



Richmond Hill Kaizen/After Actions Review

Manuel Mendez

Director

The Office of Audit and Performance (OAP)

Kaizen/After Actions



- Kaizen Method focuses on continuous improvement that includes everyone, both managers and workers
- An After Actions Review provides an opportunity to work with all engaged parties to review an event in detail
- Review discussion is captured in Matrix charts
- The team has combined these two methodologies to look for opportunities for improvement for an event of this magnitude



Methodology

- The team reviewed the 3 main response activities (Site Control, Operations, Communications) over multiple operational periods **(0-12 hours, 12-24 hours, 48+hours)**
- Each of the subgroups of activities were analyzed using 2 basic questions:
 - What did we do well?
 - What do we want to improve?

Acknowledgment of Participants



- The team was made up of first responders, volunteers, city, county agencies, local businesses and churches that came together to support this effort.
 - Department of Homeland Security (DHS)
 - Indianapolis Metropolitan Police Department (IMPD)
 - Indianapolis Fire Department (IFD)
 - Department of Code Enforcement (DCE)
 - Indianapolis Emergency Medical Services (IEMS)
 - Animal Care and Control (ACC)
 - Hamilton County Emergency Management
 - Southport Presbyterian Church
 - Richmond Hills Residents
 - City/County Council Member

Overview



- The Richmond Hill subdivision experienced an explosion on Saturday, November 10, 2012. This explosion impacted 125 homes resulting in two fatalities and multiple injuries
- According to Department of Code Enforcement there were 125 structures within the subdivision. Of the 125 structures there were 90 homes damaged and of the 90 homes 35 had major damage. While assessments started to take place the early recovery efforts focused on damage assessment and communication to residents on when they would be allowed back into their homes
- Multiple departments and agencies as well as volunteers responded to support the Richmond Hill community
- The Investigations portion of this report is limited due to the ongoing criminal investigations
- The true cost of the explosion is still unknown estimates of losses due to damage to homes \$4.4 million which included 125 homes affected

Review Summary



On Monday, November 12th

- Incident Management Team (IMT) Formed for Recovery Efforts
- Objectives included
 - Communications to residents (information Sharing)
 - Management of ingress and egress of traffic,
 - Coordination of residents to re-enter into their homes for personal belongings,
 - Continued damage assessment took center stage
- The IMT started the Command Post transition to Smock Golf Course, a Forward Command Post was kept within the Richmond Hills Subdivision.

Tuesday, November 13th

- IMT disseminates first Incident Action Plan (IAP) during the recovery phase
- IAP focused on scene security, assisting in community recovery effort, ingress and egress into the subdivision and assessments of structures.
- The recovery meeting took place at Southport Presbyterian Church mental health support was available, and agencies reported information on what they were doing to assist residents of the affected area.

Review Summary



Wednesday, November 14th

- Primary objectives were to continue building on the recovery efforts, focus on reassessment of the area, utility connection plan, and reentry into homes.
- Community Recovery Meeting Preparation for Thursday, November 15th.

Thursday, November 15th

- Objectives focused on reducing the footprint of the secured area, ingress and egress of traffic, utility connections, and recovery efforts
- One Stop Shop for residents planned for Friday November 16th and Saturday November 17th this took place at Southport Presbyterian Church the goal was to ensure residents had safe place to relax and gather additional recovery information.
- This particular meeting was a bit more polished as there was ample time to prepare and refine information for the meeting.

Review Summary



Friday, November 16th and Saturday November 17th

- One Stop Shop was open with a heavy focus on addressing unmet needs of the affected community.
- Continued focus on reducing the footprint was a priority.
- Reconnection of services to homes identified as habitable after inspection.
- Demobilization discussion of the IMT

Sunday November 18th and Monday November 19th

- Secure footprint was almost set for the duration of the recovery efforts.
- IMT continued to define and refine a demobilization plan focused on the management of assets once the management element departed.
- The last day the IMT was active was Monday, November 19th. This was also the last day of recovery meetings which were the request of the Department of Code Enforcement.
- At this point respective agencies were able to move back to their regular offices to continue working through the recovery efforts.
- Primary focus was on security and preparation for demolition of uninhabitable homes.

Demolition Timeline:

November 27th – Demolition Begins → December ~27- Demolition Ends / Rebuilding Begins



Operations (0-12 Hrs.)

Operations Summary (0-12 Hrs.)

Office of Audit & Performance
Indianapolis
Mayor Gregory A. Ballard



- In the first minutes of the explosion hundreds of calls were received. Pinpointing the true “ground zero” took collaboration with first responders and dispatch. This was mitigated within four minutes of the first call. The deployment of the first responders met current standard operating procedures and response time goals. Established priorities of life safety and fire suppression were achieved in accordance with established protocols.

Operations Summary (0-12 Hrs.)



- A command post was established to coordinate all resources from a central location. Door-to-door searches were conducted to evacuate residents from the impact area. A local school was used for evacuees and residents' support. Command was established and run on site. The resources at the school would later be relocated to the Southport Presbyterian Church.

Operations Summary (0-12 Hrs.)



- Off duty IMPD officers, IFD Firefighters and Sheriff's Deputies responded to the scene to begin site control and evacuation of residents. Southport Presbyterian Church became the rally point for citizens impacted by the explosion. IFD/IMPD conducted a second search for victims and evacuation efforts. IEMS Operations Chief responded with additional resources and a physician on site.

Operations Summary (0-12 Hrs.)



- The security area was strengthened with additional resources. IndyGo supported the residents with buses transporting them from the neighborhood to the church. Department of Code Enforcement (DCE) responded with resources to begin assessing impacted homes when authorized to go into the impact area. Animal Care & Control (ACC) stationed support elements to help residents with pet concerns.

Operations Summary (0-12 Hrs.)



- The first 12 hours of operations followed National Incident Management System (NIMS) protocols. Off-duty Public Safety personnel supported the first hours of operations. The elected officials supported the operations and citizens by ensuring information was getting to residents. The team acknowledged that the disaster operations was effective.

Operations Summary (0-12 Hrs.)



OPERATIONS (0-12 Hrs)			
WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS	ASSIGNED TO
Self deployment of public safety personnel	Improve the managing of volunteers and self-deployed personnel to reduce span of control issues that could arise	As needed central command would begin replacing self-deployed resources with on-duty personnel	IFD
Fire units arrive on scene and begin fire suppression	Fire hoses could block road ways. (IFD) Bridges for supply hoses to aid in vehicle flow, (Dispatch) identify address correctly	Purchase hose bridges – Funding needed	IFD, OAP
IFD Established command, escalated command, unified command. Timely identification of the right incident location, search/suppressions, hose deployment	It was fortunate that Public Safety employee's spouse was the principal of the local school. Having a process to keep a list of contacts for local schools and distribute to all Public Safety agencies would mitigate the risk	Create point of contact database for all local schools	Completed DHS
	Additional time was needed to activate (PSC) Comms Van. Improve the readiness protocol for on-call resources	Comms Van – I.T. Resource person / troubleshooter, routine checks, SOPS, instructions	DHS
DCE responded with resources to begin assessment of damaged homes	DCE resources did not have a central location to report to and liaison to receive and provide instructions and information	(DCE and external agencies) Arrival procedure / reporting to incident command, External agency arrival procedures SOPs	DCE, IFD
IMPD – vehicle control (internal/external), fast arrival, command established, additional assets requested, traffic control pattern	(IMPD) Personnel resource tracking	Software solution	IMPD
IEMS – good response, good backfill, Physician on site at the school			
Residents – use of social media			
		(All) Cross training on incident operations, Include other departments and agencies	IFD, DHS

Operations (0-12 Hrs.)

What We Did Well



OPERATIONAL MATRIX (0-12 Hrs)

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Operations (0-12 Hrs.)

What We Did Well

- Off-duty response of Public Safety personnel
- Deployed first responders to correct location when 100's of calls entered 911 system with multiple locations reported as ground zero
- Search and fire suppression efforts
- Deployment of law enforcement resources to control traffic/site, search and support evacuation
- Establishing Mobile Command Center to facilitate command and control of resources



Operations (0-12 Hrs.)

What We Did Well



- Residents response to Public Safety personnel and community needs
- Residents use of social media to communicate locations and resources available
- Preparation by medical personnel for multiple casualties
- Physician on site
- DCE deployed to begin assessment of damaged structures and provide map of impacted area
- Providing food, water and personal care needs for support resources
- Community resource offered school and church

Operations (0-12 Hrs.)

What We Want to Improve



OPERATIONAL MATRIX (0-12 Hrs)

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Operations (0-12 Hrs.)

What We Want to Improve

- Although the disaster was managed effectively and positive feedback has been reported; the team challenged itself to look at any opportunities to improve
- Some of the recommendations may address potential risk factors within current processes





Site Control (0-12 Hrs.)



Site Control Summary (0-12 Hrs.)

- As the critical risks associated with the initial response were under control, controlling the site increased in priority
- Minimizing site access while balancing the needs of the residents were of great importance

Site Control Summary (0-12 Hrs.)



SITE CONTROL Matrix (1st 12 Hrs.)

WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS	ASSIGNED TO
Number of initial responders	Identify command post for outside agencies		INCIDENT COMMAND
Adequate response from DCE (responded faster than normal)	Communicate standard uniforms for outside agencies	Training and communications	DCE
Staged ACC at school	Identify searched homes	Tracking system improvement	IFD, IMPD
Traffic pattern and outer perimeter	Additional resources for large scale traffic control		DHS, IMPD
Adequate water supply			
Ownership of responsibilities			
Coordination of resources	Communicate command post location to outside agencies	Assign a liaison, Invite outside agencies to trainings, PSC handheld radio for outside agencies, Look at using Page Tree or Digital Sandbox, Keep a centralized contact list updated	IFD, DCE, DHS
Two + site searches	Patient tracking system	IMS, IFD, IMPD find a joint solution	IFD, IMPD, IEMS
Media complied with authorities	Management of Media	Establish staging area for media	PIOs
Hydrant markings on mobile maps			

Site Control (0-12 Hrs.)

What We Did Well



SITE CONTROL MATRIX (1st 12 hrs)

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Hydrant markings on mobile maps			

Site Control (0-12 Hrs.)

What We Did Well

- Adequate emergency response
- DCE above average response
- Animal Care & Control staged at school
- Good Media cooperation with authorities
- Effective primary and secondary searches
- Coordination of resources
- Traffic control and strong outer perimeter established
- Adequate water supply and pressure
- Hydrant markings on mobile maps



Site Control (0-12 Hrs.)

What We Want to Improve



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Site Control (0-12 Hrs.)

What We Want to Improve

- Ensure Command Post location is easily identified by outside agencies
- Improved Patient tracking system
- Identify searched homes
- Secure Funding source for immediate resource needs





Operations (12-24 Hrs.)



Operations Summary (12-24 Hrs.)

- Management and Coordination of information to Media, outside resources, and residents' needs became more critical
- Communications between residents and DCE became more important to determine what access limitations existed

Operations Summary (12-24 Hrs.)



OPERATIONAL MATRIX (12-24 Hrs.)

WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS	ASSIGNED TO
IFD Rehab Support Unit (RSU)			
Donations		Review current statutes for donation distribution	DHS
ACC - Volunteer Veterinarians			
	Invite external resources to attend and participate/coordinate recovery efforts (control)	Church network and call tree (like we have with schools now)	DHS
Managing OT w/ on-duty and reserves (IMPD)	Develop cost projector	Cost Modeling	OAP
Mayor puts Director DPS as central operations commander to support multiple government agencies working the explosion site			
	Re-evaluate triggers for Federal aid/assistance requests		DHS
Deployment of Chaplain	No standardization for mental health	Add (DCE/other Depts.) to IFD Critical Incident Stress Mgmt. (CISM) team	DPS, DCE
Support from internal church resources	Expand response of chaplains	Recovery center footprint	DPS Chaplains
	Establish staging area and credentialing for longer duration incidents		DCE
Location for meeting space (Church) controlled solicitation of contractors			
	Emergency Operations Center (EOC) - Activation	Re-evaluate policies, protocols and resources needed	DHS,DPS

Operations (12-24 Hrs.)

What We Did Well



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Operations (12-24 Hrs.)

What We Did Well

- IFD Rehab Support Unit (RSU)
- Donation management coordinated by the church
- Overtime management with on-duty and reserves (IMPD)
- Mayor puts Director DPS as central operations commander to support multiple government agencies working the explosion site
- Support for internal church resources
- Location for meeting space (Church) controlled solicitation of contractors
- ACC - Volunteer Veterinarians
- Deployment of Chaplain



Operations (12-24 Hrs.)

What We Want to Improve



OPERATIONAL MATRIX (12-24 Hrs.)

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Operations (12-24 Hrs.)

What We Want to Improve



- Invite external resources to attend and participate/coordinate recovery efforts (control)
- Develop cost projector
- Re-evaluate triggers for Federal aid/assistance requests
- No standardization for mental health
- Expand response of chaplains
- Establish staging area and credentialing for longer duration incidents
- Triggers for activation of the Emergency Operations Center (EOC)



Site Control (12-24 Hrs.)

Site Control Summary (12-24 Hrs.)



- Perimeter was strengthened
- Management of Media
- Coordination and communication with outside agencies and resources

Site Control Summary (12-24 Hrs.)



SITE CONTROL MATRIX (12-24 Hrs.)

WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS	ASSIGNED TO
Strengthened the perimeter			
Media locations established	Location(s) for liaisons to meet	Establish a Liaison Meeting (Cooperating Agency Meeting) with all agencies external to the IMT and EOC to ensure full transparency of the situation	PIO
Good communications to outside agencies	On-site management of Utilities by Command	Request Utilities to have representatives at the Command Post and EOC for questions or concerns this includes ability to provide situational awareness on the current status of Power, Water and Gas to an area affected	DHS, IFD, PIO
Allowed residents back into area	Utilities - faster, more controlled response to turning individual residences on/off	Ensure utilities understand the Chain of Command, most frontline supervisors know exactly who to contact during a smaller incident but this changes when there is a larger incident. Ensure open communication with key utility staff before instances occur.	DHS, Citizens Energy Group, IFD
DCE's map was the best map resource	Access to mapping tools was limited in the field	Find ways to distribute maps effectively	DCE, IFD, DHS
Interaction w/local resources			
Good segregation of residents			
Mediation of on-going threats			
DCE deployment of resources			
IFD - residents accountability			

Site Control (12-24 Hrs.)

What We Did Well



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IFD - residents accountability			

Site Control (12-24 Hrs.)

What We Did Well

- Perimeter was strengthened while allowing access residents
- Established a location for the media to get updates
- Mediation of on-going threats
- Property damage assessment and utilization of aerial maps
- Communications to outside agencies (Arson, local resources, etc.)



Site Control (12-24 Hrs.)

What We Want to Improve



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Site Control (12-24 Hrs.)

What We Want to Improve

- Liaisons meeting locations
- Management between Utilities and Command
- Faster Response for Utility connections
- Accessing map tools in the field





Communications (12-24 Hrs.)

Communications Summary

(12-24 Hrs.)



COMMUNICATIONS MATRIX (12-24 Hrs.)

WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS	ASSIGNED TO
Intra-Agency communications	Management of Public Safety media alert	Create approval process for communication alerts	PIO
Fair on keeping the media out	Media was in multiple locations and were able to have access to victims	Establish multiple media staging areas depending on event size	PIO
Regained control	Some media reports were sent out without approval and information was outdated	DCE establish/clarify media communication rules	PIO, DCE
Staging area for PIO	Add resources for large events	Establish JIC	PIO
	Utilities communicating out	Establish Utility talking points and request PIO from Utilities to communicate with lead PIO	PIO
	Improve communications of DCE to residents	Establish unified voice of communications, ensure all agencies understand Unified Command and NIMS principals (this includes additional training and understanding of current system)	DCE PIO

Communications Summary

(12-24 Hrs.)

Office of Audit & Performance
Indianapolis
Mayor Gregory A. Ballard



- Greater focus directed toward Information Management and Briefings
- Establishing Staging Area for Media that promoted equity

Communications (12-24 Hrs.)

What We Did Well



COMMUNICATIONS MATRIX (12-24 Hrs.)

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Communications (12-24 Hrs.)

What We Did Well

- Intra-Agency communications
- Fairness for media access
- Regained control
- Staging area for PIO



Communications (12-24 Hrs.)

What We Want to Improve



COMMUNICATIONS MATRIX (12-24 Hrs.)

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Communications (12-24 Hrs.)

What We Want to Improve

- Management of Public Safety media alerts
- Media was in multiple locations and were able to have access to victims
- Accuracy of information from PIOs and Utilities to Media
- Add resources for large events
- Improve communications of DCE to residents





Operations (48 Hrs.+)

Operations Summary (48 Hrs.+)



- **Resident's Action Plan was shared describing**
 - Community Emergency Response Team (CERT)
 - Recovery
 - Credentialing
 - Parking limitations
 - Refined GIS Mapping
 - CERT (Community Emergency Response Team)

Operations Summary (48 Hrs.+)



OPERATIONAL MATRIX (48 Hrs.+)

WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS	ASSIGNED TO
Provide action plan to residents (Donations Management)	Liaison between resources and residents, contractors to prioritize traffic, staging and shuttling	Identify a local community-based agency to partner w/local emergency management to establish a way to set up, receive and distribute local donations for direct use by local incident victims and to avoid red tape and provide faster relief to victims. Continue to refine the Community Organizations Active in Disaster to ensure a coordinate effort for donations monetary and physical are accepted to provide further relief to those affected this includes direct support to the victims of a disaster thus reducing the red tape and giving faster relief to victims	DHS, Marion County Community Organizations Active in Disaster (COAD)
Posted no parking signs inside the neighborhood			
Fellowship and breaking bread with residents and responders			
CERT methods use to help Church teams better organize			
Recovery meetings for the community	Recovery planning in the aftermath of large scale incidents (recovery starts during the response)	Establish recover meeting checklist, layout for meetings within the first 36-48 hours of an incident/disaster	DHS, Marion County COAD

Operations (48 Hrs.+)

What We Did Well



OPERATIONAL MATRIX (48 Hrs.+)

WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS	ASSIGNED TO
Provide action plan to residents (Donations Management)	Liaison between resources and residents, contractors to prioritize traffic, staging and shuttling	Identify a local community-based agency to partner w/local emergency management to establish a way to set up, receive and distribute local donations for direct use by local incident victims and to avoid red tape and provide faster relief to victims. Continue to refine the Community Organizations Active in Disaster to ensure a coordinate effort for donations monetary and physical are accepted to provide further relief to those affected this includes direct support to the victims of a disaster thus reducing the red tape and giving faster relief to victims	DHS, Marion County community organizations active in disaster
Posted no parking signs inside the neighborhood			
Fellowship and breaking bread with residents and responders			
CERT methods use to help Church teams better organize			
Recovery meetings for the community	Recovery planning in the aftermath of large scale incidents (recovery starts during the response)	Establish recover meeting checklist, layout for meetings within the first 36-48 hours of an incident/disaster	DHS, Marion County COAD

Operations (48 Hrs.+)

What We Did Well

- Provide action plan to residents
- Posted no parking signs inside the neighborhood
- Fellowship between the residents and responders
- CERT methods used to help Church teams better organize
- Recovery meetings for the community



Operations (48 Hrs.+)

What We Want to Improve



OPERATIONAL MATRIX (48 Hrs.+)

WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS	ASSIGNED TO
Provide action plan to residents (Donations Management)	Liaison between resources and residents, contractors to prioritize traffic, staging and shuttling	Identify a local community-based agency to partner w/local emergency management to establish a way to set up, receive and distribute local donations for direct use by local incident victims and to avoid red tape and provide faster relief to victims. Continue to refine the Community Organizations Active in Disaster to ensure a coordinate effort for donations monetary and physical are accepted to provide further relief to those affected this includes direct support to the victims of a disaster thus reducing the red tape and giving faster relief to victims	DHS, Marion County community organizations active in disaster
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CERT methods use to help Church teams better organize			
Recovery meetings for the community	Recovery planning in the aftermath of large scale incidents (recovery starts during the response)	Establish recover meeting checklist, layout for meetings within the first 36-48 hours of an incident/disaster	DHS, Marion County COAD

Operations (48 Hrs.+)

What We Want to Improve

- Liaison between resources and residents, contractors to prioritize traffic, staging and shuttling
- Community outreach collaborations to manage donations
- Community Recovery in the aftermath of a large scale incident





Site Control (48 Hrs.+)

Site Control Summary (48 Hrs.+)



- Balancing Recovery efforts
- Ensuring Overall security for the Neighborhood

Site Control Summary (48 Hrs.+)



SITE CONTROL (48 Hrs.+)

WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS
Code Enforcement in place	Credentialing system in/out	
Community placards to identify residents vehicles	(DCE) Determine the high and low end of damages to the area first, then work toward the center for best time efficiency and resident notifications	
External lighting to illuminate neighborhood		
Neighborhood security overall		

Site Control (48 Hrs.+)

What We Did Well



SITE CONTROL (48 Hrs.+)		
WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS
Code Enforcement in place	Credentialing system in/out	
Community placards to identify residents vehicles	(DCE) Determine the high and low end of damages to the area first, then work toward the center for best time efficiency and resident notifications	
External lighting to illuminate neighborhood		
Neighborhood security overall		

Site Control (48 Hrs.+)

What We Did Well

- Code Enforcement in place
- Community placards to identify residents vehicles
- External lighting to illuminate neighborhood
- Neighborhood security overall



Site Control (48 Hrs.+)

What We Want to Improve



SITE CONTROL (48 Hrs.+)			
WHAT WE DID WELL	WHAT WE WANT TO IMPROVE	RECOMMENDATIONS	
Code Enforcement in place	Credentialing system in/out		DCE
Community placards to identify residents vehicles	(DCE) Determine the high and low end of damages to the area first, then work toward the center for best time efficiency and resident notifications		DCE
External lighting to illuminate neighborhood			
Neighborhood security overall			

Site Control (48 Hrs.+)

What We Want to Improve

- (DCE) Determine the high and low end of damages to the area first, then work toward the center for best time efficiency and resident notifications
- Credentialing system in/out





Next Steps



Recommendations

- **Identified opportunities for improvement**
- **Assigned Departments to opportunities for improvement. We will follow:**
 - Planning
 - Execution
 - Controlling
 - Closing



Appendix

Financials



DHS, IMPD, ACC Cost Report – Personnel: Richmond Hills Incident

Event Cost Summary by Group-Division-Venue:							
Group-Division-Venue	VT Hours	RT Hours	RT Cost	OT Hours	OT Cost	Total Hours	Personnel Cost
ERG	0.00	1,840.00	\$ 55,884.17	312.25	\$ 14,441.38	2,152.25	\$ 70,325.55
Arson Investigations	0.00	684.50	\$ 21,413.65	488.25	\$ 22,783.28	1,057.25	\$ 44,196.93
Traffic	0.00	855.50	\$ 26,978.10	14.50	\$ 672.41	870.00	\$ 27,650.51
Investigations Personnel	0.00	535.50	\$ 15,606.78	373.50	\$ 16,813.00	791.00	\$ 32,419.78
Command and General Staff	0.00	590.25	\$ 23,757.55	24.50	\$ 1,243.56	536.25	\$ 25,001.11
EOD	61.50	269.50	\$ 6,484.83	143.00	\$ 6,094.21	474.00	\$ 12,579.04
Unspecified	0.00	76.50	\$ 2,640.31	113.00	\$ 5,850.11	189.50	\$ 8,490.42
Logistics	0.00	115.00	\$ 3,875.62	79.75	\$ 3,829.70	194.75	\$ 7,705.32
Finance	0.00	37.00	\$ 1,068.39	15.00	\$ 649.70	52.00	\$ 1,718.09
District Support	0.00	15.00	\$ 459.13	4.50	\$ 156.26	19.50	\$ 615.39
Reserve Officer	299.00	315.00	\$ 521.56	0.00	\$ -	614.00	\$ 521.56
Event Total:	360.50	5,028.75	\$ 158,690.09	1,620.50	\$ 72,533.61	7,009.75	\$ 231,223.70

* Doesn't reflect all costs

Financials



IFD Cost Report : Richmond Hills Incident

Activity	Cost
Initial Response – Suppression	\$26,650
Investigation/Recovery	\$24,937.50
Command and Support (NIMS)	\$10,221.65
Arson Overtime	\$17,969
Damaged Hose Replacement	\$2,500
Total Cost of IFD Response	\$82,278.15

* Formula to calculate costs are derived from Indiana Code Section 36-8-12.2, with costs set in 2006 by the State Fire Marshal. These costs have been used by the Marion Co. Prosecutors office in the past to recoup costs incurred by IFD during responses.

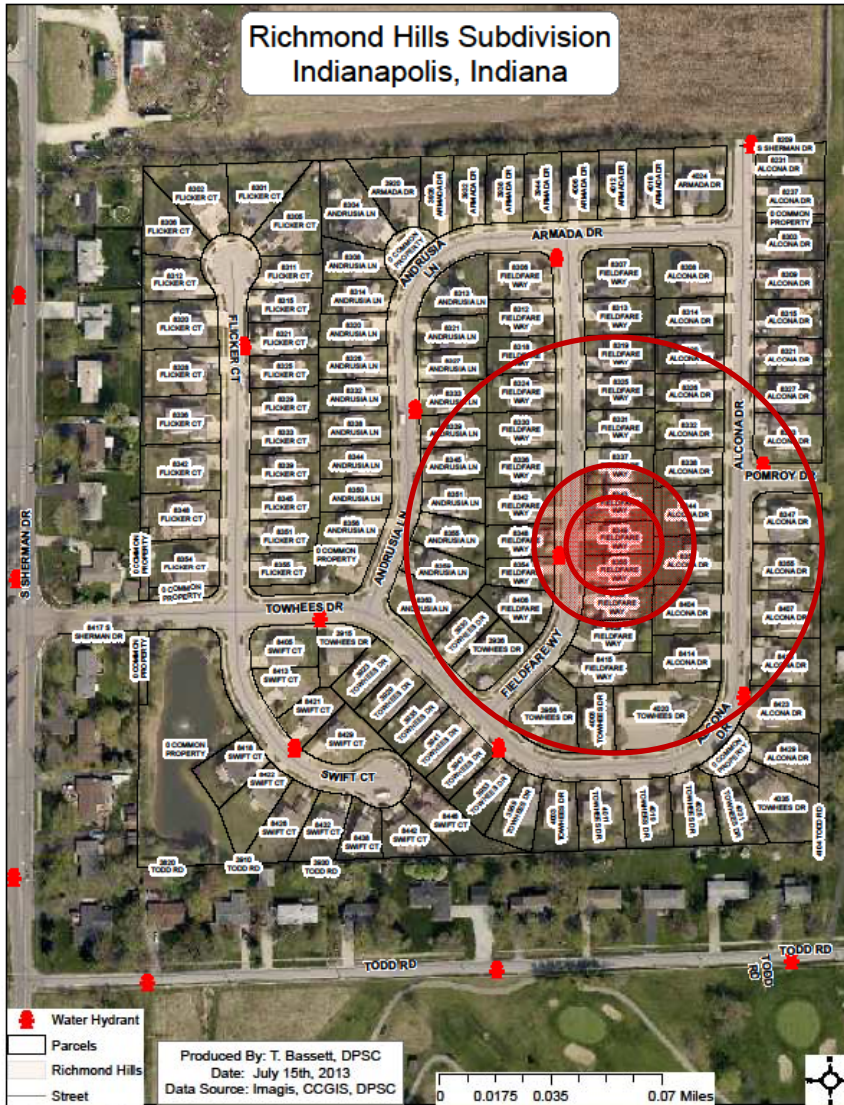


Financials

<u>Richmond Hills Equipment Costs</u>			
<u>Item</u>	<u>Quantity</u>	<u>Cost- (gal/hour/day)</u>	<u>Total</u>
Diesel Fuel	259 gallons	\$3.70/gal	958.3
Gasoline	18.12 gallons	\$3.55/gallon	64.33
Propane	27.3 gallons	\$1.62/gallon	43.74
40# propane cylinder	1	\$90	90
20# propane cylinder	1	\$40	40
DPW Backhoe	1	23.50/hr. x 120 hrs.	2820
DPW Bobcat	1	\$18.06/hr. x 96 hrs.	1733.76
DPW Roll-off Dumpster	10	\$64/day x 15 days	9600
DPW Light Towers	6	\$75/day x 25 days	11,250
Bobcat of Indy Bobcat	1	\$406.00	406
U-Haul trailer	1	\$459.30	459.3
Padlock for U-Haul Trailer	1	\$10.65	10.65
MSR Fuel bottles	4	\$19.99/piece + tax	79.96
IFD Hose replacement cost	5-100' sections	\$500/hose x 5	2500
		Total	\$ 30,056.04

* Doesn't reflect all costs

Aerial Map



Aerial Photo After

Office of Audit & Performance
Indianapolis
Mayor Gregory A. Ballard

