

# Puget Sound REGION



## Resource Management and Logistics



Regional Catastrophic Disaster  
Coordination Plan

**TOOLKIT**  
July 15, 2012



# Puget Sound Regional Catastrophic Disaster Coordination Plan

## Resource Management and Logistics Toolkit

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# Record of Changes

Change #	Date	Part Affected	Date Posted	Who Posted







# I. Introduction

## A. Purpose

The Puget Sound Regional Resource Management and Logistics Toolkit (RMLT) provides a comprehensive framework and guidance for managing resources and logistics. It presents a strategy that encourages resource sharing and optimizes resource acquisition, allocation, and deployment through increased communication, collaboration, and standardization. The RMLT also shares best practices and guidance to help individual jurisdictions improve their resource management and logistics programs.

The RMLT focuses on processes and systems that are initiated when an incident’s complexity or duration exceeds day-to-day emergency response capabilities. Its concepts are scalable and applicable for all types of disasters. The RMLT is intended to be implemented collectively by all levels of government, nonprofit and volunteer organizations, and the private sector.

The RMLT does not supersede any individual jurisdiction’s plan; it works with and supports local plans and aligns with and reinforces the Washington State Comprehensive Emergency Management Plan (CEMP). The RMLT also aligns with the National Incident Management System (NIMS), the National Response Framework (NRF) and the National Preparedness Goal.

The RMLT supports the Puget Sound Regional Catastrophic Disaster Coordination Plan, hereafter referred to as the Coordination Plan. The Coordination Plan provides an all-hazards framework for coordination among local, state, and federal entities prior to, during, and following a catastrophic incident in the Puget Sound Region. This RMLT supports the processes described in the Coordination Plan.

Because the RMLT integrates with the operational procedures of individual jurisdiction’s plans, the State CEMP and the Coordination Plan, the concepts in the RMLT are activated when any of the plans listed above are activated.



Northwest Washington

Figure 1-1: Puget Sound Region

## B. Scope

The RMLT was developed to promote collaboration in the eight counties identified by the Puget Sound Regional Catastrophic Preparedness Grant Program (RCPGP): Island, King, Kitsap, Mason, Pierce, Skagit, Snohomish, and Thurston, and the tribal nations, cities and towns within these counties. Because of their geographic proximity to each other, large disasters are likely to impact most, if not all of the jurisdictions within the Puget Sound Region.

The best practices and principles described in this toolkit can be applied to other Washington State jurisdictions.

Although this toolkit was developed primarily for catastrophic incidents, many aspects also apply to more common disasters. For the purposes of this plan, a catastrophic incident is defined as:

*"Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy,...and/or government functions."*

NRF Resource Center, December 2008

## C. Situation

The Puget Sound Region is vulnerable to many types of disasters. Perhaps the most catastrophic, earthquake, volcanic lahar and acts of terrorism will occur with little or no notice and are likely to cause widespread devastation. The ability to pre-stage resources will be very limited. Likewise, deploying resources post-incident will be highly challenging, because of damage to the transportation network and communication systems.

Most of the Puget Sound Region's hospitals, manufacturing companies and retail businesses use just-in-time inventory systems that maintain only one to three days of supply. Following a major disaster, internal sources of resupply may be inaccessible, because many businesses rely on warehouses and distribution centers located in high risk areas, such as liquefaction zones. External sources of resupply may also be delayed or unavailable because of damage to area airports, seaports, roads and railways. Debris, fuel shortages and insufficient equipment and materials needed for restoration may further aggravate the situation. If resupply problems occur, shortages of food, water, fuel, pharmaceuticals, medical supplies and other critical commodities will be experienced throughout the Puget Sound Region.

Resource prioritization and allocation may also be very difficult following a large disaster. Infrastructure disruptions will impede the damage assessment process and new damages are anticipated from cascading and reoccurring incidents, such as aftershocks. Neighboring jurisdictions and the State and Federal government will not be able to "just send everything", because the "pushed" resources may exceed the impacted jurisdictions' capacity to receive and manage or distribute them. At the same time, a myriad of unaffiliated responders, volunteers and unsolicited donations are likely to find their way into the affected area, putting an additional demand on local resources and burdening already compromised infrastructure systems.

## D. Planning Assumptions

During major or catastrophic incidents, certain fundamental assumptions related to resource management and logistics can be made. Key assumptions include:

### Impact

1. Catastrophic incidents can produce many casualties and/or displaced persons, possibly approaching a magnitude of tens of thousands to hundreds of thousands.
2. The event may cause significant and lengthy disruptions to critical infrastructure, including transportation, energy, communications, public health, and medical systems.
3. Local and regional economic and logistics infrastructure may be significantly disrupted, destroyed or over-extended.
4. A detailed and credible common operating picture may not be achievable for 24-48 hours or longer after the incident. As a result, response activities will have to begin without the benefit of a detailed or complete situation and critical needs assessment.
5. Impacts or restrictions on transportation assets may delay the response time of some resources.
6. Limited refueling capabilities may also impede response times.
7. Emergency personnel who normally respond to such events may be among those affected and unable to perform their duties.
8. Concurrent events in other states may result in competing demands on Federal, Emergency Management Assistance Compact (EMAC), and commercial resources.
9. Military (Department of Defense, Reserves, and National Guard) resources may not be available to support operations due to other national security mission requirements.

### Resource Requirements

1. A catastrophic incident will require a vast amount of emergency resources to respond to the needs of affected communities.
2. Resources will be required for an extended period of time.
3. Local and state owned resources will be exhausted quickly.
4. Demand will likely exceed supply.
5. In the Puget Sound Region, the most catastrophic and resource demanding forms of disaster, including massive earthquake, volcanic lahar, and acts of terrorism, will likely occur with little or no warning.
6. A coordinated resource allocation and distribution system will be required to maximize efficiency.
7. Private vendors have superior supply chain continuity capabilities and may be better able to deliver critical goods and resources to the public under marginalized conditions.
8. Expedient field logistics staging areas, temporary operations centers, and emergency worker living and support accommodations may be required to support relief efforts.
9. Temporary emergency sites will require security.

## E. Plan Organization

The RMLT is organized according to the Federal Emergency Management Agency's Comprehensive Preparedness Guide (CPG) 101. For ease of use and sharing, the RMLT's supporting appendices are bound separately. Many acronyms and technical terms are used throughout the RMLT. They are defined in Appendix A: Acronyms and Appendix B: Definitions, respectively. Recommendations and next steps identified during the development of the RMLT are included in Appendix C.

## II. Coordination Tools

During disasters, there is a need for coordination by all levels of government, nonprofit and volunteer organizations and the private sector to ensure that resources are managed to support an effective and timely response.

### A. National Incident Management System (NIMS)

When local resources are unable to meet the demand for assistance, surrounding jurisdictions and the state and federal governments play a critical response role. Effectively mobilizing and managing multiple outside resources requires an organizational framework that is understood by everyone. Recognizing the need for a standardized emergency response system, jurisdictions within the Puget Sound Region have adopted National Incident Management System (NIMS) and Incident Command System (ICS) standards.

### B. Sequence and Scope of Response

In Washington State, emergencies are managed at the lowest possible level. Chapter 38.52 of the Revised Code of Washington (RCW) grants local governments the primary responsibility for emergency response activities within their jurisdictions. When events go beyond a jurisdiction's capability, there is a tiered process for receiving outside assistance. During this process, emergency proclamations may be made at the local, tribal and state levels to support resource mobilization and emergency purchasing and contracting. Upon request by the Governor, the U.S. President may issue a federal disaster declaration authorizing federal disaster aid, including resources to supplement the state and local response.

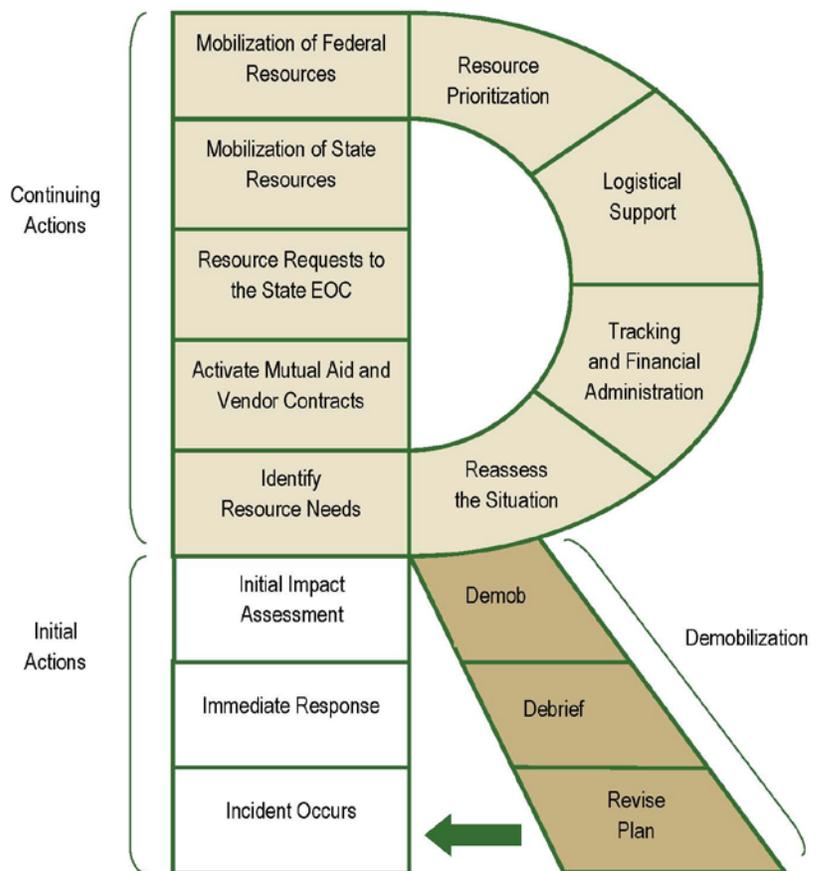


Figure 2-1: Resource Management and Logistics Incident Life Cycle

Figure 2-1 illustrates the range of actions that need to take place to mobilize, manage and support resources during the life cycle of an incident.

## 1. Initial Actions

### Immediate Response

When an incident occurs, local and automatic aid resources respond according to their emergency plans and standard operating procedures. During large disasters, multiple incident sites are likely. Initially, each site may operate under its own Incident Command structure with the on-scene organization pursuing the resources needed to support their operations. As the incident grows or continues, resource requests that cannot be met using the on-scene organizations' normal processes may be coordinated through the jurisdiction's Emergency Operations Center (EOC).

### Initial Impact Assessment

Local jurisdictions conduct an initial impact assessment to evaluate the current situation, determine if the incident is growing or spreading in intensity, and verify the extent and scope of damages. During the assessment, information is gathered to determine:

- What are the current and projected resource needs?
- Can the required resources get to where they are needed?
- Can the existing infrastructure support the required resources?
- Are the required resources available locally?
- Is a disaster proclamation needed?

## 2. Continuing Actions

### Activation of Mutual Aid and Vendor Contracts

When local resources are expected to be exhausted or specialized resources are required, local jurisdictions attempt to meet their resource needs through mutual aid, vendor contracts and commercial sources. Terms related to the resource provision are negotiated between the receiving jurisdiction and providing entity. Likewise, any contracts are executed by the local jurisdiction and providing entity.

### Resource Requests to the State EOC

Resource requests that cannot be filled locally may be forwarded to the State EOC. From that point on, the State EOC assumes the lead role in ensuring coordination of that resource for the local jurisdiction. The State EOC posts updated information about the status of resource requests on WebEOC. Cities and towns are encouraged to first submit their resource requests to the county prior to submitting them to the State EOC. If a request can be filled at the county level, response time may be improved.

### Mobilization of State Resources

When local resource requests are forwarded to the State EOC, the State attempts to fill them by mobilizing state assets, seeking private resources and/or activating state mutual aid agreements such as the Emergency Management Assistance Compact (EMAC) and the Pacific Northwest Emergency Management Arrangement (PNEMA). Once the Governor declares an emergency, the State may engage its Emergency Standby Services contract for base camp logistics, emergency products and debris management services. In the event further resource support is required, the State pursues federal assistance.

### Mobilization of Federal Resources

If a presidential declaration is proclaimed under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, federal resources are made available to assist state and local response and recovery efforts. As an agency of the Department of Homeland Security (DHS), the Federal Emergency Management Agency (FEMA) manages the federal response in accordance with the *National Response Framework* (NRF). The NRF organizes federal agencies by capability and type of expertise into 15 Emergency Support Functions (ESFs). For catastrophic incidents, especially those that occur with little or no notice, FEMA may take proactive measures to mobilize and deploy resources in anticipation of a formal request from the State. FEMA liaisons coordinate with the State to ensure that needed federal assets are dispatched before or during the first hours of an incident.

### Resource Prioritization

When resource demands exceed supply, requests for resources must be prioritized at all levels of government. Jurisdictional executives and agency officials provide strategic direction and make policy decisions that guide critical resource allocation. Scarce resources are assigned to incidents based on the overarching response and recovery objectives and policy direction. To support regional coordination, the Puget Sound jurisdictions have agreed upon common principles for resource prioritization (Section II-D). During catastrophic incidents, it may be necessary to concentrate on managing resource shortfalls for scarce resources as opposed to managing resources.

### Logistical Support

Logistical support is initiated by all levels of government to ensure resources, commodities and supplies are delivered when and where they are needed, in the quantities needed and in a form usable by the requester. To deliver life sustaining commodities to the public, an emergency supply chain is established integrating all levels of government and the private sector. To be successful, logistical support must overcome disaster conditions such as damage to the transportation and communications infrastructure, limitations in port and airfield capacity, and shortages of critical supplies such as fuel.

### Resource Tracking and Financial Administration

When a resource is deployed, it is tracked by the providing agency from the time it is dispatched until it arrives at the incident site or requesting jurisdiction's designated location. From the time of arrival until the resource is returned to its home agency, it is tracked by the on-scene organization or local EOC. Comprehensive resource tracking allows jurisdictions to maximize reimbursement for response costs from insurance providers and disaster assistance programs. All reimbursement is based on eligibility and supporting documentation. Consequently, cost accounting begins immediately during the response.

## **3. Demobilization**

### Demobilization

As incident objectives are met, resources are released or reassigned. Each agency or jurisdiction follows established release priorities considering safety, cost, ownership, length of service, availability for

reassignment and other factors. Critical personnel and equipment are relocated to other active or growing incidents. Demobilized resources are fully accounted for, rehabilitated and returned to their pre-incident capability.

### Debrief

Following each incident, jurisdictions and agencies hold debriefs to identify successes and failures, and highlight innovative approaches that were particularly effective. Participants have an opportunity to make recommendations for improving future responses. Often, After Action Reports are produced that identify and analyze issues likely to impede future efforts, if left unresolved. Along with the After Action Report, an Improvement Plan may be developed listing areas for improvement, recommended actions and a responsible party and deadline for their completion.

### Revise the Plan

Following major incidents, the RMLT will be revised to incorporate lessons learned and changes in policy and processes. Proposed toolkit revisions will be forwarded to the Puget Sound Region's jurisdictions, the State Emergency Management Division and other stakeholders for review and approval. After addressing all comments and recommendations, the revised RMLT will be finalized and distributed.

## **C. Information Sharing**

Information sharing, both horizontally and vertically, is vital to effective resource management and logistics. Accurate and timely information minimizes mistakes, inefficiency and duplication of effort. Decision makers, need an all-inclusive perspective in order to determine how to allocate scarce resources and make policy recommendations.

### **1. Regional Tools**

The Puget Sound Region has developed several tools to facilitate information sharing and situational awareness. When a major disaster has occurred or is imminent, jurisdiction and agency representatives will issue incident snapshots, participate on conference calls, and share information through WebEOC and other technologies. The expectation is that timely and accurate information will be communicated and used to enhance coordination and develop mutual recommendations that support the Puget Sound Region's needs.

#### Incident Snapshot Reports

To facilitate a common operating picture and local resource sharing, the Puget Sound Region's jurisdictions have agreed to share incident snapshot (ISNAP) reports within four hours of activation, or as soon as it is practical. The ISNAP report uses a "red, yellow, green" system to describe the status of key government functions and systems. Each county produces a combined report for the cities, tribes and unincorporated area within its boundaries. The county then forwards its completed report to the State EOC, for posting onto WebEOC. The ISNAP form and additional information about its use are included in the Coordination Plan.

### Regional Conference Calls

Any of the Puget Sound Region's eight counties or fifteen tribal nations may initiate a Regional Conference Call to discuss an incident's regional impacts and actions to be taken. Participants may include County EOC Managers and Emergency Management Directors, tribal representatives, and the State Emergency Management Division Director or his/her designee.

The initial call is expected to take place within 24 hours following the incident. The call provides a forum for identifying multijurisdictional issues and facilitating local mutual aid. It is also used to identify participants for a subsequent call to help organize functional coordination groups. Regional Conference Calls are scheduled for 0930 and 2130 unless otherwise specified. If telephone and internet connections are unavailable, the calls are held on amateur radio. Further details about the Regional Conference Call are contained in the Coordination Plan.

## **2. State Tools**

The State also uses several information sharing tools to build a common operating picture, determine support needed by local jurisdictions, and develop a basis for decisions about scarce resources.

### Situation Reports

When EOCs are activated and response or recovery operations are being conducted, affected jurisdictions provide situation reports (SITREPs) to the State EOC. These reports describe their disaster impacts, anticipated needs, and actions taken, underway and planned. The State EOC uses the SITREPs to monitor local resource support requirements and as a basis for key resource decisions. The State EOC also prepares a SITREP that consolidates information received from across the state and describes state agency activities. SITREPs are issued at least once per operational period or when a major change occurs that needs to be reflected in the common operating picture. The State posts local and state SITREPs on its Public Information Emergency Response (PIER) System, where they can be easily accessed by subscribing jurisdictions, agencies and businesses.

### State Conference Calls

The State EOC initiates a State Conference Call to gain situational awareness and assess the type and amount of resources that will be requested through the State EOC. During ordinary disasters, the State Conference Call is conducted daily; during a catastrophic incident, it may be conducted more frequently. The time and number for the call are released by the State EOC to participating jurisdictions as soon as the information is available.

### State Logistics Calls

During incidents that have significant resource shortfalls or complex logistics activities, the State EOC initiates a State Logistics Call. The purpose of the call is to facilitate information sharing between the State EOC, affected jurisdictions, and organizations offering assistance. Items to be discussed include resource requests and projections, movement coordination, and emergency supply chain operations.

The State EOC Logistics Section Chief or designee facilitates the call using the agenda shown in Table 2-1. The principal participants are Logistics Section Chiefs and ESF 7 (Logistics Management and Resource Support) Leads from the affected jurisdictions followed by key decision makers, subject matter experts, purchasing agents and response agency representatives. Those who may be able to offer assistance are also invited to be on the call, although mostly in a “listen only” capacity. These may include representatives from unaffected jurisdictions and tribal nations, FEMA, the United States Army Corps of Engineers, Washington State Department of Transportation, Washington State Patrol, Washington National Guard, Washington State Department of Health and Human Services, port personnel and volunteer coordinators.

The State Logistics Call takes place at least once daily when the State EOC is operational and supporting resource requests. The State EOC’s Alert and Warning Center provides notice and instructions for the call, and establishes the conferencing capability. Notes from the call are posted on WebEOC.



State Logistics Call Agenda	
1.	Status of Staging Areas <ul style="list-style-type: none"><li>▪ Inventory status</li><li>▪ Expected/projected deliveries</li><li>▪ Issues</li></ul>
2.	Status of Points of Distribution <ul style="list-style-type: none"><li>▪ Consumption rates</li><li>▪ CPODs open</li><li>▪ Projected needs</li></ul>
3.	Resource Status <ul style="list-style-type: none"><li>▪ Current resources available</li><li>▪ Resources requested in last 24 hours</li><li>▪ Ongoing missions</li><li>▪ Resources en route</li><li>▪ Resource deficiencies</li><li>▪ Resource projections</li><li>▪ Resource issues</li><li>▪ Coordination to reduce competition for the same resources</li></ul>
4.	EMAC/Mutual Aid Status <ul style="list-style-type: none"><li>▪ Number of personnel deployed</li><li>▪ Requests made</li><li>▪ Requests filled</li><li>▪ Outstanding requests</li><li>▪ Requests completed</li><li>▪ Issues</li></ul>
5.	Federal Assistance
6.	Jurisdiction Issues/Updates

Table 2-1: State Logistics Call Agenda

### 3. Summary Table

The following table summarizes the Regional and State information sharing tools.

Coordination Tool	Purpose	Initiated by	Participants	When
ISNAP Report	<ul style="list-style-type: none"> <li>▪ Preliminary picture of the disaster impact</li> <li>▪ Facilitates resource sharing and common operating picture</li> </ul>	Puget Sound Region counties	Counties, cities and tribal nations	Within 4 hours of activation or as soon as it is practical
Regional Conference Call	<ul style="list-style-type: none"> <li>▪ Facilitates a regionwide common operating picture</li> <li>▪ Provides a forum for resource requests and offers of assistance</li> <li>▪ Identifies current or future multi-county issues</li> <li>▪ Initiates decision to convene functional coordination groups</li> </ul>	Any of the Puget Sound Region counties or tribal nations	County EOC Managers, County Emergency Management Directors, tribal nation representatives and the State Emergency Management Division Director or his/her designee	The first call is held no less than 24 hours following the incident; subsequent calls are scheduled based on need. Calls occur at 0930 or 2130 hrs.
Situation Report	<ul style="list-style-type: none"> <li>▪ Summarizes the magnitude and impact of the disaster</li> <li>▪ Identifies problem areas</li> <li>▪ Warns of further hazards</li> <li>▪ Analyzes disaster-related needs compared to local response</li> <li>▪ Alerts additional response agencies of potential missions</li> </ul>	Local and State EOCs	EOC Planning Sections, ESF Leads, response agencies and organizations	One report per operational period or when a major change occurs that needs to be reflected in the common operating picture
State Conference Call	<ul style="list-style-type: none"> <li>▪ Facilitates situational awareness</li> <li>▪ Identifies the type and amount of resources that will be requested through the State EOC</li> </ul>	State EOC	EOC Managers or Deputy Managers	Typically once daily, may occur more often based on incident complexity.
State Logistics Call	<ul style="list-style-type: none"> <li>▪ Facilitates information sharing between the State EOC and affected jurisdictions concerning resource requests and projections, ongoing missions, mutual aid, and emergency supply chain operations</li> </ul>	State EOC Logistics Section Chief or designee	Logistics Section Chiefs and ESF-7 Leads, key decision makers, subject matter experts, purchasing agents, response agency representatives, and others who may be able to assist	Typically once daily, may occur more often based on incident complexity.

Table 2-2: Information Sharing Tools



Requests are to be prioritized to the greatest extent possible based upon:

1. Preservation of life and safety;
2. Incident stabilization; and
3. Preservation of the environment and property.

Considerations include availability, transportation, location of the resource, and the ability to do the greatest good where the greatest need exists.

The Puget Sound Region's philosophy is consistent with that used by the State for resource prioritization:

*"Requests are prioritized based upon the safety of responders, preservation of life, incident stabilization, and preservation of property to benefit the most. Considerations include availability, transportation, and location of the resource"*

State CEMP

## E. Mutual Aid Agreements

Jurisdictions often enter into agreements with other public and private agencies to share resources. Typically, either a mutual aid agreement or an interlocal agreement is used to establish terms and conditions related to the resource sharing. Both types of agreements may provide liability protection, establish fiscal provisions, and identify clear processes for assistance during an incident.

The State Emergency Management Division maintains and distributes a Mutual Aid and Interlocal Agreement Handbook that provides guidance about drafting such agreements. The Handbook describes these agreements as:

- A Mutual Aid Agreement is a written understanding between emergency management organizations to provide reciprocal emergency management aid and assistance. Such arrangements are authorized in Chapter 38.52.091 of the Revised Code of Washington. Mutual Aid Agreements must be consistent with the State CEMP and program. In an emergency, each signatory is responsible for providing assistance as they are able and in accordance with the signed agreement.
- Interlocal Agreements are based on the concept that the receiving party pays for the assistance provided. They are written in precise, contractual language. Interlocal Agreements identify the specific service, activity, or undertaking that is authorized, conditions under which it is to be

provided, and terms of reimbursement. Interlocal Agreements are discussed in Chapter 39.34 of the Revised Code of Washington.

Other types of agreements include:

- A Memorandum of Understanding (MOU) is a document that expresses mutual accord on an issue between two or more parties. MOUs are generally recognized as binding. However, to be legally operative, an MOU must: 1) identify the contracting parties; 2) delineate the subject matter of the agreement and its objectives; 3) summarize the essential terms of the agreement; and 4) be signed by the contracting parties. An MOU may also be called a Letter of Intent.
- A Memorandum of Agreement (MOA) is a written understanding between parties to cooperate on an agreed upon project or to meet an agreed upon objective. An MOA may also be referred to as a Cooperative Assistance Agreement.

## 1. State Agreements

Washington State has been a leader in developing and participating in mutual aid agreements that support statewide, state-to-state and international resource sharing. Key mutual aid agreements used by the State are described below.

### Emergency Management Assistance Compact (EMAC)

Washington State is signatory to the Emergency Management Assistance Compact (EMAC), administered by the National Emergency Management Association (NEMA). The EMAC enables member states to share personnel and equipment across state lines, while alleviating concerns about licensing and credentialing. The responding agency is responsible for ensuring personnel are qualified and have the knowledge, skills, and abilities needed for their job positions. The responding agency is also responsible for issuing travel orders or deploying the personnel.

The EMAC requires the affected state to have a state proclamation of emergency. Under the EMAC, the terms for providing assistance constitute a legally-binding agreement. The EMAC ensures that the state providing assistance will be reimbursed by the state receiving assistance. It also requires the receiving state to assume tort liability for out-of-state workers.

The EMAC uses Mission Ready Packages (MRPs) to expedite the mutual aid process. MRPs are specific response and recovery resource capabilities organized, developed, trained and exercised prior to an emergency or disaster. MRPs include all of the personnel, equipment, supplies and commodities necessary to achieve the mission. They are developed in cooperation with the resource providers and coordinated with State Emergency Management Agencies.

### Pacific Northwest Emergency Management Arrangement (PNEMA)

The Pacific Northwest Emergency Management Arrangement (PNEMA) is an agreement between Alaska, Idaho, Oregon, Washington, the Canadian province of British Columbia and the Yukon Territory to

coordinate emergency preparedness, response, and recovery through a regional approach. It maximizes the use of available regional resources and expedites interstate and international resource sharing between signatory jurisdictions. PNEMA does not require a declaration, but is activated by mutual agreement between two or more parties.

PNEMA contains eight cooperative principles including limiting costs for assistance to what the responding jurisdiction normally pays. PNEMA supports reciprocity for licenses, certifications, and permits. It guarantees the responding jurisdiction will be reimbursed by the requesting jurisdiction, if requested, and it makes the requesting jurisdiction responsible for tort liability, workers compensation and death benefits.

#### Washington Intrastate Mutual Aid System

The Washington Intrastate Mutual Aid System (RCW 38.56) provides for mutual assistance during emergencies among political subdivisions and federally recognized Indian tribes that choose to participate as member jurisdictions. Mutual assistance includes response, mitigation or recovery activities related to an emergency or participation in drills or exercises in preparation for an emergency. Prior to requesting assistance, the requesting member jurisdiction must either determine that an emergency exists or anticipate undertaking drills or exercises. The request for assistance must be from chief executive officer to chief executive officer and be confirmed in writing within thirty days of the request. Responding member jurisdictions may withhold or withdraw requested assistance at any time and for any reason, in their sole discretion.

The Washington Intrastate Mutual Aid System supports reciprocity for licenses, certifications and permits. Employees of the responding member jurisdiction may not be considered employees of the requesting member jurisdiction for any purpose. They are only entitled to benefits authorized by law in the course of their employment with the responding member jurisdiction. The requesting member jurisdiction must indemnify the responding member jurisdiction for damages or claims as long as personnel act in good faith. The requesting member jurisdiction is required to reimburse the responding member jurisdiction for the true and full value of all assistance provided. However, a responding member jurisdiction may elect to donate the assistance provided.

#### Washington State Fire Services Mobilization Plan

The State Fire Services Mobilization Plan facilitates statewide deployment of fire and emergency medical services (EMS) resources to any local fire jurisdiction in the state that has expended or will expend available local and mutual aid resources. Fire services mobilization is authorized by the Chief of the Washington State Patrol. During a large scale emergency, fire services mobilization includes the redistribution of regional or statewide firefighting resources to either direct emergency incident assignments or to assignment in communities where firefighting resources are needed. (RCW 43.43.960)

The Fire Mobilization Plan was established in 1991 to support wildland fire response, but has expanded over time to be an "all risk" plan. It establishes a process to quickly notify, assemble, and deploy fire and EMS personnel and equipment. The requested resources come with equipment, food, supplies, staff, and commodities needed to support them.

The Fire Mobilization Plan establishes procedures to reimburse fire agencies for eligible costs incurred while mobilized. It also sets forth payment procedures for participating volunteer fire personnel. In the event that a state mobilization incident qualifies as a presidential or other federally declared disaster, the reimbursement policy does not change for the local agency responders. Local agencies are fully reimbursed for their eligible expenses, even if no costs associated with the state mobilization incident are eligible for federal reimbursement.

The Plan and its enabling law provide for reimbursement of costs for fire and EMS resources only. However, support of these resources is considered to be an inherent requirement of state mobilization and its procurement is deemed to be within and essential to state mobilization. Consequently, the cost of necessary support is reimbursable as state mobilization costs.

#### Intrastate Building Safety Mutual Aid System

The Intrastate Building Safety Mutual Aid System (RCW 24.60) provides for mutual assistance among member jurisdictions in the case of a building safety emergency or to participate in training and exercises. Member jurisdictions may include counties, cities, towns, tribal governmental entities and other governmental entities with responsibilities of ensuring building safety. Mutual assistance may include responding to a building safety emergency, mitigating further damages, partaking in recovery activities or participating in authorized drills or exercises.

Prior to requesting assistance, the requesting member jurisdiction must either determine that an emergency exists or anticipate undertaking drills or exercises. The request for assistance must be from chief executive officer to chief executive officer and be confirmed in writing as soon as practicable. Responding member jurisdictions may withhold requested resources for any reason.

The Intrastate Building Safety Mutual Aid System supports reciprocity for licenses, certifications and permits. Resources from a responding member jurisdiction are under the command of the responding member jurisdiction and the operational control of the requesting member jurisdiction. Employees of a responding member jurisdiction are only entitled to benefits otherwise available in the course of their employment with the responding member jurisdiction. The requesting member jurisdiction must indemnify the responding member jurisdiction for damages or claims as long as personnel act in good faith.

The requesting member jurisdiction is required to reimburse the responding member jurisdiction for the true and full value of all assistance provided. However, a responding member jurisdiction may elect to donate the assistance and resources provided.

#### Public Works Emergency Response Mutual Aid Agreement

The Public Works Emergency Response Mutual Aid Agreement allows signatory agencies to assist one another when a local or state proclamation of emergency exists. It furnishes the mechanism for immediate response when the responding agency has the necessary resources and expertise available. The purpose of the agreement is to enable efficient use of resources through better coordination and to maximize

funding reimbursement during federally declared disasters. The agreement is administered by the Washington State Department of Transportation's (WSDOT) Highways and Local Programs Division.

The Public Works Agreement holds the responding agency responsible for ensuring that qualified personnel, appropriate equipment and necessary materials are supplied. It specifies that the responding agency will be reimbursed at usual and customary rates within 90 days of submitting a cost voucher. It requires the requesting agency to assume liability for the responding agency's workers. Signatories include 32 counties, 119 cities, one public utility district, and WSDOT.

## 2. Regional Agreements

Several regional agreements exist within the Puget Sound Region to facilitate resource sharing. No single agreement covers all of the Region's jurisdictions and "daisy chaining" agreements is not allowed. Principal regional agreements are described below.

### Inter-County Mutual Aid Agreement

The Inter-County Mutual Aid Agreement establishes an Omnibus Agreement among all signatory counties in Oregon, Washington and Idaho. Washington signatories, including Asotin, Clallam, Clark, Grays Harbor, King, Kitsap, Mason, Pend Oreille, Pierce, Skamania, Stevens, Thurston, and Whatcom Counties. Pierce County administers the agreement on behalf of the Washington State Emergency Management Association (WSEMA), and handles language changes, new county applicants, and coordination of resources and mutual aid for a requesting county.

The Inter-County Agreement allows personnel and equipment to be supplied for the first 8-hours at no cost. After that, reimbursement is at current rates or industry standards. The Agreement also allows the requesting jurisdiction to recognize licenses from other states.

In accordance with the Agreement, the responding jurisdiction operates as an independent contractor of the requesting jurisdiction while supplying assistance. Employees of the responding jurisdiction may not be considered employees of the requesting jurisdiction for any purpose. The Agreement requires requesting jurisdiction to indemnify the responding jurisdiction for damages or claims as long as personnel do not act in bad faith or perform activities beyond the scope of their training or duties.

### Homeland Security Region 3 Mutual Aid Agreement

The Homeland Security Region 3 (HSR3) Mutual Aid Agreement establishes an Omnibus Agreement among Thurston, Grays Harbor, Lewis, Mason, and Pacific Counties, and the tribes, cities, and other subdivisions within them. The Agreement facilitates the provision of personnel, equipment, materials, direct services or other support during an event. The HSR3 Agreement was modeled after the Inter-County Mutual Aid Agreement and establishes similar terms and conditions for the lending and borrowing agencies. Per the HSR3 Agreement, payment is negotiated by the lending and borrowing agencies; reimbursement may not be required in many cases. The HSR3 Agreement is administered by the Regional Lead Coordinating Agency, which is currently Thurston County.

Omnibus Legal and Financial Agreement for Organizations Participating in the Regional Disaster Plan for Public and Private Organizations in King County

The King County Omnibus Agreement provides emergency coordination across agencies and private and public sector signatories within or bordering King County. A majority of the cities, hospitals, fire districts, and public utilities districts within King County are signatories. The Agreement facilitates emergency assistance when an event causes or threatens loss of life, damage to the environment, injury to person or property, human suffering or financial loss.

The King County Omnibus Agreement was modeled after the Inter-County Mutual Aid Agreement and establishes similar terms and conditions for the lending and borrowing agencies. Per the King County Omnibus Agreement, the requesting jurisdiction pays the responding jurisdiction full costs for personnel and fees based on existing or industry standards for equipment. In kind payment is acceptable at the responding jurisdiction's option. The King County Omnibus Agreement is administered by the King County Emergency Management Advisory Committee.

Type 3 Incident Management Team Agreements

Currently, the Washington State Fire Marshal's Office has seven Type 3 All-Hazards Incident Management Teams (IMTs) rostered for response to State Fire Mobilization incidents. The teams include members from a variety of agencies and disciplines. The members' home agencies sign an interlocal agreement supporting their employee's ability to respond primarily within their service area, and possibly to other areas of the state.

Washington's seven rostered Type 3 IMTs include:

- Northwest Washington Incident Management Team - primarily serving Snohomish, Whatcom, Skagit, Island, and San Juan Counties (HSR1)
- Region 3 Incident Management Team - primarily serving Thurston, Mason, Lewis, Grays Harbor and Pacific Counties (HSR3)
- Southwest Washington Incident Management Team - primarily serving Cowlitz, Clark, Skamania and Wahkiakum Counties (HSR4)
- Pierce County Incident Management Team - primarily serving Pierce County (HSR5)
- Seattle Metro Incident Management Team - primarily serving King County (HSR6)
- Southeast Washington Incident Management Team - primarily serving Benton and Franklin Counties
- Spokane County Incident Management Team - primarily serving Spokane County

The Emergency Services Coordinating Agency (ESCA)

ESCA was created by interlocal agreement between ten participating cities in Snohomish and King Counties. ESCA serves as the emergency management agency for each of its member cities. During times of emergency, the ESCA Emergency Operations Center provides a coordination point between local and state agencies for support to ESCA cities. ESCA coordinates resources utilized between member

cities and provides resource acquisition and deployment from outside sources based on the needs of each individual city.

### 3. Countywide Agreements

Some of the participating jurisdictions have developed countywide agreements to promote communication and resource coordination. Two examples of these agreements are described below.

#### Thurston County Interlocal Cooperative Agreement

The Thurston County Interlocal Agreement includes seven cities and one tribe within the county. It supports an informed, coordinated approach to carrying out emergency management functions, including providing aid and sharing resources during disaster. The Agreement establishes the Thurston County Emergency Management Council as a coordinating organization to assist member jurisdictions in effecting their emergency management plans and programs. Each signatory is a voting member of the Council. The agreement establishes Thurston County as a unified ordering point to coordinate resource requests before the jurisdictions send their resource requests to the State.

#### Interlocal Agreement by and between Skagit County Jurisdictions for Mutual Aid for Fire and Emergency Services

The Skagit County Interlocal Agreement facilitates mutual aid and assistance among the cities and fire districts in Skagit County. Mutual aid is provided without reimbursement unless expressly agreed to between the requesting and responding agencies. Each agency is responsible for its own personnel and equipment, including damages, losses and liability. Each party indemnifies the other parties for wrongful actions.

### 4. Interjurisdictional Agreements within a County

Jurisdictions within a county may also enter into mutual aid or interlocal agreements with one another. These are typically discipline-specific, with fire, public works or utility departments agreeing to assist their counterparts in times of need.

In addition, many jurisdictions contract for the provision of services. In Kitsap, Pierce, and Snohomish Counties, municipalities, tribes and/or special districts contract with their respective county for emergency management services. In addition to many other activities, these include planning for and coordinating resources and logistics during disaster.

- The Snohomish County Department of Emergency Management provides emergency management service to the municipalities of Arlington, Darrington, Gold Bar, Granite Falls, Index, Lake Stevens, Marysville, Monroe, Snohomish, Stanwood, Sultan, and the Tulalip and Stillaguamish Tribal Communities.
- The Kitsap County Department of Emergency Management is responsible for providing emergency management services to the municipalities of Bainbridge Island, Bremerton, Poulsbo, Port Orchard and the unincorporated areas of Silverdale.

- The Pierce County Department of Emergency Management provides emergency management services to all of the municipalities and tribes in the county except Tacoma, Puyallup, Gig Harbor and the Puyallup Tribe. They also provide contract work with the Port of Tacoma, and other special purpose districts on an "as needed basis."

### III. Roles and Responsibilities

The United States uses a tiered level of response to disasters. Local jurisdictions request state resources when they have exhausted their own or anticipate running out of resources. In turn, the State asks the federal government for aid when its capabilities are exceeded. During catastrophic disasters, state and local resources are usually overwhelmed immediately; federal and non-governmental resources are needed right away, often in large quantities.

The collaborative use of resources requires coordination and cooperative decision making. All entities must work together to ensure an effective and timely response. The following section describes the roles and responsibilities of federal, state and local government, nonprofit and volunteer organizations, and the private sector during disaster. It presents their organizational structures for managing resources and logistics and describes what kind of assistance they are able to provide.

#### A. Department of Homeland Security

The Department of Homeland Security (DHS) is responsible for ensuring the safety and security of the United States from terrorist attacks and other disasters. When an incident occurs or is anticipated, DHS uses the *National Response Framework (NRF)* to involve all necessary department and agency capabilities, organize the Federal response, and ensure coordination with response partners. Under the NRF, federal agencies are grouped by capability and type of expertise into 15 Emergency Support Functions (ESFs). The ESFs provide disaster response assistance in their areas of expertise, as well as operational support when tasked through mission assignments. Table 3-1 lists the Federal ESFs, their roles and responsibilities and examples of resources they can bring to bear.

Table 3-1: Federal Emergency Support Functions

ESF-1 Transportation - U.S. Department of Transportation (USDOT)	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Provide transportation assistance</li> <li>▪ Identify temporary alternative transportation solutions</li> <li>▪ Provide information on and coordinate with various transportation providers (air, rail, trucking and others)</li> <li>▪ Coordinate restoration and recovery of transportation systems and infrastructure</li> <li>▪ Support mass evacuation operations</li> </ul>	<p><u>Resources</u></p> <ul style="list-style-type: none"> <li>▪ Temporary flight restrictions</li> <li>▪ Road closure information</li> <li>▪ Support for survivor/patient evacuation operations including Evacuation Liaison Team</li> </ul>
ESF-2 Communications - National Communications System (NCS)	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Provide liaison to the nation's telecommunications providers for landline, cellular and other communication systems to support restoration of communications infrastructure and systems</li> <li>▪ Support procurement and coordination of communications services</li> </ul>	<p><u>Resources</u></p> <ul style="list-style-type: none"> <li>▪ Mobile communications systems</li> <li>▪ FEMA Mobile Emergency Response Support (MERS)</li> <li>▪ USACE Deployable Tactical Operations Systems</li> </ul>

ESF-3 Public Works and Engineering – U.S. Army Corps of Engineers (USACE) & FEMA	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Provide public works and engineering support and services including assessments (including structural) of public works and infrastructure facilities</li> <li>▪ Execute emergency contract support for life-saving and life-sustaining services (water, ice, emergency power)</li> <li>▪ Provide technical assistance to include engineering expertise, construction management, and contracting and real estate services</li> <li>▪ Provide emergency repair of damaged public infrastructure and critical facilities</li> <li>▪ Provide debris technical assistance, debris removal operations, restoration of water and sewage systems, temporary roofing and other necessary construction-related support</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ Water and Ice</li> <li>▪ Commodities</li> <li>▪ Temporary Power</li> <li>▪ Infrastructure Assessment</li> <li>▪ Temporary Roofing</li> <li>▪ Debris Management</li> <li>▪ Temporary Housing</li> <li>▪ Temporary Critical Facility Planning</li> <li>▪ Planning Response Teams (PRTs)</li> </ul>
ESF-4 Firefighting - U.S. Forest Service (USFS)	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Manage and coordinate firefighting activities, including the detection and suppression of fires on Federal lands</li> <li>▪ Provide personnel, equipment, and supplies in support of State, tribal, and local agencies involved in wildland, rural, and urban firefighting operations</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ Incident Management Team (IMT) personnel</li> <li>▪ Hot Shot teams</li> <li>▪ National Area Command Teams</li> <li>▪ Federal base camp resources</li> </ul>
ESF-5 Emergency Management - FEMA	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Coordinate emergency response plans and establish the Federal support infrastructure in the affected State and/or region to facilitate delivery of response, and recovery assistance</li> <li>▪ Facilitate information flow and coordinate intergovernmental planning, to prepare assets for deployment</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ National and Regional Incident Management Assistance Teams (IMAT)</li> <li>▪ Disaster Emergency Support Teams</li> <li>▪ Joint Field Office (JFO) w/ staffing</li> <li>▪ Incident Support Base (ISB)</li> <li>▪ ISB management teams</li> <li>▪ Community Relations teams</li> <li>▪ MERS tactical communications resource</li> <li>▪ Preliminary Damage Assessment teams</li> </ul>
ESF-6 Mass Care, Emergency Assistance, Housing, and Human Services - FEMA	
<p><u>Role and Responsibilities</u></p> <p>Provide support to disaster survivors including:</p> <ul style="list-style-type: none"> <li>▪ feeding and evacuation support</li> <li>▪ emergency first aid</li> <li>▪ access to the National Shelter System (NSS)</li> <li>▪ survivor registration capabilities</li> <li>▪ family reunification assistance</li> <li>▪ assistance to individuals with special needs</li> <li>▪ household pet and service animal support</li> <li>▪ donated goods services</li> <li>▪ construction support for damaged residences</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ Critical Response Team (ARC)</li> <li>▪ Shelter operations support teams</li> <li>▪ Feeding operations support teams</li> <li>▪ National Emergency Family Registry and Locator System</li> <li>▪ National Emergency Child Locator Center</li> <li>▪ Interim housing facilities</li> </ul>

ESF-7 Logistics Management and Resource Support – General Services Administration (GSA) & FEMA	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Provide emergency relief supplies (water, pre-packaged food, generators, etc), facility space, office equipment, office supplies, telecommunications, contracting services, bulk fuel, transportation services, personnel required to support immediate response activities and other services</li> <li>▪ Manage ISBs and JFO facilities</li> <li>▪ Contribute resources from existing FEMA stocks and emergency procurement(s)</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ ISB management teams</li> <li>▪ Numerous commodities</li> <li>▪ JFO support kits</li> <li>▪ Contracting and movement support personnel</li> </ul>
ESF-8 Public Health and Medical Services – Department of Health and Human Services (DHHS)	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Provide an assessment of public health/medical needs including Health surveillance</li> <li>▪ Patient evacuation</li> <li>▪ Patient care</li> <li>▪ Safety and security of drugs, biologics, and medical devices, Blood and blood products</li> <li>▪ Food safety and security</li> <li>▪ Agriculture safety and security</li> <li>▪ All-hazard public health and medical consultation, technical assistance, and support</li> <li>▪ Behavioral health care</li> <li>▪ Vector control</li> <li>▪ Potable water/wastewater and solid waste disposal</li> <li>▪ Mass fatality management, victim identification, and decontaminating remains</li> <li>▪ Veterinary medical support</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ Medical care personnel, health, medical and veterinary equipment and supplies and National Medical Response Teams</li> <li>▪ Secretary's Emergency Response Team</li> <li>▪ Commissioned Corps (PHS)</li> <li>▪ Incident Support Team (CDC)</li> <li>▪ Technical Advisory Response Unit (CDC)</li> <li>▪ National Disaster Medical System components including DMAT, DMORT, DMORT WMD; VMAT and Medical Surgical Response Team</li> <li>▪ Medical and mortuary caches</li> <li>▪ Medical Emergency Radiological Response Team (VA)</li> </ul>
ESF-9 Search and Rescue - FEMA et al.	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Structural Collapse (Urban) Search and Rescue (US&amp;R)</li> <li>▪ Waterborne Search and Rescue</li> <li>▪ Inland/Wilderness Search and Rescue</li> <li>▪ Aeronautical Search and Rescue</li> <li>▪ Distress monitoring</li> <li>▪ Communications</li> <li>▪ Location of distressed personnel</li> <li>▪ Coordination</li> <li>▪ Execution of rescue operations including extrication or evacuation along with the provisioning of medical assistance</li> <li>▪ Civilian services through the use of public and private resources to assist persons and property in potential or actual distress.</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ Type 1 Rescue Teams (heavy)</li> <li>▪ Incident Support Teams</li> <li>▪ Border Patrol Search, Trauma and Rescue Team</li> <li>▪ Crush Medical Assistance</li> </ul>

ESF-10 Oil and Hazardous Materials – Environmental Protection Agency (EPA) & U.S. Coast Guard (USCG)	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Take appropriate actions to prepare for, respond to, and recover from a threat to public health, welfare, or the environment caused by actual or potential oil and hazardous materials incidents</li> <li>▪ Sample drinking water supplies</li> <li>▪ Cap contaminated soils or sludge</li> <li>▪ Stabilize, contain or retard the spread of releases or mitigate effects</li> <li>▪ Decontaminate buildings and structures</li> <li>▪ Remove highly contaminated soils</li> <li>▪ Remove drums, barrels, tanks, or other bulk containers that contain oil or hazardous materials</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ National Strike Force/Team (USCG)</li> <li>▪ Marine Safety and Security Team (USCG)</li> <li>▪ Environmental Response Team (EPA)</li> <li>▪ National Decontamination Team (EPA)</li> <li>▪ National Counterterrorism Evidence Response Team (EPA)</li> <li>▪ Radiological Response Team (EPA)</li> <li>▪ Regional Response Teams (EPA)</li> <li>▪ National Response Team (EPA/USCG)</li> <li>▪ HAZMAT Scientific Support Team (NOAA)</li> </ul>
ESF-11 Agriculture and Natural Resources – U.S. Department of Agriculture (USDA)	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Provide nutrition assistance</li> <li>▪ Control and eradicate an outbreak of contagious or economically devastating animal/zoonotic disease, or any outbreak of an economically devastating plant pest or disease</li> <li>▪ Ensure the safety and security of the commercial food supply</li> <li>▪ Protect natural &amp; cultural resources and historic properties resources</li> <li>▪ Provide for the safety and well-being of household pets</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ Rapid Response Team (FDA)</li> <li>▪ Veterinary Diagnostic Teams (APHIS)</li> <li>▪ Animal Emergency Response Organization (APHIS)</li> <li>▪ Incident Management Team (APHIS)</li> <li>▪ National Animal Health Emergency Response Corps (APHIS)</li> </ul>
ESF-12 Energy – Department of Energy (DOE)	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Collect, evaluate, and share information on energy system damage</li> <li>▪ Provide information concerning the energy restoration process</li> <li>▪ Facilitate the restoration of energy systems</li> <li>▪ Provide technical expertise to utilities</li> <li>▪ Conduct field assessments</li> <li>▪ Assist government and private-sector stakeholders to overcome challenges in restoring the energy system</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ Nuclear Emergency support Team (DOE)</li> <li>▪ Aerial Measuring system (DOE)</li> <li>▪ Atmospheric Release Advisory Ctr (DOE)</li> <li>▪ Radiological Emergency Assistance Center/Training Site (DOE)</li> <li>▪ Radiological Assistance Program (DOE)</li> <li>▪ Federal Radiological Monitoring and Assessment Center (DOE)</li> </ul>
ESF-13 Public Safety and Security – Department of Justice (DOJ)	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Support incident management requirements including force and critical infrastructure protection</li> <li>▪ Security planning and technical assistance</li> <li>▪ Technology support</li> <li>▪ General law enforcement assistance in both pre-incident and post-incident situations</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ Special Response Team (SRT) (DOJ-ATF)</li> <li>▪ National Response Team (DOJ-ATF)</li> <li>▪ Border Patrol Tactical Unit (DHS-CBP)</li> <li>▪ SRT and Correctional SRT (DHS-ICE)</li> <li>▪ Explosive Detection Dog Teams (DHS-ICE)</li> <li>▪ National Screening Force (TSA)</li> <li>▪ Federal Air Marshal Response Force (TSA)</li> <li>▪ Explosives Detection Canine Teams (TSA)</li> <li>▪ Law Enforcement Team (NOAA)</li> </ul>

ESF-14 Long Term Community Recovery – FEMA	
<p><u>Role and Responsibilities</u></p> <ul style="list-style-type: none"> <li>▪ Provide a framework to promote successful long-term recovery for communities suffering significant damage, where the local capacity to implement a recovery process is limited</li> <li>▪ Facilitate delivery of federal assistance to local governments for community recovery, reconstruction and redevelopment</li> <li>▪ Support long term recovery decision making</li> <li>▪ Provide aid in identifying key recovery priorities and linking with potential resources</li> </ul>	<p><u>Example Resources</u></p> <ul style="list-style-type: none"> <li>▪ Public Assistance Officers</li> <li>▪ Public Assistance Specialists</li> <li>▪ Individual Assistance Officers</li> <li>▪ Individual Assistance Specialists</li> <li>▪ Inspectors</li> <li>▪ Environmental and Historic Preservations Specialists</li> </ul>
ESF-15 External Affairs – DHS	
<ul style="list-style-type: none"> <li>▪ Coordinate Federal actions to provide external affairs support to Federal, State, tribal, and local incident management elements</li> <li>▪ Integrate Public Affairs, Congressional Affairs, Intergovernmental Affairs (State, tribal, and local coordination), Community Relations, and the Joint Information Center (JIC) to ensure the coordinated release of information concerning an incident</li> </ul>	<ul style="list-style-type: none"> <li>▪ Emergency Communications and Outreach Team (EPA)</li> <li>▪ FEMA, DHS and other agency External Affairs Specialists</li> </ul>

The National Response Coordination Center (NRCC) is the lead entity for federal resource coordination. The NRCC operates under the direction of the FEMA Administrator and is a critical element of the National Operations Center. The NRCC builds and maintains a national-level common operating picture. When multiple states or FEMA regions are affected, the NRCC ensures federal response efforts are comprehensive and well coordinated. If one or more FEMA regions become overwhelmed, the NRCC provides resource management and logistical support on their behalf.

Each of FEMA's regional offices maintains a Regional Response Coordination Center (RRCC). The RRCCs operate under the direction of the FEMA Regional Administrator to coordinate and support federal regional resources. The RRCC works with the State EOC to share situational awareness and identify needed federal assets. During routine disasters, the majority of federal assistance is provided through the RRCC with the NRCC serving in an oversight and supporting role.

The RRCC coordinates the federal regional response until the Joint Field Office (JFO) is established and the presidentially appointed Federal Coordinating Officer assumes leadership of the JFO. The JFO provides a central location for public, private and private nonprofit organizations to coordinate response and recovery efforts. The JFO also provides support to on-scene efforts.

The JFO Logistics Section coordinates logistics support that includes: control of and accountability for federal supplies and equipment; resource ordering; delivery of equipment, supplies, and services to the JFO and other field locations; facility location, setup, space management, building services, and general facility operations; transportation coordination and fleet management services; information and technology systems services; administrative services such as mail management and reproduction; and customer assistance.

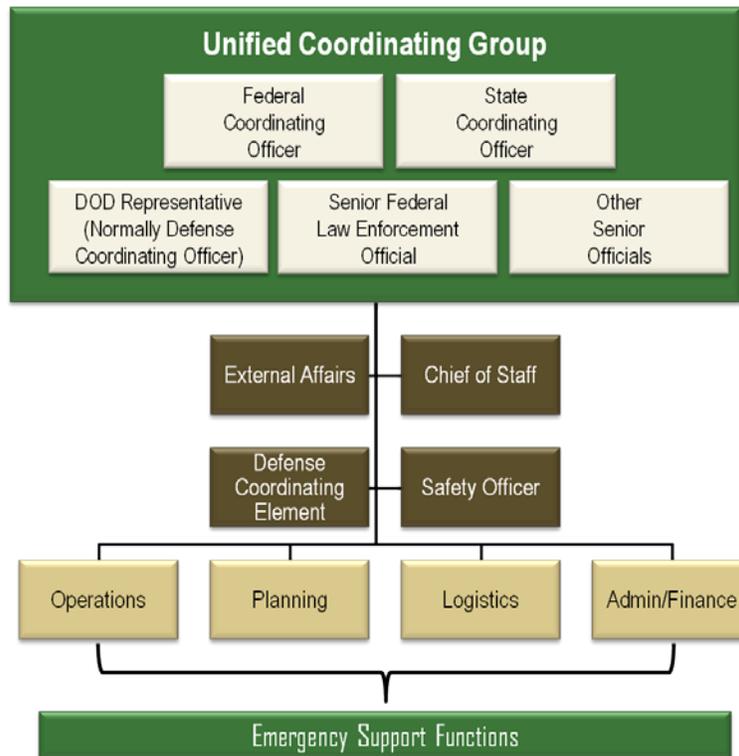


Figure 3-1: Joint Field Office Organization

All aspects of the federal response are organized using the principle of Unified Command. This allows federal departments and agencies to support state and local responders in a coordinated and cohesive manner. When the JFO assigns federal assets to assist at an incident scene, the assets are integrated into the Unified Command structure at the incident scene under the operational control of the local Incident Commander.

Prior to and during catastrophic incidents, especially those that occur with little or no notice, the federal government may take proactive measures to mobilize and deploy assets in anticipation of a formal request from the State. In this case, FEMA liaisons coordinate with the State to ensure that needed federal assets are dispatched before or during the first hours of an incident. The context and strategy for implementing an accelerated federal response is described in the Catastrophic Incident Annex to the NRF (NRF-CIA). Further details and operationally specific information is contained in the NRF Catastrophic Incident Supplement (NRF-CIS).

### 1. FEMA Logistics

With the support of the General Services Administration (GSA) FEMA serves as the lead for ESF-7 (Logistics Management and Resource Support). FEMA also acts as the national logistics coordinator, responsible for maintaining an interagency supply chain partnership with GSA, the Department of Defense to include the United States Army Corps of Engineers, and other ESF-7 partners. FEMA also works with National Response Coordination Center to request and establish Incident Support Bases and Federal Staging Areas.

When requested by the State EOC, FEMA Logistics activates contracts to provide pre- and post-incident evacuation support (ambulance, bus and other transportation contracts), emergency generators and temporary housing support. In addition to partnerships with other federal agencies, FEMA Logistics also partners with nongovernmental organizations and the private sector for life-saving and life-sustaining resources.

## 2. Department of Defense

The Department of Defense (DOD) has a long history of providing resource support during disasters. Typically DOD resources are accessed when local, state, and other federal capabilities are overwhelmed. The mission under which DOD support is provided is referred to as Defense Support of Civil Authorities (DSCA). DOD possesses a large amount of very specialized capabilities and is able to provide support in multiple functional areas including rotary wing airlift, fuel distribution, commodities, medical evacuation and Incident Support Base (ISB) staging areas.

### Accessing DOD Support

Individual base commanders have the authority to provide support to neighboring communities in life saving or life sustaining operations for 72 hours. Additionally, at the direction of the U.S. President or Secretary of Defense, the U.S. Northern Command (USNORTHCOM) will support civil authorities during times of disaster. To execute this mission, USNORTHCOM and U.S. Army North (USARNORTH) have permanently placed a Defense Coordinating Element (DCE) with each FEMA Region to facilitate and expedite the DSCA mission. The DCE is led by a Defense Coordinating Officer who is the Secretary of Defense's single point of contact for all DOD resources, regardless of military service.

The Defense Coordinating Officer and DCE work with the Lead Federal Agency at the Joint Field Office validating Action Request Forms and accepting mission assignments. The Defense Coordinating Officer serves as part of the Unified Coordination Group and is the critical link between the Lead Federal Agency representative and DOD. During DSCA missions, DOD serves in a support role at all times. Unless otherwise directed by the Secretary of Defense, non-DSCA military operations have priority.

## B. State of Washington

In Washington State, the Military Department is responsible for carrying out all emergency management functions except those for which the military is responsible and preparation for nuclear attack. The Director of the State Military Department is responsible to the Governor for coordinating the activities of all emergency management organizations within the state, and maintaining liaison with, and cooperating with emergency management agencies and organizations of other states, and the federal government.

During an emergency or disaster, the State Emergency Management Division (EMD) operates the State EOC to coordinate the State's actions. The State EOC's primary role is to collect, analyze and disseminate information and to obtain and coordinate resources and disaster assistance for local jurisdictions, tribal nations and state agencies responding to the event.

The State EOC operates using the Incident Command System. It establishes response and recovery priorities based on the extent, size, duration, and complexity of the emergency or disaster and the availability of resources. Based on the needs of the incident, state agencies with ESF responsibilities may be directed to staff the State EOC and coordinate emergency management activities for their agency.

The State EOC Logistics Section is responsible for resource support during EOC activations. This may include emergency relief supplies, goods, services, equipment, facilities and personnel required to support emergency activities. The State EOC Logistics Section operates in a unified manner to ensure emergency needs are met, costs are minimized, appropriate support actions are taken, and delivery time is decreased.

The State EOC Logistics Section has three branches:

- The Resource Management Branch sources, acquires, and coordinates resources to meet the emergency needs of state and local jurisdictions.
- The Logistics Deployment and Planning Branch tracks, coordinates movement, receives, stores, and distributes resources to the end user or jurisdiction. This branch is also responsible for establishing mobilization centers, staging areas, and providing guidance on points of distribution.
- The Mutual Aid Branch coordinates statewide, regional and interstate mutual aid and federal assistance using established mutual aid agreements or compacts and the FEMA Action Request Form (ARF).

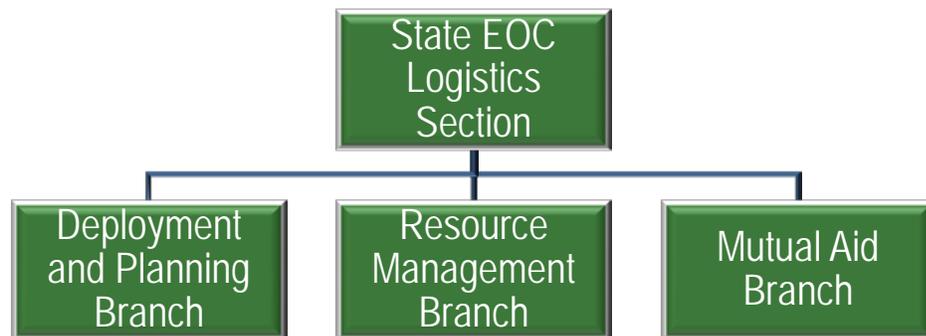


Figure 3-2: State EOC Logistics Section

### 1. State Department of Enterprise Services

The State Department of Enterprise Services (DES) is the Primary Agency for ESF-7 (Resource Support). In carrying out this role, DES leads the Resource Management Branch of the State EOC Logistics Section and assumes overall responsibility for coordinating the acquisition of resources deemed necessary by the Logistics Section.

Other duties performed by DES include:

- Maintaining state goods and services contracts, vendor lists and contact information in a variety of formats and in multiple locations.
- Developing procedures to expedite emergency leasing and utilization of state-owned or state-leased facilities in emergency circumstances.

- Maintaining an inventory of state-owned and state-leased facilities.
- Providing information to state and local procurement and emergency management staff on how and where to obtain goods and services.
- Coordinating relocation of state-owned offices and facilities under the DES's control, and acquisition of new space as necessary.
- Assisting with relocation of leased state office buildings and facilities not under the DES's control if resources permit.
- Providing DES internal resources that may be available in Governor-declared emergencies including:
  - Motor Pool vehicles
  - DES warehouses and limited trucking capacity
  - Expertise to assist in coordination of donated goods
  - Expertise on acquisition of goods and services
  - Expertise on facility use and acquisition

## 2. Washington National Guard

In Washington, only the Governor or Acting Governor has authority to order the National Guard into active service. When this occurs, Guard forces operate in State Active Duty (SAD) status under the command of The Adjutant General. During major emergencies, the National Guard dispatches a Liaison Officer to the State EOC to coordinate requests for their support.

During natural and man-made disasters, it may be necessary to increase law enforcement efforts to prevent or stop looting and rioting, to control traffic, and to provide for general public safety. As an instrument of the State Governor, the National Guard is not bound by Section 1835, Title 18, U.S. Code (The Posse Comitatus Act). Consequently, it is capable of enforcing civil laws when it is not federalized.

Under a joint task force established for a civil emergency, federalization of National Guard forces provides for a single, unified military command structure and relieves the State of the financial burden of the National Guard's efforts. When federalized, Guard troops cannot provide law enforcement support.

The Washington National Guard provides staffing support and security at Movement Control Points (MCPs) and the Movement Coordination Center (MCC). The Washington State Guard, a volunteer organization that serves as an adjunct to the Washington National Guard, is responsible for providing space for the MCC. This space is typically the Washington State Guard offices at Camp Murray. The Washington State Guard is responsible for staffing the MCC Manager position and administrative functions.

## 3. Washington State Patrol

The Washington State Patrol (WSP) provides liaisons to MCPs, who primarily serve in an information and coordination capacity. WSP also coordinates escorts for critical shipments, which may be staffed by State

Patrol officers or local law enforcement. WSP may provide security and other access control functions at state staging areas and other locations.

## C. Local Jurisdictions

During disasters, local governments commit their resources to protect the lives and property of their citizens. When primary response resources are overwhelmed, local governments may divert non-emergency resources to emergency use and initiate mutual aid agreements and vendor contracts for additional resource support. If necessary, local governments forward unfilled resource requests to the State EOC. Local governments also establish priorities for allocating scarce resources and make policy decisions to support response and recovery objectives. Appendix D is an Evaluation and Self Assessment Tool to help individual jurisdictions improve their resource management and logistics programs.

### 1. On-Scene Organizations

For most incidents, resource management and logistical support are handled entirely by the on-scene organization. Based on the complexity and needs of the incident, the on-scene organization may establish a Logistics Section to acquire resources necessary to support tactical operations, provide billeting and food for responders and ensure incident communications are well planned and supported. The Logistics Section works with the rest of the on-scene organization to ensure resources are ordered, utilized and tracked effectively.

The following list presents key resource management responsibilities for each section of a fully developed Incident Command structure:

#### Command

- Establishes parameters for requesting and releasing resources.
- Reviews requests for critical resources.
- Confirms who has resource ordering authority within the organization.
- Confirms resource orders that require command authority.

#### Operations

- Determines what resources are required to meet the incident objectives.
- Develops the organizational response structure and makes resource assignments.
- Establishes and demobilizes resource staging areas.
- Deploys resources and manages tactical operations to meet incident objectives.
- Tracks the location, status and assignment of resources.

#### Planning

- Establishes and maintains a resource tracking system.
- Maintains a roster of all resources at the incident.
- Identifies the need for specialized resources.

- Assesses current and projected resource needs for Operations.
- Identifies surplus resources and determines logistical support needed for their release.

#### Logistics

- Establishes a resource ordering system and chain-of-command for ordering.
- Determines resource availability, support needs, identified shortages and response times for key resources.
- Receives and processes resource orders from authorized incident staff.
- Receives, inventories, distributes and stores supplies and equipment.
- Tracks resources and supplies on hand, on order and enroute.
- Tracks changes in resource availability.
- Services re-usable equipment.

#### Finance and Administration

- Establishes procurement guidelines and emergency purchase order procedures.
- Sets up purchase orders and contracts for vendors and negotiates ad hoc contracts and agreements.
- Maintains and verifies invoices and financial documentation.
- Obtains and records all cost data including equipment, personnel and supply costs.
- Prepares resource use cost estimates and cumulative cost records.

## 2. Area Command

When multiple incidents exist and are competing for the same resources, an Area Command (AC) may be established. The AC is responsible for assigning scarce resources to single incidents based on overarching response and recovery objectives and policy direction. The AC may work closely with local EOCs to fill critical resource requests required by the on-scene organizations.

## 3. Local Emergency Operations Centers

During disasters, local EOCs are activated to gather and maintain situational awareness, disseminate information and coordinate resource support. In most cases, local EOCs also oversee commodity staging and distribution. Within local EOCs, the responsibility for resource acquisition and tracking is assigned based on the EOC's organization and management style. Most often, the primary responsibility lies with the Logistics Section, ESF-7 (Logistics Management and Resource Support) or both. Oversight for resource staging and Community Points of Distribution may be assigned to the Operations Section, Logistics Section or ESF-7.

Almost all local EOCs include an executive/policy group that is responsible for making major policy and financial decisions and providing overall strategic direction. In anticipation of a local jurisdiction's resources becoming overwhelmed, the EOC policy group may pursue a local declaration of emergency to support

emergency purchasing and contracting. EOC policy groups establish jurisdictional priorities which ultimately guide resource prioritization. In this capacity, the EOC policy group may also serve as the entity that provides policy direction to an established Area Command or delegates authority to an incident management team.

## D. Nonprofit and Volunteer Organizations

Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs) and Faith-Based Organizations (FBOs) provide critical support during disasters. These charitable organizations are highly motivated, familiar with the community and have unique resources and capabilities. Often, they have links to national organizations that can support them with additional funding, manpower and resources.

NGOs, CBOs and FBOs can provide essential support for resource management and logistics functions. Potential roles and responsibilities include:

- Serving in the EOC Logistics Section.
- Providing assistance at staging areas and distribution points.
- Providing assistance receiving and warehousing commodities and supplies.
- Distributing information, food, water, clean-up kits etc. to meet immediate needs.
- Delivering critical resources and supplies to emergency personnel.
- Providing transportation services.
- Gathering information and compiling data.
- Processing, training and deploying unaffiliated volunteers.
- Supervising onsite volunteers.
- Soliciting and managing donations.

When possible, jurisdictions should establish Memorandums of Understanding with nonprofit and volunteer organizations that clarify expected services, roles, responsibilities, work place requirements, limitations on availability and other key issues. NGOs, CBOs and FBOs frequently cross jurisdictional boundaries and several jurisdictions may depend on the same resource. By planning, training and exercising with nonprofit and volunteer organizations and pre-identifying how they will assist, jurisdictions can ensure a more effective partnership.

## E. Private Sector

Following an incident, it is imperative for the private sector to resume its critical functions, restore critical infrastructure and reenergize the local economy. The State EOC, working in close coordination with the WSDOT, clears transportation corridors to allow private sector companies to bring goods and supplies into the region. With established supply systems, practices and infrastructure, private sector companies have the ability to provide a much higher volume of critical disaster supplies into communities prior to or immediately following an incident. Washington State has several initiatives underway to assist private sector organizations access to affected areas.

The WSDOT Commercial Vehicle Pass (CVP) System is designed to keep freight moving during major transportation disruptions. It allows emergency, essential, and other goods to travel through affected areas during a temporary highway disruption of two or more days. The State activates the CVP System when major freight highways are closed or severely restricted, and a limited-capacity detour is available nearby. Commercial Vehicle passes are issued based on the highway detour's capacity and the priority of goods carried, as determined by the State EOC. Passes are not issued until WSDOT has determined that the detour route is safe, potentially on the second or third day after the highway closure.

THE WSDOT Freight Notification System provides direct information via e-mail, text or voicemail to shippers and carriers about high-impact disruptions to freight corridors. WSDOT sends targeted messages with links to maps and diagrams focusing on road conditions and safe and legal detours for trucks. WSDOT also provides predictive information that enables shippers and carriers to plan ahead.

During disasters, the State and some local jurisdictions establish a business liaison position in their EOCs to facilitate information sharing with the private sector. The roles and responsibilities of the business liaisons include:

- Providing all businesses with the same level of information and detail.
- Providing early notification of potential incidents or issues.
- Linking business with state emergency response and recovery efforts.
- Facilitating private sector resiliency and recovery to normal operations.

Similarly, the State and some local EOCs include representatives of critical infrastructure. This improves information sharing and opportunities for coordinating local and private sector response activities.



## IV. Resource Management, Administration and Finance

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### A. NIMS Resource Typing

Jurisdictions in the Puget Sound Region have begun typing their resources in accordance with NIMS as required by National Integration Center (NIC). At present, the NIC's guidance for resource typing is not complete and does not address the majority of resources in the Puget Sound Region. Many jurisdictions are reluctant to type resources beyond the existing federal guidance for fear that their work will need to be redone once additional guidance is released.

Resource typing is essential to efficient ordering and dispatching. It ensures that on-scene organizations will receive resources appropriate to their needs. Consequently, the Puget Sound Region is encouraged to develop agreed-upon typing for resources most likely to be shared. Appendix E contains a list of resources that will be needed to respond to an earthquake, flood or aerosolized anthrax attack.

### B. Resource Requests

To facilitate resource ordering, the jurisdictions within the Puget Sound Region have agreed to use the State's EM 47 form for resource requests that are likely to be forwarded beyond the agency of origin. As always, resource requests may be forwarded via phone, fax, e-mail or other methods appropriate and available to the requesting jurisdiction. Requests should:

- Describe the current situation.
- Describe the requested resources.
- Specify the mission or service the resources will provide.
- Provide the delivery location.
- Provide a local contact for the delivery with primary and secondary means of contact.
- Provide the name of the requesting agency and contact person.
- Indicate when the resources are needed and an estimate of how long.

Resource requests involving personnel or equipment with operators need to indicate if logistical support is required (food, shelter, fuel and/or maintenance).

State EMD has developed a WebEOC board that allows jurisdictions to submit resource requests directly into WebEOC using a modified version of the EM 47 form. The State's system enables jurisdictions to track resources from the initial request through demobilization.

Figure 4-1 illustrates the resource requesting process. Figure 4-2 is an example of a correctly completed EM 47 form.

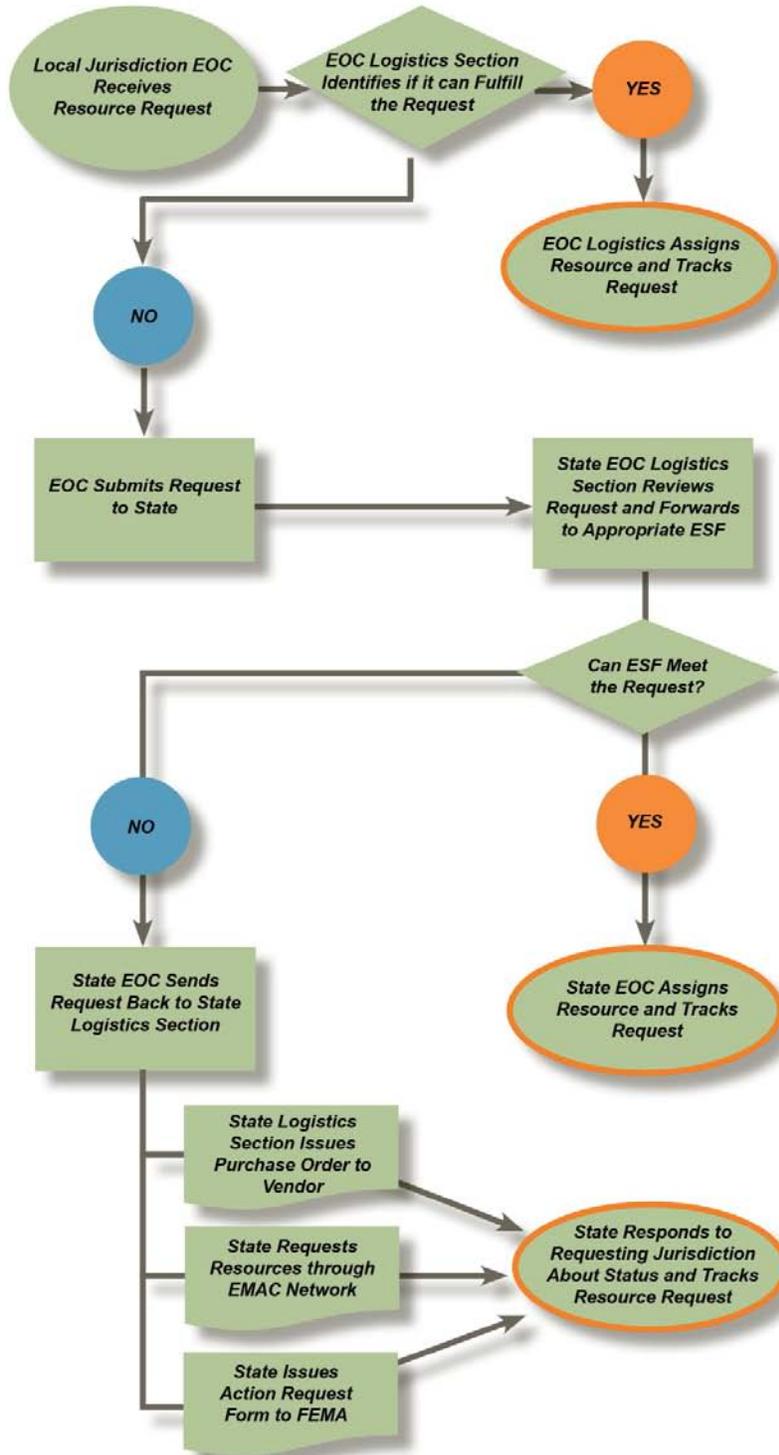


Figure: 4-1 Resource Request Process

Figure 4-2: Example of a Correctly Completed Resource Request Form (EM 47)

**WASHINGTON STATE  
REQUEST FOR RESOURCES OR ASSISTANCE**

Incident #:	WA123	Incident Name:	Blue River Flood	Request #:	001
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Jurisdiction:	Blue County	Date / Time:	02/02/10 0900
Requestor's Name:	Smith	Requestor's Title	Logistics Chief
Phone Number:	(123) 555-6789	Call Taken By:	A.A.A.
HAVE YOU REQUESTED THIS RESOURCE FROM ANY OTHER SOURCE: <b>[NO]</b> [YES] If yes, describe below:			

<b>BRIEF DESCRIPTION OF THE PROBLEM OR TASK TO BE ACCOMPLISHED:</b>	
Flooding on the Blue River has isolated 100 homes in the Blue River Valley Lat. 47.45 Long. 122.30	
30 persons need to be evacuated before the river rises above 6 feet. Requesting high wheel vehicles. Delivering to Blue River valley Incident Command post Lat. 47.53 Long. 122.30	
POC Logistics Chief (123) 555-6789. Required in the next 6 hours.	
Is this an aviation request? .....	[ ] YES                      [ X ] NO
If yes, indicate purpose:.....	
Have All Local Municipal or County Gov't Resources Been Exhausted or Otherwise Committed?	[ X ] YES                      [ ] NO (If this is answered "NO", Local Government sources must be utilized)
Have All Reasonably Available Local Area Commercial Resources Been Exhausted or Otherwise Committed?	[ X ] YES                      [ ] NO (If this is answered "NO", Local Commercial sources must be utilized)

<b>RESOURCE REQUESTED / SUGGESTED BY CALLER TO SOLVE PROBLEM OR ACCOMPLISH TASK:</b>
Request high wheel vehicles to evacuate 350 persons from the flooded area.
Recommend 25 each 5 ton military tactical vehicles with drivers and fuel.

<b>ACTION TAKEN BY STATE EOC:</b>

IV. RESOURCE MANAGEMENT, ADMINISTRATION AND FINANCE

ACTION ASSIGNED TO	DATE / TIME	RESOURCE TYPE	NUMBER REQUESTED	NUMBER COMMITTED	DATE / TIME OF ETA	DATE / TIME COMPLETED

**TOTAL:**

DETAILED RESOURCE CHARACTERISTICS:	
Specific Resource Requested:	
Potential substitute:	
Capacity:	
Supporting Equipment, Fuel, Water, Etc.:	
Personnel Required to Operate / Support:	
Transportation Required:	
How Long is Resource Needed:	
Where to Deliver or Report:	
Report to Whom (Name, Title, Agency, Ph.#):	

DEMOBILIZATION ACTIVITIES OR FOLLOW-UP CALLS TO BE MADE:			
CALL TO:	PHONE NUMBER	DATE / TIME	DATE / TIME Action Completed / Other Notes

Miscellaneous Comments & Notes:

Instructions on filling out the form:

Item title	Instructions
Incident #	Enter the number assigned to the incident.
Incident Name	Enter the name assigned to the incident.
Request #	The State EOC Logistics Section assigns a request number for tracking purposes.
Jurisdiction	Enter the name of the requesting jurisdiction.
Date/Time	Enter the date and time of the request.
Requestor's Name	Enter the first and last name of the requestor.
Requestor's Title	Enter the title of the requestor.
Phone Number	Enter the phone number where the requestor can be contacted.
Call Taken By	Enter the initials of the individual taking the request.
Have you requested this resource from any other source?	Check "Yes" or "No" if the requestor has requested this resource from any other source (e.g., thru Mutual Aid or commercial source). If so, the requestor must describe the steps taken and their contact.
Brief description of the problem or task to be accomplished	Enter a brief description of the problem or task to be accomplished with this resource.
Is this an aviation request?	Check "Yes" or "No" if the request includes aviation support. If so, the requestor must describe.
Have all local municipal or county gov't resources been exhausted or otherwise committed?	Check "Yes" or "No" if the local municipal or county government has exhausted all its resources or all resources are otherwise committed. If "no", then the jurisdiction must justify.
Have all reasonably available local area commercial resources been exhausted or otherwise committed?	Check "Yes" or "No" if local area commercial resources have been exhausted or are otherwise committed. If "no", then the jurisdiction must justify.
Resource requested / suggested to solve problem or accomplish task	Enter the requested resource by name and type or capability to accomplish the task.
Action taken by State EOC	This field is used by the State EOC Logistics Section to log actions taken to acquire the resource.

Item title	Instructions
Action Assigned to	Enter who is assigned the task of acquiring the resource.
Date/Time	Enter the date and time the assignment was made.
Resource Type	Enter the resource name and type requested.
Number Requested	Enter the quantity of the resource needed.
Number Committed	Enter the quantity being sent.
Date/Time of ETA	Enter the date and time the resource is expected to arrive on-scene.
Date/Time Completed	Enter the date and time the resource request is completed.
Specific Resource Requested	Enter the resource requested by name and type.
Potential Substitute	Enter potential substitutes.
Capacity	Enter the capacity of the resource requested.
Support equipment, fuel, water etc.	Enter supplies and services needed to support the resource.
Personnel Required to Operate / Support	Enter the type and quantity of personnel required to operate or support the resource.
Transportation Required	Enter whether the resource needs to be transported and how.
How Long is Resource Needed	Enter how long the resource will be used.
Where to Deliver or Report	Enter where the resource should be delivered
Report to Whom (Name, Title, Agency, Ph.#)	Enter the point of contact (POC) for the delivery including full name, title, agency, and phone number the POC can be reached at for further information.
Demobilization Activities or Follow up Calls to be Made, Call to	Enter the names of people who need follow up calls.
Phone Number	Enter the phone number of the people identified above.
Date/Time	Enter the date and time of the follow up call.
Date/Time Action Completed / Other Notes	Enter the date and time demobilization activities were completed and other notes.
Miscellaneous Comments or Notes	Enter miscellaneous comments or notes.

## C. Pre-Event Contracting

Because it is not cost-effective for each jurisdiction to own, store and maintain every resource required during disasters, jurisdictions at all levels of government should develop pre-event contracts with private sector vendors who can provide resources during incidents. Critical service contracts include emergency worker base camps, trucking and transportation support, debris/waste removal, security, engineering, and information technology and communications support. Local and state pre-event contracts should be structured to meet FEMA requirements for reimbursement of disaster related costs and to comply with 44 Code of Federal Regulations (CFR) 13.36 and applicable laws.

Benefits of pre-event contracts include:

- They provide security that the needed resource or service will be made available.
- They establish an agreed upon, pre-incident price.
- They facilitate preplanning and possible exercising with the vendor.
- Most pre-event contracts do not require money up front.

Appendix F provides guidance and direction for developing pre-event contracts.

## D. Resource Tracking

When a resource is deployed, it is tracked by its home agency from the time it is dispatched until it checks in at the incident site or requesting jurisdiction's designated location. From the time of check in until the resource is returned to its home agency after demobilization, it is tracked by the on-scene organization or local EOC.

Resource tracking should include:

- The time the resource was requested.
- The location where the resource is needed.
- Who is fulfilling the resource request.
- How the resource is being routed.
- Who is authorized to accept the resource.
- Updates as the resource is being acquired and transported.
- When the resource is delivered.
- The hours that the resource is used.
- When the resource is deactivated or demobilized.

When a resource is received by a jurisdiction, the following steps ensure that the resource is documented properly:

- Upon receipt, verify the delivery of all requested equipment, personnel, goods, services, or materials. Document their receipt and retain all associated paperwork, including invoices, bills of lading, etc.

- Retain records regarding the receipt and disbursement of supplies and equipment for a minimum of three (3) years or the length of time required by the receiving jurisdiction.
- Retain all vendor records, invoices, bills of lading, and receipts verifying disbursement for a minimum of three (3) years or the length of time required by the receiving jurisdiction.
- Ensure all disbursements subject to federal audit are properly recorded and retain records.

## 1. Technologies Used in the Puget Sound Region for Inventorying and Tracking

Jurisdictions in the Puget Sound Region use an array of technologies to inventory and track resources. Some use off-the-shelf software packages, while others have developed their own custom systems ranging from basic inventories in Excel or Access to more function-rich tools. In some jurisdictions, resources are tracked centrally; in others, each department with resources (fire, police, public works, parks, etc.) is responsible for tracking its own resources.

### A. Off-the-shelf Products

#### WebEOC

The most commonly used off-the-shelf product is WebEOC. Washington State has developed WebEOC boards for use by state agencies and local jurisdictions for resource tracking and mission deployment. The State's goal is to offer statewide access to resource request and mission tracking boards in WebEOC. The system provides visibility on resource requests throughout their entire lifecycle from the data entry into the system, until the resource is demobilized. The use of the State's system is optional; local jurisdictions can request resources using whatever means are available and appropriate for them.

The Cities of Seattle and Renton along with Mason, Pierce, Snohomish, Thurston, and King Counties also use WebEOC, though in different capacities and to different degrees.

#### I-Suite

Skagit County and the City of Mount Vernon use a resource tracking, management, and incident response software called I-Suite. I-Suite uses a common database to support all elements of its application, including Resource, Cost, Time, and Incident Action Plan Units.

#### Salamander Technologies

Kitsap County and Public Health Seattle King County use Salamander Technologies' resource tracking software. This software allows for on-scene tracking of equipment, staff, volunteers, and victims. Information is made available to coordinating agencies to support resource management during the incident.

#### Other Tools

Public Health Seattle King County uses Mass 200, Wildtrack, and WATRAC to coordinate information, track resources and pharmaceuticals, and view real-time data related to the status of healthcare in Washington.

## B. Custom Tools

Several jurisdictions have developed customized systems for maintaining resource inventories and tracking. These have varying levels of sophistication. Some are based on Excel spreadsheets while others encompass complex databases.

### King County Database

King County is developing a resource management database through the DHS Regional Technology Integration (RTI) Initiative. The King County database will have resource inventorying, tracking and badging capabilities. The database uses an open architecture that allows adaptation, rather than a proprietary system. A task force is working on naming conventions, governance, and data security.

Several cities, including Bellevue, Kent, Tukwila and Seattle, have populated the King County database with their local resources. The Port of Seattle and some private vendors have also added their resources to the database. Smaller jurisdictions in King County are waiting for the database to be completed and ready for their use instead of advancing their own resource tracking tools. The hope is that use of the tool will be expanded beyond King County to the 8-county Region, and potentially to other Regional Technology Integration cities across the country.

### Pierce County Customized Software

Pierce County developed resource tracking software in-house. Rapid Access to Resources is a database that tracks the assets and resources of every jurisdiction within Pierce County. The database tracks location and deployment and provides points of contact for requesting resources. All jurisdictions within Pierce County have access to the database. The County has also developed an Office of Domestic Preparedness equipment tracking database. Both databases are accessible through the Department of Emergency Management's web portal.

### Resource Tracker

San Juan County developed a proprietary tool called Resource Tracker, which Snohomish County has modified for its own use. The system can be used to track the location of resources deployed anywhere within the county. The system tracks NIMS-typed resources, county resources and major city resources.

### Static Inventories

Many jurisdictions rely on relatively simple Excel-based inventories of resources. Although these are static lists, they have been described as useful tools until more sophisticated, affordable and user-friendly technologies are made available.

## E. Demobilization

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. Ideally, response organizations plan and prepare for demobilization at the time they begin to mobilize resources. Early planning for demobilization improves efficiency and accountability and lowers costs.

The following list includes key demobilization responsibilities:

- Coordinating activities associated with retrieving, disposing of, repairing, replacing and restocking supplies and commodities used during the disaster operation.
- Ensuring all equipment, supplies, and other non-expendable resources are accounted for and returned to the issuing entity in accordance with agreements and contracts.
- Coordinating disposal of contaminated supplies and equipment in accordance with established regulations and policies.
- Ensuring occupational health, mental health and human resource issues are addressed.
- Reassigning resources as necessary.

At the end of the demobilization process, all tracking is completed. Participating agencies and jurisdictions may hold After Action Reviews and develop corrective action plans to improve performance during future incidents.

## 1. Nonexpendable Resources

The following list includes demobilization activities for nonexpendable resources:

- Nonexpendable resources (such as personnel, fire apparatus, and durable equipment) are fully accounted for both during the incident and when they are returned to the providing organization.
- The organization then restores the resources to fully functional capability and gets them ready for the next mobilization.
- Broken or lost items are replaced through the appropriate resupply process.
- Fixed-facility resources (warehouses, EOCs etc.) are restored to their full functional capability in order to ensure readiness for the next mobilization.
- Human resources, in particular mutual aid resources from out of the area, are given adequate rest and time for recuperation.
- Occupational health and mental health issues are addressed, including monitoring the immediate and long-term effects of the incident (chronic and acute) on emergency management/response personnel.

## 2. Expendable Resources

The following list includes demobilization activities for expendable resources:

- Expendable resources (such as water, food, fuel, and other one-time-use supplies) must be fully accounted for.
- The incident management organization bears the costs of expendable resources, as authorized in financial agreements.
- Restocking occurs at the point from which a resource was issued.

- Returned resources that are not in restorable condition (whether expendable or nonexpendable) are declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization.
- Waste that requires special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.

### 3. Release Priorities

Jurisdictions and agencies differ in how they establish release priorities for resources assigned to an incident. The following is an example of release priorities (in order of release):

1. Contracted or commercial resources.
2. Mutual aid and assistance resources.
3. First-in agency resources.
4. Resources needed for cleanup or rehabilitation.

Expensive resources are monitored carefully to ensure that they are released as soon as they are no longer needed, or if their task can be accomplished in a more cost-effective manner.

### 4. Demobilization Accountability

Resources are considered part of the incident management structure and responsibility until they reach their home base or new assignment. Typically, this also applies to contracted resources. For reasons of liability, potential safety issues (such as fatigue) must be mitigated prior to letting resources depart for home.

On large incidents, especially those involving personnel and resources from multiple jurisdictions and agencies, a Demobilization Unit is established within the Planning Section early in the life of the incident. A written demobilization plan is developed for large incidents.



## V. Logistics

### A. Emergency Supply Chain

Following a major disaster, logistical support is needed to bring resources, goods and services into affected areas. Federal, state and local agencies work together to form an emergency supply chain as shown in Figure 7-1.

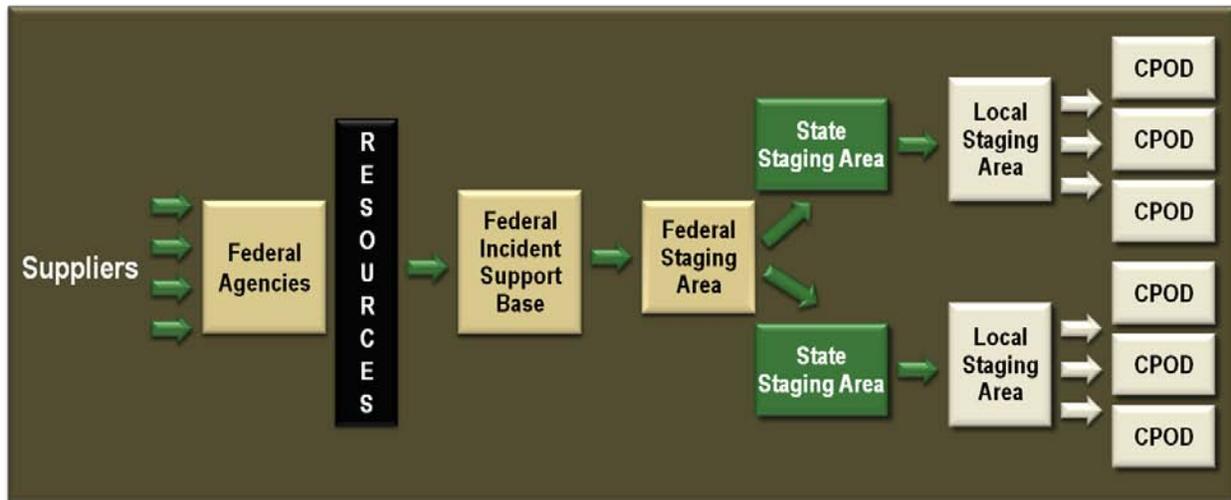


Figure 5-1: Emergency Supply Chain

#### 1. National Distribution Centers

Through a federal partnership between FEMA and the General Services Administration (GSA), FEMA operates eight distribution centers around the United States. The distribution centers enable FEMA to supply resources and commodities quickly and efficiently wherever an incident occurs. The closest distribution center to the Puget Sound Region is located at Moffett Field in northern California. Items warehoused at Moffett Field include beds, cots, meals ready-to-eat (MREs), blankets, tarps, plastic sheeting and water. If resources are unavailable at Moffett Field, other distribution centers and private sector businesses will provide needed resources, when directed.

#### 2. Federal Incident Support Bases and Staging Areas

When a catastrophic incident occurs or threatens to occur, FEMA establishes one or more Incident Support Bases (ISBs) within the affected State. These serve as the forward area for federal resource staging. When the State EOC requests federal support, items from the ISB are sent to a Federal Staging Area (FSA), if established, and then on to a State Staging Area (SSA). At the State Staging Area, the items are transferred to the State for future distribution. In the Puget Sound Region, the pre-identified Federal ISB location is Joint Base Lewis-McCord. FEMA is not restricted to this location if more sites are needed.

### 3. State Staging Areas

State Staging Areas (SSAs) are a key component of the emergency supply chain. In conjunction with the State EOC, SSAs acquire, track, stage, warehouse, mobilize, recover and demobilize resources. SSAs are activated by the State EOC when:

- Local infrastructure including transportation is significantly disrupted.
- Affected areas cannot support themselves.
- Massive amounts of resources are anticipated or in route.
- Resource shipments clog transportation arteries needed for emergency response activities.
- Resources must be accounted for and staged for quicker supply to multiple jurisdictions in need.

The State EOC will select which SSAs to activate based on their ability to maximize resource reception and distribution. Ideally, they will be situated near the perimeter of the impacted area and accommodate multiple modes of transportation.

<p>Location</p> <ul style="list-style-type: none"> <li>▪ Near a major highway</li> <li>▪ Fenced or otherwise secure area</li> <li>▪ Separate ingress/egress routes for shipments</li> <li>▪ Entrance/exit(s) for staff and operational equipment (preferably on a different approach to the site than the trucking route)</li> <li>▪ On-site commercial or military airport/field (desirable)</li> <li>▪ On-site rail spur/head (desirable)</li> </ul> <p>Covered Area</p> <ul style="list-style-type: none"> <li>▪ 20,000 square feet (can be open areas with portable cover)</li> <li>▪ Administrative area</li> <li>▪ Loading docks in permanent structures (desirable)</li> </ul> <p>Hard Stand (paved or compressed rock) Area</p> <ul style="list-style-type: none"> <li>▪ 250,000 square feet (6 acres)</li> <li>▪ Generator storage area (6 acres additional)</li> <li>▪ Helicopter landing zone</li> </ul> <p>The primary attribute that determines staging area capacity is the road network around the site.</p>
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Table 5-1: Characteristics of a State Staging Area

Resource delivery to a SSA begins as soon as it is operational. The goal of each SSA is to provide needed resources to Local Staging Areas (LSAs) or Community Points of Distribution (CPODs) within 12 hours of receiving a request. Figure 5-2 shows the organizational relationship between the State EOC Logistics Section, the Federal ISB, and Federal, State and Local Staging Areas.

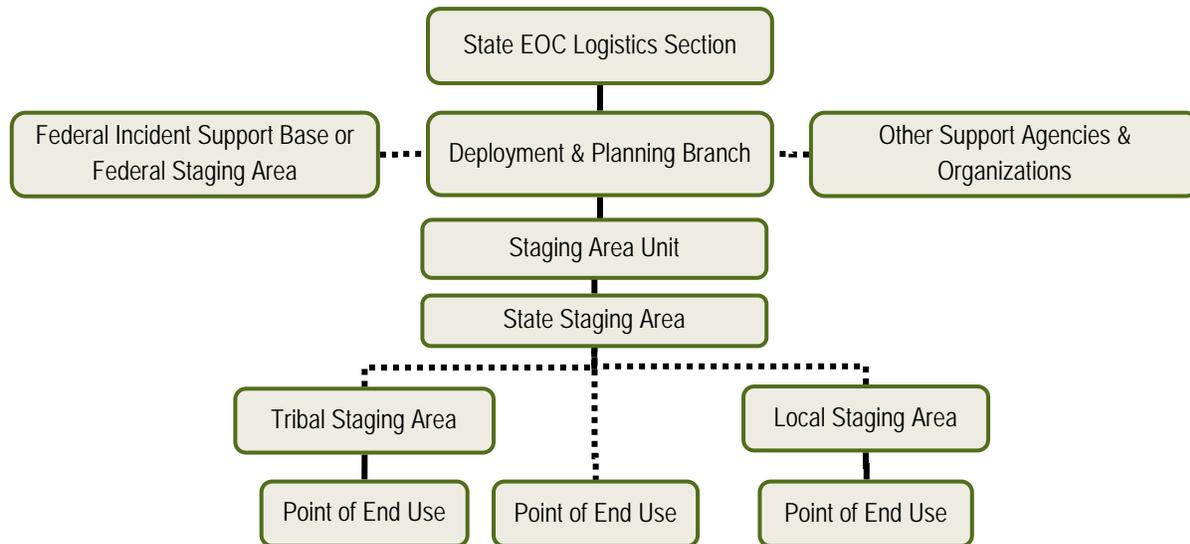


Figure 5-2: Organizational Relationship between Federal, State and Local Staging Areas

#### 4. Local Staging Areas

Local jurisdictions may establish Local Staging Areas (LSAs) to manage resources contracted for directly or delivered from the FSA or SSA. LSAs cannot request State resources directly, but must route their requests through their local EOC to the State EOC. LSAs should be capable of receiving resources within 12 to 24-hours of their activation.

LSAs, in coordination with the local EOC, are responsible for tracking all expendable and non-expendable resources from the time of request through delivery and receipt. LSA activities include receiving, staging, warehousing, and distributing commodities, equipment, and supplies needed to support survivors, emergency responders, and the community infrastructure. LSAs may also serve as the location where response teams such as search and rescue teams, medical teams, utility restoration crews, debris management teams, etc., are staged. Resources are deployed from the LSA directly to the requestor or on-scene organization as instructed in the request.

An LSA may be staffed using employees, retirees or volunteers. Key staffing requirements include trained equipment operators and leadership with experience in managing warehouse operations. Requests for additional personnel or equipment to operate an LSA may be made from the local EOC to the State EOC.

Location

- Near a major highway
- Fenced or otherwise secure area
- Separate ingress/egress routes for shipments
- Entrance/exit(s) for staff and operational equipment (preferably on a different approach to the site than the trucking route)
- Ready access to multiple modes of transportation

Covered Area

- Sufficient for inside warehousing of materials that can be adversely affected by exposure to the weather and for performing administrative functions
- Loading dock or portable ramp capability

Hard Stand (paved or compressed rock) Area

- Sufficient for parking commodities that will not be unloaded such as refrigerated trailers, staging vehicles that will be used to transport resources, and administrative parking
- Minimum of a single helicopter landing zone

LSAs need to have forklifts and pallet jacks on hand to facilitate the immediate off-loading of resources.

Table 5-2: Characteristics of a Local Staging Area

**A. Collocation of Staging Areas**

Collocating<sup>1</sup> staging areas is an option to maximize use of limited available sites. Local jurisdictions may opt to collocate with each other or a local jurisdiction may collocate with a State Staging Area. Although neither party is obligated to do so, collocation provides the opportunity to share site equipment, infrastructure, and personnel during peak activity periods. At a minimum, it is recommended that collocated operations share a secured administrative entry gate for site personnel and consolidate support services such as janitorial and food services.

Collocation requires extra care to ensure resources are routed and tracked effectively. Prior to operating a collocated site, the staging area managers determine processes for site communications, reporting, and resource transfers. They also identify what services can be combined to increase efficiency and/or cost effectiveness for both operations.

Whenever possible, each collocated operation has its own ingress and egress. Vehicles entering a collocated site are screened to ensure they are checking into the correct operation.

<sup>1</sup> Please note, collocation means that staging areas operate next to one another. It is not the same as a unified staging area, where the planning, management and operations are fully integrated.

## 5. Community Points of Distribution

Community Points of Distribution (CPODs) are established post-event for distributing life-sustaining commodities, such as water, ice, food, tarps, and other bulk resources, to the public. Traditional CPODs are continuous drive-through sites for the public where CPOD staff load resources into the trunks of vehicles. Local jurisdictions should be prepared to begin CPOD operations within 12 to 24-hours after their activation. They should be prepared for continuous CPOD operations for at least 3-7 days.

Primary assumptions for establishing CPODs include: no power; no retail available; and no resources available at open facilities. CPODs generally operate until power is restored and retail establishments reopen or until comfort stations, fixed and mobile feeding sites and routes, and relief social service programs are in place.

For safety reasons, CPODs normally operate during daylight hours for approximately 12 hours and restock at night. If there is a significant line of cars waiting to receive emergency commodities, the CPOD may remain open until orders have been filled or the CPOD runs out of commodities. CPODs are required to run 24-hours per day, restocking still takes place at night.

CPODs may be staffed using employees, retirees, nonprofit organizations, volunteers or the private sector. Key staffing requirements include: 1) trained fork lift operators; 2) CPOD managers with strong supervision and leadership skills and 3) personnel experienced in traffic control and conflict resolution. Requests for additional personnel or equipment to operate CPODs are made from the local EOC to the State EOC.

The U.S. Army Corps of Engineers has developed the following Tier II typing standards for CPODs:

Type III: Serves 5,000 people per day based on each vehicle representing a household of 3 people. A Type III CPOD is approximately 150 by 300 feet and is often operated using one vehicle lane with three loading points. Optimum staffing is 19 workers during the day and 4 at night.

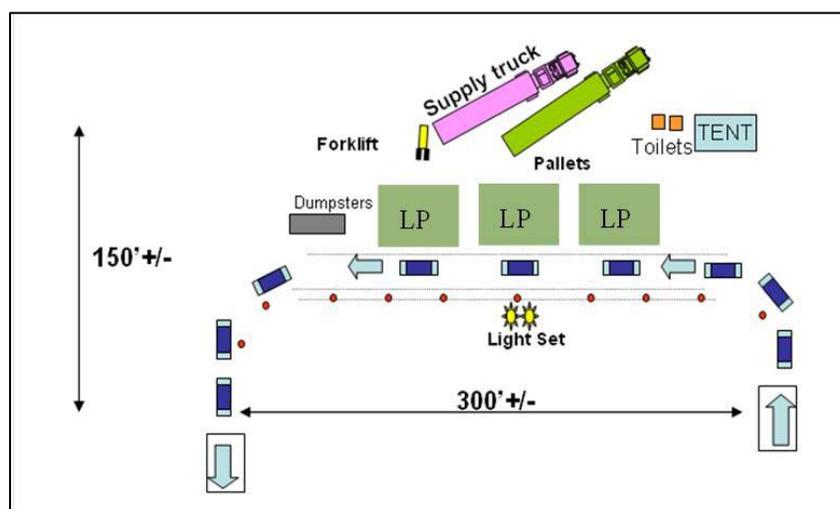


Figure 5-3: Typical Type III CPOD Layout

Type II: Serves 10,000 people per day based on each vehicle representing a household of 3 people. A Type III CPOD is approximately 250 by 300 feet and is often operated using two vehicle lanes with three loading points each. Optimum staffing is 34 workers during the day and 6 at night.

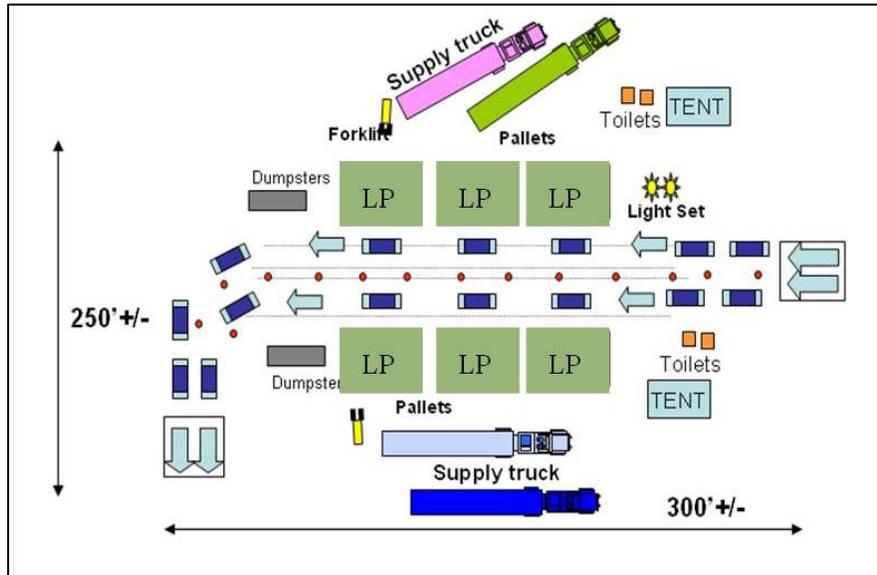


Figure 5-4: Typical Type II CPOD Layout

Type I: Serves 20,000 people per day based on each vehicle representing a household of 3 people. A Type I CPOD is approximately 250 feet by 500 feet and is often operated using four vehicle lanes with three loading points each. Optimum staffing is 78 during the day and 10 at night.

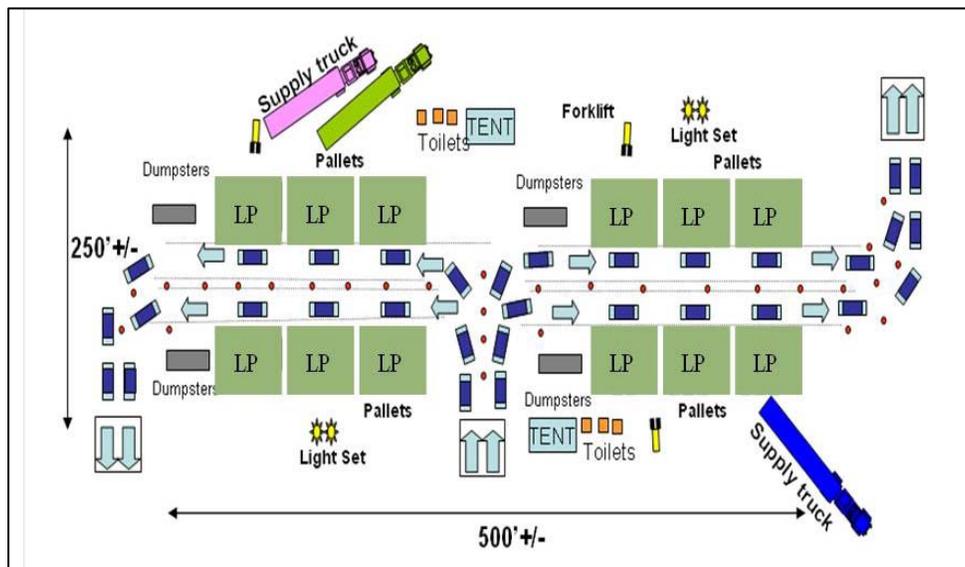


Figure 5-5: Typical Type I CPOD Layout

It may not be possible for the public to travel long distances due to debris, blocked traffic routes, damaged bridges or flooding. For this reason, multiple CPOD sites of varying types and sizes may be needed. The decision to operate CPODs and the determination of which sites to activate are usually made by the local EOC.

Getting a community back on its feet economically is a high priority not only in terms of economic recovery, but also in terms of reestablishing a sense of normal. Therefore, it is counterproductive to place a CPOD across the street from an open store that has water, food and other commodities for sale. Many major supermarket and home improvement chains have strong business continuity plans and a corporate commitment to reopen their stores as soon as it is feasible after an event.

#### Location

- Adjacent to a major road
- Fenced or otherwise secure area
- Traffic controls that can be operated to create a safe flow of vehicles into and out of the site

#### Layout

- Large open area for serving vehicle traffic, sufficient for vehicle lines, load lines and supply lines
- A separate area to serve walk-up residents
- Separate ingress/egress routes that support the drive through process
- Unique entrance/exit for staff and supply trucks
- Unloading area for supply trucks away from pedestrian/vehicle flow

#### Other Needs

- Sheltered break area for workers
- Working telephones or other viable communications
- Port-a-potties or functional restrooms
- Sufficient dumpster capacity
- Forklifts and pallet jacks on hand for off-loading and moving commodities

Table 5-3: Characteristics of a CPOD

## 1. Alternative Delivery Methods

Local jurisdictions also need to distribute to populations that are unable to utilize a CPOD or for which travel to a CPOD is impossible or impractical. These may include nursing home residents, the homebound, rural communities, highly urbanized areas and isolated populations. Alternate delivery methods will need to be used for these individuals.

*Mobile delivery is a method that utilizes vehicles to drive into an affected area and provide commodities at different drop locations or where the need is identified. This type of distribution is common in rural areas and where roads are damaged.*

*Direct delivery is coordinating with a specific location, such as a shelter, feeding site, or hospital for the delivery of specific items and quantities. These commodities could be food, water, comfort kits etc. Direct deliveries are usually larger in size and more specific in commodity type than what is delivered through mobile delivery.*

FEMA IS-26 Guide to Points of Distribution

## 2. Media Relations

The media may wish to visit CPOD sites. Media requests are typically coordinated by the local EOC to ensure a common message across the jurisdiction and other CPODs. The jurisdiction’s public information officer (PIO) and the CPOD Manager are the primary points of contact for media inquiries. The media should be escorted and directed to not interfere with ongoing CPOD operations, such as stopping or disrupting traffic flowing in and out of the CPOD site.

The following media releases provide example language for CPOD announcements.

[ JURISDICTION LOGO]	<p><b>EMERGENCY UPDATE</b>                  [Jurisdiction]  <b>EMERGENCY OPERATIONS CENTER</b>                  [Address]                  [website]</p>
<hr/> <p>NEWS RELEASE • NEWS RELEASE • NEWS RELEASE</p> <hr/>	
<p><b>FOR IMMEDIATE ATTENTION</b>                  DATE: _____                  TIME: _____</p>	<p>CONTACT: _____                  PHONE (Media Only): _____                  [DISASTER NAME] HOTLINE: _____</p>
<p><b>[Disaster Name] Advisory #__</b>  <b>Distribution Site Openings Delayed</b></p>	
<p>[Jurisdiction Name] is making every effort to provide water and ice through numerous distribution centers throughout the [Jurisdiction Name]. The state emergency operations center dispatched tractor-trailer rigs which were due to arrive in [Jurisdiction Name] by noon today. The deliveries have been delayed; however, trucks containing water, ice and MREs are currently being escorted by law enforcement officials from [Location] to the distribution points. The centers are expected to be operational by early evening. Residents are asked not to leave their home to go to a distribution center until it is announced that the centers are open. An updated list of distribution sites is listed below.</p>	
<p>The [Jurisdiction Name] [Office Name] has announced that the [jurisdiction-wide] curfew for [Jurisdiction] will continue on [Date] at 7 p.m. until [Date] at 7 a.m. All residents and businesses are expected to observe curfew laws. Exemptions to curfew include essential personnel such as law enforcement, fire-rescue, hospital or other healthcare workers, emergency management, and others involved in recovery efforts.</p>	
<p>The [Agency or Department Name] has placed all [Jurisdiction Name] communities under a boil water order. If you are currently without water, you will be required to disinfect your water once service resumes. The boil water is in effect until further notice.</p>	
<p>[Utility Name] reported that approximately 98% of [Jurisdiction Name] is without power. There has been extensive damage to the transmission and substation infrastructure. There are more than _____ personnel in the field working on power restoration.</p>	
<hr/> <p><b>[Jurisdiction Name] Distribution Sites for Ice and Water</b>  <b>Updated [Time], [Date]</b></p>	
<p><b>[Site Name]</b>                  Site Address]</p>	
<p><b>[Site Name]</b>                  [Site Address]</p>	
<p><b>[Site Name]</b>                  [Site Address]</p>	

[JURISDICTION LOGO]

**EMERGENCY UPDATE**

[Jurisdiction]

**EMERGENCY OPERATIONS CENTER**

[Address]

[website]

**NEWS RELEASE • NEWS RELEASE • NEWS RELEASE****FOR IMMEDIATE ATTENTION**

DATE: \_\_\_\_\_

TIME: \_\_\_\_\_

CONTACT: \_\_\_\_\_

PHONE (Media Only): \_\_\_\_\_

[DISASTER NAME] HOTLINE: \_\_\_\_\_

**[Disaster Name] Advisory # \_\_  
Update on Distribution Sites**

The ice and water distribution sites in [Jurisdiction Name] will operate on [Date], from 9 a.m. to 6 p.m. An updated list of distribution sites follows on page 2.

Residents should NOT go to the distribution sites this evening, as [Jurisdiction Name] is under a curfew effective until [Date] at 7 a.m. All residents and businesses are expected to observe curfew laws. Exemptions to curfew include essential personnel such as law enforcement, fire-rescue, hospital or other healthcare workers, emergency management, and others involved in recovery efforts. Those personnel should carry identification with them.

The Federal Emergency Management Agency has approved the declaration for individual grant assistance for [Jurisdiction Name] residents who suffered damages to personal property resulting from [Disaster Name]. Residents can call \_\_\_\_\_ for more information.

[Name] Transit bus service is suspended until further notice.

Sea-Tac International Airport and Port of [Name] remain closed.

An estimated \_\_\_\_\_ customers, or \_\_\_ percent of [Jurisdiction Name], remain without power due to extensive damage to the transmission and substation infrastructure. More than \_\_\_\_\_ personnel, including \_\_\_ out-of-state contractors and utility workers, are in the field working on power restoration. Residents do not need to call to report outages but should call to report any downed power lines; the phone number is \_\_\_\_\_.

Due to widespread power outages, traffic lights at most intersections throughout [Jurisdiction Name] are not functioning. Drivers are urged to use extreme caution and to treat intersections as four-way stop signs.

The [Agency or Department] has placed all [Jurisdiction Name] communities under a boil water order. The boil water is in effect until further notice. Water should be sanitized by being brought to a rolling boil for at least one minute. Residents who do not have power can sanitize water by adding eight drops, or about a quarter of a teaspoon, of unscented bleach to a gallon of water and letting it stand for 30 minutes.

Normal [Jurisdiction Name] government operations remain closed. However, all [Jurisdiction

Name] employees should contact their immediate supervisor for instructions on reporting to work. Employees who are unable to contact their supervisor should call the [Jurisdiction Name] [Disaster Name] Hotline at \_\_\_\_\_ and provide their current contact information.

The [Disaster Name] Hotline remains open. Residents can call \_\_\_\_\_ for the latest information on [Disaster Name] recovery efforts.

\_\_\_\_\_  
[Jurisdiction Name] Distribution Sites for Ice and Water  
Updated [Date], [Time]

[Site Name]  
[Site Address]

[Site Name]  
[Site Address]

[Site Name]  
[Site Address]

[JURISDICTION LOGO]	<b>EMERGENCY UPDATE</b> [Jurisdiction Name] <b>EMERGENCY OPERATIONS CENTER</b> [Address] [website]
NEWS RELEASE • NEWS RELEASE • NEWS RELEASE	
<b>FOR IMMEDIATE ATTENTION</b> DATE: _____ TIME: _____	CONTACT: _____ PHONE (Media Only): _____ [DISASTER NAME] HOTLINE: _____
<b>[Disaster Name] Advisory #____</b> <b>Ice, Water and Food and Medical Mobile Service Locations</b> <b>Announced for Saturday</b>	
The following three distribution centers for ice and water will be open on [Date], from 9 a.m. to 5 p.m. or until supplies are depleted:	
[Site Name] [Site Address]	
[Site Name] [Site Address]	
[Site Name] [Site Address]	
The American Red Cross will serve lunch at the following site on [Date]:	
[Site Name] [Site Address]	
Medical mobile service units will be operating on [Date] at the two following locations. The medical mobile service units provide primary care services including screening, evaluation, minor treatment, referrals, and limited prescriptions, from 9 a.m. to dusk.	
[Site Name] [Site Address]	
[Site Name] [Site Address]	

Figure 5-6: Sample Media Releases

## 6. Reception and Integration Centers

Following or in anticipation of a major disaster, the State EOC activates and operates Reception and Integration Centers (RICs) to manage the acceptance, tracking, and demobilization of out-of-state emergency responders. In the best conditions, the State requires 72 hours to establish and open the centers. Actions taken by the RICs are coordinated with other state agencies, tribal entities, and local emergency managers. When possible information is shared and documented using WebEOC.

Upon arrival in Washington, teams and personnel are processed through the following steps:

- Personnel or team are met at their arrival point and are guided to the RIC.
- Personnel are checked in, credentialed, and activation orders are verified.
- If personnel or teams lack proper documentation, they are separated for verification to ensure they have been requested.

Local jurisdictions may also choose to operate a RIC to check-in, verify and credential incoming personnel.

## 7. Movement Coordination Center

When an incident requires a high volume of logistics transportation, the State EOC activates its Movement Coordination Center (MCC). The purpose of the MCC is to coordinate safe, secure, and timely movement of disaster resources. The primary mission of the MCC is to ensure that resources arrive as needed to meet shortfalls throughout the impacted area.

Key capabilities and functions of the MCC include:

- Coordinating and tracking all incoming resource transports.
- Coordinating and determining the best routes for resource transports.
- Determining if security escort is needed.
- Assigning tracking missions to movement control points (MCPs) and coordinating security missions with law enforcement agencies.
- Ensuring MCPs have necessary logistical and resource support.
- Closing out all completed missions.

There are three levels of activation for movement coordination:

**Level I – Low level activation** Level I activation occurs when the transportation infrastructure is disrupted and roadway use is limited to emergency supply shipments designated by Commercial Vehicle Passes (CVPs). This level does not require a standalone MCC; it relies on effective coordination between the State EOC and transportation and law enforcement agencies. Use of MCPs is not necessary for this level of activation.

**Level II – Moderate activation** Level II activation occurs when a limited number of sensitive emergency supply shipments require security escort. This level does not call for a standalone MCC, but may use MCPs as gathering points for shipments traveling to affected jurisdictions. Normal use of the CVP system applies at this level.

**Level III – Full activation** Level III activation occurs when infrastructure disruption and human hardship necessitate coordinated routing and security escorts for emergency supply shipments. During Level III activation, all elements of movement coordination are brought to bear, including a standalone MCC, multiple MCPs located strategically along major routes leading into the affected area and escorted convoys of emergency supplies. A special category of CVP is issued during a full activation.

Once infrastructure is restored, local resource supply systems are reinstated and law enforcement escort of resource shipments are no longer needed, the State's movement coordination operation is demobilized.

## 8. Additional Information

Additional information about staging areas and logistics deployment is included in Appendix G: Logistics Staging Area Equipment and Supplies, Appendix H: Logistics Staging Area Site Layout and Appendix I:

Time-Phased Logistics Deployment Model. Appendix J contains maps showing State and Local Staging Areas and local CPOD site locations within the Puget Sound Region.

## VI. Tool Kit Maintenance

### A. Revisions and Updates

The RMLT will be updated at least every two years. Each participating county is responsible for ensuring its CEMP and standard operating procedures reflect the most current information contained in the RMLT.

During toolkit maintenance, care will be taken to ensure the RMLT continues to align with and support Washington State's Strategic Plan, CEMP and operational logistics plans. Likewise, the RMLT will remain aligned with the National Incident Management System, the National Response Framework and the National Preparedness Goal.

Toolkit revisions due to significant changes in resource management and logistics processes will be made promptly. Long-term toolkit maintenance will be well organized, undertaken carefully and completed according to an established schedule. The following table describes a proposed schedule for updating the RMLT.

Table 6-1: RMLT Maintenance Schedule

Activity	Tasks	Frequency
Identify a working group responsible for the toolkit update	<ul style="list-style-type: none"> <li>▪ Identify subject matter experts and stakeholders to perform the toolkit update</li> <li>▪ Create a contact list of working group members</li> <li>▪ Determine the optimal forum and process for the members to share information</li> <li>▪ Ensure all members are aware of the process for updating the toolkit and their individual responsibilities</li> </ul>	Every two years
Toolkit update and distribution	<ul style="list-style-type: none"> <li>▪ Review entire toolkit for accuracy</li> <li>▪ Incorporate lessons learned and changes in policy and methodology</li> <li>▪ Forward proposed toolkit revisions to local jurisdictions, State EMD and other stakeholders</li> <li>▪ Compile and address received comments and recommendations</li> <li>▪ Finalize toolkit</li> <li>▪ Manage toolkit distribution</li> </ul>	Every two years
Update contact information for key personnel	<ul style="list-style-type: none"> <li>▪ Confirm/update contact information</li> </ul>	Annually

## B. Training, Testing and Exercise

A comprehensive, ongoing training and exercise program for the RMLT is essential to ensure its validity and continued success.

After the toolkit is approved, RMLT awareness training will be conducted to introduce stakeholders and senior leadership to the toolkit's concepts and principles. Following the initial awareness training, workshops, drills and exercises will be held to provide more in depth training and test concepts described in the toolkit. Following the exercises, an improvement plan will be developed and the RMLT will be updated to address identified issues.

Table 6-2: RMLT Training, Testing and Exercise Schedule

Program Description	Purpose	Materials	Frequency	Lead
<b>RMLT Awareness Training</b> A 1-hour overview of the RMLT outlining its purpose and concepts	Introduce the toolkit to all stakeholders	<ul style="list-style-type: none"> <li>▪ 2-page fact sheet on toolkit concepts and principles</li> </ul>	Within 6 months of hire	TBD
<b>RMLT Briefing for Senior Leadership</b> A 15-30 minute briefing on the existence and concepts of the RMLT that pertain to senior leadership	Educate senior leadership on their responsibilities within the toolkit	<ul style="list-style-type: none"> <li>▪ 1-page bulleted fact sheet on key concepts for executives</li> </ul>	Within 6 months of appointment	Local Emergency Management Director
<b>RMLT Workshop</b> A half or full-day workshop for Emergency Management and Logistics Section personnel that presents the toolkit in greater detail	Provide stakeholders tasked with implementing the toolkit an enhanced understanding of its concepts and processes	<ul style="list-style-type: none"> <li>▪ agenda</li> <li>▪ overview</li> <li>▪ student workbook</li> <li>▪ handouts</li> <li>▪ evaluation form</li> <li>▪ flier</li> </ul>	Annually	TBD
<b>Logistics Plan Development Workshop</b> A half or full-day workshop to help local jurisdictions with their logistics planning	Support coordinated planning with local jurisdictions	<ul style="list-style-type: none"> <li>▪ agenda</li> <li>▪ overview</li> <li>▪ student workbook</li> <li>▪ handouts</li> <li>▪ evaluation form</li> <li>▪ flier</li> </ul>	Annually	TBD

<p><b>Logistics Conference</b> A one-day event for logistics personnel that promotes information sharing and education on current projects and best practices.</p>	<p>Encourage professional development, improved processes and systems, networking with peers and a common operating picture.</p>	<ul style="list-style-type: none"> <li>▪ conference program</li> <li>▪ presenters bios</li> <li>▪ presentation summaries</li> <li>▪ fliers</li> <li>▪ brochures</li> <li>▪ evaluation form</li> </ul>	<p>Annually</p>	<p>TBD</p>
<p><b>Discussion-based Exercise</b> Conduct a discussion-based exercise that provides an opportunity for participants to better understand their role and responsibilities related to implementing the RMLT.</p>	<p>Train agencies and jurisdictions how to coordinate toolkit implementation.</p>	<ul style="list-style-type: none"> <li>▪ Invitation</li> <li>▪ instructions</li> <li>▪ handbooks</li> <li>▪ facilitator's presentation</li> <li>▪ debriefing form</li> </ul>	<p>Annually</p>	<p>TBD</p>
<p><b>Exercises/Drills</b> Conduct exercises and drills to ensure individual agencies and jurisdictions are able to implement all elements of the RMLT.</p>	<p>Exercise agency and/or jurisdictional capabilities.</p>	<ul style="list-style-type: none"> <li>▪ Invitation</li> <li>▪ players' handbook</li> <li>▪ scenario</li> <li>▪ events list</li> <li>▪ evaluation guides</li> <li>▪ after action report</li> <li>▪ improvement plan</li> </ul>	<p>Every 2 years</p>	<p>TBD</p>
<p><b>Full-Scale Exercise</b> Using a realistic scenario, conduct a full-scale exercise designed to challenge the Puget Sound Region's resource management and logistics system. The full-scale exercise should test most elements of the RMLT.</p>	<p>Exercise regional system.</p>	<ul style="list-style-type: none"> <li>▪ Invitation</li> <li>▪ players' handbook</li> <li>▪ scenario</li> <li>▪ events list</li> <li>▪ evaluation guides</li> <li>▪ after action report</li> <li>▪ improvement plan</li> </ul>	<p>Every 3 years</p>	<p>TBD</p>



## VII. Authorities and References

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### A. Federal Authorities

Code of Federal Regulations (CFR) 44, Part 205, Emergency Management and Assistance

United States Public Law 93-288, The Robert T. Stafford Disaster Relief and Emergency Assistance Act

United States Public Law 104-321, Emergency Management Assistance Compact

United States Public Law 105-381, Pacific Northwest Emergency Management Arrangement

U.S. Code, Title 18, Section 1835, Use of Army and Air Force as Posse Comitatus

### B. Washington State Authorities

Chapter 24.60 RCW – Intrastate Building Safety Mutual Aid System

Chapter 38.52 RCW - Emergency Management

Chapter 38.56 RCW- Intrastate Mutual Aid System

Chapter 39.34 RCW – Interlocal Cooperation Act

Chapter 43.06 RCW – Governor’s Emergency Powers

Chapter 43.43.960 RCW - State Fire Service Mobilization

Chapter 43.43.970 RCW- Law Enforcement Mobilization

WAC 118-30 - Local Emergency Management/Services Organizations Plans and Programs

### C. References

Cascadia Region Earthquake Workgroup, Just-in-Time Inventory: Effects on Earthquake Recovery, 2005

DHS, FEMA’s Logistics Management Process for Responding to Catastrophic Disasters, July 2010

DHS, National Preparedness Goal, September 2011

DHS, National Preparedness System, November 2011

Earthquake Engineering Research Institute and the Washington Military Department Emergency Management Division, Scenario for a Magnitude 6.7 Earthquake on the Seattle Fault, June 2005

Emergency Management Accreditation Program (EMAP) Standard, 2007

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