



appendix d  
worksheets

Worksheet #1 Build the Planning Team

Worksheet #2 Asset Identification Checklist

Worksheet #3 Facility Inherent Vulnerability Assessment Matrix



*Step 2 of Getting Started (FEMA 386-1) discusses establishing a planning team with a broad range of backgrounds and experience represented. This worksheet suggests additional individuals, agencies, and organizations that should be included on a team to plan for manmade hazards. State organizations can be included on local teams when appropriate to serve as a source of information and to provide guidance and coordination.*

*You should use the checklist as a starting point for expanding your team.*

	ON TEAM	ADD TO TEAM		ON TEAM	ADD TO TEAM
<b>Specialists for Manmade Hazards</b>			<b>Special Districts and Authorities</b>		
Bomb and Arson Squads	<input type="checkbox"/>	<input type="checkbox"/>	Airport and Seaport Authorities	<input type="checkbox"/>	<input type="checkbox"/>
Community Emergency Response Teams	<input type="checkbox"/>	<input type="checkbox"/>	Business Improvement District(s)	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous Materials Experts	<input type="checkbox"/>	<input type="checkbox"/>	Fire Control District	<input type="checkbox"/>	<input type="checkbox"/>
Infrastructure Owners/Operators	<input type="checkbox"/>	<input type="checkbox"/>	Flood Control District	<input type="checkbox"/>	<input type="checkbox"/>
National Guard Units	<input type="checkbox"/>	<input type="checkbox"/>	Redevelopment Agencies	<input type="checkbox"/>	<input type="checkbox"/>
Representatives from facilities identified in Worksheet #2: Asset Identification Checklist	<input type="checkbox"/>	<input type="checkbox"/>	Regional/Metropolitan Planning Organization(s)	<input type="checkbox"/>	<input type="checkbox"/>
			School Districts	<input type="checkbox"/>	<input type="checkbox"/>
<b>Local/Tribal</b>			Transit/Transportation Agencies	<input type="checkbox"/>	<input type="checkbox"/>
Administrator/Manager's Office	<input type="checkbox"/>	<input type="checkbox"/>	<b>Others</b>		
Budget/Finance Office	<input type="checkbox"/>	<input type="checkbox"/>	Architectural/Engineering/Planning Firms	<input type="checkbox"/>	<input type="checkbox"/>
Building Code Enforcement Office	<input type="checkbox"/>	<input type="checkbox"/>	Citizen Corps	<input type="checkbox"/>	<input type="checkbox"/>
City/County Attorney's Office	<input type="checkbox"/>	<input type="checkbox"/>	Colleges/Universities	<input type="checkbox"/>	<input type="checkbox"/>
Economic Development Office	<input type="checkbox"/>	<input type="checkbox"/>	Land Developers	<input type="checkbox"/>	<input type="checkbox"/>
Emergency Preparedness Office	<input type="checkbox"/>	<input type="checkbox"/>	Major Employers/Businesses	<input type="checkbox"/>	<input type="checkbox"/>
Fire and Rescue Department	<input type="checkbox"/>	<input type="checkbox"/>	Professional Associations	<input type="checkbox"/>	<input type="checkbox"/>
Hospital Management	<input type="checkbox"/>	<input type="checkbox"/>	Retired Professionals	<input type="checkbox"/>	<input type="checkbox"/>
Local Emergency Planning Committee	<input type="checkbox"/>	<input type="checkbox"/>	<b>State</b>		
Planning and Zoning Office	<input type="checkbox"/>	<input type="checkbox"/>	Adjutant General's Office (National Guard)	<input type="checkbox"/>	<input type="checkbox"/>
Police/Sheriff's Department	<input type="checkbox"/>	<input type="checkbox"/>	Board of Education	<input type="checkbox"/>	<input type="checkbox"/>
Public Works Department	<input type="checkbox"/>	<input type="checkbox"/>	Building Code Office	<input type="checkbox"/>	<input type="checkbox"/>
Sanitation Department	<input type="checkbox"/>	<input type="checkbox"/>	Climatologist	<input type="checkbox"/>	<input type="checkbox"/>
School Board	<input type="checkbox"/>	<input type="checkbox"/>	Earthquake Program Manager	<input type="checkbox"/>	<input type="checkbox"/>
Transportation Department	<input type="checkbox"/>	<input type="checkbox"/>	Economic Development Office	<input type="checkbox"/>	<input type="checkbox"/>
Tribal Leaders	<input type="checkbox"/>	<input type="checkbox"/>			

	ON TEAM	ADD TO TEAM		ON TEAM	ADD TO TEAM
Emergency Management Office/ State Hazard Mitigation Officer	<input type="checkbox"/>	<input type="checkbox"/>	<b>Non-Governmental Organizations (NGOs)</b>		
Environmental Protection Office	<input type="checkbox"/>	<input type="checkbox"/>	American Red Cross	<input type="checkbox"/>	<input type="checkbox"/>
Fire Marshal's Office	<input type="checkbox"/>	<input type="checkbox"/>	Chamber of Commerce	<input type="checkbox"/>	<input type="checkbox"/>
Geologist	<input type="checkbox"/>	<input type="checkbox"/>	Community/Faith-Based Organizations	<input type="checkbox"/>	<input type="checkbox"/>
Homeland Security Coordinator's Office	<input type="checkbox"/>	<input type="checkbox"/>	Environmental Organizations	<input type="checkbox"/>	<input type="checkbox"/>
Housing Office	<input type="checkbox"/>	<input type="checkbox"/>	Homeowners Associations	<input type="checkbox"/>	<input type="checkbox"/>
Hurricane Program Manager	<input type="checkbox"/>	<input type="checkbox"/>	Neighborhood Organizations	<input type="checkbox"/>	<input type="checkbox"/>
Insurance Commissioner's Office	<input type="checkbox"/>	<input type="checkbox"/>	Private Development Agencies	<input type="checkbox"/>	<input type="checkbox"/>
National Flood Insurance Program Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	Utility Companies	<input type="checkbox"/>	<input type="checkbox"/>
Natural Resources Office	<input type="checkbox"/>	<input type="checkbox"/>	Other Appropriate NGOs	<input type="checkbox"/>	<input type="checkbox"/>
Planning Agencies	<input type="checkbox"/>	<input type="checkbox"/>			
Police	<input type="checkbox"/>	<input type="checkbox"/>			
Public Health Office	<input type="checkbox"/>	<input type="checkbox"/>			
Public Information Office	<input type="checkbox"/>	<input type="checkbox"/>			
Tourism Department	<input type="checkbox"/>	<input type="checkbox"/>			

*This worksheet is intended as an aid for identifying critical facilities, sites, systems, and other assets in your community or state. Check all the boxes that apply to your jurisdiction.*

**Local, state, and federal government offices**

(list all in your jurisdiction)

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Military installations, including Reserve and National Guard component facilities** (list all in your jurisdiction)

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Emergency services**

- Backup facilities
- Communication centers
- Emergency operations centers
- Fire/Emergency Medical Service (EMS) facilities
- Law enforcement facilities

**Politically or symbolically significant sites**

- Embassies, consulates
- Landmarks, monuments
- Political party and special interest group offices
- Religious sites

**Transportation infrastructure components**

- Airports
- Bus stations
- Ferry terminals
- Interstate highways
- Oil/gas pipelines
- Railheads/rail yards
- Seaports/river ports

- Subways
- Truck terminals
- Tunnels/bridges

**Energy, water, and related utility systems**

- Electricity production, transmission, and distribution system components
- Oil and gas storage/shipment facilities
- Power plant fuel distribution, delivery, and storage
- Telecommunications facilities
- Wastewater treatment plants
- Water supply/purification/distribution systems

**Telecommunications and information systems**

- Cable TV facilities
- Cellular network facilities
- Critical cable routes
- Major rights of way
- Newspaper offices and production/distribution facilities
- Radio stations
- Satellite base stations
- Telephone trunking and switching stations
- Television broadcast stations

**Health care system components**

- Emergency medical centers
- Family planning clinics
- Health department offices
- Hospitals
- Radiological material and medical waste transportation, storage, and disposal
- Research facilities, laboratories
- Walk-in clinics

**Financial services infrastructures and institutions**

- Armored car services
- Banks and credit unions

**Agricultural facilities**

- Chemical distribution, storage, and application sites
- Crop spraying services
- Farms and ranches
- Food processing, storage, and distribution facilities

**Commercial/manufacturing/industrial facilities**

- Apartment buildings
- Business/corporate centers
- Chemical plants (include facilities having Section 302 Extremely Hazardous Substances on-site)
- Factories
- Fuel production, distribution, and storage facilities
- Hotels and convention centers
- Industrial plants
- Malls and shopping centers
- Raw material production, distribution, and storage facilities
- Research facilities, laboratories
- Shipping, warehousing, transfer, and logistical centers

**Mobile assets**

- Aviation and marine units
- Mobile emergency operations centers/command centers
- Portable telecommunications equipment
- Red Cross Emergency Response Vehicles, Salvation Army mobile canteens, etc.
- Other (Bloodmobiles, mobile health clinics, etc.)

**Recreational facilities**

- Auditoriums
- Casinos
- Concert halls and pavilions
- Parks
- Restaurants and clubs frequented by potential target populations
- Sports arenas and stadiums
- Theaters

**Public/private institutions**

- Academic institutions
- Cultural centers
- Libraries
- Museums
- Research facilities, laboratories

**Events and attractions**

- Festivals and celebrations
- Open-air markets
- Parades
- Rallies, demonstrations, and marches
- Religious services
- Scenic tours
- Theme parks

## Facility Inherent Vulnerability Assessment Matrix

*The Facility Inherent Vulnerability Assessment Matrix provides a way to record how vulnerable each asset is and enables the planning team to compare how vulnerable the assets are relative to each other. Make a copy for each asset and fill in the facility name or other identifier in the space provided. Select the appropriate point value for each criterion based on the description in each row. Then add the point values to get the total for each asset. When you have done this for each asset you identified, compare the total scores to see how the assets rank in relation to one another.*

Facility \_\_\_\_\_

### Vulnerability Point Values

Criteria	0	1	2	3	4	5	Score
<b>Asset Visibility</b>	–	Existence not well known	–	Existence locally known	–	Existence widely known	
<b>Target Utility</b>	None	Very Low	Low	Medium	High	Very High	
<b>Asset Accessibility</b>	Remote location, secure perimeter, armed guards, tightly controlled access	Fenced, guarded, controlled access	Controlled access, protected entry	Controlled access, unprotected entry	Open access, restricted parking	Open access, unrestricted parking	
<b>Asset Mobility</b>	–	Moves or is relocated frequently	–	Moves or is relocated occasionally	–	Permanent / fixed in place	
<b>Presence of Hazardous Materials</b>	No hazardous materials present	Limited quantities, materials in secure location	Moderate quantities, strict control features	Large quantities, some control features	Large quantities, minimal control features	Large quantities, accessible to non-staff persons	
<b>Collateral Damage Potential</b>	No risk	Low risk / limited to immediate area	Moderate risk / limited to immediate area	Moderate risk within 1-mile radius	High risk within 1-mile radius	High risk beyond 1-mile radius	
<b>Site Population/ Capacity</b>	0	1-250	251-500	501-1000	1001-5000	> 5000	
<b>TOTAL</b>							

Increments may be adjusted to better reflect your response capabilities or to be consistent with other guidance such as Mass Casualty Incident plans. Note that different risks may exist at a facility depending on whether it is occupied or vacant.

Adapted from: FEMA Emergency Management Institute, *Terrorism Planning Course*