. C. 20240

Mr. Robert A. Harker
Center for Planning and Research, Inc.
750 Welch Road
Palo Alto, CA 94304

Mr. Richard K. Laurino
Center for Planning and Research, Inc.
750 Welch Road
Palo Alto, CA 94304

The Dikewood Corporation
1009 Bradbury Drive, S.E.
University Research Park
Albuquerque, N.M. 87106

Ohio State University
Disaster Research Center
127-129 West 10th Avenue
Columbus, OH 43201

Stanford Research Institute
ATTN: Mr. Robert M. Rodden
333 Ravenswood Avenue
Menlo Park, CA 94025

URS Research Company
155 Bovet Road
San Mateo, CA 94402

Dr. Gerald Klonglan
Department of Sociology and Anthropology
Iowa State University
Ames, IA 50010

General Leslie Bray
Director
Federal Preparedness Agency, GSA
18th and F Streets, N.W.
Washington, D. C. 20405

Mr. Thomas P. Dunne
Administrator, Federal Disaster Assistance
Administration
Room B-133, Department of HUD
451 7th Street, S.W.
Washington, D. C. 20006

General Manager
International Association of Fire Chiefs
1329 18th Street, N.W.
Washington, D. C. 20036

Mr. Bjorn Pedersen
International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, MD 20760

Mr. Ferris Lucas
National Sheriff's Association
Suite 320–1250 Connecticut Avenue, N.W.
Washington, D. C. 20036

Mr. Gerald W. Collins,
Executive Vice President
National Defense Transportation Association
1612 K Street, N.W.–Suite 706
Washington, D. C. 20006

Chief, National Military Command Systems
Support Center (Code B210)
The Pentagon
Washington, D. C. 20310

National Fire Protection Association
Library
470 Atlantic Avenue
Boston, MA 02210

National Bureau of Standards
Disaster Research Coordinator
ATTN: Dr. C. G. Culver
Office of Federal Building Technology
Center for Building Technology
Washington, D. C. 20234

Mr. Louis V. Spencer
Radiation Theory Section
National Bureau of Standards
Room C313–Building 245
Washington, D. C. 20235

National Academy of Sciences (JH-312)
Commission on Sociotechnical Systems
Committee on Fire Research
2101 Constitution Avenue, N.W.
Washington, D. C. 20418

Mr. Leo A. Hoegh
Director, Council of State Governments
Timpa Road
Chipita Park, CO 80811

The Council of State Governments
ATTN: Mr. Hubert A. Gallagher
Disaster Assistance Project
1225 Connecticut Avenue, N.W.
Suite 300
Washington, D. C. 20036

Mr. Floyd Pettie
Director, El Paso County DCPA
P.O. Box 1575
Colorado Springs, CO 80901

Mr. Bill Giordano
Director, Fremont County DCPA
County Courthouse
Canon City, CO 81212

Dr. Joseph E. Minor
Texas Tech University
Department of Civil Engineering
P. O. Box 4089
Lubbock, TX 79409

Mr. James Giganti
Chief, State Manpower Development Staff
Office of Special Initiative
Social and Rehabilitation Service
330 C Street, S.W.
Switzer Building, Room 2068 (2)
Washington, D. C. 20201

Mr. Bryce Torrance, National Director
Disaster Services
American National Red Cross
18th and E Streets, N.W.
Washington, D. C. 20006 (2)

Dr. Bela Banathy
Far West Laboratory for Educational
Research and Development
1855 Folsom Street
San Francisco, CA 94103

RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES. VOLUME II: PLANNING STEPS AND INSTRUCTIONS.

Unclassified

Human Sciences Research, Inc., October 1976. 54 pages.
Contract No. DCPA 01-75-C-0309, Work Unit 4412F and
Contract No. DCPA 01-75-C-0329, Work Unit 4412G.

This document is Volume II of *Reception and Care Planning Guidance for Host Communities*, which describes Reception/Care planning steps, instructions for developing specific local (County-level) plans, and the detailed management structure for a local Reception/Care effort. This volume describes (1) a sequence of Planning Steps involved in preparing a host county plan and (2) detailed Planning Instructions for using the Planning Format contained in Volume III of this set of guidance materials. These Steps and Instructions are specifically cross-referenced to the Planning Format for Host counties, and are written for use either in on-site training or more formal training contexts, or in operational settings.

RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES. VOLUME II: PLANNING STEPS AND INSTRUCTIONS.

Unclassified

Human Sciences Research, Inc., October 1976. 54 pages.
Contract No. DCPA 01-75-C-0309, Work Unit 4412F and
Contract No. DCPA 01-75-C-0329, Work Unit 4412G.

This document is Volume II of *Reception and Care Planning Guidance for Host Communities*, which describes Reception/Care planning steps, instructions for developing specific local (County-level) plans, and the detailed management structure for a local Reception/Care effort. This volume describes (1) a sequence of Planning Steps involved in preparing a host county plan and (2) detailed Planning Instructions for using the Planning Format contained in Volume III of this set of guidance materials. These Steps and Instructions are specifically cross-referenced to the Planning Format for Host counties, and are written for use either in on-site training or more formal training contexts, or in operational settings.

RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES. VOLUME II: PLANNING STEPS AND INSTRUCTIONS.

Unclassified

Human Sciences Research, Inc., October 1976. 54 pages.
Contract No. DCPA 01-75-C-0309, Work Unit 4412F and
Contract No. DCPA 01-75-C-0329, Work Unit 4412G.

This document is Volume II of *Reception and Care Planning Guidance for Host Communities*, which describes Reception/Care planning steps, instructions for developing specific local (County-level) plans, and the detailed management structure for a local Reception/Care effort. This volume describes (1) a sequence of Planning Steps involved in preparing a host county plan and (2) detailed Planning Instructions for using the Planning Format contained in Volume III of this set of guidance materials. These Steps and Instructions are specifically cross-referenced to the Planning Format for Host counties, and are written for use either in on-site training or more formal training contexts, or in operational settings.

RECEPTION AND CARE PLANNING GUIDANCE FOR HOST COMMUNITIES. VOLUME II: PLANNING STEPS AND INSTRUCTIONS.

Unclassified

Human Sciences Research, Inc., October 1976. 54 pages.
Contract No. DCPA 01-75-C-0309, Work Unit 4412F and
Contract No. DCPA 01-75-C-0329, Work Unit 4412G.

This document is Volume II of *Reception and Care Planning Guidance for Host Communities*, which describes Reception/Care planning steps, instructions for developing specific local (County-level) plans, and the detailed management structure for a local Reception/Care effort. This volume describes (1) a sequence of Planning Steps involved in preparing a host county plan and (2) detailed Planning Instructions for using the Planning Format contained in Volume III of this set of guidance materials. These Steps and Instructions are specifically cross-referenced to the Planning Format for Host counties, and are written for use either in on-site training or more formal training contexts, or in operational settings.