



BAY AREA

REGIONAL
LOGISTICS
PROGRAM

BAY AREA REGIONAL LOGISTICS

Logistics Center Plan Template

February 2014

BAY AREA REGIONAL LOGISTICS

Logistics Center Plan Template

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Preface

Established in 2008, the Department of Homeland Security's Regional Catastrophic Preparedness Grant Program (RCPGP) was authorized to encourage collaborative all-hazards planning for catastrophic incidents in some of America's largest metropolitan areas. A 12-county area representing the greater San Francisco Bay Area was identified by Congress as one of ten eligible areas to receive funding. These counties are Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma.

The Bay Area Urban Areas Security Initiative (UASI), through its regional governance structure, manages the RCPGP grant for the Bay Area. Using these funds, the Bay Area UASI produced seven functional annexes to the Bay Area Regional Emergency Coordination Plan (RECP). This plan is one of a series of accompanying documents to the Regional Catastrophic Earthquake Logistics Response Plan (Regional Logistics Plan) Annex to the RECP.

In addition to promoting collaborative planning across metropolitan areas, the RCPGP was also intended to encourage collaborative planning and information sharing across the ten metropolitan areas. This plan was originally developed under the RCPGP by the New York-New Jersey-Connecticut-Pennsylvania (NY-NJ-CT-PA) Regional Catastrophic Planning Team's Regional Logistics Program, with contributions from a multi-jurisdictional planning team.

This plan template was refined for the Bay Area under the guidance of the Regional Logistics Plan Steering Committee, with input from local, state and federal stakeholders, the American Red Cross Bay Area Chapter and the California Resiliency Alliance. This document is a template and will continue to undergo evaluation and revision over the next two years as new information is available or there are changes in policy that alter concepts defined in the template.

The standards contained in this document may be applied to any and all jurisdictions throughout the country.

This project was supported by the California Governor's Office of Emergency Services under the FY 12 UASI Grant #2012-SS-00123, OES ID 075-95017, awarded by the U.S. Department of Homeland Security

Using this Document

This Logistics Center (LC) Plan is designed for use by logisticians in a local government or Operational Area (OA) emergency operations center (EOC) and outlines the personnel, facilities and resources needed to establish an LC. This model can be adapted for use in the State Operations Center (SOC).

The plan consists of one operational component and four operational strategies that describe the processes and tasks required to launch, sustain, and demobilize the LC.

Find key decision-making checklists.

7

Review the physical location, technology and supplies needed to activate and sustain a Logistics Center.

10

Find task-based guidance on launching, sustaining, executing and demobilizing Logistics Center operations.

15

Review the nine steps required to fulfill resource requests.

22

Find job aids and job action sheets.

33

➔ When you see a reference arrow, look to the bottom of the page for guidance on where to find additional information from the Regional Logistics Program.

This document template is to be used as guidance; it is intended to provide structure to disaster logistics operations and is not prescriptive or comprehensive. The actions described in this document will not necessarily be completed during every event, nor is every activity that may be required described in this plan. Federal, state, and local agency personnel will use judgement and discretion to determine the most appropriate actions at the time of the event.

The Logistics Center Plan is part of a comprehensive suite of disaster logistics documents produced by the Bay Area Regional Logistics Program. The entire suite of documents includes the Regional Catastrophic Earthquake Logistics Plan, operational manuals, field operating guides, assessment papers, forms, and training. For information, visit <http://bayareauasi.org/programs/rcpgp/projects>.

Overview

During a catastrophic incident, the emergency operations center (EOC) will experience a surge in the volume of resource requests coming in to the logistics section. This increase can quickly overwhelm the capacity of the EOC and hinder the fulfillment process.

A Logistics Center (LC) enables the EOC to expand part of its logistics section to effectively manage a sharp increase in resource requests.

Goal Provide emergency managers with a mechanism to manage a significant increase in resource requests during a disaster or catastrophe.

- Objectives**
- 1 Provide time-phased, task-based guidance for EOC personnel responsible for establishing a Logistics Center, including requirements for physical set-up, activation, operation and demobilization.
 - 2 Provide guidance on how to manage resource requests within the Logistics Center once it has been established.
 - 3 Define a process and structure to allow a jurisdiction to effectively execute resource management and movement control operations.

- Intended Audience**
- Emergency managers and emergency operations center (EOC) personnel
 - Logistics personnel in the EOC who are assigned to manage resource requests
 - Personnel from private sector companies and non-governmental organizations who support the logistics mission

- Planning Assumptions**
- Following a large-scale or catastrophic incident, EOCs will receive a high volume of resource requests, potentially overwhelming EOC staff.
 - The number of trained logisticians in any single jurisdiction may not be sufficient to manage large-scale incident logistics. Additional staff may be needed to fulfill the increased need.
 - Various kinds and types of resources will be requested through Mutual Aid or through SEMS level.

Decision-Making

This section identifies triggers for activating the Logistics Center Plan, and provides executive level checklists for decision makers to use during activation, operations and demobilization.

Activation

The LC Plan is activated when the EOC Logistics Section Chief, in collaboration with the EOC Director, determines that one or more of the following triggers has been met.

Trigger A

The local emergency management executive directs activation.

Trigger B

The volume of resource requests requires that key agencies work from a single location.

Trigger C

Critical resources are scarce, so it is beneficial for the jurisdiction to establish a single point of ordering.

Trigger D

Large-scale or multiple response operations require extensive logistical assistance.

Trigger E

A base camp must be activated to billet operations staff.

Trigger F

A Logistics Staging Area (LSA) must be activated.

Trigger G

Expanded dispatch operations are necessary to support 24 hour response activities.

Trigger H

An incident command/management team from outside the jurisdiction is requested and approved, and the team is expected to require a significant amount of off-incident resource support.

Trigger I

The EOC reaches a level of activation that requires a significant resource management support infrastructure.

Activation Process

Incident Occurs



EOC Activated



Assess Request Volume



Can the EOC Logistics Section handle the volume?

— No —>

LC Needed



Yes



No LC Needed



LSC consults EOC Director



EOC Director consults Executive



LC Coordinator is designated and notified



LC Type determined



Identify and secure facility



Staff identified and requested



Facility is ready for operations, staff arrive



LC operations begin

ACRONYM LEGEND

EOC Emergency Operations Center

LC Logistics Center

LSC EOC Logistics Section Chief

Expanding the Logistics Center

Once the LC is activated and operational, the Logistics Center Coordinator continually monitors incident needs and associated resource management and movement control requirements to determine whether any of the following expansion criteria have been met:

Expansion Criteria

- LC staff are fully committed to logistical support operations and large-scale or multiple operations deplete available resources or cooperating agencies' resources are being used extensively.
- There is an increased demand for movement control, tracking, receiving and distribution center operations, security, and ordering support.

Demobilization

The Logistics Center Coordinator makes a recommendation to the EOC Director to demobilize the Logistics Center when any of the following criteria have been met.

Demobilization Criteria

- Operations have ended and/or the need for additional resources for local agencies has declined significantly or been eliminated.
- Operations no longer require the forward staging of resources.
- Agencies are able to obtain necessary resources through regular, internal procurement methods.

Decision-Making Checklists

After the EOC Director activates the Logistics Center, the LC Coordinator carries out mobilization and activation tasks. Find more information on each position in the [Job Action Sheets](#).

LOGISTICS CENTER ACTIVATION CHECKLIST

EMA Executive or designee

Work with the EOC Director and Logistics Section Chief to activate the LC.

EOC Director

Work with the EOC Logistics Section Chief and LC Coordinator to activate the LC.

Work with the EOC Logistics Section Chief and LC Coordinator to determine LC objectives and activate appropriate facilities and staff members.

EOC Logistics Section Chief

Work with the EOC Director and LC Coordinator to ensure that LC objectives are developed and appropriate staff positions are activated.

-
- Confirm that all staff members and agency representatives have arrived and that the LC is operational.
-

LC Coordinator

- Work with the EOC Director and EOC Logistics Section Chief to activate the LC.
 - Activate incoming LC staff and notify relief staff members when they are needed.
 - Work with the EOC Facilities Coordinator to confirm availability of an appropriate location for the LC.
 - Submit requests for work station set-up in the selected location. Work with the IT representative in the EOC to ensure that all LC staff can log in and are authorized to access the appropriate sections of the incident management system (IMS).
 - Ensure that LC staff members have all necessary physical documents, forms, maps, login and contact information.
 - Inform the EOC Director when the LC is operational. Track incoming LC staff and agency representatives and report any remaining staffing needs to the EOC Logistics Section Chief.
 - Ensure all open resource requests are transitioned to the LC for fulfillment and review requests with LC staff members.
 - Identify current resource priority requirements and assign tasks to LC staff.
 - Contact the Voluntary Organizations Active in Disaster (VOAD) Liaison to activate the Donations Coordinator position in the LC. [↗](#)
-

➤ Find more information in the [Regional Catastrophic Earthquake Donations Management Plan](#).

LOGISTICS CENTER DEMOBILIZATION CHECKLIST

EOC Director

- Work with the EOC Logistics Section Chief and LC Coordinator to demobilize the LC.

EOC Logistics Section Chief

- Work with the EOC Director and LC Coordinator to determine demobilization time.
- Work with the EOC Director and LC Coordinator to ensure LC issues are discussed at hot wash within 48 hours of demobilization.
- If EOC operations will continue after demobilization of the LC, decide how to transition logistics tasks as necessary.

LC Coordinator

- Work with the EOC Director and EOC Logistics Section Chief to demobilize the LC.
- Inform agency representatives of any changes to ordering procedures.
- Ensure that the LC staff members close out any resource requests still open in the incident management system (IMS).
- Collect information on any committed resources that have not been returned by the time of demobilization.
- Ensure all resource needs and tracking information at the time of demobilization are submitted to EOC Operations, EOC Logistics, and EOC Planning Sections for reporting or follow-up. Discuss with the EOC Logistics Section Chief/EOC Logistics Coordinator as necessary.
- Ensure that the EOC Director and EOC Logistics Section Chief sign relevant paperwork.

The Logistics Center

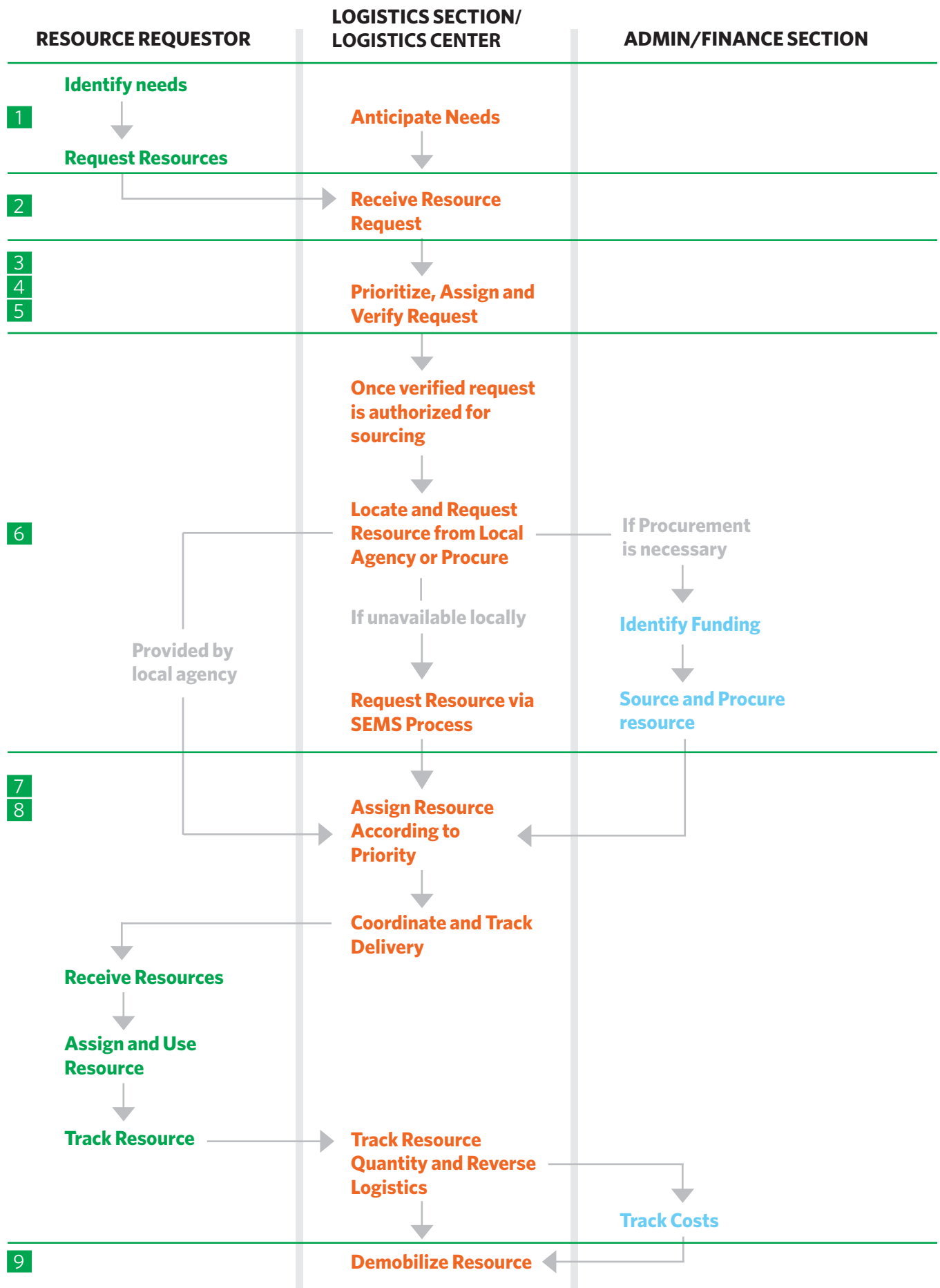
Operational Components 1

The Logistics Center (LC) is a flexible and scalable expansion of part of the emergency operations center (EOC) Logistics Section that works jointly with the EOC Administration / Finance Section to support resource management and movement control during a disaster. If appropriate, local agencies may place representatives in the LC, and the LC can serve as a single point of ordering for the jurisdiction.

The LC is designed to serve as a single point of ordering to fulfill requests for scarce and/or critical resources. The LC verifies, processes, acquires, allocates, tracks and fulfills local resource requests as follows:

- 1 Anticipate Resource Needs and Organize the LC.
- 2 Receive and Track Resource Requests.
- 3 Prioritize Resource Requests.
- 4 Assign Requests.
- 5 Verify Requests.
- 6 Source Resources.
- 7 Arrange Delivery.
- 8 Track Resources.
- 9 Close Out Resource Requests & Demobilize Resources.

This process is visually depicted on the next page.



Logistics Center Types

There are three types of LC that may be employed by the EOC. The type of LC chosen directly corresponds to the incident size, associated resource requirements and expected volume of requests. Each LC type is flexible and scalable to the incident at hand.

The nature of the incident guides the structure, size, and location of the LC and its expanded dispatch. The LC organization is based on the expanded dispatch model used by the National Wildfire Coordinating Group.

LC Type*	Incident Description
Type 3	<ul style="list-style-type: none">Usually corresponds with ICS Incident Type 3, when an incident extends into multiple operational periods and a large volume of resource requests causes a need for key agencies to work from a single location.
Type 2	<ul style="list-style-type: none">Usually corresponds with ICS Incident Type 2, when a complex situation requires maximum coordination and increased demand for movement control, tracking, RDC usage, security issues, and ordering support.Critical resources are scarce, and additional staff are required in order to execute single point of ordering.
Type 1	<ul style="list-style-type: none">Usually corresponds with ICS Incident Type 1, when the EOC has reached its highest level of activation, and all conditions outlined above have been met or exceeded.

*Based on ICS Incident Types, outlined in [Appendix D, ICS Incident Types](#), from least complex to most complex.

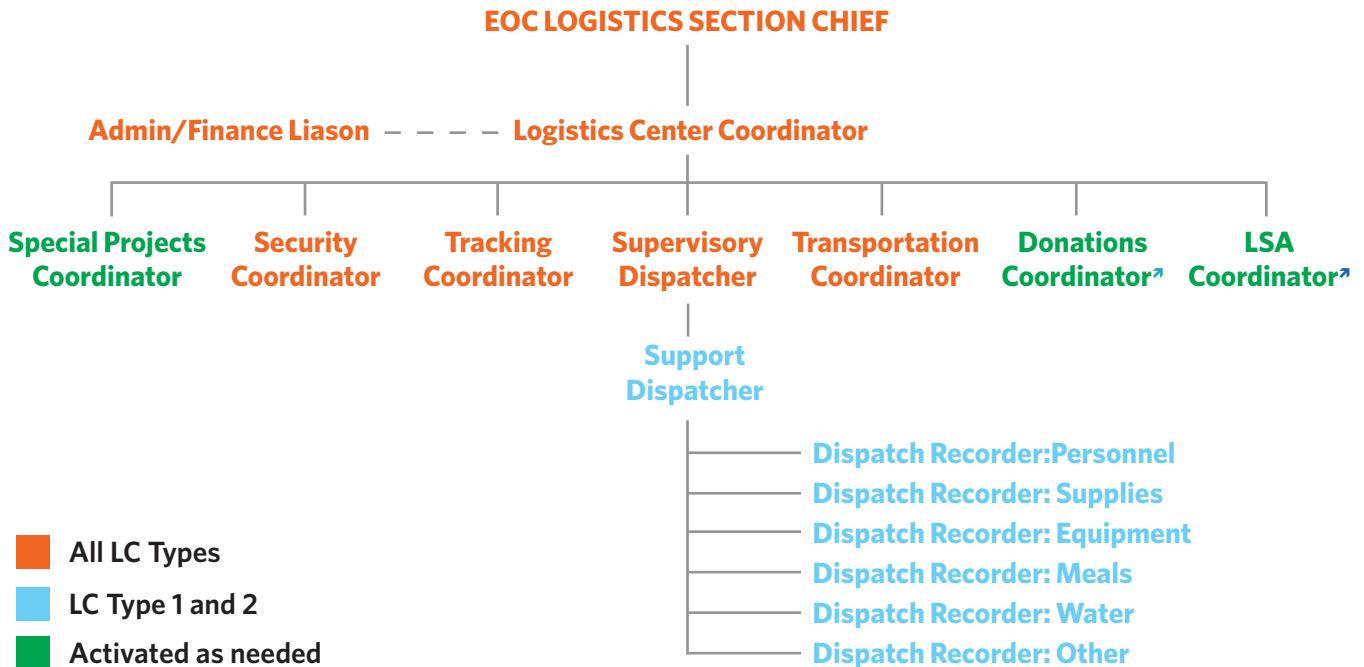
Staffing

The Logistics Center is managed by the LC Coordinator, who consults with the EOC Logistics Section Chief to determine which type of LC to activate based on the size and scope of operations.

The chart that follows depicts the organization and recommended roles in a fully staffed LC. The LC Coordinator is required at all stages of activation and activates support roles as needed. When multiple operations are conducted simultaneously, LC operations may be divided into separate but parallel and co-located groups in which staff members may be dedicated to acquiring a specific commodity (e.g. bottled water) or a group of similar items (e.g. material handling equipment).

- The LC may house representatives from specific agencies, companies or organizations who provide a direct connection to equipment and other resources.
- Given that many LC staff come from partner agencies and may not be full-time logisticians, the LC Coordinator assigns assisting staff to roles that are best suited to their knowledge and skills.
- Find more information on the staffing pattern in [Operational Strategy 2: Staff Identification, Notification and Deployment](#).

LC Organization Chart



NOTE: Dispatch Recorders are often divided into teams that serve as a single clearinghouse for a particular resource type (e.g., water, fuel, etc.). These teams should be seated together within the LC.

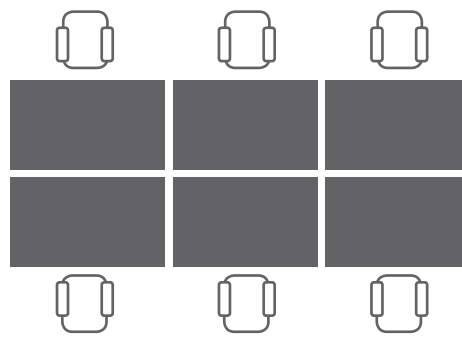
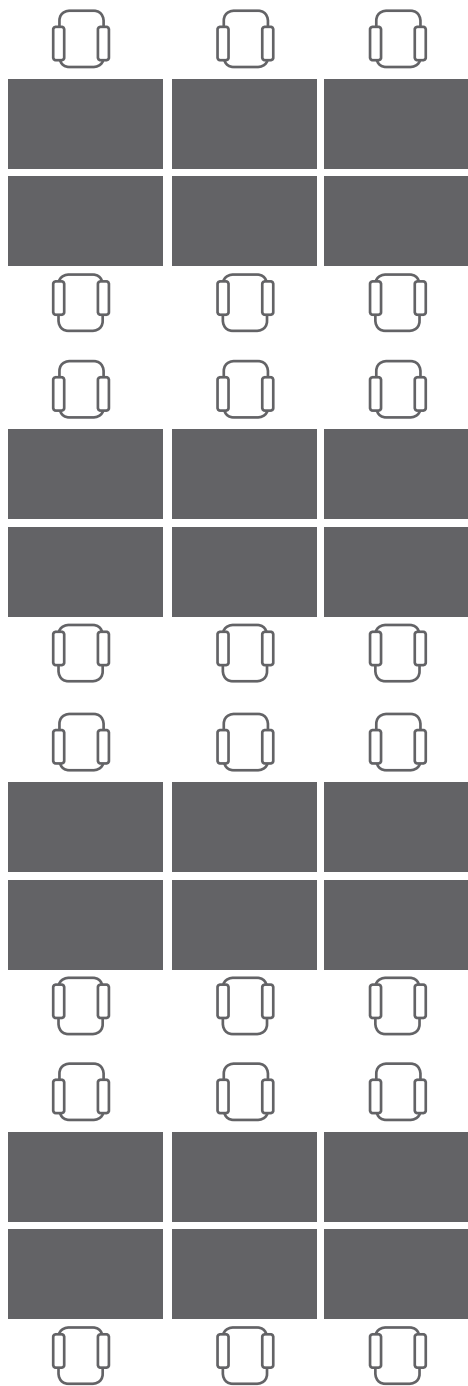
LC Facility Requirements

The physical location of the Logistics Center varies depending on the size and type of LC activated as well as the size and type of the incident. It may be co-located with the Logistics Section in the emergency operations center (EOC), or be based at a separate facility. If it is located in a separate facility, clear and consistent lines of communication must be established between the LC and the EOC.

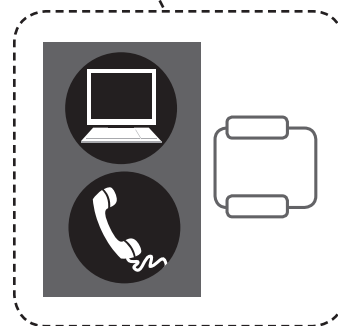
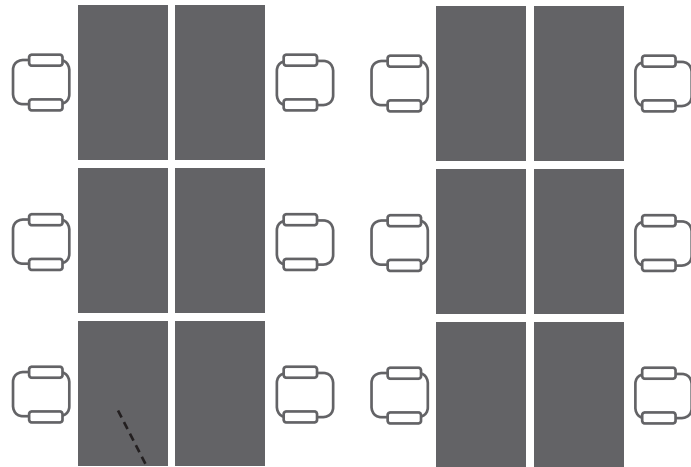
Facility Layout

The Logistics Center (LC) layout should allow for easy communication among all LC staff. If the LC is located outside the emergency operations center (EOC) there should be constant and direct communication between LC staff and EOC logistics staff. The sample layout that follows provides an example layout for accommodating Type 1 LC staff members only. Other EOC Logistics Section staff members remain in the EOC.

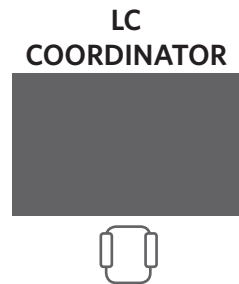
- Find more information in the [Regional Catastrophic Earthquake Donations Management Plan](#).
- Find more information in the [Logistics Staging Area Manual](#).



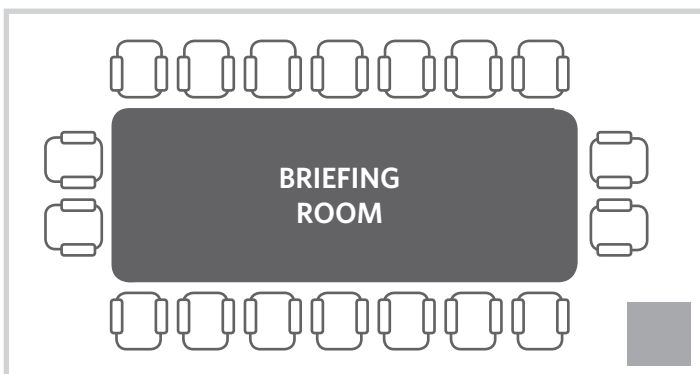
VIDEO
SCREENS



WORK STATIONS



PRINTERS



Layout Specifics

When assigning work stations, staff members who work together should be seated together, if possible:

- Dispatch Recorders and Support Dispatchers should be seated near the Supervisory Dispatcher.
- The Security, Tracking, and Transportation Coordinators should be seated near one another.

Facility Selection

Operational Strategy 1

This strategy details the process and considerations for selecting Logistics Center (LC) facilities. The EOC Logistics Section Chief designates an LC Coordinator, who selects the appropriate LC Type and facility. In most cases, the LC is housed within the EOC and does not require a separate facility.

1 Determine Working Hours

The EOC Logistics Section Chief and LC Coordinator work together to decide the hours that the LC will be staffed. This impacts both site selection and staff requirements.

2 Anticipate Resource Requests and Requirements

The expected volume of resource requests and requirements caused by the incident helps determine which LC Type is needed. Refer to the *Resource Management* section for additional guidance on anticipating resource needs.

3 Determine LC Type

The LC Coordinator determines the LC type after considering the size of the incident, expected resource requests, and requirements.

-
- | | |
|---------------|--|
| Type 1 | <ul style="list-style-type: none">• The EOC has reached its highest level of activation, and all conditions outlined below have been met or exceeded.• Requires 1,200-6,400 sq ft to accommodate 20-70+ people. |
| Type 2 | <ul style="list-style-type: none">• A complex situation requires maximum coordination and increased demand for movement control, tracking, LSA usage, security issues, and ordering support.• Critical resources are scarce, and additional staff members are required in order to execute single point of ordering.• Requires 500-1,300 sq ft to accommodate 6-20 people. |
| Type 3 | <ul style="list-style-type: none">• An incident extends into multiple operational periods and a large volume of resource requests causes a need for key agencies to work from a single location.• Requires 200-500 sq ft to accommodate 2-6 people. |
-

After selecting the LC Type, determine whether the space and staff required can be accommodated within the EOC. **If operations are too large to be located in the EOC, then appropriate outside facilities must be selected.**

4 Create a list of potential locations

- Locate a list of pre-identified LC facilities, if available.
- If there are no pre-identified LC facilities, create a list of potential facilities based on the criteria in the preferred characteristics table that follows.

5 Select preferred facility

- Confirm that the preferred facility meets the preferred characteristics of an LC.
- Confirm that any buildings adjacent to the site are structurally sound and that there are no environmental issues that could pose a risk to anyone at the site.
- Assess site accessibility, and confirm that this site remains accessible via roadways and public transit.

6 Contact facility manager

- Confirm that the facility is available and agreements are in place governing its use. If not already in place, establish agreements.
- If the facility is unavailable, contact the next-best option on the list of potential facilities.

7 Document facility conditions

Take photographs of existing conditions, if possible.

8 Contact the EOC

Notify the EOC Logistics Section Chief of the facility location.

Preferred Characteristics of a Logistics Center

Facility Type	<ul style="list-style-type: none"> Emergency Operations Center (EOC), if space allows Existing facility owned or operated by the jurisdiction
Location	<ul style="list-style-type: none"> Close to major roadways Close to public transportation Has adequate parking for staff and volunteers
Accessibility	<ul style="list-style-type: none"> Meets all Americans with Disabilities Act (ADA) requirements
Size/Capacity*	<p>Type 3: requires 200-500 sq ft and accommodates 2-6 people</p> <p>Type 2: requires 500-1,300 sq ft and accommodates 6-20 people</p> <p>Type 1: requires 1,200-6,400 sq ft and accommodates 20-70+ people</p>
IT/Utility Support	<ul style="list-style-type: none"> Able to accommodate a minimum of six phones Should have landline phones or VoIP capabilities Access to a T1 line, DSL, cable or wireless internet capabilities Must have a reliable power source
Optional Characteristics	<ul style="list-style-type: none"> Break room and restrooms for staff Small kitchen or area where food can be served and consumed is desirable

*Based on guidance provided in FEMA's IS-775 - EOC Management and Operations. General recommendations call for 50 sq. ft per person. Minimum square footage indicated here accounts for additional equipment and meeting space.

Staff Identification and Deployment

Operational Strategy 2

This strategy provides a process for identifying and deploying staff to the LC. Staffing levels vary with the size and complexity of the incident, and personnel may be provided by a number of various agencies and organizations.

The best source for additional LC staff is the local procurement agency or department because of their general familiarity with purchasing and acquisition protocols. Based on the particular needs of the event, additional assistance may come from procurement or logistics specialists from other supporting agencies or organizations.

The following guidelines can be used to identify and activate staff.

1 Identify LC Coordinator

The Logistics Center Coordinator works directly with the EOC to manage the LC operation, and determines staffing requirements for the LC, including whether or not to combine positions or responsibilities.

2 Determine Staffing Needs

Staffing levels vary as a function of incident type and expected resource requests and requirements. The LC Coordinator can use the table below as a guideline to determine the staff needed per operational period for each LC Type.

LC Staffing Position	Type 3	Type 2	Type 1
LC Coordinator	1	1	1
Supervisory Dispatch	1	1	1
Support Dispatch	0	1	6
Dispatch Recorder	0	6	36
Donations Coordinator	0	1	1
Special Projects Coordinator	0	1	1
Tracking Coordinator	1	2	6
Transportation Coordinator	1	2	6
Security Coordinator	1	1	1
Liaison from Admin/Finance	1	2	6
Logistics Staging Area (LSA) Coordinator	As needed	As needed	As needed
Agency or Supplier Representatives	As needed	As needed	As needed
Technical Assistance	As needed	As needed	As needed
Total	6	18	65

3 Identify and Activate Staff

Once staffing requirements have been determined, the LC Coordinator works with the EOC Logistics Section Chief to identify and deploy staff. The LC Coordinator may take the following steps to request additional support:

- **Request available emergency management agency (EMA) staff**
General EMA staff may fill certain LC positions, depending on incident needs and staff skills.
- **Request staff from other local agencies, departments and partners**
 - Administration and Finance
 - Economic Development
 - General Services Agency
 - Human Resources
 - Human Services Agency
 - Law Enforcement
 - Parks and Recreation
 - Planning
 - Public Works
 - Nongovernmental Organizations (NGOs)
- **Request staff from outside the jurisdiction**
If local agencies and departments are unable to fill the required position, use the appropriate means to request staff from other jurisdictions, including:
 - Community Emergency Response Teams (CERT)/Neighborhood Emergency Response Teams (NERT)
 - Local jurisdictions, in accordance with Memoranda of Understanding (MOU) or Mutual Aid Services
 - The State Office of Emergency Services for state, federal or other Emergency Management Assistance Compact (EMAC) sources, such as:
 - Jurisdictions in other states
 - State agencies, including National Guard forces
 - State Civilian Conservation Corps
 - Federal Emergency Management Agency (FEMA)
 - Federal resources; this only includes Department of Defense (DoD) Forces when a Presidential Declaration is in effect
 - Incident Management Teams (IMTs)/Incident Management Assistance Teams (IMATs)
- **Request assistance from Private Sector Partners**
If staff members are still required, contact private sector partners or NGOs and request volunteers who can staff roles in the LC.
- **Contract staff**
Staff can also be contracted from warehouse companies or material handling equipment (MHE) companies if no other qualified personnel are available.

Resource Requirements

Operational Strategy 3

This strategy details the supplies and equipment required to support Logistics Center operations.

After identifying facilities and staff, the LC Coordinator must obtain resources to support the LC. The LC Coordinator works with emergency operations center (EOC) staff to source the required supplies and gather the required documents.

1 Determine Resource Needs

Use the tables below as a guideline to determine the type and quantity of items needed. Some of the resources required will already be available at the LC facility being utilized; confirm which resources are still needed.

2 Request Resources

Work with Logistics Section in the EOC to source the required supplies and print the required documents.

TYPE 3* LOGISTICS CENTER RESOURCE REQUIREMENTS

	Item	Unit	Quantity
Required	Black marker	Each	24
	Cable (50ft telephone & minimum 25 ft Cat-5)	Each	1
	Chairs	Each	2 - 70+
	Computers with internet connectivity	Each	2 - 70+
	Conference table	Each	1 - 3
	Copier	Each	1 - 3
	Copy paper	Ream	20
	Dry-erase markers	Pack	5
	Extension cords	Each	12
	Fax machine	Each	1 - 3
	File folders	Box of 250	1
	First aid kit	Kit	1 per 6 people
	Map of jurisdiction, with roads and highways		1
	Map of region		1
	Notebooks	Each	40
	Pens	Box of 12	10
	Printer	Each	1 - 5
	Scissor	Pair	8
	Stapler (and staples)	Each	5+
	Surge protectors	Each	10
	Telephones	Each	2 - 70+
	USB drives	Each	4
	White boards	Each	3

	Item	Unit	Quantity
Preferred	3-Hole paper punch	Each	6
	Batteries	4-Pack	12
	Binders	Each	24
	Box cutters	Each	2
	Clipboard	Each	12
	Cork boards	Each	3
	Duct tape	Roll	6
	Easels	Each	4
	Flashlight	Each	12
	GETS card	Each	1
	Highlighter	Each	24
	Label maker	Each	1
	Map pins (multi-colored)	Box	500
	Refrigerator (Break Room)	Each	1
	Shelving units	Each	4
	Sticky notes	Pad of 100	12
	T-Card manual resource tracking system	Each	1
	Television or radio	Each	1
Documents	<p>Logistics Center Plan</p> <p>Plans relevant to the incident, which may include:</p> <ul style="list-style-type: none"> ▫ Point of Distribution (POD) Plan/POD Manual ▫ Logistics Staging Area (LSA) Manual ▫ Regional Catastrophic Earthquake Donations Management Plan <p>Relevant ICS forms</p> <p>Resource request forms, including pre-scripted requests</p> <p>Incident management system (IMS) report files</p> <p>Manual resource tracking tools such as the T-Card system</p> <p>Phone system instructions</p>		

*This resource list provides a baseline for Type 3 operations. Quantities vary depending on operational requirements.

Resource Management

Resource needs, including personnel, commodities, supplies, equipment, and facilities, are identified and communicated up SEMS levels. The Logistics Section of the EOC conveys the resource needs to the LC. Staff members working in the LC follow nine steps to receive and fulfill these requests.

The resource management process focuses on receiving, verifying, and fulfilling resource requests that come in to the Logistics Center (LC).

1 Anticipate Resource Needs and Organize LC

The Logistics Center (LC) works with the Planning Section, Emergency Management Coordinators, ESF Coordinators (where applicable), and others to anticipate the quantity and type of resources that could be required to support response and recovery operations. Logistics Section and Logistics Center staff members must review existing plans or reports to identify potential resource requirements. Sources of information may include:

- Incident data from situation reports, damage assessments, and predictive modeling
- Strategies and objectives from the Incident Action Plan (IAP)
- Lists of pre-identified resource needs contained in existing plans or reports
- Resource requests submitted to the EOC

As the LC Coordinator anticipates which types of resources will be in high demand, they may divide LC Dispatch Recorders into groups that focus on specific types of requests. The table below shows common resource types that may be requested.

Common Resource Request Categories

Type	Description	Examples
Equipment/ Vehicle	<ul style="list-style-type: none">▪ A resource that has wheels or an antenna▪ A non-consumable resource▪ A resource that must be tracked for financial purposes and returned to owner after demobilization	<ul style="list-style-type: none">▪ Radio equipment (i.e., 800MHz radio)▪ Material handling equipment (i.e., forklift)▪ Vehicles (i.e., four-wheel drive truck)▪ Power equipment (i.e., mobile generator)
Supply	<ul style="list-style-type: none">▪ A resource that will be consumed▪ A resource that must be tracked for financial purposes▪ A resource that will not be demobilized after operations cease, unless it was not used	<ul style="list-style-type: none">▪ Bottled water▪ Food▪ Fuel▪ Personal protective equipment
Personnel	<ul style="list-style-type: none">▪ Specialized staff needed to fill a position▪ A resource that must be tracked for financial purposes by time, location, assignment and operation	

2 Receive and Track Resource Requests

Resource requests are submitted to the Logistics Center (LC) by the Logistics Section of the EOC, although individual jurisdictions may implement established procedures that differ from this.

Requests arrive at the LC in a variety of different ways, and requestors often contact the LC to verbally confirm receipt of the request, regardless of the method in which the request was submitted. When accessible, the LC tracks all requests it receives using a web-based incident management system (IMS). When requests cannot be submitted through the IMS, they will be tracked manually and when available again, requests must be manually entered into the IMS. The table below explains the various ways in which requests may be submitted.

Electronic IMS	Resource requests may be submitted directly to the LC through the IMS. The requestor should follow established resource request procedures to submit and view resource requests.
Email/Fax/ Paper Form	Resource requests may be submitted via email, fax or on paper if requestors do not have access to the IMS. LC staff members manually enter these requests into the IMS to generate a tracking number for the request.
Telephone	Resource requests may be telephoned into the LC if requestors do not have access to the IMS. LC staff members use the Resource Request Form in Appendix A, Forms to record requests that are submitted to the LC via telephone. Then, LC staff members manually enter all verbal requests into the IMS to generate a tracking number for the request.
Contingency	If the IMS is unavailable LC staff members use the Resource Request Form in Appendix A, Forms to record requests and manually assign tracking numbers. All requests must then be entered into the IMS once it becomes available.

Each resource request entered into the IMS must provide specific information to facilitate tracking and fulfillment and ensure that the request is focused on a specific mission or task related to the incident objectives and established priorities.

When receiving a request, dispatch recorders must confirm the following information:

Resource Request Required Content

Priority of request (from requestor).

Incident name and operation name (if applicable).

Description of resource requested:

- Type and kind
 - Unit of measure
 - Quantity
 - Specify whether request is one-time only or will repeat (re-supply needed)
 - Any specific items or services that accompany the resource (fuel, operator, cables)
 - Any specific requirements or restrictions
-

A brief description of the problem the resource is intended to resolve. What capability is needed?

Delivery information:

- Point of contact
 - Location
 - Date and Time needed
-

Requestor contact information.

Confirmation that the requestor has followed the proper chain of command within their agency (important for reimbursement/tracking purposes).

Preferred supplier (if known).

3 Prioritize Resource Requests

As requests are received from the EOC at the LC each must be assigned a priority. Priorities are set by the Incident/Unified Command. The LC allocates available resources based on these priorities. The following list is an **example** that could be used by the Incident/Unified Command to assign priorities to resource requests (as described in the RECP Base Plan) submitted to the LC:

1	Saving Lives	5	Restoring Basic Services
2	Addressing Human Needs	6	Protecting the Environment
3	Caring for Vulnerable Populations	7	Encouraging Community and Economic Recovery
4	Protecting Property		

The Incident/Unified Command may consider the following when setting priorities:

- Timeframe of need (urgent, immediate, routine, or delayed) and burn rate of the resource
- Proximity of the resource to its destination
- Lead time for ordering and delivering the resource
- Special need, special project, or rare commodity

Once Incident/Unified Command priorities are provided to the EOC, the emergency management executive or designee reviews and distributes them to the LC following the established chain of command:

- 3.1 The **Incident Commander/Unified Command** notifies the Emergency Management Executive or EOC once operational priorities are established.
- 3.2 The **EOC** communicates operational priorities to the Logistics Coordinator in the LC.
- 3.3 The **LC Coordinator** reviews operational priorities with the Supervisory Dispatcher in order to develop a strategy to implement prioritization in the request fulfillment process.
- 3.4 The **LC Supervisory Dispatcher** works with the Special Projects Coordinator to prioritize any special requests or projects, and disseminates the operational priorities to the Support Dispatcher(s).
- 3.5 The **LC Support Dispatcher** prioritizes resource requests based on the operational priorities, and reviews these prioritizations with the Dispatch Recorders, who implement them when assigning priority to each request during the fulfillment process.

Resolving Resource Prioritization Conflicts

As a fundamental rule, the Logistics Center follows the resource request prioritization set by the Incident/Unified Command. However, there may be times when a resource request is generated from an incident that is outside the authority of Incident/Unified Command. If enough resources are available, both requests will be honored. When enough resources are not available, the emergency management executive will use the EOC as a multi-agency coordination forum to coordinate a compromise between Incident/Unified Command and the requestor. If a compromise cannot be reached, the emergency management executive will raise the issue to the jurisdiction executive for resolution.

4 Assign Requests

All requests submitted to the LC are received by the Supervisory Dispatcher, who develops an ongoing plan for receipt and distribution. The Supervisory Dispatcher assigns prioritized requests to the appropriate Dispatch Recorder.

5 Verify Requests

The Dispatch Recorder reviews the assigned resource request for content, ensuring all needed information is provided. They then contact the requestor or point of contact to verify the request by:

- Confirming that the need still exists
- Confirming that the requesting agency cannot fulfill the request internally and cannot order the resource
- Verifying the quantity, type, and any other pertinent details

The Dispatch Recorder then de-conflicts any duplicate resource requests from the same agency, and updates the resource request to reflect any changes.

6 Source Resources

Once a request has been verified, the appropriate supervisory member of the LC team reviews the request and authorizes the appropriate Dispatch Recorder to begin sourcing. Sourcing begins at the local level, with Dispatch Recorders attempting to fulfill requests with local assets. If a request cannot be fulfilled at the local level then the Dispatch Recorder moves through the remaining sourcing options, **in order**, until the requested resource is located and confirmed as available.

6.1 Identify local assets

- Consult resource tracking forms and the IMS for unassigned, locally-owned resources.
- Search for locally-owned assets via the local asset database, to identify agencies that may have the needed resources.
- Coordinate with agency liaisons in the EOC, if present, to identify local or contracted assets that are available for use.
- Contact the local VOAD to identify assets owned by voluntary organizations that are available for use.

6.2 Coordinate procurement

If the request cannot be fulfilled using a local asset, the Dispatch Recorder works with the local procurement agency/department to identify existing contracts. The Dispatch Recorder then compiles and submits all relevant resource request information to the LC Supervisory Dispatcher.

The LC Supervisory Dispatcher submits the request to the EOC Administration/Finance section, and together these team members coordinate with the requesting agency to identify funding to procure the required resource.

Finally, the EOC Administration/Finance section:

- Follows local procurement rules and regulations to issue a purchase order for the required resource, or provide assistance to the requesting agency to order the resource.
- Coordinates with the Supervisory Dispatcher to troubleshoot any issues.
- Notifies the Supervisory Dispatcher when the procurement process is complete and delivery should be coordinated.

The EMA Executive or top local elected official should designate authority to approve expenditures as they see fit. An example of thresholds for delegation of financial approval authority follow:

Example Threshold	Authorized Position
Less than \$5,000	Supervisory Dispatcher
\$5,001 - \$25,000	EOC Logistics Section Chief
\$25,001 - \$100,000	EOC Director/EMA Executive
Greater than \$100,000	Local Elected Official

6.3 Utilize requests or mutual aid

Requests are only meant to be used as a last resort, when all other resource acquisition methods have been exhausted. If a request cannot be fulfilled using locally-owned assets and local procurement channels, a request can be submitted to the SOC for Mutual Aid or the JFO. Requests may be issued to request specialized teams, life-sustaining commodities, facilities, transportation resources or equipment. Submitting a request to the SOC or JFO does not guarantee fulfillment. **Preparation and Submission of Request**

-
- Confirm that the resource is not available locally and cannot be purchased through local methods.
 - Complete the Request Form or SEMS form and coordinate with EOC Administration/Finance Section to identify funding for the request.
 - Submit the appropriate form to the Emergency Management Executive or designee.
 - Obtain permission from the Emergency Management Executive or designee before formally submitting the request to the state.
 - Submit the request directly to the state using the IMS or state liaison in the EOC.
 - Work with LC Tracking Coordinator to monitor status of request.
-

If the state is not able to fill the request, it forwards the request using the EMAC process, or may send it to FEMA.

7 Arrange Delivery

Once the resource is obtained the Dispatch Recorder may contact the requestor again if a substantial amount of time has passed since the request was made to confirm that the need still exists. The Dispatch Recorder will then arrange for delivery, as follows:

- 7.1 The LC Dispatch Recorder notifies the LC Tracking Coordinator when a requested resource is ready to be assigned.
- 7.2 The LC Dispatch Recorder works with the LC Transportation Coordinator to determine how the resource will be transported to its intended destination.
- 7.3 The LC Transportation Coordinator verifies any specific delivery arrangements.
- 7.4 The LC Transportation Coordinator provides the requestor with an estimated time of delivery, and confirms final delivery.
- 7.5 If the resource is reusable or returnable, the LC Tracking Coordinator identifies the estimated date/time that resource use may be completed and updates POC information for the requestor as needed to facilitate reuse or return of resource.

This process is described in detail in the next section, *Movement Control*.

➔ Find PSMRs at www.emergencylogistics.org.

8 Track Resources

Resources are tracked from the time they are received until demobilization. The Tracking Coordinator monitors the status of resource requests to ensure that all approved requests are being sourced and fulfilled, and monitors the burn rate of consumable resources.

9 Close Out Resource Requests & Demobilize Resources

Unused, reusable, and rented resources must be returned to the agency or vendor who supplied the resource. Requestors who received such items must notify the LC Tracking Coordinator when the resource is ready for demobilization. The LC Tracking Coordinator works with the LC Transportation Coordinator and LC Dispatch Recorders to demobilize the resource and provide the EOC Administration/Finance Liaison with any information needed for payment purposes as follows:

- 9.1 Confirm that the resource is ready for demobilization.
- 9.2 Work with requestors to demobilize and return the resource to its original source.
- 9.3 Close out resource requests in the IMS when the resource is a consumable item that will not be reused or demobilized after being delivered to the end user or a reusable or returnable resource that has been demobilized and confirmed as returned to the owner.
- 9.4 Once all sites are closed and the final disposition of all resources is reported to the LC and closed out in the IMS, submit final resource counts to the EOC Administration/Finance Section for financial records or payment.
- 9.5 Provide a final update to the EOC Planning Section.

Movement Control

Transporting Resources

The movement control process focuses on the effective movement of resources to support response and recovery operations.

Movement Control governs the movement of a resource from the point of origin to the point of delivery to the end-user and back again, if applicable. Resources come from a variety of sources, including local warehouses, staging areas, agencies, suppliers, state emergency management agencies (EMAs) and federal agencies like FEMA. Transportation Coordinators in the Logistics Center (LC) manage all aspects of movement control.

1 Confirm Delivery Location

- 1.1 The LC Dispatch Recorder obtains the point of origin and point of delivery of a requested resource and provides this information to the LC Transportation Coordinator.
- 1.2 The LC Transportation Coordinator contacts the POC at the point of delivery to confirm the address and exact location where a resource should be delivered. The LC Transportation Coordinator determines whether a resource will be delivered directly to the point of need, or to an intermediate point for staging or cross-docking, and also identifies any special restrictions or instructions including:
 - Height, length and weight restrictions for trucks
 - Availability of loading docks or bays at the point of delivery
 - Limitations on loading/unloading
 - Traffic control or temporary street closures that might impact delivery
 - A drop-off point close to the point of need if there are multiple buildings or entrances at a delivery location

2 Determine Mode of Transportation

There are four modes of transportation available for the delivery of resources:

- Truck, vehicle and other road-based means
- Railway
- Air and air cargo
- Boats, barges, ferries and other water-based means

Resource delivery is most commonly handled with trucks and other land-based vehicles, but if a resource must be transported across long distances, commercial rail or air cargo may be used and is often combined with trucking or other vehicles for the “last mile” delivery to the point of need.

The LC Transportation Coordinator should consider the mode of transportation that will be used to move a resource, using the following table.

Transportation Mode Decision-Making

- Truck** Determine whether:
- Bridges and tunnels along the route are accessible and safe
 - Loads conform to height, weight, length, and/or turning radius restrictions for identified roadways
 - Special permitting or surveys are required for over-dimensional loads
 - Signal systems have power and are operational
 - Roadways are clear of debris and are not blocked due to flooding, collapse, storm, or other types of road blocks
- Note:** If roadways are not clear of debris or other hazards, request debris removal assistance from the appropriate agency or agencies via the EOC. Pre-determined emergency routes will have priority for debris removal.
-

- Rail** Determine whether:
- Freight, passenger, or subway rails are viable
 - Loads conform to height, weight, length, and/or turning radius restrictions for identified railways
 - Signal systems have power and are operational
 - Railways are clear of debris and are not blocked due to flooding, collapse, storm, or other types of road blocks
-

- Air** Determine whether:
- There are appropriate landing sites available for aircraft carrying supplies
 - Landing sites have facilities for handling and/or storing cargo
 - Smaller open spaces may be used as drop-off sites for rotary-wing aircraft (helicopters)
- Note:** For fixed-wing aircraft to land, airfields and landing strips need to be open and accessible.
-

- Waterway** Determine whether:
- Ports are open and safe
 - Waterways are clear of debris for ships to safely navigate
 - Facilities are accessible to onward ground transportation
- Note:** If waterways are not clear of debris or other hazards, request assistance from agencies including the U.S. Coast Guard (USCG), Environmental Protection Agency (EPA), and Army Corps of Engineers (USACE) via the EOC.
-

3 Determine Route

Once the mode(s) of transportation has been selected, the LC Transportation Coordinator selects a delivery route. Various routes may be assessed to determine the best option for prompt delivery, as follows:

Route Assessment

Verify delivery locations with the LC Coordinator.

Identify route(s) to destinations with the help of the EOC Transportation, Infrastructure and Law Enforcement Emergency Support Functions (ESFs), or Branches.

Request and retrieve assessments of identified routes. Sources may include:

- Local or State Department of Transportation (DoT) route surveys for over-dimensional loads
 - DoT/TRANSCOM updates
 - Aerial surveys (for all requests, provide site locations and identified routes)
 - Images via live video feed into EOC or LC
 - Other information from the field
-

Establish routes between state/federal staging areas and LSAs if needed:

- Work with the EOC Transportation ESF or Branch to verify or coordinate the clearing of routes from the state or federal staging areas to local staging areas.
 - Continually re-verify, reassess, and adjust routes based on feedback from subsequent aerial and ground-based assessments.
 - Inform the LC Tracking Coordinator and local staging area or Coordinator of any route changes.
 - Inform the local staging area or Coordinator of pending deliveries from state and federal staging areas.
-

3.1 Monitor routes and make adjustments

The LC Transportation Coordinator continually monitors routes and makes any necessary adjustments due to route closures/openings, changes in recommended modes of transportation, and delivery timeframes. Any changes must be communicated to the LC Tracking Coordinator, LC Security Coordinator, LSA Liaison, and delivery locations.

3.2 Finalize MHE requirements

Once the mode of transportation has been determined and a route has been selected, the Transportation Coordinator must determine whether any material handling equipment (MHE) will be required to transfer resources (i.e. cranes, forklifts).

- A resource being moved by truck may need to be moved on and off a truck using MHE such as forklifts.
- A resource being moved by rail may need to be moved on and off rail cars using specific MHE.
- A resource being moved by air may need to be unloaded from an aircraft using specific MHE.
- A resource being moved by waterway may need to be unloaded using specific MHE if a vessel does not have roll-on/roll-off capability.

4 Determine Security Requirements

The LC Transportation Coordinator should work with the Law Enforcement ESF or Branch and the LC Security Coordinator to determine if a security escort is required to ensure safe transportation to or the unloading of shipments at the point of delivery, considering:

- The priority level and value of a delivery's contents
- The means of delivery and any associated security risks
- The length of the delivery route and time of delivery (daytime or overnight delivery)
- Any EOC or public safety reports highlighting specific security risks in transit or delivery areas

The Security Coordinator is responsible for submitting requests for escorts when they are needed. If escorts are not available at the local level, requests are sent to the state.

When a Logistics Staging Area (LSA) is activated, security escort staff should be assigned immediately. The LSA Coordinator should address security personnel requirements with the EOC Director, keeping in mind the LSA throughput, as well as current situation reports and transportation routes.⁷

Checkpoints

Checkpoints may be established by law enforcement agencies. Drivers passing through checkpoints would have to present a valid driver's license, work identification card, and certified letter, bill of lading (BOL), or other document stating their destination location and confirming that they are on official business for the jurisdiction. Vehicles would be subject to inspection.

5 Source Transportation

If delivery is not provided by the supplier, the LC Transportation Coordinator works with the EOC Administration/Finance Liaison to identify existing transportation contracts or establish appropriate transportation contracts if they are not already in place.

6 Confirm Delivery

Once the LC Transportation Coordinator has secured transportation they contact the POC at the point of delivery and provide an estimated time of arrival. This information is shared with the LC Tracking Coordinator and the LC Dispatch Recorder, and the LC Tracking Coordinator must follow up with the POC to confirm receipt. If any issues arise, the LC Transportation Coordinator contacts the transportation provider to resolve the issue. When confirming delivery the LC Transportation Coordinator must:

- Confirm with the destination POC that the delivery arrived.
- Verify that the correct resources were delivered. If the wrong resource is delivered or the quantity is incorrect, the LC Transportation Coordinator will assist the LC Tracking Coordinator and LC Dispatch Recorder in coordinating return of the item to the vendor, the LSA, or another location.
- Update the IMS resource request record to reflect that the resource was delivered.
- Obtain an estimated date when the resource will no longer be needed (if the resource is reusable or returnable). The resource request should remain "open" in the IMS, an estimated date of completion and demobilization should be identified and the LC Tracking Coordinator should be notified of the planned duration of use.

[Find more information in the Logistics Staging Area Manual.](#)

Quick Sheets

Supplemental Staff

An EOC will likely not have enough people available to staff a full Logistics Center (LC). This Quick Sheet outlines the process for finding, orienting, and demobilizing supplemental LC staff members.

Requesting Supplemental Staff

Use mutual aid agreements and compacts using SEMS channels to request supplemental staff as needed. Be as thorough as possible in describing the mission and the requirements. The table below identifies key information that must be provided in the request.

Requesting staff members through formal Mutual Aid Systems

KEY INFORMATION

Mission type	Local or state
Mission assignment	A description of the capability that is needed. For example, staff members may be needed to provide resource management support to emergency management operations during all phases of the operation.
Resources requested	A description of what type of personnel or team is needed in order to fulfill the mission. (i.e. three Expanded Dispatchers).
Deployment dates	Include the date by which the resource (personnel or team) is needed and the expected date of demobilization, if possible. Include travel days in your estimate.
Work location	The address and facility name where the requested resource will work.

ADDITIONAL INFORMATION

Working conditions	Describe working conditions at the facility and whether supplemental staff members are required to provide supplies and equipment of their own.
Lodging and Meals	Indicate whether lodging and meals are the responsibility of the supplemental staff members or are provided by the requesting jurisdiction. Describe conditions: <ul style="list-style-type: none"> • Normal - all amenities are available • Minimal - some hotels/restaurants are operational • Base camp - meals/lodging provided • Primitive - must be self-sustaining for all amenities
Ground Transportation	Indicate whether ground transportation will be provided or supplemental staff members are responsible for securing their own transportation to the work site.
Health and Safety Concerns	<ul style="list-style-type: none"> • Immunizations or vaccinations suggested • Personal protective equipment (PPE) needed
Weather	<ul style="list-style-type: none"> • What are the current local weather conditions?

Orientation

Supplemental staff members assigned to the Logistics Center (LC) through Mutual Aid or the Emergency Management Mutual Aid (EMMA) system should be provided with the following information when they arrive:

Key Orientation Information for Supplemental Staff Members

Mission type	Local or state
Incident Information	<ul style="list-style-type: none">• A general overview of the incident and current situation report• A synopsis of work that has already been done
Mission assignment	<ul style="list-style-type: none">• A description of their assignment (provide incident management support to emergency management operations)• Introductions to team members• Introductions to other EOC staff with whom they will interact• Copies of any manuals, plans or field guides related to assignment
Scheduling	<ul style="list-style-type: none">• Define operational periods• Provide shift assignment / work hours• Provide the meeting schedule
Facility	<ul style="list-style-type: none">• Work location• Location of printers, fax machines and any other equipment and supplies that will be needed• Location of rest rooms• Location of break rooms/rest areas
Equipment and Supplies	<ul style="list-style-type: none">• List of assigned equipment• Orientation / just-in-time training on radios, incident management systems, etc.• Log-in information for any systems being used
Accommodation and Transportation	<ul style="list-style-type: none">• The address (and facility name where applicable) of overnight accommodations if they are being provided• Information of available modes of transportation• Preferred rental car company and reservation number if a vehicle has been reserved for their use
Procurement Information	<p>Although supplemental staff may not be directly involved in procurement, they should understand the local procurement process so they do not violate the rules or improperly commit funds. This basic information should be provided:</p> <ul style="list-style-type: none">• A copy of the local procurement rules• Copies of existing local contracts• Who has the authority to processes purchase orders, purchase goods and services and/or enter into new contracts?• Who can answer procurement questions?• How does the local EMA make purchases on behalf of local agencies or provide information to the requesting agency so that it may make the purchase?

The Procurement Process

- Supplemental staff should understand the procurement process:
- 1 Plan your purchase (read methods below and consider timeframes).
 - 2 Verify the funding source (locally-funded, grant funded, pre-approved, or new need).
 - 3 Search for an existing requirements contracts or search the internet for specifications, price quotes, potential bidders, etc.
 - 4 Fill out a Purchase Request Form, attach all back-up information, and have the EOC Director or EMA Executive sign that package.

Supplemental staff should also be provided with general procurement terminology. The template below is an example and should be tailored by each jurisdiction to fit their actual local and state procurement rules.

Term	Process
<p>Micro Purchases All purchases under \$5,000. No competition required.</p>	<ol style="list-style-type: none"> 1 Fill out the Purchase Request Form and get appropriate approval. 2 Identify a vendor, specific item information, and prices (from internet, catalog, or other sources). 3 Once the Purchase Order is written and approved, it is sent to the vendor.
<p>Small Purchases All purchases between \$5,000 and \$100,000.</p>	<ol style="list-style-type: none"> 1 Create a bid letter, specifications, and price proposals. 2 Fax specifications to at least 10 vendors. 3 Select the vendor (lowest bidder or best value). 4 Fill out the Purchase Request Form and get appropriate approval. 5 Once the Purchase Order is written and approved it is sent to the vendor, or the Purchase Order, bids, bidders list, and other documents are sent to the oversight authority per local procurement rules.
<p>Competitive Sealed Bid (CSB) All purchases for goods over \$100,000.</p>	<ol style="list-style-type: none"> 1 Create specifications. 2 Fill out the Purchase Request Form and get appropriate approval. 3 Submit to the proper agency for bidding. 4 The agency conducts a bid. 5 Select the provider and submit the contract to the proper agency.
<p>Request for Proposal (RFP) All purchases for services or a combination of goods and services over \$100,000.</p>	<ol style="list-style-type: none"> 1 Determine and verify the funding source (locally-funded, pre-approved or new need, grant-funded). 2 Brief the EMA Executive and Local Elected Official on the requirement and general specifications. 3 Develop detailed specifications. 4 Release the RFP. 5 Follow local rules on RFP release.
<p>Emergency Procurement</p>	<p>An authorization to make purchases using an abbreviated procurement process due to the nature of the event.</p>

Demobilizing Supplemental Staff

Supplemental staff are released once the agreed upon tour of duty has ended or it is determined that the need for additional staff no longer exists. EOC staff should use the following checklist when demobilizing supplemental staff.

SUPPLEMENTAL STAFF DEMOBILIZATION CHECKLIST

- Ensure the staff member has had a minimum of eight hours off for rest unless otherwise approved by the EMAC A-Team or other authority.
- Ensure the staff member is able to return home at a reasonable hour.
- Deactivate log-in information for any systems used.
- Retrieve any equipment and/or supplies issued.
- Confirm the final date of provided accommodations.
- Ensure that appropriate travel arrangements have been confirmed.
- Confirm that all appropriate documentation is accounted for and clearly understood before staff depart (daily work records, time/attendance records, travel vouchers, receipts).
- If staff were secured via EMAC, ensure the EMAC cost tracking documents have been properly completed.
- Confirm that all staff members arrive home safely and without incident.

Special Projects

Elected officials, special interest groups, and community group representatives may contact the LC directly to request resources for their constituents. This quick sheet provides guidance for the LC Special Projects Coordinator, who is familiar with these groups and is dedicated to assisting them with the resource request process.

The LC Special Projects Coordinator is responsible for managing the requests and expectations of special interest groups and representatives. To ensure that requests are fulfilled fairly, the LC Special Projects Coordinator uses the following process to guide their actions:

Special Projects Process

- 1 Special or unusual requests are directed to the LC Special Projects Coordinator.
- 2 The LC Special Projects Coordinator contacts the requestor to discuss the request and identify the level of need. The LC Special Projects Coordinator also clarifies any missing or unclear information.
- 3 Verified requests are submitted, along with an explanation and justification for fulfillment, to the LC Supervisory Dispatcher.
- 4 The LC Supervisory Dispatcher assigns the request to a LC Dispatch Recorder who sources the needed resource.
- 5 The LC Transportation Coordinator works with the LC Special Projects Coordinator to arrange transportation and delivery from local agencies, suppliers or other sources. When necessary, the LC Security Coordinator arranges security escorts.
- 6 The LC Tracking Coordinator tracks the location of all requested assets from acquisition through demobilization.

Corporate Donations

Private sector partners may wish to donate goods and services. This quick sheet provides a management process for corporate donations.⁷

Working with the private sector is critical for effective disaster logistics operations. At times, corporate partners may offer donations that meet an urgent need and help a jurisdiction offset costs. In other instances, these donations may not meet any immediate need but could be put to good use during long-term recovery or in response to other community needs. The Donations Coordinator serves as the main contact for corporate partners seeking to make donations.

Corporate Donations Process

- 1 Corporate partners looking to make a donation are directed to the Donations Coordinator.
- 2 The private sector liaison in the EOC works with the Donations Coordinator to contact the donor and discuss the donation, clarify any missing or unclear information and utilize donations management tools, if available.
- 3 The Donations Coordinator consults with the LC Supervisory Dispatcher, and LC Support Dispatcher to review active resource requests to determine if the donations meet any incident needs.
- 4 If the donation meets a current need, the Donations Coordinator fulfills the need with the donated goods or services.
- 5 If the donation does not meet a current need then the Donations Coordinator:
 - Determines whether they have a current or future need for the donated goods and services.
 - Contacts neighboring jurisdictions to determine if they have a current or future need for the donated goods and services.
 - Works with the corporate partner to identify an alternate type of donation that is beneficial to all involved.

⁷ Find more information in the [Regional Catastrophic Earthquake Donations Management Plan](#).

Job Action Sheets

ADMINISTRATION/FINANCE LIAISON

Work Site	Logistics Center
Reports to	EOC Admin/Finance Section
Supervises	N/A
Job Summary	Assist the Logistics Center with procuring requested resources that must be purchased and/or contracted.

START OF THE SHIFT

- Receive a briefing from the LC Coordinator.
- Coordinate with outside dispatch recorders to provide local procurement protocols (if applicable).

DURING THE SHIFT

- Coordinate with the EOC Finance/Admin section as necessary.
- Maintain documentation on all resource requests.
- Coordinate with other LC personnel as necessary.
- Maintain contact with dispatch recorders to provide updates on status of requests.
- Use the appropriate agency resource ordering and tracking system.
- Work with the EOC Admin/Finance Section Chief, the LC Coordinator LC Supervisory and Support Dispatchers to:
 - Provide an incident-specific overview of procurement methods for reference by LC staff.
 - Confirm that purchase orders are processed and invoices are tracked, as necessary.
- Verify and eliminate duplicate requests.
- Confirm item requirements and specifics.

END OF SHIFT

- Provide reports to the LC Coordinator and the EOC Admin/Finance Section as needed.
- Give the LC Tracking Coordinator information to be used in EOC Situation Report.
- Brief relief staff.

-
- Confirm the next shift assignment.
-

Qualifications

- Familiarity with local procurement rules
- Completion of ICS 100, 200, and 300 preferred (where applicable)
- Authority to procure items as necessary
- Working knowledge of agency's resource ordering and tracking system

DISPATCH RECORDER

Work Site	Logistics Center
Reports to	LC Supervisory Dispatcher or Support Dispatcher (depending on level of LC activated)
Supervises	N/A
Job Summary	Dispatch recorders use the local agency's resource ordering and tracking system to order and track resources.

START OF THE SHIFT

- Check in with the LC Support/Supervisory Dispatcher and receive briefing.
- Provide initial status updates to supervisor.
- Collect open resource requests.

DURING THE SHIFT

- Receive resource requests as assigned.
- Verify resource requests, confirm current need and quantity, and eliminate duplicate requests.
- Source verified and approved resource requests by reviewing local asset databases and warehouse inventories, and working with the EOC Administration/Finance section to identify existing contracts and suppliers.
- Forward requests to the EOC Administration/Finance Liaison for any assistance.
- Prepare mission requests as needed, and forward them to the LC Support or Supervisory Dispatchers as directed.
- Provide delivery locations to the LC Transportation Coordinator.
- Maintain documentation on all resource requests and provide information to the LC Tracking Coordinator.
- Coordinate with other Dispatch Recorders, coordinators and liaisons as necessary.
- Use the appropriate agency resource ordering and tracking system.

END OF SHIFT

- Provide the LC Tracking Coordinator with information for the EOC Situation Report.

- Confirm the next shift assignment.

- Brief relief staff.

Qualifications

- Successful completion of ICS 100 and 200
- Knowledge of local, state, and agency ordering systems and processes
- Working knowledge of agency's resource ordering and tracking system

DONATIONS COORDINATOR

Work Site	Logistics Center
Reports to	LC Coordinator
Supervises	N/A
Job Summary	Assist in allocating and securing corporate and other donations. [↗]

START OF THE SHIFT

- Check in with the LC Coordinator, other members of the LC Coordination team, and VOAD.
- Review incident priorities and open resource requests.
- Review situation reports, resource summaries, and other reports as applicable.

DURING THE SHIFT

- Work with the private sector liaison in the EOC to communicate donation needs and receive donation offers from corporate partners.
- Verify offers and de-conflict them with existing offers.
- Review operation needs and identify opportunities to put donation offers to use.
- Work with the LC Transportation Coordinator to arrange delivery of resources and communicate with donors.
- Coordinate with the EOC, other members of the LC Coordination Team, local VOAD and other support agencies as necessary.
- Provide status updates to the LC Coordinator and other support agencies as necessary.

END OF SHIFT

- Provide the LC Tracking Coordinator with information to be used in EOC Situation Report.

[↗] Find more information in the [Regional Catastrophic Earthquake Donations Management Plan](#).

Confirm the next shift assignment.

Qualifications ▪ Experience in donations management

LOGISTICS CENTER COORDINATOR

Work Site	Logistics Center
Reports to	EOC Logistics Section Chief
Supervises	LC Staff
Job Summary	Serves as the primary link between the EOC and the Logistics Center. The LC Coordinator supervises the LC staff and supports incident operations through resource management and movement control.

START OF THE SHIFT

- Check in with the EOC Logistics Section Chief and LC staff.
- Review logistics documents and manuals.
- Review incident priorities and open resource requests.
- Review situation reports, resource summaries, and other reports as applicable.
- Brief LC staff.
- Work with the EOC Logistics Section Chief to provide LC staff assignments.

DURING THE SHIFT

- Supervise the LC.
- Establish incident-specific guidance for request prioritization based on guidance from the EOC and agency executives.
- Work with EOC management to approve resource requests.
- Confirm that all requests are being properly tracked and fulfilled.
- Work with the EOC Director to obtain approval for mission requests and submit them to the state.
- Coordinate with the EOC and other support agencies as necessary.
- Provide status updates to the EOC and other support agencies as necessary.
- Monitor issues with the resource ordering and tracking system.

-
- Identify any need for expansion or contraction of the LC.
 - Determine the number of personnel needed and if the current site is sufficient.
 - Determine the additional number of staff needed and roles they will fulfill.
 - Identify, secure and outfit sufficient workspace.
 - Identify and notify staff.
-

- Review LC staff assignments and reorganize as necessary.
-

- Work with the EOC Administration/Finance Section Chief and LC Supervisory Dispatcher to:
 - Obtain an overview of procurement methods for reference and feedback to LC staff.
 - Confirm that purchase orders are processed and invoices are tracked, as necessary.
-

END OF SHIFT

- Prepare and review information for situation reports.
-
- Document any open issues and confirm the next shift assignment.
-
- Brief relief staff.
-

Qualifications

- EOC Logistics Section experience
- Successful completion of ICS 100, 200, 300, 400, 700, and 800
- Ability to communicate effectively, verbally, and in writing with EOC, LC staff, and supporting agencies
- Ability to sit and/or stand for several hours at a time

LOGISTICS STAGING AREA (LSA) COORDINATOR

Work Site	Logistics Center
Reports to	LC Coordinator
Supervises	N/A

For a complete description of the LSA Coordinator's responsibilities and qualifications, refer to the Job Action Sheet in the LSA Manual. [↗](#)

SECURITY COORDINATOR

Work Site	Logistics Center
Reports to	LC Coordinator
Supervises	N/A
Job Summary	Arrange for security assets, secured through the Law Enforcement ESF or Branch at the EOC, when and where needed.

START OF THE SHIFT

- Check in with the LC Coordinator and verify with the LC Transportation Coordinator that security assets have been identified, notified, and are prepared to mobilize to designated locations.
- Review incident priorities and open resource requests.
- Review situation reports, resource summaries, and other reports as applicable.

DURING THE SHIFT

- Coordinate with the EOC, other members of the LC Coordination Team, and other support agencies as necessary.
- Obtain and compile security information to support route viability assessment.
- Assess the need for resource transports and/or vehicle escorts.
- Coordinate security requirements and escorts via designated agents.
- Coordinate deployment of resources with escorts.
- Coordinate resource storage site security.
- Provide status updates to the LC Coordinator and other agencies as necessary.

END OF SHIFT

- Provide the LC Tracking Coordinator with information for the EOC Situation Report.
- Brief relief staff.
- Confirm the next shift assignment.

- Qualifications**
- Public Safety, Law Enforcement and EOC experience
 - Completion of ICS 100, 200 preferred

SPECIAL PROJECTS COORDINATOR

Work Site	Logistics Center
Reports to	LC Coordinator
Supervises	N/A
Job Summary	Handle requests from elected officials, special interest and community groups.

START OF THE SHIFT

- Check in with the LC Coordinator and other members of the LC Coordination Team.
- Review incident priorities and open resource requests.
- Review situation reports, resource summaries, and other reports as applicable.

DURING THE SHIFT

- Receive resource requests from elected officials, special interest and community groups.
- Verify requests and de-conflict them with existing requests.
- Provide verified requests to the LC Supervisory Dispatcher for assignment to LC Dispatch Recorders.
- Work with the LC Transportation Coordinator to arrange delivery of resources and communicate estimated time of arrival to the requestor.
- Coordinate with the EOC, other members of the LC Coordination Team, and other support agencies as necessary.
- Provide status updates to the LC Coordinator and other agencies as necessary.

END OF SHIFT

- Provide the LC Tracking Coordinator with information to be used in the EOC Situation Report.
- Brief relief staff.
- Confirm the next shift assignment.

- Qualifications**
- Experience working with special interest and/or community groups

SUPERVISORY DISPATCHER

Work Site Logistics Center

Reports to LC Coordinator

Supervises LC Dispatch Recorders and LC Support Dispatchers

Job Summary Oversee the expanded dispatch desk. In a Type 3 LC the Supervisory Dispatcher directly manages the Dispatch Recorders. In Type 2 and Type 1 LCs the Supervisory Dispatcher manages Support Dispatchers and assists with coordination and trouble-shooting.

START OF THE SHIFT

- Check in with the LC Coordinator and other members of the LC Coordination Team.
- Review incident priorities and open resource requests.
- Review situation reports, resource summaries, and other reports as applicable.

DURING THE SHIFT

- Supervise expanded dispatch operations.
- Manage LC Support Dispatcher(s) when activated.
- Obtain incident-specific guidance for request prioritization from the LC Coordinator and share with staff.
- Receive all requests coming in to the LC and assign as appropriate.
- Provide status updates to staff and the LC Coordinator, as necessary.
- Coordinate with the EOC, other members of supervisory and coordination teams, and other support agencies, as necessary.
- Coordinate special projects with the LC Special Projects Coordinator.
- Inform the LC Coordinator and EOC management of proposed mission requests.
- Monitor and troubleshoot issues with the resource ordering and tracking system.
- Work with the LC Tracking Coordinator to confirm fulfillment.
- Confirm blank forms and logistics documents are available in the LC.

-
- Work with the EOC Administration/Finance Section Chief and LC Coordinator to:
 - Obtain incident-specific overview of procurement methods for reference and feedback to LC staff.
 - Confirm that purchase orders are processed and invoices are tracked, as necessary.

END OF SHIFT

- Provide the LC Tracking Coordinator with information for the EOC Situation Report.
-
- Brief relief staff.
-
- Confirm the next shift assignment.
-

Qualifications

- EOC Logistics Section experience
- Completion of ICS 100, 200, 300, 400, 700, and 800

SUPPORT DISPATCHER

Work Site	Logistics Center
Reports to	LC Supervisory Dispatcher
Supervises	LC Dispatch Recorders
Job Summary	Oversee a team of no more than six Dispatch Recorders.

START OF THE SHIFT

- Check in with the LC Coordinator and LC Supervisory Dispatcher.
- Review incident priorities and open resource requests.
- Review situation reports, resource summaries, and other reports as applicable.

DURING THE SHIFT

- Supervise a team of no more than six LC Dispatch Recorders.
- Receive incident-specific guidance for request prioritization.
- Provide status updates to the LC Supervisory Dispatcher, as necessary.
- Coordinate with other support dispatchers and coordinators.
- Monitor issues with the resource ordering and tracking system.
- Review expanded dispatch team assignments and reorganize as necessary.

END OF SHIFT

- Provide the LC Tracking Coordinator with information for the EOC Situation Report.
- Brief relief staff.
- Confirm the next shift assignment.

- Qualifications**
- EOC Logistics Section experience
 - Completion of ICS 100, 200, 300, 400, 700, 800

TRACKING COORDINATOR

Work Site	Logistics Center
Reports to	LC Coordinator
Supervises	N/A
Job Summary	Maintain a clear operating picture for all resource requests. This includes ensuring all requests that have been received are being sourced as appropriate, transportation is being arranged and mission requests are completed and sent to the next level of government as necessary.

START OF THE SHIFT

- Check in with the LC Coordinator and other members of the LC Coordination Team.
- Review incident priorities and open resource requests.
- Review situation reports, resource summaries, and other reports as applicable.

DURING THE SHIFT

- Track the status of all requests submitted through the electronic incident management system (IMS), phone, email and fax.
- Maintain a status board of procurements and mission requests, displaying resource location and status of mission requests.
- Ensure all requests are received and assigned by the LC Supervisory Dispatcher.
- Ensure all resources are received where needed.
- Coordinate the demobilization of resources.
- Work with the Administration/Finance Liaison to track costs.
- Coordinate with the EOC, other members of the LC Coordination Team, and other support agencies, as necessary.
- Provide status updates to the LC Coordinator and other support agencies, as needed.
- Prepare the EOC Situation Report with input from LC staff.

END OF SHIFT

- Provide the LC Coordinator with content for the EOC Situation Report.

Brief relief staff.

Confirm the next shift assignment.

Qualifications

- EOC Logistics Section experience
- Knowledge of local, state and agency ordering systems and processes
- Completion of ICS 100, 200, 300, 400, 700, 800 preferred

TRANSPORTATION COORDINATOR

Work Site	Logistics Center
Reports to	LC Coordinator
Supervises	N/A
Job Summary	Work with suppliers and requestors to provide the most efficient transportation solution.

START OF THE SHIFT

- Check in with the LC Coordinator and EOC Transportation Branch/ESF.
- Review incident priorities and open resource requests.
- Review maps, operation locations, and predetermined supply routes.
- Coordinate with LC Dispatch Recorders and the Administration/Finance Liaison where necessary.

DURING THE SHIFT

- Coordinate with the EOC Transportation Coordinator, EOC Law Enforcement Branch/ESF, and LC Security Coordinator to develop a common operating picture of available transportation routes and any needed convoy security.
- Identify route(s) to sites.
- Request aerial surveys of identified routes (for all requests, provide site locations and identified routes).
- Retrieve route assessments.
- Maintain the transportation status board for the LC with input from the EOC Transportation Coordinator.
- Inform the LSA Coordinator of pending deliveries.
- Inform managers at delivery locations of pending deliveries and expected numbers of pallets/supplies/equipment.
- Verify and reassess commodities and resources for delivery with the LC Supervisory Dispatcher.
- Ensure all resources are received where needed.

Coordinate transportation for demobilization of resources.

Provide status updates to the LC Coordinator, as necessary.

Track costs associated with transportation resource requests.

END OF SHIFT

Provide the LC Tracking Coordinator with information for the EOC Situation Report.

Brief relief staff.

Confirm the next shift assignment.

Qualifications

- Successful completion of ICS 100, 200
- Knowledge of local, state, and agency ordering systems and processes

Appendix A

Forms

This section contains a template for each form that is used in the Logistics Center. All completed forms should be stored at the appropriate work station or position filing location. Upon demobilization, all copies should be forwarded to the LC Coordinator.

Form	Purpose	Filled Out By	Submitted To
Resource Request Form (LC1)	Used to request resources from the LC when electronic systems are unavailable	<ul style="list-style-type: none">Agencies, EOC staff	<ul style="list-style-type: none">LC staff
Financial Tracking Report (LC2)	Used to track and document the cost of all purchase orders, PSMRs, EMAC requests, and other resource requests requiring payment	<ul style="list-style-type: none">LC Tracking CoordinatorEOC Admin/ Finance Section	<ul style="list-style-type: none">LC CoordinatorAdministration/ Finance Section ChiefEOC Director
Staff Sign-In/ Sign-Out Log (LC3)	Used to document the hours that staff are at LC	<ul style="list-style-type: none">LC Coordinator	<ul style="list-style-type: none">EOC Director

Resource Request Form (LC1)

This form may be used to record resource requests when the electronic system (IMS) is unavailable or the request is phoned in to the Logistics Center.

The Dispatch Recorder is responsible for ensuring all the information needed to properly source a requested resource is collected.

Resource Request Form		
Priority:	Incident Name:	Operation Name:
Requesting Agency:	Requesting POC: Name: Phone:	Request Date: Request Time:
Deliver To: (Address/Location)		
Deliver POC: Name: Phone:		Needed by:
Additional Delivery Notes:		Duration of Use:
Requested Resource		
Type:		
Kind:		
Unit of Measure:	Quantity Needed:	
Specific Requirements:		
Restrictions:		
Additional resources needed to support use (e.g. fuel, operator, power source, etc...):		
Preferred Supplier (if known):		
Additional Comments:		
ALL FIELDS MUST BE COMPLETED BEFORE REQUEST CAN BE PROCESSED		

Financial Tracking Report (LC2)

This form may be used to track and document expenses from all purchase orders and mission requests requiring payment.

This form is started by the LC Support Dispatcher and completed by the EOC Admin/ Finance Section.

Financial Tracking Report								
Budget Code:								
Federal Declaration:								
Completed By (Name/Title):					Total Billed to Date:			
					State/Federal Cost Share:			
Date	Bill/ MR#	Cost	Amount Paid	Funding Source	Percentage Funded	Amount Due	Third Party Cost Sharing	Authorized By

Field	What it Means	Where to Retrieve Information
Budget Code	Budget line assigned to the activation	EOC Director or EOC Administration/ Finance Section
Federal Declaration	If applicable, specify full title of declaration	EOC Director or EOC Administration/ Finance Section
Total Billed To Date	Total amount spent	The cost column
State/Federal Cost Share	Percentage of dollar amount that the State and Federal government are funding	EOC Director or EOC Administration/ Finance Section

Bill/Request #	<ul style="list-style-type: none"> ▪ Vendor-issued invoice number ▪ Request Number 	<ul style="list-style-type: none"> ▪ The invoice number can be located on the purchase order or retrieved from the EOC Director or EOC Administration/Finance Section ▪ The request number can be retrieved from the State Representative or EOC Director or EOC Administration/Finance Section
Cost	Total cost of services	Purchase order or retrieved from the EOC Director or EOC Administration/Finance Section
Amount Paid	Amount the jurisdiction has paid to date for the specific service	EOC Director or EOC Administration/Finance Section
Funding Source	Emergency activation code	EOC Director or EOC Administration/Finance Section
Percentage Funded	Percentage funded by the funding source listed above	EOC Director or EOC Administration/Finance Section
Amount Due	The remaining amount that must be paid to the vendor	Subtract the Amount Paid from the Total Cost
Third Party Cost Sharing	Other agency that has agreed to share the cost	Corresponding agency
Authorized By	The person in authority who can approve the expense	EMA Executive, EOC Director or Logistics Section Chief

**Staff Sign-In/
Sign-Out Log
(LC3)**

This form may be used for time-keeping and to collect contact information from Logistics Center staff.

When each LC staff member arrives or leaves the LC, they must sign the Staff Sign-In/Sign-Out Log.

ICS 214

Name	LC Position	Home Agency	Contact Number	Email	Time In	Time Out

Appendix B

Preparedness

This appendix provides preparedness guidance for emergency operations center (EOC) personnel. In order for the Logistics Center (LC) to quickly activate and operate effectively the following key preparedness steps should be taken.

Facilities

Because the LC is a flexible and scalable operation, several sites should be pre-identified as potential LC locations to accommodate different size operations, or in case the EOC is unavailable.

- 1 Identify locations that can accommodate the three types of Logistics Center and meet the preferred characteristics described in *Operational Strategy 1, Facility Selection*.
- 2 Secure Memoranda of Understanding (MOUs) for selected facilities.
- 3 Assess locations for power, voice and data capabilities. If voice and data capabilities are not available at the selected facilities, identify appropriate suppliers and options for establishing internet and telephone connectivity.

Staff

- 1 Prepare a contact list of potential logistics center staff, using the guidance provided in *Operational Strategy 2, Staff Identification and Deployment*.
- 2 Train staff.↗

Resources

- 1 Identify hardware, including computers that can be used by LC Staff that are equipped with all necessary software programs and appropriate Incident Management Software.
- 2 Create guest or LC log-ins for any systems that require user log-in.
- 3 Make preparations for the LC to have access to printers, fax machines, phones, and copy machines.
- 4 Prepare a "Go-Kit" with sufficient office supplies to allow the LC to operate for at least 72-hours. A list of relevant supplies can be found in *Operational Strategy 3, Resource Requirements*.

↗ Find relevant training information at the NY-NJ-CT-PA resource www.EmergencyLogistics.org

Appendix C

Commodity Planning Worksheet

Determine current availability of common use and/or high demand commodities and identify if state or federal assistance will be required.

This form is maintained by the LC Tracking Coordinator and updated at the beginning of each operational period to capture current information on common use and high demand commodities.

- This form must be updated no less than every six hours.
- This form must be posted in clear view in the LC and an updated hard copy must be provided to the LC Coordinator every six hours and upon request.

Commodity Planning Worksheet						
	1	2	3	4	5	6
Commodity	Total Amount Needed	Amount Available Through Local Agencies	Amount Available Through Local Warehouse	Amount Available Through Local Contracts	Amount Available Through Emergency Purchasing	Deficits

Instructions

Information Source

1 Total Amount Needed: Total need for each commodity	LC Coordinator
2 Amount Available Through Local Agencies: Commodity surplus owned by local agencies	LC Coordinator, LC Donations Coordinator
3 Amount Available Through Jurisdiction Warehouse: Commodities that can be acquired from the local warehouse	LC Coordinator, Jurisdiction Warehouse Management
4 Amount Available Through Jurisdictional Contracts: Commodities that can be purchased off of current contracts	LC Coordinator, EOC Administration/ Finance Section
5 Amount Available Through Emergency Procurement Procedures (EPP): Commodities that can be purchased outside of standard procurement rules	LC Coordinator, EOC Administration/ Finance Section
6 Deficit: Commodities needed that cannot be acquired through above methods. This is the basis of the request from the state	To calculate the deficit, add columns 2 through 5 and subtract the sum from 1

Appendix D

Incident Types

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity (Source: U.S. Fire Administration).¹

-
- | | |
|---------------|---|
| Type 5 | <ul style="list-style-type: none">▪ The incident can be handled with one or two single resources with up to six personnel.▪ Command and General Staff positions (other than the Incident Commander) are not activated.▪ No written Incident Action Plan (IAP) is required.▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.▪ Examples include a vehicle fire, an injured person, or a police traffic stop. |
|---------------|---|
-
- | | |
|---------------|--|
| Type 4 | <ul style="list-style-type: none">▪ Command staff and general staff functions are activated only if needed.▪ Several resources are required to mitigate the incident.▪ The incident is usually limited to one operational period in the control phase.▪ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.▪ No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources.▪ The role of the agency administrator includes operational plans including objectives and priorities. |
|---------------|--|
-
- | | |
|---------------|---|
| Type 3 | <ul style="list-style-type: none">▪ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.▪ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.▪ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.▪ The incident may extend into multiple operational periods.▪ A written IAP may be required for each operational period. |
|---------------|---|
-
- | | |
|---------------|---|
| Type 2 | <ul style="list-style-type: none">▪ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.▪ Most or all of the Command and General Staff positions are filled.▪ A written IAP is required for each operational period.▪ Many of the functional units are needed and staffed.▪ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).▪ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority. |
|---------------|---|
-

¹ <http://training.fema.gov/EMIWeb/IS/ICSResource/assets/IncidentTypes.pdf>

-
- Type 1**
- This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.
 - All Command and General Staff positions are activated.
 - Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
 - Branches need to be established.
 - The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.
 - Use of resource advisors at the incident base is recommended.
 - There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
-

Appendix E

Public Assistance

This appendix provides an introduction to the Public Assistance Program for emergency operations center (EOC) Logistics and Finance decision makers. The mission of the Public Assistance Program is to assist communities in recovering from the devastating effects of disasters and emergencies by providing technical assistance and financial grants in an efficient, effective, consistent, and customer-friendly manner.

A catastrophic incident is by definition expected to overwhelm the efforts and capacity of a local jurisdiction's emergency responders. When this happens, federal assistance may supplement state, tribal and local efforts. FEMA coordinates the delivery of assistance under the **Robert T. Stafford Disaster Relief and Emergency Assistance Act** and provides grants through the Public Assistance Program to help with the extraordinary costs for response and infrastructure recovery.

Qualification

Public Assistance (PA) is available to jurisdictions in which both:

- A state of emergency has been declared.
- Disaster-related expenses meet or exceed the minimum cost threshold set by FEMA.

After a disaster has occurred a state may believe that response and recovery is beyond the combined capability of state and local governments. FEMA determines which areas are eligible for assistance and the types of assistance available,² and a state may request that a FEMA Regional Administrator assist with a Preliminary Damage Assessment to determine eligibility for Public Assistance. Eligibility is partly determined by the per capita impact indicator, which is a minimum cost threshold a state or local government entity must meet in order to qualify for Public Assistance funding.³

For all disasters declared on or after October 1, 2010:

- The **statewide per capita impact indicator** is \$1.30 – statewide disaster recovery costs must meet or exceed the amount of \$1.30 per person based on the state population
- The **countywide per capita impact indicator** is \$3.27 – a county's recovery costs must meet or exceed the amount of \$3.27 per person based on the county population

Cost share

The federal share will always be at least 75% of the eligible costs and may be more, depending on the severity of the disaster. All applicants are subject to the cost share outlined in the FEMA-State Agreement. This cost share applies to all eligible work. The state grantee determines how the non-federal share (up to 25%) is split with sub grantees (local applicants). In situations of severe impact, FEMA may reimburse up to 90% of eligible costs for all recovery work. This happens when Stafford Act costs meet or exceed a qualifying threshold. FEMA can recommend up to 100% federal funding for emergency work if warranted by the magnitude of the disaster.

² Areas eligible for assistance are published in the Federal Register.

³ FEMA adjusts the statewide and countywide per capita impact indicators annually to reflect changes in the Consumer Price Index for All Urban Consumers, published by the Department of Labor.

Types of Funding

Typically a jurisdiction will receive funds to reimburse eligible costs. Alternatively, a jurisdiction may request **Immediate Needs Funding** for the most urgent work during response to a major disaster or emergency. If the President declares a major disaster or emergency the state may request Immediate Needs Funding for damage costs requiring immediate cash flow. FEMA and the state may also identify any circumstances with immediate needs during the Preliminary Damage Assessment. Up to 50% of the federal share estimate, for emergency work to be completed within 60 days, will go into the state's account. **Expedited Payment** is similar to Immediate Needs Funding, but rather than having the state request Immediate Needs Funding on behalf of all applicants an individual applicant may request an Expedited Payment on their own. The state will still process the request and disburse the funds that FEMA obligates.

Eligibility

Who is eligible for Public Assistance?

- State and local government entities, including counties, municipalities, cities, towns, townships, local public authorities, school districts, special districts, intrastate districts, councils of government, regional or interstate government entities, and agencies or instrumentalities of a local government
- Federally recognized tribal governments
- Private nonprofit organizations that own or operate facilities that provide certain services of a governmental nature

What type of work is eligible?

Once a disaster declaration has been made, damage that meets all of the following criteria may be eligible for cost-shared FEMA assistance:

- The damage is a direct result of the declared incident or event.
- The damage that occurs can be tied directly to the declared incident.
- The damage occurred within the designated disaster area (except sheltering and evacuation activities that may be located outside the designated area).
- The damage is the applicant's legal responsibility at the time of the disaster.
- With very few exceptions, the damage occurred at a facility in active use.
- The damage is not within the specific authority of another Federal program.

Assistance can be for debris removal, emergency protective measures, and permanent restoration of your damaged infrastructure. The first test of eligibility is the above list; further category-specific eligibility requirements are found in the Funding Categories table that follows.

Funding Categories

Funding is available in the following categories, subject to the eligibility requirements:

Category	Eligibility
Debris Removal	<p>The work must be necessary to:</p> <ul style="list-style-type: none"> ▪ Eliminate an immediate threat to lives or public health and safety. ▪ Eliminate immediate threats of significant damage to improved public or private property when the measures are cost effective. ▪ Ensure the economic recovery of the affected community to the benefit of the community-at-large. ▪ Mitigate the risk to life and property by removing substantially damaged structures as needed to convert property acquired using FEMA hazard mitigation program funds to uses compatible with open space, recreation, and wetland management practices.
Debris Removal	<p>Debris removal eligibility may include actions taken by the community before, during and after a disaster to save lives, protect public health and safety, and prevent damage to improved public and private property. Measures that may be eligible include:</p> <ul style="list-style-type: none"> ▪ Warning of risks and hazards ▪ Search and rescue ▪ Emergency evacuations ▪ Emergency mass care ▪ Rescue, evacuation, transportation, care, shelter, and essential needs for humans affected by the outbreak and spread of an influenza pandemic ▪ Protection for an eligible facility ▪ Security in the disaster area ▪ Provision of food, water, ice, and other essential items at central distribution points ▪ Temporary generators for facilities that provide health and safety services ▪ Rescue, care, shelter, and essential needs for household pets and service animals if claimed by a state or local government ▪ Temporary facilities for schools and essential community services ▪ Emergency operations centers to coordinate and direct the response to a disaster ▪ Demolition and removal of public or private buildings and structures that pose an immediate threat to the safety of the general public ▪ Removal of health and safety hazards ▪ Construction of emergency protection measures to protect lives or improved property (for example, temporary levees) ▪ Measures to prevent further damage to an otherwise eligible facility (for example, boarding window) ▪ Restoration of access ▪ Inspections to determine whether structures pose an immediate threat to public health or safety

Permanent Work

Permanent work is eligible when it is required to restore facilities through repair or restoration, to pre-disaster design, function, and capacity in accordance with codes or standards:

- Roads and Bridges
 - Water Control Facilities
 - Buildings and Equipment
 - Utilities
 - Parks, Recreational Areas, and Other Facilities
 - Fire Management
-

What is the application process?

After a disaster has occurred the state may request federal assistance and begin the Public Assistance request process:

- The FEMA Regional Administrator will assist the state with a Preliminary Damage Assessment to collect information on the extent of the damage. If the information supports the need for federal assistance the President will declare a major disaster or emergency. Occasionally, when the catastrophic nature and magnitude of an incident are very clear, the President may declare a major disaster or emergency immediately, abbreviating the Preliminary Damage Assessment.
- At the Applicant's Briefing the state will brief potential applicants.
- An applicant must submit a Pre-application (Request for Public Assistance) to the state PA Representative within 30 days of the date of designation of a disaster area.
- A Kickoff Meeting will be held with FEMA, the applicant and the state PA Representative.
- FEMA staff will work with the applicant to define projects and estimate costs for the Project Preparation of Subgrant Applications. Projects will be reviewed by FEMA and the state.
- FEMA will obligate funds for the projects to the state. The applicant will work with the state on obtaining the funds, but should not delay taking necessary response and recovery actions. Those actions should not be dependent upon receiving federal funds.
- Once Project work is completed, FEMA and the state will assist the applicant to close out projects and finalize funding.

Deadlines & Timelines**Requesting Assistance**

- An applicant must submit a Request for Public Assistance within 30 days of the date that the area was designated a disaster area.
- Project information must be submitted to FEMA within 60 days of the Kickoff Meeting.
- FEMA will take action on granting funds for a specific project within 45 days of receiving all of the information for that project.
- A subgrantee may appeal FEMA's decision within 60 days of being notified of that decision.

Completing Work

The time frames for completing eligible work are also measured from the date of declaration of the disaster and vary depending on the type of work:

- Debris Clearance within 6 months
- Emergency Work within 6 months
- Permanent Work within 18 months

Time Extension

All time frames are set by regulation; however, if extenuating circumstances or unusual project conditions exist, a time extension may be requested through the grantee. The grantee has the authority to extend the time frames for completion of debris removal and emergency work by 6 months and permanent work by 30 months. For all other extensions, the grantee must request the extension from FEMA.

For additional information

Public Assistance Handbook, FEMA P-323, March 2010.

<http://www.fema.gov/government/grant/pa/handbk.shtm>

Public Assistance Policy Digest, FEMA 231, January 2008

<http://www.fema.gov/pdf/government/grant/pa/pdigest08.pdf>

References

Glossary

Container on flat car (COFC): A container on rail flat car or well car.

Distribution Management: The process by which resources are delivered to field sites and facilities for distribution to emergency response officials (EROs) or the general public.

EMAC A-Team: The EMAC A-team assists with the acquisition of resources through the Emergency Management Assistance Compact (EMAC). A-Teams also determine the cost and availability of resources. Team members may come from within or outside the requesting state.

Expanded Dispatch: A way of organizing staff in a logistics center to allow for an increase in the capacity to receive resource requests.

Flat car: A type of rail car that consists of an open, flat deck for carrying containers and trailers.

Incident Command System (ICS): A standardized, on-scene, all-hazards incident management approach.

Incident Commander (IC): An individual who is responsible for directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. The IC is responsible for all aspects of the response, including developing incident objectives and managing all incident operations.

Incident Management System (IMS): Software that provides emergency management agencies (EMAs) with a common platform from which they can enhance their ability to respond to and recover from incidents and events occurring within their jurisdiction. It provides users with a common operating picture and resource management tool through a single collaboration platform. Examples include DLAN, E-Team, Web EOC, and Knowledge Center.

Incident Management Team: The incident commander and appropriate command and general staff personnel assigned to an incident to provide tactical direction, oversight, and support to on-scene personnel.

Intermodal Transportation: The use of at least two of the major modes of transportation (i.e. air, rail, waterway, and trucking) to move resources.

Logistics Center (LC): Expands the logistics function in an EOC to support operations by serving as an entity that can manage a large volume of resource requests.

Logistics Staging Area (LSA): A temporary outdoor facility at which incoming shipments of commodities are received and pre-positioned for deployment upon request by the State, Region, Operational Area, Local Government, or the field.

Material Handling Equipment: All equipment that relates to the movement, storage, control and protection of materials, goods and products throughout the process of manufacturing, distribution, consumption, and disposal.

Memorandum of Understanding (MOU): A written agreement between jurisdictions or agencies outlining the terms under which each party agrees to assist each of the other parties upon receiving a request for resources. An agreement is considered an MOU when the efforts of one or more of the parties involved are not contingent on the efforts of one or more of the other parties involved to accomplish the purpose of the agreement. The parties involved are working cooperatively or in parallel to accomplish the purpose of the agreement.

Memorandum of Agreement (MOA): A written agreement between jurisdictions or agencies outlining the terms under which the parties agree to assist each other upon request for resources. An agreement is considered an MOA when the efforts of one or more of the parties involved is dependent on the efforts of one or more of the other parties involved to accomplish the purpose of the agreement.

Movement Control: The process by which resource transportation is efficiently and effectively managed utilizing the four modes of transportation (i.e. air, rail, waterway, and trucking).

Mutual Aid (MA): Mutual aid agreements are written mechanisms for parties involved to request emergency assistance for specific resources during a disaster. One benefit of MAAs is that costs associated with mutual aid agreements can be reimbursed by FEMA, through the Robert T. Stafford Disaster and Relief Act, P.L. 93-288, if certain conditions and criteria are met. Examples of MA agreements would be the Emergency Management Assistance Compact (EMAC) and most Intrastate Mutual Aid Agreements.

National Incident Management System (NIMS): Provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

Point of Distribution (POD): A location where life-sustaining commodities are distributed to members of the public.

Resource Management: The process by which resources are managed by local, state, and federal partners to support response and recovery.

Standardized Emergency Management System (SEMS): SEMS is the cornerstone of California’s emergency response system and the fundamental structure of the response phase of emergency management. SEMS incorporates ICS, multi-/inter-agency coordination, mutual aid, and the Operational Area concept. There are five levels under SEMS: Field, Local Government, Operational Area, Region, and State. All state government agencies must use SEMS when responding to multi-agency or multi-jurisdictional emergencies. All local government agencies must use SEMS in multi-agency emergency responses to be eligible for state reimbursement of response-related costs. SEMS integrates and is consistent with the National Incident Management System (NIMS).

State Operations Center (SOC): The SOC is the State-level EOC. When actuated, the SOC coordinates state resources, prioritizes resources, and coordinates mutual aid among the Regions. The SOC may request assistance from FEMA or from other state governments through EMAC and other interstate compacts and agreements.

Trailer on flat car (TOFC): A truck trailer or dry van on rail flat car.

Unified Command: An Incident Command System application used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single Incident Command Post and establish a common set of objectives and strategies and a single Incident Action Plan.

Universal Logistics Standard: A foundation on which local, state and federal stakeholders can build a comprehensive disaster logistics program.

Workable track: Tracks at an intermodal rail facility with an immediately adjacent hard surface pad from which to operate MHE that is used for railcar loading/down-loading operations.

Acronyms

Acronyms	Definition
ADA	Americans with Disabilities Act
BOL	Bill of Lading
BUOC	Business and Utilities Operations Center
Cal OES	California Governor's Office of Emergency Services
CERT	Community Emergency Response Team
COFC	Container on flat car
DCO	Defense Coordinating Officer
DOD	Department of Defense
DHS	Department of Homeland Security
DOT	Department of Transportation
EDRC	Expanded Dispatch Recorder
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
IAP	Incident Action Plan
ICS	Incident Command System
IMS	Incident Management System
IMT	Incident Management Team
LC	Logistics Center
LCC	Logistics Center Coordinator
MA	Mission Assignment
MHE	Material Handling Equipment
MOU/MOA	Memorandum of Understanding/Memorandum of Agreement
MOB	Mobilization Center
NDMN	National Donations Management Network
NIMS	National Incident Management System
NLSA	National Logistics Staging Area
PIO	Public Information Office
POC	Point of Contact
POD	Point of Distribution
RCPGP	Regional Catastrophic Preparedness Grant Program
RCPT	Regional Catastrophic Planning Team
SEMS	Standardized Emergency Management System
SOC	State Operations Center
TOFC	Trailer on flat car
USACE	United States Army Corps of Engineers
USCG	United States Coast Guard
USEPA	United States Environmental Protection Agency
VOAD	Voluntary Organization Active in Disaster

Planning Team

This document was produced by the Bay Area UASI, in collaboration with the Regional Logistics Steering Committee.

Agency

Alameda County Sheriff's Office of Homeland Security and Emergency Services
American Red Cross Bay Area Chapter
Bay Area UASI
Cal OES Coastal Region
Contra Costa County OES
County of Sonoma Fire and Emergency Services Department
FEMA Region IX
Oakland Fire Department, Emergency Management Services Division
Marin County Sheriff's OES
Monterey County OES
Napa County Emergency Services
San Benito County OES
San Francisco Department of Emergency Management
San José OES
San Mateo County Sheriff's OES
Santa Clara County OES
Santa Cruz County OES
Solano County OES

For more information on the Bay Area Regional Logistics Program, please visit:

<http://bayareauasi.org/programs/rcpgp/projects>

For more information on the NY-NJ-CT-PA Regional Logistics Program, please visit:

www.EmergencyLogistics.org

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