# Puget Sound Region

# Resource Management and Logistics Toolkit

**July 2014**

# Regional Catastrophic Disaster Coordination Plan

# [Part 1: User Guide](#)

# [Part 2: Toolkit](#)

The above links will take you directly to the User Guide or the Toolkit.

# Resource Management and Logistics Toolkit

## User Guide

Puget Sound Region

Resource Management and Logistics Toolkit

July 2014

Regional Catastrophic Disaster Coordination Plan

## User Guide Purpose

This User Guide is designed to 1) provide an overview of the Resource Management Toolkit and to 2) be a practical, hands on mechanism for navigating regional coordination of resource management and logistics. The User Guide is not a replacement for the full text of the Toolkit.

## How to Use this Guide

This document provides an overview and practical guide to using the Resource Management and Logistics Toolkit (RMLT). The full text of the Toolkit is contained in Part 2 of this document.

- Clicking on a blue box with page number (p. #) will bring you to relevant information within this User Guide and full Toolkit document.

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- Clicking on **blue links** – will bring you to relevant external resources.
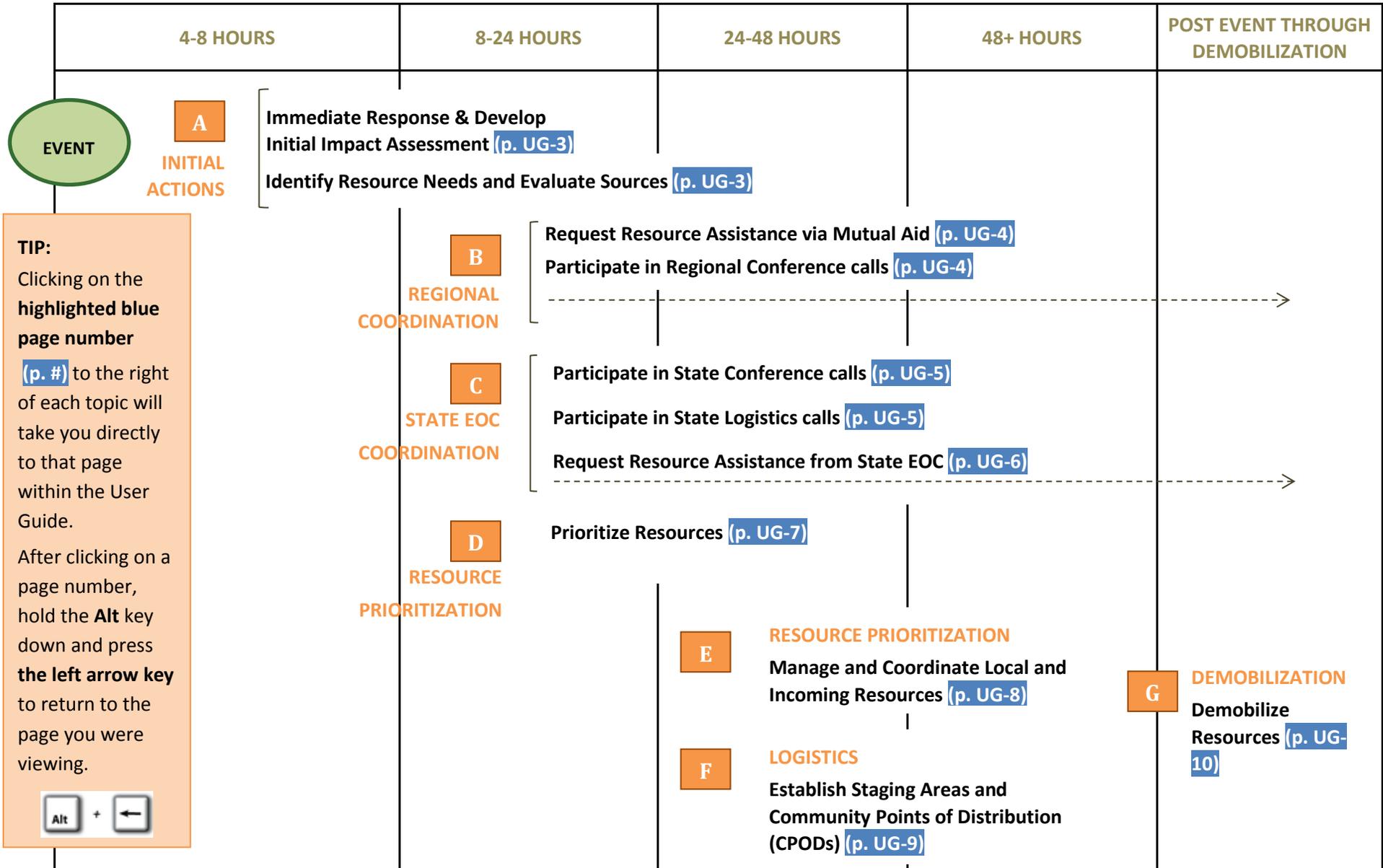
## Context

The RMLT provides a comprehensive framework and guidance for regional coordination of resources and logistics. The Toolkit was developed to promote collaboration in the 8-county 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. The Toolkit supports the regional **Coordination Plan**.
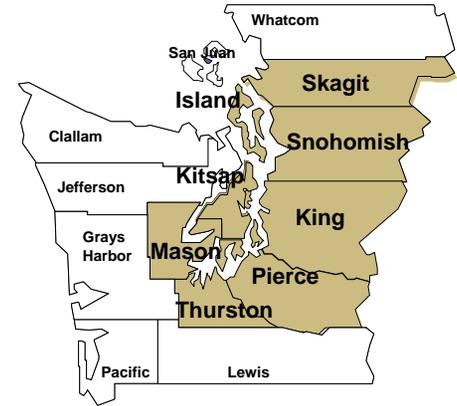
While RMLT is focused on the 8-county Puget Sound region, much of the information contained in the Toolkit and this User Guide is relevant and applicable to other areas in Washington State.

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).

| 4-8 HOURS | 8-24 HOURS | 24-48 HOURS | 48+ HOURS | POST EVENT THROUGH DEMOBILIZATION |
|---|---|---|---|---|

**EVENT**

**A**

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**TIP:**

Clicking on the **highlighted blue page number** (p. #) to the right of each topic will take you directly to that page within the User Guide.

After clicking on a page number, hold the **Alt** key down and press **the left arrow key** to return to the page you were viewing.

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# Event → Immediate Response

## Immediate Response

When an incident occurs, local and automatic aid resources respond according to their emergency plans and standard operating procedures

## Initial Impact Assessment (p. II-2)

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.  Within 4 hours of a catastrophic incident, or as soon as possible, each County will complete an Incident Snapshot (ISNAP), described in **Coordination Plan**.

# Identify Resource Needs and Evaluate Sources

Understand what specific resources are needed

→

**I have a need for resources that cannot be filled within my agency/ organization...**

→

Fill needs **locally**:

- Within your home jurisdiction
- Automatic aid with other local agencies
- **Interlocal Agreements**
- Existing vendor contracts
- Other local vendors that may have needed resources

→

Fill needs through mutual aid:

- Multi-county Agreements
- Regional Agreements
- Statewide Agreements

Go to Step **B**

→

Fill needs through the **State EOC**:

- State resource requests

Go to Step **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  (Appendix F **(p.F-1), State Vendor Agreement 1; State Vendor Agreement 2**)

## Request Resource Assistance via Mutual Aid

Jurisdictions often enter into agreements with other public and private agencies to share resources. As disasters unfold, local jurisdictions will need to determine the availability of these mutual aid resources. Mutual aid agreements also establish the basis for cost reimbursement.

**1. Interlocal Agreements** (p. II-16)

- **Thurston County Interlocal Cooperative Agreement**
- **Interlocal Agreement** by and between Skagit County Jurisdictions for Mutual Aid for Fire and Emergency Services
- **The Emergency Services Coordinating Agency**

**2. Regional Agreements (Multi-county)** (p. II-14)

- **Omnibus Legal and Financial Agreement** for Organizations Participating in the Regional Disaster Plan for Public and Private Organizations in King County
- **Inter-County Mutual Aid Agreement**
- **Homeland Security Region 3 Mutual Aid Agreement**

**3. Statewide Agreements** (p. II-11)

- **Washington Intrastate Mutual Aid System**
- **Washington State Fire Services Mobilization Plan**
- **Intrastate Building Safety Mutual Aid System**
- **Public Works Emergency Response Mutual Aid Agreement**

The State Emergency Management Division maintains and distributes a **Mutual Aid and Interlocal Agreement Handbook** that provides guidance about drafting mutual aid agreements.

## Participate in Regional Conference Calls

The purpose of these calls is to facilitate collaboration within the eight-county region. For more info, see **Coordination Plan**.

WHO      Emergency managers from affected jurisdictions

WHEN     Initial call: within 24 hours

WHERE    Pierce County Everbridge system (call 253.798.7470), or other means detailed in the Coordination Plan

WHAT    Participants should be ready to:
- Identify the most serious impacts affecting their jurisdiction
- Request local (intra-state) assistance
- Offer local (intra-state) assistance
- Identify multi-county issues of concern (current or future)
- Establish coordination groups to address issues of concern

For more information, see **Coordination Plan** User Guide.

## Participate in State Conference Calls

### State Conference Call (p. II-6)

The purpose of the call is to facilitate situational awareness and identify the type and amount of resources that will be requested through the State EOC.

| | | | | |
|---|---|---|---|---|
| WHO | Affected jurisdictions | | WHAT | The State will ask two questions: |
| WHEN | At least daily | | | • What are your jurisdictions' priority actions? |
| WHERE | The State EOC's Alert and Warning Center provides notice and instructions | | | • Will you be requesting resources from the state EOC? |

### State Logistics Call (p. II-6)

The purpose of the call is to facilitate information sharing between the State EOC, affected jurisdictions, and organizations offering assistance.

| | | | | |
|---|---|---|---|---|
| WHO | Logistics chiefs at the EOCs or their designated staff | | WHAT | Facilitates information sharing between the State EOC and affected jurisdictions concerning resource requests and projections, ongoing missions, mutual aid, and emergency supply chain operations. |
| WHEN | At least once daily when the State EOC is operational | | | |
| WHERE | The State EOC's Alert and Warning Center provides notice and instructions | | | |

**State Logistics Call Agenda**

- Status of Staging Areas and Points of Distribution
- Resource Status
- EMAC/Mutual Aid Status
- Federal Assistance
- Jurisdiction Issues/Updates

See (p. II-6) for more information

# Request Resource Assistance from State EOC

## Resource Requests <span>(p. IV-7)</span>

For resources that cannot be filled locally, submit resource requests to the State EOC, which will process requests determining the best source for the requests. The State EOC posts updated information about the status of resource requests on WebEOC. 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.

Submit requests to State EOC in one of three ways:

1. Through **WebEOC**: **http://www.emd.wa.gov/telcom/telcom_webeoc.shtml**
   [If you don't have WebEOC, contact WebEOC Administrator: 253.512.7020 office]
2. **E-mail completed Excel form** (when webEOC is not available). Refer to (p. IV-10) for instructions on how to fill out the form.
3. Print completed Excel form and submit via phone, e-mail, or fax.

   *For help in filling out a State Resource Request, refer to the State Request for Assistance (RFA) and Mission Tracker Board User Guide in Appendix K.* (p. K-1)

For more on these options, see the State's **Request for Resources Processes**.

## State EOC Procurement Sources

- State agency resources
- Private sector vendors
- **Emergency Management Assistance Compact (EMAC)** (p. II-11)
- Additional EMAC information from **EMD website**
- **Pacific Northwest Emergency Management Arrangement** (p. II-12)
- Federal Government **resolution** authorizing PNEMA
- Federal resources, including military resources

# Prioritize State and Local Resources

The State EOC will prioritize resources based on these principles (documented in the State Comprehensive Emergency Management Plan):

> *"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"*

The Puget Sound Region developed recommended common prioritization criteria to assist the State in mobilizing resource allocation decisions. The Region recommends the following prioritization methodology for resource requests:

1. Preservation of life and safety;

2. Incident stabilization; and

3. Preservation of the environment and property.

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

This methodology meets the intent of the State's Comprehensive Emergency Management Plan (CEMP).

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**Competing Resource Prioritization Decision Matrix**

This **draft** tool is based on the Wildland Fire Priority Decision Matrix and is designed to help decision-making when prioritizing competing requests.

Competing resource requests are ranked and the results are used to inform decision makers about allocating scarce resources to new and ongoing incidents.

The criteria include the following:

- Estimated or Actual Human Impact (current and future)
- Resource Attainability
- Status of Transportation Infrastructure
- Relationship to Critical Infrastructure
- Economic Considerations
- Incident Footprint
- Cascading Events
- Other(to be added as needed)

This tool is currently in a draft form.

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## Manage and Coordinate all Local and Incoming Resources

### Resource Tracking (p. IV-13)

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. Local jurisdictions can use the State's Mission Tracker to track their resources and monitor the requests they made to the State EOC (see sidebar).

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.

Jurisdictions in the Puget Sound Region use an array of technologies to inventory and track resources.

(p. IV-14)

### Mission Tracker

The State uses the Mission Tracker to monitor and track resources requested through the State EOC. Local jurisdictions can also use Mission Tracker to track their resources and monitor the requests they made to the State EOC.

Log in to **WebEOC** to view.

All jurisdictions have access to the State's WebEOC. If you need assistance setting up WebEOC, contact WebEOC Administrator: 253.512.7020.

For more information on Mission Tracker, see the State's **Request for Resources Processes.**

## Identify and Manage Staging Areas and Community Points of Distribution (CPODs)

Most often, the limiting factor in providing commodities to the affected population is not the availability of commodities but the existence of an efficient distribution system.  Jurisdictions identify and manage Staging Areas and CPODs to effectively receive, store and distribute supplies.

### Emergency Supply Chain

Federal, state and local agencies work together to form an emergency supply chain bringing resources, goods and services into affected areas. (p. V-1)



| Federal | Federal Incident Support Base (ISB) | Forward resource staging area established by FEMA near the affected area.  (p. V-1) |
|---|---|---|
| | Federal Staging Areas (FSA) | When the State EOC requests federal support, items from the ISB are sent to a Federal Staging Area, if established, and then on to a State Staging Area. |
| State | State Staging Areas (SSA) | Acquire, track, stage, warehouse, mobilize, recover and demobilize resources. (p. V-2) |
| | Movement Coordination Centers (MCC) | Coordinate safe, secure, and timely movement of disaster resources. (p. V-12) |
| Local | Local Staging Areas | Established by a local jurisdiction, tribal nation or agency to temporarily house or park resources waiting for operational assignment or distribution.  Manage resources contracted for directly or delivered from the State Staging Area or Federal Incident Support Base. (p. V-3) |
| | Community Points of Distribution (CPOD) | Established post-event by a local jurisdiction or tribal nation for distributing life-sustaining commodities to the public. (p. V-5)  <br><br>**CPOD Planning Guide** |

## Demobilize Resources

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. (p. IV-18)

- Demobilize nonexpendable resources (personnel, fire apparatus, and durable equipment)
- Demobilize expendable resources (water, food, fuel, and other one-time-use supplies)

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.

### 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.

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# Puget Sound Region

# Resource Management and Logistics Toolkit

## July 2014

# Regional Catastrophic Disaster Coordination Plan

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# Record of Changes

| Change # | Date | Part Affected | Date Posted | Who Posted |
|---|---|---|---|---|
| 1 | July , 2014 | Addition of User Guide | July 15, 2014 | BERK |
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# 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.

**Figure I-1: Puget Sound Regional Catastrophic Planning Program Area**



Northwest Washington

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 may be activated when any of the plans listed above are activated.

# B. Scope

The RMLT was developed to promote collaboration in the eight counties identified by the Puget Sound Regional Catastrophic Preparedness Program (RCPP): 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, a catastrophic event or even a major disaster will likely impact most, if not all of the jurisdictions within the Puget Sound Region.

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

For the purposes of the RMLT, 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

Although this toolkit was developed primarily for catastrophic incidents, many aspects also apply to more common disasters.

# C. Situation

The Puget Sound Region is vulnerable to many types of disasters. The potentially most catastrophic event--earthquake, volcanic lahar and acts of terrorism--may occur with little or no notice and will likely 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 for resource management.

## D. Planning Assumptions

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

### 1. Impact

- Catastrophic incidents may produce many casualties and/or displaced persons, possibly approaching a magnitude of tens of thousands to hundreds of thousands.

- The event may cause significant and lengthy disruptions to critical infrastructure, including transportation, energy, communications, public health, and medical systems.

- Local and regional economic and logistics infrastructure may be significantly disrupted, destroyed or over-extended.

- 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.

- Impacts or restrictions on transportation assets may delay the response time of some resources.

- Limited refueling capabilities may also impede response times.

- Emergency personnel who normally respond to such events may be among those affected and unable to perform their duties.

- Concurrent events in other states may result in competing demands on Federal, Emergency Management Assistance Compact (EMAC), and commercial resources.

- Military (Department of Defense, Reserves, and National Guard) resources may not be available to support operations due to other national security mission requirements.

### 2. Resource Requirements

- A catastrophic incident will require a vast amount of emergency resources to respond to the needs of affected communities.

- Resources will be required for an extended period of time.

- Local and state resources will be exhausted quickly.

- Demand will likely exceed supply.

- In the Puget Sound Region, the most catastrophic and resource demanding disaster events, will likely occur with little or no warning.

- A coordinated resource allocation and distribution system will be required to maximize efficiency.

- 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.

- Expedient field logistics staging areas, temporary operations centers, and emergency worker living and support accommodations may be required to support relief efforts.

- 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

**Figure II-1: Resource Management and Logistics Incident Life Cycle**
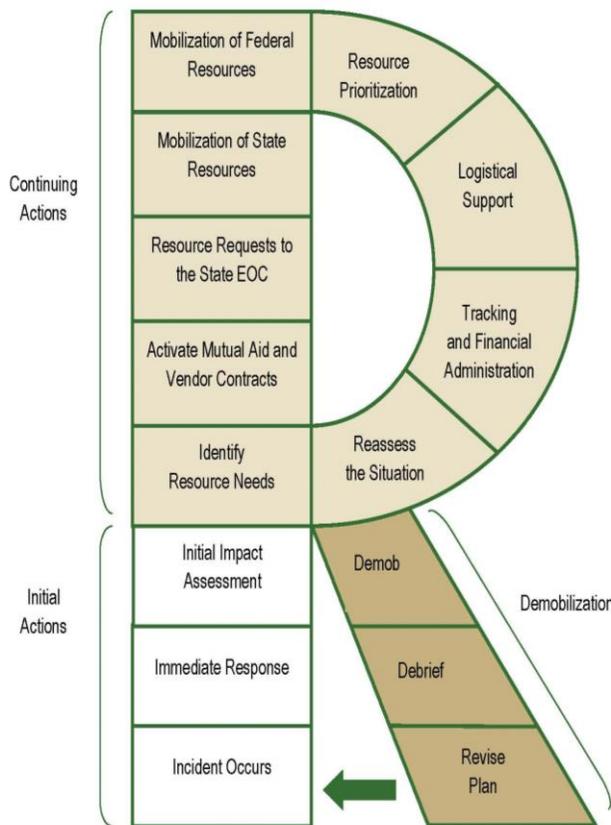


In Washington State, emergencies are managed at the lowest possible level. Chapter 38.52 of the Revised Code of Washington (RCW) grants counties, cities and towns the primary responsibility for emergency preparedness and response activities within their jurisdictions. When events go beyond a jurisdiction's capability, there is a tiered process for requesting and 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, certifying that the situation is beyond the capabilities of the State, the President may issue a federal emergency or disaster declaration authorizing federal disaster aid, including resources to supplement the state and local response.

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

### 3. Initial Actions

**Immediate Response**

When an incident occurs, local and automatic aid resources respond according to their emergency plans, existing agreements, 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).Some jurisdictions in the region use the term ECC (Emergency Coordination Center) instead of EOC.  For this Toolkit, the term EOC can mean either EOC or ECC.

### 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?

## 4. 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. It is a recommended best practice to develop pre event contracts or agreements, where terms related to the resource provision are negotiated ahead of time between the receiving jurisdiction and providing entity. In response to the disaster, such contracts and agreements 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, as amended, 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 is authorized to move federal assets to federal facilities before a State request and 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. Overall resource priorities are set by the State Coordinating Officer (SCO) in coordination with the Federal Coordinating Officer (FCO)

**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 by a requesting entity begins immediately when resources are first requested.

# 5. Demobilization

**Demobilization**

As incident objectives are met, resources are released or reassigned.  Each agency or jurisdiction follows their 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

In sustaining the planning efforts of the Regional Catastrophic Preparedness Program (RCPP) different participating jurisdictions have committed to leading the efforts on the respective plans, annexes and toolkits.  Thurston County Emergency Management has offered to lead the sustainment of the RMLT. Following major incidents, the RMLT should be revised to incorporate lessons learned and changes in policy and processes, and Thurston County Emergency Management should forward proposed toolkit revisions 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 should be finalized and updated on the State EMD website.

## 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. (See Table 2-2) When a major disaster has occurred or is imminent, jurisdiction and agency representatives should issue incident snapshots (ISNAP), participate on conference calls, and share information through WebEOC and other technologies.  The expectation is that timely and accurate information should be communicated and used to enhance coordination and develop mutual recommendations that support the Puget Sound Region's needs.

### Incident Snapshot Reports (ISNAP)

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 their respective 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 using 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.

**Figure II-2 State Logistics Call Agenda**

### State Logistics Call Agenda

*Status of Staging Areas*
- Inventory status
- Expected/projected deliveries
- Issues

*Status of Points of Distribution*
- Consumption rates
- CPODs open
- Projected needs

*Resource Status*
- Current resources available
- Resources requested in last 24 hours
- Ongoing missions
- Resources en route
- Resource deficiencies
- Resource projections
- Resource issues
- Coordination to reduce competition for the same resources

*EMAC/Mutual Aid Status*
- Number of personnel deployed
- Requests made
- Requests filled
- Outstanding requests
- Requests completed
- Issues

*Federal Assistance*

*Jurisdiction Issues/Updates*

**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. The frequency of State Conference Call is dependent upon the situation. 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 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, but are not limited to, 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 EOC Logistics Section Chief or designee facilitates the call using the agenda shown in Figure II-2.

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

## 3. Summary Table

The following table summarizes Regional and State information sharing tools.

**Table II-1: Information Sharing Tools**

| Tool | Purpose | Initiated by | Participants | When |
|---|---|---|---|---|
| ISNAP Report | <ul><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><li>Facilitates a region wide 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. |
| Tool | Purpose | Initiated by | Participants | When |
| Situation Report | <ul><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><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><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, and response agency representatives | Typically once daily may occur more often based on incident complexity. |

## 4. Information Sharing Timeline

The following figure illustrates how and what information is shared over time. The frequency and sequence of what information sharing tools are used may change based on the incident.

**Figure II-3: Information Sharing Timeline**
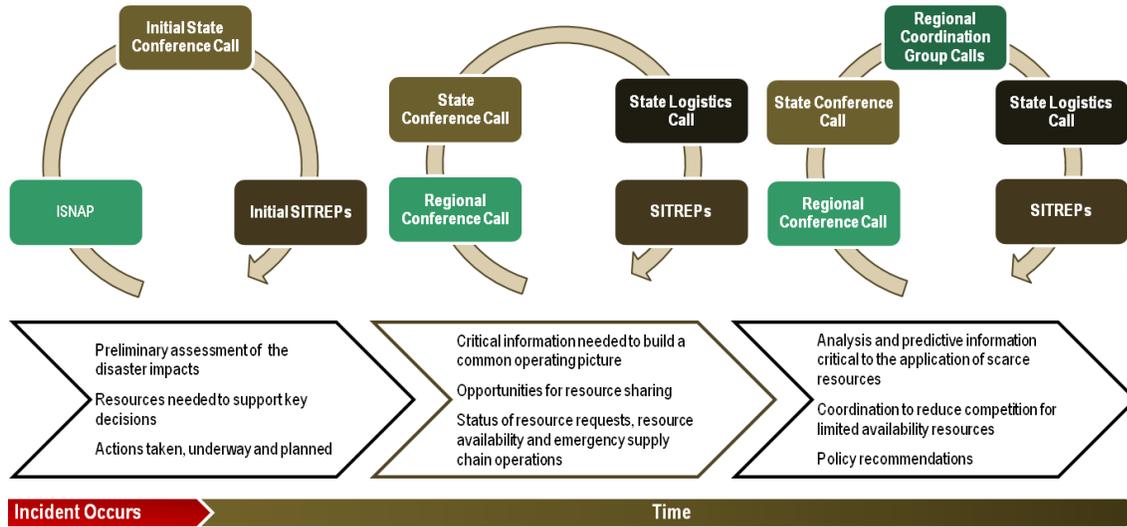


# D. Resource Prioritization

During disasters, resource demands often exceed supply and requests for scarce resources must be prioritized at every level of government. Examples of when prioritization is needed include:

- Resources are not sufficient to meet requests within an individual jurisdiction.

- Resource requests of one jurisdiction affect another's ability to get the resources it needs.

- Resources brought into the Puget Sound Region are not sufficient to meet all the needs.

- Specialized, limited availability resources are available, but in insufficient quantity.

**Priorities**

*Requests are to be prioritized to the greatest extent possible based upon:*
- Preservation of life and safety;
- Incident stabilization; and
- 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.

To effectively manage resources and enable the best possible outcome to a catastrophic incident, the Puget Sound Region's jurisdictions have agreed upon a common approach to resource prioritization. This approach should be

implemented by the functional coordination groups unless a different prioritization is agreed upon during the Regional Conference Call.

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

## 1.  Competing Resources Prioritization Decision Matrix

The following table is a matrix that supports resource prioritization during large disasters.  Competing resource requests are ranked and the results are used to inform decision makers about allocating scarce resources to new and ongoing incidents.

The matrix is not intended for every resource request.  It should only be used to rank competing requests. It may be used at the state, regional or local level depending upon the circumstances.  It may also be customized to fit a particular need, including adding new elements that need to be compared.  Finally, it is just a tool, not a requirement.

**Table II-2: Competing Resources Prioritization Matrix**

| Competing Resource Prioritization Matrix | | | | | |
|---|---|---|---|---|---|
| Mission No. _____ | | | Resource Requested_____ | | |
| This Mission is:  ☐ Life Safety | | ☐ Life Sustaining | | ☐ High Priority | |
| **Criteria** | **Value of 1** | **Value of 2** | **Value of 3** | **Weight Factor*** | **Value Assigned** |
| Lives saved (Estimated future and current | 0-10 lives saved | 10-24 lives saved | 25 or more lives saved | | |
| Resource attainability | More than 72 hours | Within 24 to 72 hours | Within 24 hours | | |
| Status of Transportation Infrastructure | Extensive damage will complicate and impede resource movements | Moderate damage will obstruct resource movements | Resources can be move easily to where it is needed | | |
| Relationship to Critical Infrastructure | Resource will not be used for critical infrastructure | Resource will be used to maintain critical infrastructure | Resource will be used to restore critical infrastructure | | |
| Economic Considerations | Resource will have minimal economic benefit | Resource will have moderate economic benefit | Resource will have extensive economic benefit | | |
| Population Benefitted | <1000 people | 1000-5000 people | >5000 people | | |
| Cascading Events | No potential cascading events exist | Resource will help control cascading events | Resource is essential for preventing cascading events | | |
| Other (To be added as needed) | | | 25 or more lives saved | | |

* Weight factors will be determined at a later date, after testing the table in future exercises.

# 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 available at
http://www.emd.wa.gov/plans/documents/MutualAidHandbook.pdf

 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.

  - Municipal Research and Service Center (MRSC) provides examples of many interlocal agreements. Visit http://www.mrsc.org/contracts/contracts.aspx for more information

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 may be recognized as binding, depending upon the language agreed to by the participants. 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. MOAs may also be considered binding, depending upon the language agreed to by the participants.

# 1. Statewide 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 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.

## Public Health Inter-Jurisdictional Mutual Aid Agreement (MAA)

This MAA is limited to public health jurisdictional functions authorized by RCW 70.05 or 70.46.  Signatories (referred to as Party HDs) may include Health Departments, Health Districts or counties within the State of Washington that operate a public health department or division within county government.  Party HDs may voluntarily aid and assist each other by interchanging resources and services on a county, regional or statewide basis. Assisting resources are under operational control of the requesting Party HDs' public health leadership.  Assisting personnel serve under the authority of the requesting Party HDs' Local Health Officer.  The MAA outlines the creation of a Mutual Aid Plan; training and exercises; and, reimbursement of cost. Assistance under this MAA is requested by one Party HD contacting the authorized representative of another Party HD.

**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. This system is managed by the Washington Association of Building Officials at 1217 4th Ave. E. Ste. 100, Olympia, WA 98506. (Phone 360.628.8669).

Prior to requesting assistance, the requesting member jurisdiction must 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. Signatories include 32 counties, 119 cities, one public utility district, and WSDOT. 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.

## 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.  As of July 2014, Washington signatories include 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 jurisdictions 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 the requesting jurisdiction to indemnify responding jurisdictions for damages or claims as long as personnel do not at 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 administrated by the Regional Lead Coordinating Agency, which is currently Thurston County.

## Regional Coordination Framework for Disasters and Planned Events for Public and Private Organizations in King County, Washington

The King County Framework 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 Framework 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 Framework, 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 Framework is administrated by the King County Emergency Management Advisory Committee.

**Type 3 Incident Management Team Agreements**

As of July 2014, the Washington State Fire Marshal's Office coordinates with seven Type 3 All-Hazards Incident Management Teams (IMTs) for response to State Fire Mobilization incidents. The teams may be requested directly for all-hazards incidents using the phone numbers below. 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) – (360) 676-6814

- Region 3 Incident Management Team - primarily serving Thurston, Mason, Lewis, Grays Harbor and Pacific Counties (HSR3) – (360) 704-2740

- Southwest Washington Incident Management Team - primarily serving Cowlitz, Clark, Skamania and Wahkiakum Counties (HSR4) – (360) 696-4461

- Pierce County Incident Management Team - primarily serving Pierce County (HSR5) – (253) 798-6595

- Seattle Metro Incident Management Team - primarily serving King County (HSR6) – (206) 423-6119

- Southeast Washington Incident Management Team - primarily serving Benton and Franklin Counties (HSR8) – (509) 628-0333

- Spokane County Incident Management Team - primarily serving Spokane County (HSR9) – (509) 928-1700

## 3. Interlocal Agreements

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

**Thurston County Interlocal Cooperative Agreement**

The Thurston County Interlocal Cooperative 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.

**Skagit County Jurisdictions for Mutual Aid for Fire and Emergency Services**

The Interlocal Agreement by and between Skagit County Jurisdictions for Mutual Aid for Fire and Emergency Services supports 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.

**Emergency Services Coordinating Agency**

The Emergency Services Coordinating Agency (ESCA) was created by interlocal agreement between ten participating cities in Snohomish and King Counties. ESCA serves as the emergency management agency for each member.  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.

**Existing Mutual Aid Agreements**

Many existing mutual aid agreements and fire mutual aid agreements are in place within the Puget Sound Region. Some provisions in these agreements are included in all individual agreements, including voluntary lending of resources. There is no liability for a decision not to lend resources, incident command remains with the agency requesting resources to assist in incident response, and, command of loaned staff remains with the lending agency's command staff on scene.  A summary of these agreements is found on page VII-5 of the **Structural Collapse Rescue Annex**.

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.

**Contracting for the Provision of Services**

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."

# 4. Considerations When Selecting Which Mutual Aid Agreement to Use

Jurisdictions frequently enter into mutual aid agreements with other public and private agencies. It is important for each individual jurisdiction to keep a current list of these agreements. During a disaster, logistics staff may need to select which agreement is most appropriate for acquiring a needed resource. The shelf life of an agreement is a key

consideration and jurisdictions should be aware of expiration dates and be prepared to update the agreements when needed.  Below is a list of additional considerations to use to identify which agreements might work best.

## Applicable to the Requesting and Receiving Parties

Although many Mutual Aid Agreements (MAAs) exist in the Puget Sound, there are still gaps in our ability to share resources between organizations likely to respond during disaster.  This is partly because MAAs specify what types of organizations (counties, cities, tribes, etc.) can use the agreement.  Frequently, MAAs do not include special districts, private non-profits or private sector entities.

## Conditions for Use are Met

MAAs specify conditions that need to exist before they can be used.  For example, a local declaration or Governor's proclamation of emergency may be required.  In some cases, conditions for use are subjective, "an emergency must be determined to exist".  In others, the agreement is activated based on mutual agreement between the requesting and receiving parties.

## Resources may be Withdrawn

Mutual aid is voluntary; providing entities are not expected to deplete their own capabilities in order to respond.  As such, most MAAs state that the providing entity may withhold or withdraw requested assistance at any time and for any reason, in their sole discretion.

## Resource Ownership is Described

MAAs may affect the status of the providing entity's resources.  For example, local resources responding through the Emergency Management Assistance Compact are deployed as State assets. Conversely, other agreements prohibit resources of the providing entity to be considered resources of the requesting entity for any purpose.

## Liability and Immunity Responsibilities are Defined

Most MAAs describe who is responsible for tort liability, workers compensation and death benefits.  In most cases, the requesting entity indemnifies the providing entity for damages or claims as long as personnel act in good faith and perform activities within the scope of their training and duties.

## Licensures and Certifications are Recognized

Jurisdictions have a variety of statutes, regulations and requirements for professional licensing and permitting.  In order to use personnel or equipment from outside the area effectively, MAAs needs to support reciprocity for licenses, certifications and permits.

## Payment and Reimbursement are Assured

MAAs should obligate the requesting entity to reimburse the providing entity for the true and full value of all assistance provided.  If a mutual aid agreement does not include a reimbursement provision, federal reimbursement is unlikely.   MAAs should allow the responding entity to elect to donate the assistance provided.  Many of the Region's agreements specify that personnel and equipment will be supplied for the first 8 hours or first operational

period at no cost.  In this case, federal reimbursement will only be available for assistance after the initial unpaid period.

## Length of Agreement

Consider adding a paragraph to any agreement outlining periodic review and updating.

## Federal Reimbursement

Federal reimbursement is based on supporting documentation, which must be able to stand the test of an audit.  Documentation should describe the "who, what, when, where, why, and how much" for each item of cost.  Incomplete or improper records may result in part or the entire claim being ineligible for reimbursement.  For mutual aid expenditures, it is very important to document the mutual aid request in addition to documenting costs.

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# 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, including mutual aid. In turn, the State asks the federal government for aid when its capabilities and state to state assistance, such as through EMAC, are exceeded.  As a result of a catastrophic disaster, state and local resources are usually overwhelmed immediately; federal and non-governmental resources are needed right away, often in large quantities.

In such cases, 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 from FEMA.  Table 3-1 lists the Federal ESFs, their roles and responsibilities and examples of resources they can bring to bear.

**Table III-1: Federal Emergency Support Functions**

| ESF-1  Transportation - U.S. Department of Transportation (USDOT) | |
|---|---|
| **Role and Responsibilities** | **Resources** |
| ▪ Provide government or contracted transportation assistance<br>▪ Identify temporary alternative transportation solutions<br>▪ Provide information on and coordinate with various transportation providers (air, rail, trucking and others)<br>▪ Coordinate restoration and recovery of transportation systems and infrastructure<br>▪ Support mass evacuation operations | ▪ Temporary flight restrictions<br>▪ Road closure information<br>▪ Support for survivor/patient evacuation operations including Evacuation Liaison Team |
| **ESF-2  Communications - National Communications System (NCS)** | |
| **Role and Responsibilities** | **Resources** |
| ▪ Provide liaison to the nation's telecommunications providers for landline, cellular and other communication systems to support restoration of communications infrastructure and systems<br>▪ Support procurement and coordination of communications services | ▪ Mobile communications systems<br>▪ FEMA Mobile Emergency Response Support (MERS)<br>▪ USACE Deployable Tactical Operations Systems |

## ESF-3  Public Works and Engineering – U.S. Army Corps of Engineers (USACE) & FEMA

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Provide public works and engineering support and services including assessments (including structural) of public works and infrastructure facilities<br>▪ Execute emergency contract support for life-saving and life-sustaining services (water, ice, emergency power)<br>▪ Provide technical assistance to include engineering expertise, construction management, and contracting and real estate services<br>▪ Provide emergency repair of damaged public infrastructure and public critical facilities<br>▪ Provide debris technical assistance, debris removal operations, restoration of water and sewage systems, temporary roofing and other necessary construction-related support | ▪ Water and Ice<br>▪ Commodities<br>▪ Temporary Power<br>▪ Infrastructure Assessment<br>▪ Temporary Roofing<br>▪ Debris Management<br>▪ Temporary Housing<br>▪ Temporary Critical Facility Planning<br>▪ Planning Response Teams (PRTs) |

## ESF-4  Firefighting - U.S. Forest Service (USFS)

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Manage and coordinate firefighting activities, including the detection and suppression of fires on Federal lands<br>▪ Provide personnel, equipment, and supplies in support of State, tribal, and local agencies involved in wildland, rural, and urban firefighting operations | ▪ Incident Management Team (IMT) personnel<br>▪ Hot Shot teams<br>▪ National Area Command Teams<br>▪ Federal base camp resources |

## ESF-5  Emergency Management - FEMA

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ 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<br>▪ Facilitate information flow and coordinate intergovernmental planning, to prepare assets for deployment | ▪ National and Regional Incident Management Assistance Teams (IMAT)<br>▪ Disaster Emergency Support Teams<br>▪ Joint Field Office (JFO) w/ staffing<br>▪ Incident Support Base (ISB)<br>▪ ISB management teams<br>▪ Community Relations teams<br>▪ MERS tactical communications resource<br>▪ Preliminary Damage Assessment teams |

## ESF-6  Mass Care, Emergency Assistance, Housing, and Human Services - FEMA

| Role and Responsibilities | Example Resources |
|---|---|
| Provide support to disaster survivors including:<br>▪ Feeding and evacuation support<br>▪ Emergency first aid<br>▪ Access to the National Shelter System (NSS)<br>▪ Survivor registration capabilities<br>▪ Family reunification assistance<br>▪ Assistance to individuals with special needs<br>▪ Household pet and service animal support<br>▪ Donated goods services<br>▪ Construction support for damaged residences | ▪ Critical Response Team (ARC)<br>▪ Shelter operations support teams<br>▪ Feeding operations support teams<br>▪ National Emergency Family Registry and Locator System<br>▪ National Emergency Child Locator Center<br>▪ Interim housing facilities |

| ESF-7  Logistics Management and Resource Support – General Services Administration (GSA) & FEMA | |
|---|---|
| **Role and Responsibilities** | **Example Resources** |
| ▪ 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<br>▪ Manage ISBs and JFO facilities<br>▪ Contribute resources from existing FEMA stocks and emergency procurement(s) | ▪ ISB management teams<br>▪ Numerous commodities<br>▪ JFO support kits<br>▪ Contracting and movement support personnel |

| ESF-8  Public Health and Medical Services – Department of Health and Human Services (DHHS) | |
|---|---|
| **Role and Responsibilities** | **Example Resources** |
| ▪ Provide an assessment of public health/medical needs including Health surveillance<br>▪ Patient evacuation<br>▪ Patient care<br>▪ Safety and security of drugs, biologics, and medical devices, Blood and blood products<br>▪ Food safety and security<br>▪ Agriculture safety and security<br>▪ All-hazard public health and medical consultation, technical assistance, and support<br>▪ Behavioral health care<br>▪ Vector control<br>▪ Potable water/wastewater and solid waste disposal<br>▪ Mass fatality management, victim identification, and decontaminating remains<br>▪ Veterinary medical support | ▪ Medical care personnel, health, medical and veterinary equipment and supplies and National Medical Response Teams<br>▪ Secretary's Emergency Response Team<br>▪ Commissioned Corps (PHS)<br>▪ Incident Support Team (CDC)<br>▪ Technical Advisory Response Unit (CDC)<br>▪ National Disaster Medical System components including DMAT, DMORT, DMORT WMD; VMAT and Medical Surgical Response Team<br>▪ Medical and mortuary caches<br>▪ Medical Emergency Radiological Response Team (VA) |

| ESF-9  Search and Rescue - FEMA , USCG, et al. | |
|---|---|
| **Role and Responsibilities** | **Example Resources** |
| ▪ Structural Collapse (Urban) Search and Rescue (US&R)<br>▪ Waterborne Search and Rescue<br>▪ Inland/Wilderness Search and Rescue<br>▪ Aeronautical Search and Rescue<br>▪ Distress monitoring<br>▪ Communications<br>▪ Location of distressed personnel<br>▪ Coordination<br>▪ Execution of rescue operations including extrication or evacuation along with the provisioning of medical assistance<br>▪ Civilian services through the use of public and private resources to assist persons and property in potential or actual distress. | ▪ Type 1 Rescue Teams (FEMA)<br>▪ Type III Rescue Teams (FEMA)<br>▪ Incident Support Teams (FEMA)<br>▪ Border Patrol Search, Trauma and Rescue Team (USCBP)<br>▪ Crush Injury Medical Assistance (DHHS and FEMA) |

| ESF-10  Oil and Hazardous Materials – Environmental Protection Agency (EPA)  & U.S. Coast Guard (USCG) | |
|---|---|
| **Role and Responsibilities**<br>▪ 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<br>▪ Sample drinking water supplies<br>▪ Cap contaminated soils or sludge<br>▪ Stabilize, contain or retard the spread of releases or mitigate effects<br>▪ Decontaminate buildings and structures<br>▪ Remove highly contaminated soils<br>▪ Remove drums, barrels, tanks, or other bulk containers that contain oil or hazardous materials | **Example Resources**<br>▪ National Strike Force/Team (USCG)<br>▪ Marine Safety and Security Team (USCG)<br>▪ Environmental Response Team (EPA)<br>▪ National Decontamination Team (EPA)<br>▪ National Counterterrorism Evidence Response Team (EPA)<br>▪ Radiological Response Team (EPA)<br>▪ Regional Response Teams (EPA)<br>▪ National Response Team (EPA/USCG)<br>▪ HAZMAT Scientific Support Team (NOAA) |
| **ESF-11  Agriculture and Natural Resources – U.S. Department of Agriculture (USDA)** | |
| **Role and Responsibilities**<br>▪ Provide nutrition assistance<br>▪ Control and eradicate an outbreak of contagious or economically devastating animal/zoonotic disease, or any outbreak of an economically devastating plant pest or disease<br>▪ Ensure the safety and security of the commercial food supply<br>▪ Protect natural & cultural resources and historic properties resources<br>▪ Provide for the safety and well-being of household pets | **Example Resources**<br>▪ Rapid Response Team (FDA)<br>▪ Veterinary Diagnostic Teams (APHIS)<br>▪ Animal Emergency Response Organization (APHIS)<br>▪ Incident Management Team (APHIS)<br>▪ National Animal Health Emergency Response Corps (APHIS) |
| **ESF-12 Energy – Department of Energy (DOE)** | |
| **Role and Responsibilities**<br>▪ Collect, evaluate, and share information on energy system damage<br>▪ Provide information concerning the energy restoration process<br>▪ Facilitate the restoration of energy systems<br>▪ Provide technical expertise to utilities<br>▪ Conduct field assessments<br>▪ Assist government and private-sector stakeholders to overcome challenges in restoring the energy system | **Example Resources**<br>▪ Nuclear Emergency support Team (DOE)<br>▪ Aerial Measuring system (DOE)<br>▪ Atmospheric Release Advisory Center (DOE)<br>▪ Radiological Emergency Assistance Center/Training Site (DOE)<br>▪ Radiological Assistance Program (DOE)<br>▪ Federal Radiological Monitoring and Assessment Center  (DOE) |
| **ESF-13  Public Safety and Security – Department of Justice (DOJ)** | |
| **Role and Responsibilities**<br>▪ Support incident management requirements including force and critical infrastructure protection<br>▪ Security planning and technical assistance<br>▪ Technology support<br>▪ General law enforcement assistance in both pre-incident and post-incident situations | **Example Resources**<br>▪ Special Response Team (SRT) (DOJ-ATF)<br>▪ National Response Team (DOJ-ATF)<br>▪ Border Patrol Tactical Unit (DHS-CBP)<br>▪ SRT and Correctional SRT (DHS-ICE)<br>▪ Explosive Detection Dog Teams (DHS-ICE)<br>▪ National Screening Force (TSA)<br>▪ Federal Air Marshal Response Force (TSA)<br>▪ Explosives Detection Canine Teams (TSA)<br>▪ Law Enforcement Team (NOAA) |

| ESF-14  Long Term Community Recovery – FEMA | |
| --- | --- |
| **Role and Responsibilities**<br>▪ 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<br>▪ Facilitate delivery of federal assistance to local governments for community recovery, reconstruction and redevelopment<br>▪ Support long term recovery decision making<br>▪ Provide aid in identifying key recovery priorities and linking with potential resources | **Example Resources**<br>▪ Public Assistance Officers<br>▪ Public Assistance Specialists<br>▪ Individual Assistance Officers<br>▪ Individual Assistance Specialists<br>▪ Inspectors<br>▪ Environmental and Historic Preservations Specialists |
| **ESF-15  External Affairs – DHS** | |
| **Role and Responsibilities**<br>▪ Coordinate Federal actions to provide external affairs support to Federal, State, tribal, and local incident management elements<br>▪ 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 | **Example Resources**<br>▪ Emergency Communications and Outreach Team (EPA)<br>▪ FEMA, DHS and other agency External Affairs Specialists |

The National Response Coordination Center (NRCC) at FEMA 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 DHS 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 a 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 (FCO) assumes leadership of the JFO. At the JFO, the FCO and the State Coordinating Officer (SCO) work with public, private and private nonprofit organizations to centrally coordinate response and recovery efforts. The JFO may also provide 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 III-1: Joint Field Office Organization**
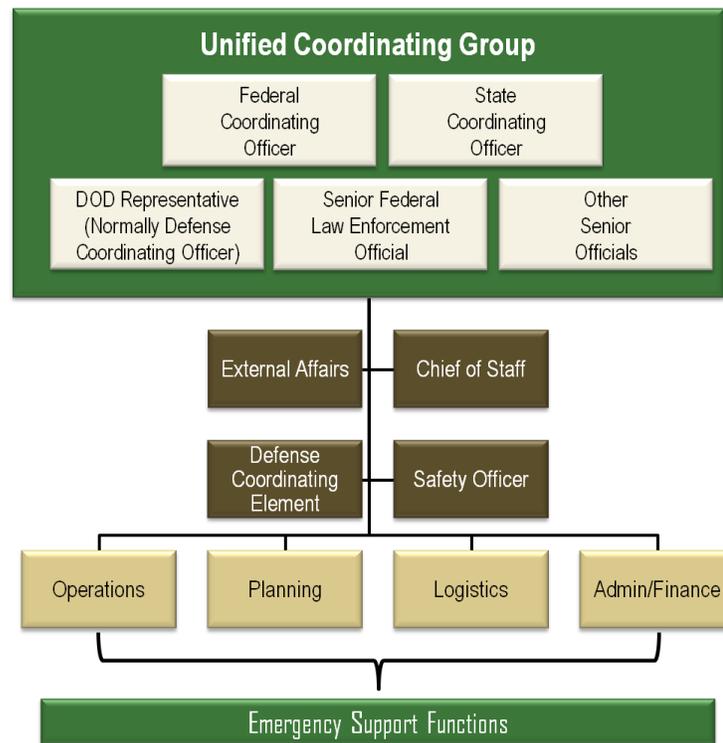


From the JFO, aspects of the federal response are organized using the principle of Unified Command. This allows federal departments and agencies to support state and local responders in a coordinated and cohesive manner. When the JFO assigns federal assets to assist at an incident scene, the assets are 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, after a declaration by the President, 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 including the United States Army Corps of Engineers, and other ESF-7 partners. FEMA also works with National Response Coordination Center (NRCC) or the respective Regional Response Coordination Center (RRCC) to request and establish Incident Support Bases and Federal Staging Areas.

When requested by the State EOC, or from the SCO to the FCO, FEMA Logistics activates contracts to provide pre- and post-incident evacuation support (ambulance, bus and other transportation contracts), emergency generators

and temporary housing support. These are requested by the State through the completion of a Resource Request Form (RRF) outlining what support is needed. 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 under a mission assignment from FEMA is able to provide support in multiple functional areas including rotary wing airlift, medical evacuation, fuel and commodities distribution, 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 (DCO) who is the Secretary of Defense's single point of contact for all DOD resources, regardless of military service. FEMA and DOD have developed a number of pre-scripted mission assignments for DOD support to shorten the time needed for DOD response.

The DCO and DCE work with the Lead Federal Agency at the JFO validating Resource Request Forms and accepting mission assignments.   The DCO 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.

The Emergency Management Division (EMD) of the Military Department maintains a 24 hour watch officer at the State EOC.  As a result of an emergency or disaster, EMD may activate additional State EOC staff 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 an Incident Command System structure using ICS and NIMS principles.  It establishes response and recovery support 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 table below lists the State ESFs, their roles and responsibilities and examples of resources they can bring to bear.

**Table III-2: State Emergency Support Functions**

| ESF-1 Transportation – Department of Transportation (WSDOT) | |
|---|---|
| **Role and Responsibilities** <br><br> ▪ Coordinate transportation activities <br> ▪ Establish priority and allocation for resources <br> ▪ Manage state owned resource air and marine traffic <br> ▪ Determine priority of highway repair <br> ▪ Conduct damage assessment | **Resources** <br><br> ▪ Heavy equipment <br> ▪ Engineering services <br> ▪ Aerial reconnaissance and photography <br> ▪ Passenger transportation <br> ▪ Communications resources <br> ▪ Graphics and editorial support |
| **ESF-2 Communications, Information Systems & Warning – Military Department, Dept. of Enterprise Services (DES), Consolidated Technical Services (CTS) & Utilities and Transportation Commission (UTC)** | |
| **Role and Responsibilities** <br><br> ▪ Rapidly alert and warn key state and local jurisdiction officials <br> ▪ Organize, establish and maintain emergency telecommunications and information systems | **Resources** <br><br> ▪ State EOC Alert and Warning Center <br> ▪ Telecommunications and Information systems and networks <br> ▪ Interoperable radio communications systems <br> ▪ Internet and intranet web portals <br> ▪ Radio Amateur Civil Emergency Services (RACES) and Amateur Radio Emergency Services (ARES) <br> ▪ Washington Cyber Incident Response Center (WACIRC) |
| **ESF-3 Public Works and Engineering – Department of Enterprise Services (DES)** | |
| **Role and Responsibilities** <br><br> ▪ Provide public works and engineering support <br> ▪ Demolish unsafe structures <br> ▪ Manage debris and wreckage clearance <br> ▪ Provide temporary repairs <br> ▪ Inspect damaged facilities for structural condition and safety | **Example Resources** <br><br> ▪ Statewide database of architects, engineers, contractors and equipment suppliers available during disaster <br> ▪ Emergency contracts <br> ▪ Building and facility inspectors <br> ▪ Preliminary damage assessment team members |
| **ESF-4 Firefighting – Washington State Patrol (WSP) and Department of Natural Resources (DNR)** | |
| **Role and Responsibilities** <br><br> ▪ Coordinate activities to detect and suppress wildland, rural and urban fires resulting from emergency situations on State and private lands (not federal) <br> ▪ Fire mobilization <br> ▪ Recommendations to landowners for recovery activities | **Example Resources** <br><br> ▪ Fire prevention teams and programs <br> ▪ Personnel, facilities and equipment necessary to support firefighting activities <br> ▪ Washington Interagency Incident Management Teams |
| **ESF-5 Emergency Management – Military Department, Emergency Management Division (EMD)** | |

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Set in place statewide Emergency Management concept<br>▪ Implement the National Incident Management System (NIMS) per the National Response Framework (NRF)<br>▪ Describe state emergency management processes and organization | ▪ EOC Action Plans and Situation Reports<br>▪ Decision packages for critical functions<br>▪ Governor's proclamations and Presidential disaster declarations<br>▪ State EOC Liaison Officers<br>▪ State Coordinating Officer<br>▪ Governor's Authorized Representative |

**ESF-6  Mass Care, Emergency Assistance, Housing and Human Services – Department of Social and Health Services (DSHS)**

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Mass care<br>▪ Temporary housing and food<br>▪ Disaster assistance<br>▪ Volunteer organizations support<br>▪ Functional needs support services<br>▪ Health and medical support to shelters<br>▪ Veterinary care and shelter to service animals and pets | ▪ Demographic & statistical data and maps<br>▪ Mobile Community Services Offices<br>▪ State Housing Task Force<br>▪ National Shelter System (ARC)<br>▪ Safe and Well Website (ARC) |

**ESF-7  Resource Support – Department of Enterprise Services (DES)**

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Provide logistical and resource support<br>▪ Provide contractual services<br>▪ Temporary work space<br>▪ Work closely with the State EOC Logistics Section | ▪ National Donations Management System<br>▪ Inventory of state owned & leased facilities<br>▪ State goods and services contracts, vendor lists and contact information<br>▪ Fleet Operations vehicles<br>▪ Warehouses and trucking |

**ESF-8  Public Health and Medical Services – Department of Health (DOH)**

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Assess health and medical needs<br>▪ Health surveillance<br>▪ Chemical, radiological and biological hazards<br>▪ Worker health and safety<br>▪ Veterinary medical support<br>▪ Mental health<br>▪ Victim identification and mortuary services | ▪ Field investigations<br>▪ Sample collection and analysis<br>▪ Technical assistance<br>▪ Protective actions<br>▪ Medical care standards<br>▪ Counseling |

### ESF-9 Search and Rescue – Military Department, Emergency Management Division (EMD) and Department of Transportation (WSDOT), Aviation Division

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Coordinate effective utilization of search and rescue resources<br>▪ Land and air search and rescue<br>▪ Underground mine search and rescue | ▪ Aircraft and air operations support<br>▪ State Coordinator of SAR Operations<br>▪ State Rescue Coordination Center (RCC)<br>▪ State & Regional Disaster Airlift Plan |

### ESF-10 Hazardous Materials Response – Department of Ecology (DOE) and Washington State Patrol (WSP)

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Manage emergent hazardous materials incidents<br>▪ Identify local, state and federal responsibilities for hazardous materials<br>▪ Minimize exposure and/or damage to human health<br>▪ Support the Federal Community Right to Know law | ▪ 24-hour environmental pollution prevention, preparedness and response<br>▪ Spill containment and clean-up<br>▪ Natural resources damage assessments<br>▪ Northwest Area Contingency Plan |

### ESF-11 Agriculture and Natural Resources – Department of Agriculture (DA) and Department of Natural Resources (DNR)

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Provide nutrition assistance<br>▪ Control and eradicate animal and plant disease or pest infestation<br>▪ Ensure food safety<br>▪ Protect natural & cultural resources | ▪ Food supplies and transportation<br>▪ Food stamp benefits<br>▪ Veterinary and wildlife services<br>▪ Inspectors and laboratory services<br>▪ Protective measures and strategies |

### ESF-12 Energy – Department of Commerce (DOC), Energy Division

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Provide effective use of electrical power, natural gas and petroleum products<br>▪ Assess damage to infrastructure<br>▪ Facilitate restoration | ▪ Energy Supply Disruption Tracking System (WAESDTS)<br>▪ Alternate energy sources<br>▪ Energy allocation and distribution actions |

### ESF-13 Public Safety and Security – Washington State Patrol (WSP)

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Coordinate statewide law enforcement operations<br>▪ Support local jurisdictions<br>▪ Support warning and evacuation operations, search and rescue, emergency medical services, communication and access control<br>▪ Enforce emergency traffic regulations | ▪ Law enforcement personnel, vehicles and equipment<br>▪ Communications systems<br>▪ Aircraft |

### ESF-14 Long Term Community Recovery – Military Department, Emergency Management Division (EMD)

| Role and Responsibilities | Example Resources |
|---|---|
| ▪ Establish a framework for the state recovery and restoration after a catastrophic incident or disaster<br>▪ Build on, but not depend on Federal programs<br>▪ Link to the National Disaster Recovery Framework | ▪ Recovery task forces<br>▪ Whole community engagement<br>▪ Recommendations for recovery and revitalization of the State |

| ESF-15  External Affairs – Military Department, Emergency Management Division (EMD) | |
|---|---|
| Role and Responsibilities<br>▪ Develop public messages before, during and after emergencies<br>▪ Coordinate with the Governor for state messaging<br>▪ Participate in Joint Information Centers | Example Resources<br>▪ Joint Information Center (JIC)<br>▪ Joint Information System (JIS)<br>▪ PIER Business Information Site |

| ESF-20  Defense Support to Civil Authorities – Military Department | |
|---|---|
| Role and Responsibilities<br>▪ Resource tasking to Washington National Guard and State Guard<br>▪ Coordinate with federal military organizations<br>▪ Provide resources when requested | Example Resources<br>▪ Air and land transportation missions<br>▪ Tents, shelters and power resources<br>▪ Water and food resources<br>▪ Security forces and traffic control |

The State EOC Logistics Section is responsible for resource support during EOC activations.  This may include locating and dispatching 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 Commercial Resources Branch sources, acquires, and coordinates resources to meet the emergency needs of state and local jurisdictions.

▪ The 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 Intergovernmental Resources Branch coordinates statewide, regional and interstate mutual aid and federal assistance using established mutual aid agreements or compacts and the FEMA Resource Request Form (RRF).

**Figure III-2:  State EOC Logistics Section**
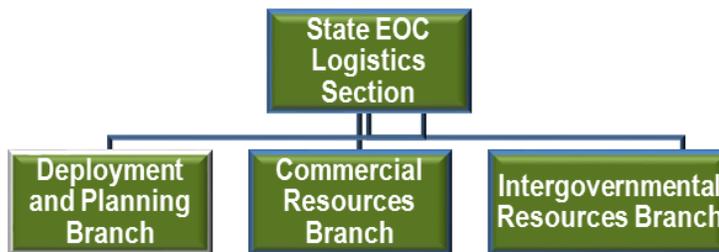
# 1. State Department of Enterprise Services

The State Department of Enterprise Services (DES) is the Primary Agency for State 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.

If the National Guard is federalized for a civil emergency, a Joint Task Force (JTF) is established to provide a single, unified military command structure and relieves the State of the financial burden of the National Guard's efforts.  When federalized, however, Guard troops cannot provide law enforcement support.

One mission the National Guard may provide is 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 position of MCC Manager and other 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, counties, cities and towns 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, these local governments may forward unfilled resource requests to the State EOC. Local governments also may establish priorities in their local emergency plans for allocating scarce resources and making 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 smaller 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 assigned to the incident (including emergent resources and volunteers).

- 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 or initiates a resource ordering system.

- 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.

In a major disaster or a catastrophic disaster, logistic support will most likely be established at the local EOC, an Area Command, or some other location to provide logistic support to numerous specific incident sites in the jurisdiction. In this case, the resource management responsibilities listed above still apply for logistic support and obtaining resources.

## 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 (EOC)

During disasters, local EOCs are activated to gather and maintain situational awareness, disseminate information, coordinate resources, and possibly support numerous on site incidents. Within the Region, local EOCs are organized differently. Some use ICS, others use ESFs, and others use a hybrid of the two. During large disasters, an EOC may need to utilize staff from other jurisdictions with different organizational structures.  A best practice is to create a reference guide describing your EOC organization, procedures, and resources available through your local jurisdiction.

Different jurisdictions may have different agencies and groups that will handle logistics management. 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. Guidance is often provided for this process in local emergency plans. The EOC policy group may also serve as the entity that provides policy direction to an Area Command, if established, or delegation of 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 may 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 routes 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 may 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

## 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 may need to be redone once additional guidance is released.

Resource typing is essential to efficient ordering and dispatching. It helps ensure that on-scene organizations 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 may be needed to respond to a major or catastrophic disaster.

## B. Filling Resource Requests Locally

Logistics sections can fill resource requests in multiple ways. At the local level, they can be filled through

- Internal transfers
- Affiliated volunteers
- Emergent volunteers
- Commercial/vendor
- Donations
- Mutual aid

See the table below for criteria to use to determine which method might work best for any given resource request.

**Table IV-1: Evaluating Types of Locally Available Resources**

| Resource Type | Availability | Mobilization Time and Distance | Familiarity with Agency Policies and Procedures | Contract or Agreement | Cost | Training | Credentialing | Federal Reimbursement |
|---|---|---|---|---|---|---|---|---|
| Internal Transfers | Filling resource needs internally is usually very efficient especially when the home agency maintains contact information and has policies for reporting during emergencies. Personnel and equipment may not be available if adversely affected by the disaster. | Internal resources can be readily mobilized and are situated close to where they will be needed. | Personnel and equipment operators should know and be accustomed to following the agency's policies and procedures. | Most likely no contract or agreement is required. | Internally established personnel and equipment rates. Overtime, food and lodging may be needed. | Opportunity to train in advance. | Opportunity to credential in advance. | For permanent and reassigned employees, overtime is eligible for emergency work and both regular time and overtime are eligible for permanent work. Reimbursement for agency equipment typically includes operation, fuel, insurance, depreciation and maintenance. |

| Resource Type | Availability | Mobilization Time and Distance | Familiarity with Agency Policies and Procedures | Contract or Agreement | Cost | Training | Credentialing | Federal Reimbursement |
|---|---|---|---|---|---|---|---|---|
| Affiliated Volunteers | Affiliated volunteers are likely to be readily available unless personally impacted by the disaster or already committed to another agency. | Affiliated volunteers can be readily mobilized and often reside close to where they will be needed. | Affiliated volunteers may know policies and procedures related to their work assignment. | Should be registered as emergency workers. | Labor costs are likely to be donated. Tools, supplies, personal protective equipment, food and lodging may be needed. | Opportunity to train in advance. | Opportunity to credential in advance. | Volunteer labor that is properly documented and applies to eligible work may be used to offset the non-federal cost share. |
| Emergent Volunteers | Emergent volunteers are likely to be very available and capable of filling some resource needs. | Emergent volunteers are likely to self deploy especially while media interest is high. They may come from near or far. Especially in the latter case, they will be hindered by infrastructure disruption. | Emergent volunteers are not likely to know agency policies and procedures. | Should be registered as emergency workers. | Labor costs are likely to be donated. Tools, supplies, personal protective equipment, food and lodging may be needed. | Likely to have varying degrees of appropriate skills, which may or may not have been gained in a disaster setting. Verification of skills may be necessary. | Likely to need just in time credentialing. | Volunteer labor that is properly documented and applies to eligible work may be used to offset the non-federal cost share. |

| Resource Type | Availability | Mobilization Time and Distance | Familiarity with Agency Policies and Procedures | Contract or Agreement | Cost | Training | Credentialing | Federal Reimbursement |
|---|---|---|---|---|---|---|---|---|
| Commercial/ Vendor | Resource needs may be readily filled through vendors and contractors, especially if the incident has not created significant competition. | If available, commercial and vendor resources can be mobilized quickly. A previous working relationship helps expedite deployment. Commercial and vendor resources may come from near or far. Especially in the latter case, they will be hindered by infrastructure disruption. | Contractors and equipment operators are not likely to know agency policies and procedures. | A contract or agreement is needed. A pre-existing account or contract will reduce administrative delays and lock-in pre-disaster rates. | Commercial rates or established pre-disaster contract rates. | May need some just in time training. May not have experience working in a disaster setting. | Likely to need just in time credentialing. | Reasonable costs for contract labor performing eligible work are likely to be reimbursed at 75 to 100%. Leased equipment performing eligible work is likely to be reimbursed using FEMA recognized equipment rates. FEMA may assist in purchasing needed equipment and supplies. However, FEMA may require compensation for the fair market value when the items are no longer needed. |

| Resource Type | Availability | Mobilization Time and Distance | Familiarity with Agency Policies and Procedures | Contract or Agreement | Cost | Training | Credentialing | Federal Reimbursement |
|---|---|---|---|---|---|---|---|---|
| Donations | Donated goods and services are likely to be available to fill some resource needs. | Donated goods and services can be mobilized fairly quickly. A previous relationship with potential donors helps expedite deployment. Unsolicited donations self-deploy especially while media interest is high. Donations may come from near or far. Especially in the latter case, they will be hindered by infrastructure disruption. | Donated service providers are not likely to know agency policies and procedures. | A contract or agreement clearly defining the terms of the donation is needed. | No cost or an agreed upon shared cost. | Verification of skills may be necessary. May not have experience working in a disaster setting. | Likely to need just in time credentialing. | Donated goods and services that are properly documented and apply to actual eligible work may be used to offset the non-federal cost share. |

| Resource Type | Availability | Mobilization Time and Distance | Familiarity with Agency Policies and Procedures | Contract or Agreement | Cost | Training | Credentialing | Federal Reimbursement |
|---|---|---|---|---|---|---|---|---|
| Mutual Aid | Mutual aid resources may be readily available if not impacted or already engaged. | If available, mutual aid resources can be mobilized quickly. A previous working relationship helps expedite deployment. Mutual aid resources may come from near or far. Especially in the latter case, they will be hindered by infrastructure disruption. | Mutual aid resources are not likely to know agency policies and procedures. | A mutual aid agreement is not required, but is beneficial. A pre-existing mutual aid agreement will reduce administrative delays and establish agreed upon costs. | Costs are negotiated between the requesting and receiving agencies. | May need some just in time training. | Likely to need just in time credentialing. | With an aid agreement, eligible costs are likely to be reimbursed at 75 to 100%. |

# 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 local and state statutes and regulations.

Benefits of pre-event contracts include:

- They provide a commitment that the needed resource or service can 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. State Resource Requests

To facilitate resource ordering, the jurisdictions within the Puget Sound Region have agreed to use the State's Request for Assistance (RFA) 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 may 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, online or through a mobile application. The State's system enables jurisdictions to track resources from the initial request through demobilization. See Appendix K for User Guide on WebEOC State Request for Assistance and Mission Tracker board.

Figure IV-1 illustrates the resource requesting process. Figure IV-2 is an example of the Washington State Request Assistance (RFA) form. Table IV-1 provides the step-by-step and line-by-line instructions for completing the Request for Assistance (RFA) form.

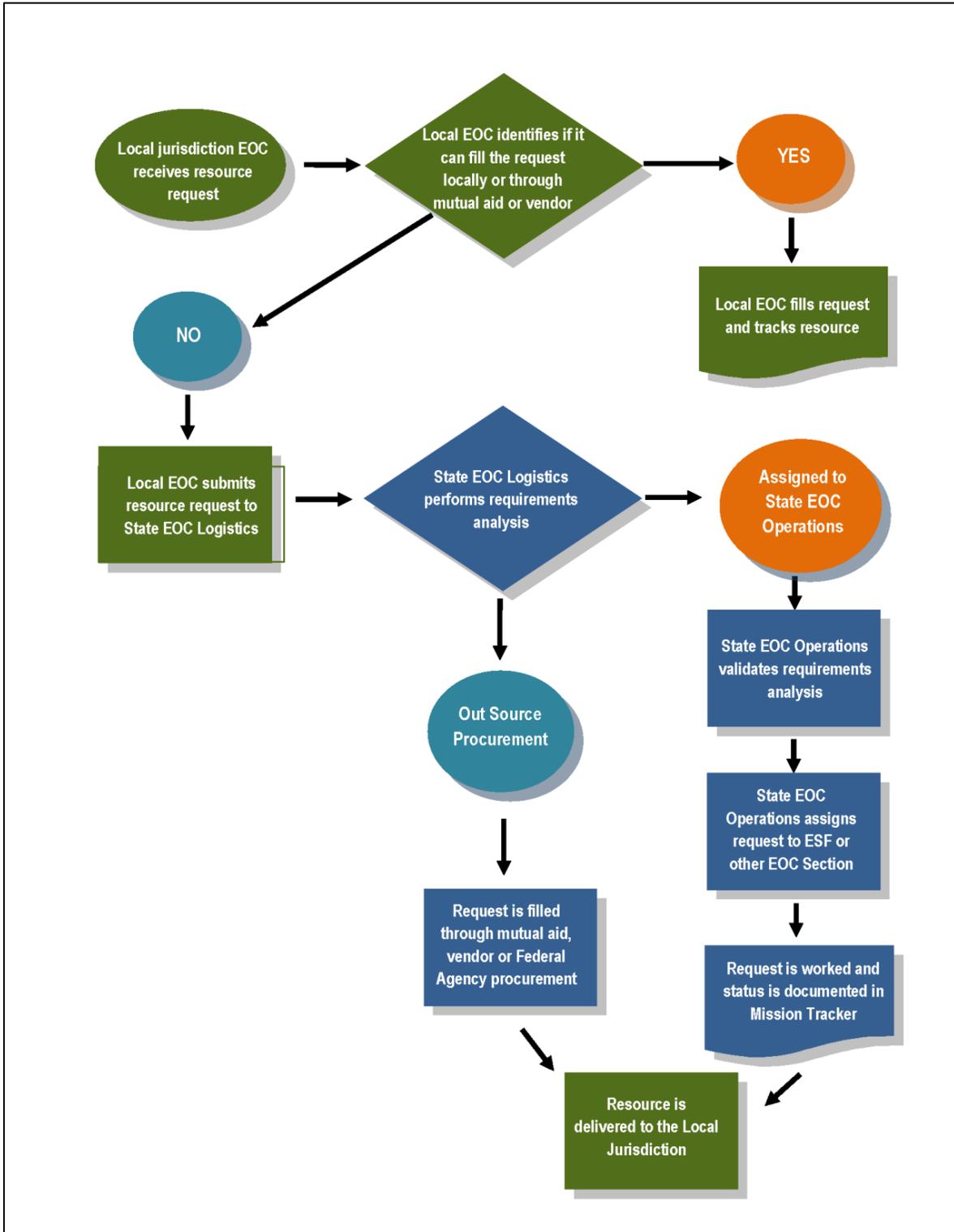**Figure IV-1: Resource Request Process**

**Figure IV-2: Example of a Washington State Request for Assistance (RFA) Form**

**Request for Assistance or Resources**

Date: _____   Time: _____

Originating Agency: _____

County: _____   City: _____

Generate WA Tracking Number: _____   (WA EMD Logistics ONLY)

Requestor Name: _____   Phone: _____   (xxx-xxx-xxxx)

Requestor Fax: _____   Email: _____   (xxx-xxx-xxxx)

Subject: _____   One or two word description (i.e.: Debris Removal)

Detailed Description of Mission (Exactly what needs to be accomplished - what capability is required?)

_____

Request Specific Resources
Description/Kind: _____   Size/Type: _____   Quantity: _____

Description/Kind: _____   Size/Type: _____   Quantity: _____

Description/Kind: _____   Size/Type: _____   Quantity: _____

Description/Kind: _____   Size/Type: _____   Quantity: _____

For Personnel Resources Only:

| Accommodations: | | | | | |
|---|---|---|---|---|---|
| Minimal: Some hotels & restaurants operational | ☐ Yes | ☐ No | ☐ NA |
| Normal: All normal amenities available | ☐ Yes | ☐ No | ☐ NA |
| Requesting jurisdiction to arrange meals/lodging | ☐ Yes | ☐ No | ☐ NA |
| Are there any safety or health concerns? *(If "yes" add details below)* | ☐ Yes | ☐ No | ☐ NA |
| Is special equipment needed? *(If "yes" add details below)* | ☐ Yes | ☐ No | ☐ NA |

Additional Details: _____

Delivery Location Name: _____

On-Site POC: _____   On-Site Phone: _____

On Site Email _____

Date/Time Needed: _____   (Be specific - ASAP not appropriate)

Duration Needed: _____

Delivery Needed: ☐ Yes   ☐ No

Address: (Street, City, Zip) _____

Description Using Landmark: _____

| | | |
|---|---|---|
| Have all local resources been exhausted or predicated to be exhausted in the near future? | ☐ Yes | ☐ No |
| Has mutual aid been exhausted or predicated to be exhausted in the near future? | ☐ Yes | ☐ No |
| Have all commercial resources been exhausted or predicated to be exhausted in the near future? | ☐ Yes | ☐ No |
| Is the originating jurisdiction/agency willing to pay for the assistance? | ☐ Yes | ☐ No |

*Save File to Computer, then click "SUBMIT" to open email for attaching file*

**SUBMIT**

To facilitate resource ordering, jurisdictions within the Puget Sound Region have agreed to use the State's Request for Assistance (RFA) form for resource requests that are likely to be forwarded beyond the agency of origin. State EMD has developed a WebEOC board that allows jurisdictions to submit RFAs directly through WebEOC. The User Guide for State Request for Assistance (RFA) and Mission Tracker Board which is referenced in Appendix K describes the request process in detail and provides screen-shots and links to further assist new users. If the requester does not have access to WebEOC or if WebEOC is unavailable, the RFA can be filled out and submitted by phone, fax or e-mail. An Excel version of the RFA is available at http://www.emd.wa.gov/logistics/logistics_ResourcesforEmergencyManagers.shtml. Once completed, the requester can either use the submit button on the form to email the RFA to State Logistics or print and fax the form to 253-512-7203.

**Table IV-2: Instructions for completing a Washington State Request for Resources or Assistance Form**

| Item title | Instructions |
|---|---|
| Date/Time | Enter the date and time of the request. |
| Originating Agency | Enter the name of the requesting agency. |
| County | Enter the name of the requesting agency's county. |
| City | Enter the name of the requesting agency's city. |
| Generate WA Tracking Number | Do not write in this box. |
| Requestor Name | Enter the first and last name of the requestor. |
| Phone | Enter the number where the requestor can be contacted. |
| Requestor Fax | Enter the fax number where the requestor can be contacted. |
| Email | Enter the email where the requestor can be contacted. |
| Subject | Enter a one or two word description of the request, such as "Debris Removal" or "Potable Water". |
| Detailed Description of Mission | Enter a detailed description of what needs to be accomplished and what capability is required. |
| Description/Kind | Enter the name of the resource and whether it is equipment, personnel, a team or supplies. For example, "Hydraulic Excavator/Equipment", "Public Information Officer/Personnel", "Tree Fallers/Team", "Printer Ink/Supplies". |
| Size/Type | Enter the minimum resource capability and specifications needed. If the resource is typed, enter what Type resource is required (I, II, III, IV etc.). For example, "Large Mass Excavator with minimum 13 cubic yard bucket capacity". |
| Quantity | Enter how many of the requested resource are needed. |
| Accommodations | For each question, check yes, no or n/a to denote the availability and conditions of accommodations and meals for personnel resources. |
| Additional Details | If they exist, describe safety or health concerns related to personnel accommodations and any special equipment needed to mitigate them. |
| Delivery Location Name | Enter the name of the location where the resource should be delivered. |

| Item title | Instructions |
|---|---|
| On-Site POC | Enter the name of the person onsite who will take delivery of the resource. |
| On-Site Phone | Enter the phone number of the on-site Point of Contact. |
| On-Site Email | Enter the email of the on-site Point of Contact. |
| Date/Time Needed | Enter the date and time the resource is needed.  ASAP is not acceptable. |
| Duration Needed | Enter how long the resource is expected to be needed. |
| Delivery Needed | Check whether the resource needs to be delivered. |
| Address | Enter the street, city and zip code for the delivery location. |
| Description Using Landmark | Enter a description of the delivery location including landmarks and nearby cross streets. |
| Have all local resources been exhausted or predicted to be exhausted in the near future? | Check "Yes" or "No" to indicate whether the requesting agency or jurisdiction has exhausted or will exhaust all of its resources. |
| Has mutual aid been exhausted or predicted to be exhausted in the near future? | Check "Yes" or "No" to indicate whether mutual aid resources have been or are predicted to be exhausted. |
| Has commercial resources been exhausted or predicted to be exhausted in the near future? | Check "Yes" or "No" to indicate whether commercial resources have been or are predicted to be exhausted. |
| Is the originating jurisdiction/agency willing to pay for the assistance? | Check "Yes" or "No" to indicate if the requesting entity agrees to cover costs related to filling the request. |
| SUBMIT | After saving the file, click "SUBMIT" to open an email window for attaching the file. |

## E. 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 and appropriate contact numbers

■    How the resource is being routed.

■    Who is authorized to accept the resource and appropriate contact numbers

■    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.

Table IV-3 below lists what needs to be tracked to effectively manage resource, by timeframe and who is most likely to do the tracking.

**Table IV-3: Resource Tracking Table by Time Frame**

| Resource Tracking Table: Information to Track by Time Frame | | | |
|---|---|---|---|
| **Time Period** | **Who** | **What** | **Related ICS Forms** |
| 1.  From resource request to when the resource is sourced | Logistics with support from Finance in communication with the provider of the resource | • Request number<br>• Requester's contact information<br>• Priority<br>• Provider's contact information<br>• Resource name and identifier<br>• Position and title (personnel)<br>• Qualifications/licenses (personnel)<br>• Operator/pilot name (equipment and aircraft)<br>• Category, type, kind (equipment and aircraft)<br>• Quantity and description<br>• Date/time the resource was ordered<br>• Date/time the resource will be provided<br>• How long the resource will be provided for<br>• Cost of the resource being provided including rates for standby and travel<br>• Reporting/delivery location<br>• Work assignment<br>• Special equipment and supplies<br>• Logistical needs (power, temperature etc.)<br>• Limitations or restrictions of use<br>• Maintenance or rest/recuperation requirements | 213RR, Resource Request Message, used to order resources<br><br>215, Operational Planning Worksheet, used to determine resource needs for the next operational period |

| Resource Tracking Table: Information to Track by Time Frame | | | |
|---|---|---|---|
| **Time Period** | **Who** | **What** | **Related ICS Forms** |
| | | • Operational preventative maintenance | |
| 2. From resource mobilization to when the resource checks-in at the incident | Resources Unit in communication with the resource provider and transporter | • Order/request number<br>• Resource name and identifier<br>• Home agency/owner<br>• Position and title (personnel)<br>• Qualifications/licenses (personnel)<br>• Operator/pilot name (equipment and aircraft)<br>• Category, type, kind (equipment and aircraft)<br>• Quantity and description<br>• Date/time the resource was ordered<br>• Date/time of departure<br>• Contact information while travelling<br>• Departure point, method of travel and route<br>• Estimated date and time of arrival<br>• Actual date and time of check-in<br>• Reporting/delivery location<br>• Condition at arrival<br>• Work assignment<br>• Contact information while assigned<br>• Current status<br>• Transportation needs at the incident (personnel)<br>• Last day the resource is allowed to work | 201, Incident Briefing, summarizes what resources are allocated and enroute<br><br>211, Incident Check-In List, records home base and travel information and documents arrival time and initial location<br><br>219, Resource Status Card, documents and provides a visual display of the status and location of resources assigned to the incident |
| 3. From check-in through demobilization | Section Chiefs and Units within Planning, Operations and Logistics | • Order/request number<br>• Resource name and identifier<br>• Home agency/owner<br>• Position and title (personnel)<br>• Qualifications/licenses (personnel)<br>• Operator/pilot name (equipment and aircraft)<br>• Category, type, kind (equipment and aircraft)<br>• Description such as class, make, model, capacity and size (equipment and aircraft)<br>• VIN, FAA or serial number (equipment and aircraft)<br>• Start date and time<br>• Release date and time<br>• Work assignment | 203/207, Organization Assignment List and Incident Organization Chart, show the ICS organization and<br><br>names of personnel staffing each position<br><br>204, Assignment List, records detailed assignment information at Division and Group levels |

| Resource Tracking Table: Information to Track by Time Frame | | | |
|---|---|---|---|
| Time Period | Who | What | Related ICS Forms |
|  |  | • Hours of operation<br>• Special equipment and supplies<br>• Safety notes and hazards<br>• Contact information while assigned<br>• Radio communications frequencies<br>• Current status<br>• Limitations or restrictions of use<br>• Maintenance or rest and recuperation schedule<br>• Burn rates (supplies) | 210, Resource Status Change, documents changes in status for assigned resources<br><br>218, Support Vehicle/ Equipment Inventory, lists all transportation and support vehicles and equipment assigned to the incident<br><br>220, Air Operations Summary, provides information for incident helicopters and air resources |
| 4. | From resource demobilization to when the resource returns to its home location | Demobilization Unit Leader in communication with the Resources Unit and resource provider and transporter | • Resource name and identifier<br>• Home base or agency contact information<br>• Release date and time<br>• Condition at time of release<br>• Estimated date/time of departure<br>• Contact information while travelling<br>• Destination, method of travel and route<br>• Estimated time of arrival at home location | 211, Incident Check-In List, records home base and method of travel<br><br>221, Demobilization Check-Out, provides information on resources released from the incident |

## 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. Planning should be done for the additional staff needed to do this in a major or catastrophic disaster.

## 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.

## Custom Tools

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. Several jurisdictions, however, 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 Regional Incident Management System (RIMS)

King County developed RIMS to improve regional information sharing and collaboration during disasters. RIMS is an automated system built on Microsoft's SharePoint platform. It allows regional partners to post damage reports, obtain situational awareness, and make and track resource requests. RIMS supports development of a regionwide common operating picture and allows more efficient incident management.

**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.

**San Juan County 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.

# F. 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. The NIMS ICS Form – Demobilization Checkout (ICS 221) can be utilized to help manage demobilization.

## Federal Reimbursement

The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, defines the type and scope of assistance available from the federal government, and sets the conditions for obtaining that assistance.   FEMA coordinates the delivery of assistance and provides grants through the Public Assistance Program to help eligible applicants with extraordinary costs for response and infrastructure recovery.

The Federal share is always at least 75 percent of the eligible costs and may be more, depending on the severity of the disaster or emergency.  In Washington, the State Legislature may choose to split the 25% non-federal share with eligible applicants.  Third party donated resources (volunteer labor, donated equipment and donated materials) that are properly documented and apply to actual eligible work may be used to offset the local share.

Federal reimbursement is based on supporting documentation, which must be able to stand the test of an audit.  Documentation should describe the "who, what, when, where, why, and how much" for each item of cost.  Incomplete or improper records may result in part or the entire claim being ineligible for reimbursement.  For mutual aid expenditures, it is very important to document the mutual aid request in addition to documenting costs.

Additional information about the Public Assistance Program along with resources and tools are available on the FEMA website: **http://www.fema.gov/public-assistance-local-state-tribal-and-non-profit/**

# 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 V-1.

**Figure V-1: Emergency Supply Chain**
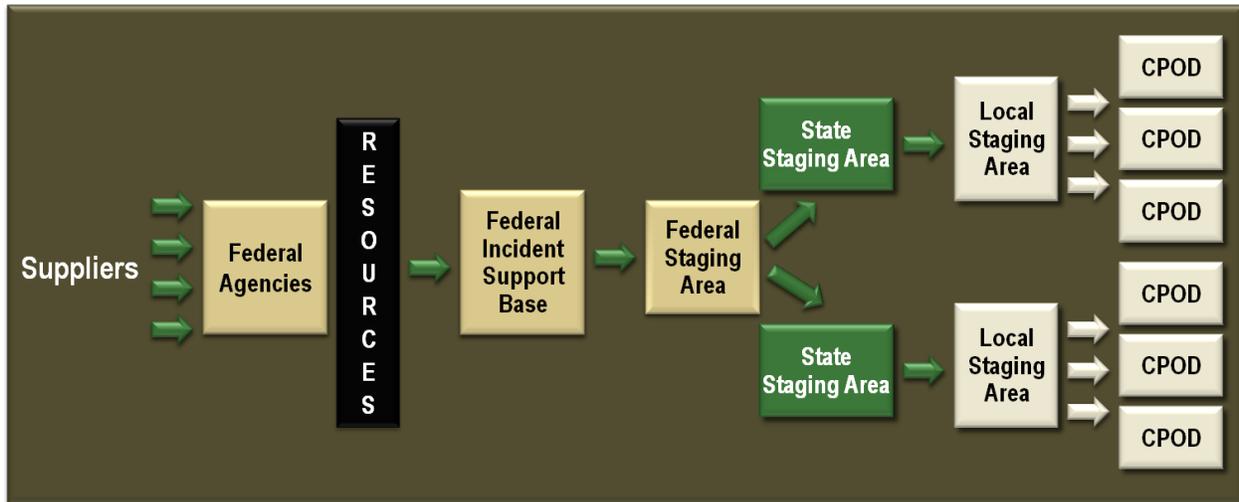


### 1. National Distribution Centers

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 Moffet 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 Moffet Field, other distribution centers and private sector businesses through pre-existing contracts may provide needed resources, when directed.

### 2. Federal Incident Support Bases and Staging Areas (ISB and FSA)

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 (SSA)

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 can select which SSAs to activate based on their ability to maximize resource reception and distribution. Ideally, they should be situated near the perimeter of the impacted area and accommodate multiple modes of transportation. Some SSAs have been pre-identified and are listed in Appendix J – Designated Staging Areas and CPOD Sites

### Characteristics of a State Staging Area

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)

- On-site commercial or military airport/field (desirable)

- On-site rail spur/head (desirable)

Covered Area

- 20,000 square feet (can be open areas with portable cover)

- Administrative area

- Loading docks in permanent structures (desirable)

- Hard Stand (paved or compressed rock) Area

- 250,000 square feet (6 acres)

- Generator storage area (6 acres additional)

- Helicopter landing zone

*The primary attribute that determines staging area capacity is the road network around the site.*

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

**Figure V-2:  Organizational Relationship between Federal, State and Community Staging Areas**
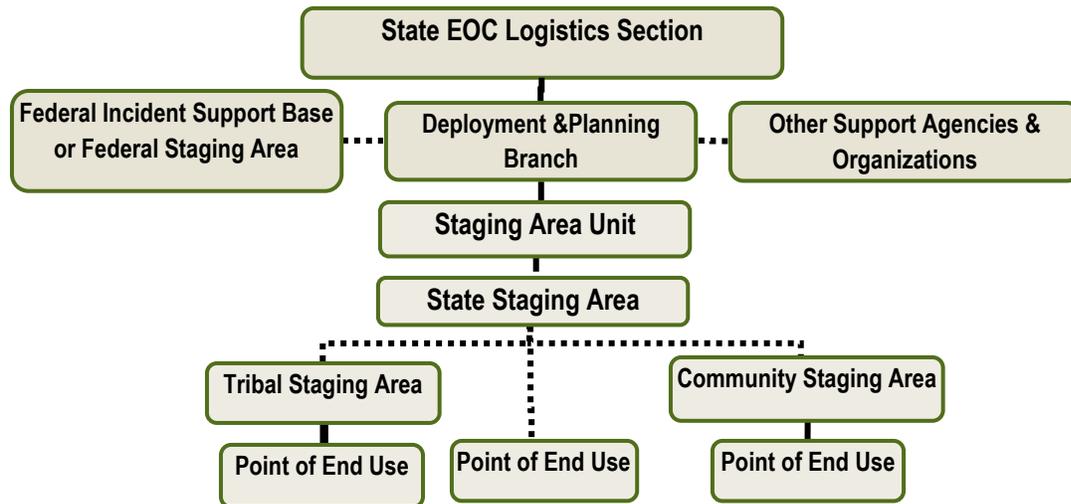


## 4. Community Staging Areas (CSA)

Local jurisdictions may establish Community Staging Areas (CSAs) to manage resources contracted for directly or delivered from the FSA or SSA.  CSAs cannot request State resources directly, but must route their requests through their local EOC to the State EOC.  CSAs should be capable of receiving resources within 12 to 24-hours of their activation.  Some CSAs have been pre-identified and are listed in Appendix J – Designated Staging Areas and CPOD Sites.

CSAs, 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.  CSA activities include receiving, staging, warehousing, and distributing commodities, equipment, and supplies needed to support survivors, emergency responders, and the community infrastructure.  CSAs 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 CSA directly to the requestor or on-scene organization as instructed in the request

 A CSA 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 a CSA may be made from the local EOC to the State EOC.

## Collocation of Staging Areas

Collocating staging areas is an option to maximize use of limited available sites.

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.

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.

### Characteristics of a Community Staging Area

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
- Shelter and facilities to support teams (Feeding, water, sleeping and restrooms)
- Loading dock or portable ramp capability

Hard Stand (paved or compressed rock) Area

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

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

## 5. Community Points of Distribution (CPOD)

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. It 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 Tier typing standards described in the table below for CPODs.

**Table V-1: CPOD Typing Standards by Tier**

| Type | Serves | Size | Often Operated | Optimum Staffing |
|---|---|---|---|---|
| Type III | 5,000 people per day, based on each vehicle representing a household of 3 people | Approximately 150 by 300 feet | Using 1 vehicle lane with 3 loading points | 19 workers during the day and 4 at night |
| Type II | 10,000 people per day, based on each vehicle representing a household of 3 people | Approximately 250 by 300 feet | Using 2 vehicle lane with 3 loading points | 34 workers during the day and 6 at night |
| Type I | 20,000 people per day, based on each vehicle representing a household of 3 people | Approximately 250 by 500 feet | Using 4 vehicle lane with 3 loading points | 78 workers during the day and 10 at night |

**Figure V-3: Typical Type III CPOD Layout**
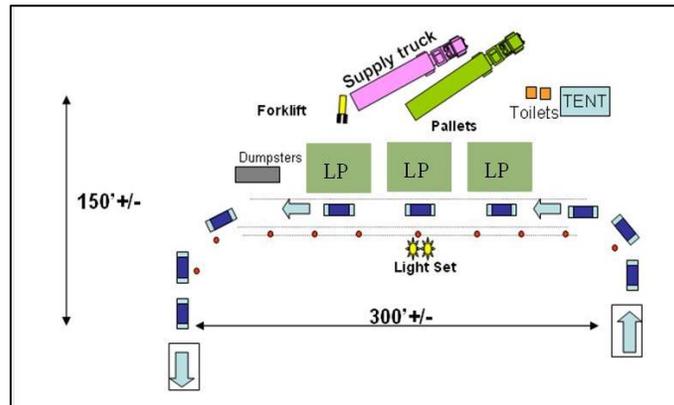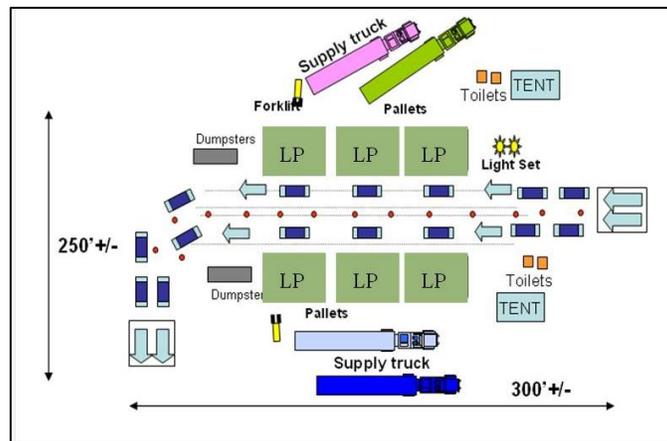


**Figure V-4: Typical Type II CPOD Layout**



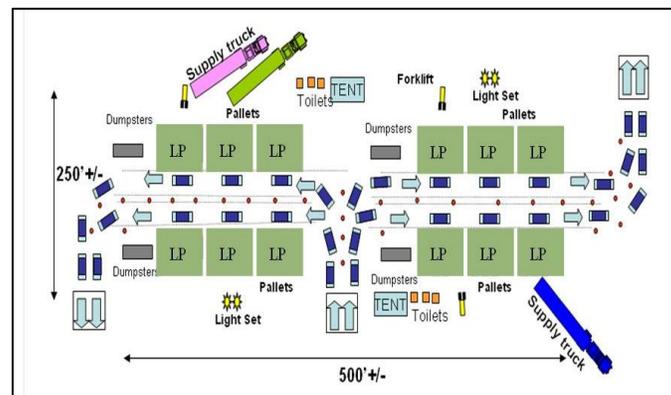**Figure V-5: Typical Type III CPOD Layout**

**Figure V-6: Characteristics of a CPOD**

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. The local EOC should be working with the private sector to ensure coordination of CPOD distribution and community recovery.

**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 may need to be used for these individuals.

**Characteristics of a CPOD**

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
- A loading dock to facilitate unloading trucks
- 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

*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)

## 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.

**Figure V-7: Example CPOD Location Announcement Press Release**

[JURISDICTION LOGO]

**EMERGENCY UPDATE**
[Jurisdiction Name]
**EMERGENCY OPERATIONS CENTER**
[Address]
*[website]*

N E W S   R E L E A S E   •   N E W S   R E L E A S E   •   N E W S   R E L E A S E

**FOR IMMEDIATE ATTENTION**
DATE: _____
TIME: _____

CONTACT: _____
PHONE (Media Only): _____
[DISASTER NAME] HOTLINE: _____

**[Disaster Name] Advisory #____**
**Ice, Water and Food and Medical Mobile Service Locations**
**Announced for Saturday**

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 V-8: Example CPOD Update Announcement Press Release**

[JURISDICTION LOGO]

**EMERGENCY UPDATE**
[Jurisdiction]
**EMERGENCY OPERATIONS CENTER**
[Address]
*[website]*

**N E W S   R E L E A S E  •  N E W S   R E L E A S E  •  N E W S   R E L E A S E**

**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

**Figure V-9:  Example CPOD Opening Delay Announcement Press Release**

[ JURISDICTION LOGO ]

**EMERGENCY UPDATE**
[Jurisdiction]
**EMERGENCY OPERATIONS CENTER**
[Address]
*[website]*

N E W S   R E L E A S E  •  N E W S   R E L E A S E  •  N E W S   R E L E A S E

**FOR IMMEDIATE ATTENTION**
DATE: _____
TIME: _____

CONTACT: _____
PHONE (Media Only): _____
[DISASTER NAME] HOTLINE: _____

### [Disaster Name] Advisory #__
### Distribution Site Openings Delayed

[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.

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.

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.

[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.

_____

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

**[Site Name]**
Site Address

**[Site Name]**
[Site Address]

**[Site Name]**
[Site Address]

## 6. Reception and Integration Centers (RIC)

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 EOCs, especially for coordination with the location of SSAs and CSAs. 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 in coordination with their CSA operations if necessary.

## 7. Movement Coordination Center and Movement Control Points (MCC and MCP)

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.

## Additional Information

Additional information about staging areas and logistics deployment is included in

- Appendix G: Logistics Staging Area Equipment, Supplies and Personnel

- Appendix H: Community Staging Area Site Layout

- Appendix I: Time-Phased Logistics Deployment Synchronization Matrix

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# VI. Toolkit Maintenance

## A. Revisions and Updates

The RMLT should be updated at least every two years.  Thurston County Emergency Management has offered to coordinate the sustainment effort.  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 should 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 should 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 should be made promptly.  Long-term toolkit maintenance should be well organized, undertaken carefully and completed according to an established schedule.  The following table describes a proposed schedule for updating the RMLT.

**Table VI-1:  RMLT Maintenance Schedule**

| Activity | Tasks | Frequency |
|---|---|---|
| Identify a working group responsible for the toolkit update (Thurston County Emergency Management has the lead.) | ▪ Identify subject matter experts and stakeholders to perform the toolkit update<br>▪ Create a contact list of working group members<br>▪ Determine the optimal forum and process for the members to share information<br>▪ Ensure all members are aware of the process for updating the toolkit and their individual responsibilities | Every two years |
| Toolkit update and distribution | ▪ Review entire toolkit for accuracy<br>▪ Incorporate lessons learned and changes in policy and methodology<br>▪ Forward proposed toolkit revisions to local jurisdictions, State EMD and other stakeholders<br>▪ Compile and address received comments and recommendations<br>▪ Finalize toolkit<br>▪ Manage toolkit distribution | Every two years |
| Update contact information for key personnel | Confirm/update contact information | Annually |

# B. Training, Exercise, and Evaluation

## 1. Overview

Training, exercise and evaluation programs exist in emergency management programs within the eight county Puget Sound Regional Catastrophic Preparedness Grant Program area.  City, county, state, federal and tribal governments as well as private businesses, non-governmental entities, and citizen groups recognize the need to work together to build disaster resilient communities.  An overview of training, exercise and evaluation as it relates to regional catastrophic planning efforts is attached to the Puget Sound Regional Catastrophic Disaster Coordination Plan.

This section identifies training, exercise and evaluation activities as they relate specifically to the Resource Management and Logistics Toolkit (RMLT).  Training may range from orientation presentations to seminars focusing on specific aspects of the toolkit.  Training may be very subject specific to include something as simple as how to complete associated forms.  Exercises will also range from simple discussion-based tabletops to more complex operations based exercises such as functional or full scale.

The 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 is intended to be collectively implemented by the region; it works with and supports local, state and federal plans.

**Key Elements**

- Resource request and allocation framework

- Guidelines and model contracts for emergency contracting

- Time-phased logistics deployment models

- Local staging area planning guidance

- Community Point of Distribution (CPOD) planning guidance

- Self-assessment tool for local programs

- Recommended strategies and best practices to meet identified gaps

**Core Capabilities Supported**

- Planning

- Operational Coordination

- Situational Assessment

- Public and Private Services and Resources

- Critical Transportation

- Public Information and Warning

**Target Audiences for Training and Exercises**

- Emergency management and emergency response personnel

- Volunteers from non-governmental and faith based organizations

- Public and private critical infrastructure providers

- Community planners

## 2. Training

### Training Needs

Specific training needs associated with this toolkit include the ability to:

- Understand critical resource management and logistics functions performed during disaster.

- Request and provide resource support vertically and horizontally.

- Provide resource management and logistics information needed for regional and state conference calls.

- Understand Emergency Supply Chain operations and associated roles and responsibilities.

### Training Strategy

Training efforts focus on the eight-county combined statistical area supported by this annex: Skagit, Snohomish, Island, King, Pierce, Mason, Thurston, and Kitsap Counties. A flexible training strategy with a variety of training methods helps to meet the diversity of those counties.

The training goal is to offer seminars, workshops, and tabletop exercises that will increase the awareness of this Annex and the tools it includes. Seminars will target individuals from the eight-counties who would likely serve in the Logistics Section as well as planners and operation leaders. Seminars will be informational in nature designed to build awareness of the toolkit and its components. Tabletop exercises will validate the delivered training while giving participants the opportunity to become comfortable with their roles and responsibilities for implementing RMLT concepts.

The initial training strategy will provide an overview of the fundamental elements of Resource Management and Logistics:

- Resource Sourcing

- Mutual Aid

- Regional and State Coordination

- Requesting Resources from the State EOC

- Resource Tracking

- Resource Prioritization

- Emergency Supply Chain

- Demobilization

Additional Trainings as time allows:

- Community Points of Distribution planning

- Selecting and Managing Staging Areas

- Developing and Implementing Mutual Aid Agreements

- Developing Pre-event Vendor Contracts

- IMT/EOC Interface processes for Resource Management and Logistics

- Integration of Toolkit concepts into local plans

An after action review (AAR) will be written for tabletop exercises. Gaps and weaknesses will be identified and recommendations for improvement to the toolkit will be outlined in the Improvement Plan (IP). Final recommendations from the IP will then be incorporated in future sustainment activities.

## Related Training Courses

General emergency management or general National Incident Management System (NIMS) required training courses are not included in these tables.  Training courses identified below are those that are specific to the subject matter of this toolkit, or advanced courses that will assist individuals in carrying out duties identified in this toolkit.

Table VI-2 shows a list of Independent Study Courses and EMD courses that relate to this annex.  The Independent Study Courses are on-line at http://training.fema.gov/IS.

**Table VI-2: Independent Study Courses and EMD Curses**

| Course Number | Course Name |
|---|---|
| IS-26 | Guide to Points of Distribution |
| IS-27 | Orientation to FEMA Logistics |
| IS-75 | Military Resources in Emergency Management |
| IS-244.b | Developing and Managing Volunteers |
| IS-288 | The Role of Voluntary Agencies in Emergency Management |
| IS-368 | Including People with Disabilities and Others with Access and Functional Needs in Disaster Operations |
| IS-703.a | NIMS Resource Management Course |
| IS-706 | NIMS Intrastate Mutual Aid - An Introduction |
| IS-807 | Emergency Support Function (ESF) #7 – Logistics Management and Resource Support Annex |

| Course Name/Number | Offered by |
|---|---|
| Monthly Logistics Training - Topic #1 - Initial Logistics Introduction and Orientation | WA EMD |
| Monthly Logistics Training - Topic #2 - Logistics Mission Overview | WA EMD |
| Monthly Logistics Training - Topic #3 - Application of Logistics Lessons Learned | WA EMD |
| Monthly Logistics Training - Topic #4 - Emergency Contracts and Purchasing | WA EMD |
| Monthly Logistics Training - Topic #5 - Large Scale Cascading Events Scenario | WA EMD |
| Monthly Logistics Training - Topic #6 - All Logistics Team Member Training Needs and Evaluation | WA EMD |
| Community Points of Distribution Manager | WA EMD |
| State Staging Areas | WA EMD |
| Reception and Integration Center | WA EMD |
| Movement Coordination | WA EMD |
| WebEOC | WA EMD |

## 3. Exercises

Exercises improve readiness by providing a way of testing plans and procedures in a reasonably safe and non-critical environment.  They can help clarify roles and responsibilities, improve interagency coordination, and find gaps in resources and plans.  For individual participants, skills can be honed or opportunities for improvement can be identified.

The Homeland Security Exercise and Evaluation Program (HSEEP) provides standardized policy, methodology, and language for designing, developing, conducting, and evaluating exercises. All jurisdictions in this region utilize HSEEP guidelines in their exercise planning.

Utilizing the concept of a progressive exercise series, exercises can be planned in a cycle that increases in complexity.  Each successive exercise may build on the scale and experience of the previous one.  Discussion-based exercises include seminars, workshops, tabletops and games.  Generally, participants are all in the same room (or joining through tele or video conferencing) and engage in facilitated discussions.  Operations based exercises focus on action-oriented activities and include the deployment of resources and personnel. They include drills, functional exercises and full-scale exercises.

In order to test cross-jurisdictional concepts of this plan, there is a need to exercise with multiple jurisdictions. The Washington State Emergency Management Division has previously led multi-jurisdictional exercises and has been a partner in catastrophic planning efforts. Counties, cities, and other partners identified in this annex should exercise together to test cross-jurisdictional plans as well as local plans. Efforts should be made to coordinate training and exercises of regional plans with other training and exercise efforts by using the Washington State Emergency Management Division Training and Exercise calendar posted on their web page at www.emd.wa.gov

## Trainings and Exercises to Date

**Table VI-3: Trainings and Exercises to Date**

| Date | Time | Plan/Annex | Type | Title | Location of Training | POC |
|---|---|---|---|---|---|---|
| 4/16/2012 | 0830-1230 | Resource Mgmt. & Logistics | TTX | CPOD Tabletop | Snohomish County, and Goldbar, Sultan, and Monroe | Sandy Johnson |
| 4/17/2012 | 0815-1230 | Resource Mgmt. & Logistics | TTX | CPOD Tabletop | Bellevue | Sandy Johnson |
| 4/18/2012 | 0830-1330 | Resource Mgmt. & Logistics | TTX | CPOD Tabletop | Thurston County | Sandy Johnson |
| 4/19/2012 | 0830-1230 | Resource Mgmt. & Logistics | TTX | CPOD Tabletop | Tacoma | Sandy Johnson |
| 5/11/2012 | 0900-1500 | Resource Mgmt. & Logistics | Workshop | CPOD Best Practices Workshop | Tukwila | Sandy Johnson |
| 6/5/2012 | 0800-1600 | Coordination Plan, PETT, Logistics & Resource Mgmt., Transportation Recovery | Functional | Evergreen Quake Functional Exercise | State and Thurston, Pierce, King, Kitsap, Snohomish, and Skagit Counties | Diane Newman |
| 6/6/2012 | 0800-1600 | Coordination Plan, PETT, Logistics & Resource Mgmt., Transportation Recovery | Functional | Evergreen Quake Functional Exercise | State and Pierce, King, Kitsap, and Snohomish Counties | Diane Newman |
| 6/14/2012 | 0700-1200 | Resource Mgmt. & Logistics | Full Scale | Evergreen Quake Logistics Exercise 6/12-14/12 includes federal, state, local staging and movement of commodities, Medical Distribution, CPODs on 6/14/12 | Federal, State, Thurston Co (Lacey), King Co (Seattle), Puyallup Fairgrounds, Snohomish Co (Lynnwood, Marysville), Kitsap Co (Suquamish Tribe) | Diane Newman |
| 9/18/2012 | 1045-1200 | Resource Mgmt. & Logistics | Training | Overview of Resource Management and Logistics Toolkit | Washington Convention Center | Sandy Johnson |
| 6/10/2014 | 1000-1500 | Resource Mgmt. & Logistics | Training | Overview of Resource Management and Logistics Toolkit, User Guide and Tools | Thurston County ECC | Sandy Johnson |
| 6/12/2014 | 1000-1500 | Resource Mgmt. & Logistics | Training | Overview of Resource Management and Logistics Toolkit, User Guide and Tools | King County RECC | Sandy Johnson |
| 6/13/2014 | 1000-1500 | Resource Mgmt. & Logistics | Training | Overview of Resource Management and Logistics Toolkit, User Guide and Tools | Tacoma Fire Station 8 | Sandy Johnson |

| Date | Time | Plan/Annex | Type | Title | Location of Training | POC |
|------|------|-----------|------|-------|---------------------|-----|
| 6/16/2014 | 1000-1500 | Resource Mgmt. & Logistics | Training | Overview of Resource Management and Logistics Toolkit, User Guide and Tools | Kitsap County EOC | Sandy Johnson |
| 6/19/2014 | 1000-1500 | Resource Mgmt. & Logistics | Training | Overview of Resource Management and Logistics Toolkit, User Guide and Tools | Snohomish County EOC | Sandy Johnson |
| 7/24/2014 | 0900-1500 | Resource Mgmt. & Logistics | Training | EOC/IMT Interface Workshop on Resource Management and Logistics Processes | King County RECC | Sandy Johnson |

## Future Exercises

Discussion-based exercises include seminars, workshops, tabletops, and games. The following Table 6-4 shows the types and general information regarding anticipated discussion-based exercises that could include elements of this toolkit over the next three years. As dates are determined, they will be identified on a calendar or schedule.

**Table VI-4: Future Discussion Based Exercises**

| Year | Description | Jurisdictions | Type of Exercise (Seminar, Workshop, TTX, Game) |
|------|-------------|---------------|------------------------------------------------|
| 2014 | | | |
| | Annual Earthquake | WA EMD | Seminar/TTX |
| | Annual Wildland Fire | WA EMD | Seminar/TTX |
| | Annual Winter Storm/Flooding | WA EMD | Seminar/TTX |
| | Continuity of Operations | State Agencies | Seminar/TTX |
| 2015 | Annual Earthquake | WA EMD | Seminar/TTX |
| | Annual Wildland Fire | WA EMD | Seminar/TTX |
| | Annual Winter Storm/Flooding | WA EMD | Seminar/TTX |
| | Continuity of Operations | State Agencies | Seminar/TTX |
| 2016 | Annual Earthquake | WA EMD | Seminar/TTX |
| | Annual Wildland Fire | WA EMD | Seminar/TTX |
| | Annual Winter Storm/Flooding | WA EMD | Seminar/TTX |
| | Continuity of Operations | State Agencies | Seminar/TTX |

Operations based exercises include drills, functional exercises (FE), and full scale exercises (FSE). The following chart identifies anticipated operational exercises over the next three years. As dates are determined, they will be noted on an agreed upon Training and Exercise calendar or schedule.

**Table VI-5: Future Operations Based Exercises**

| Year | Description | Jurisdictions Involved | Type of Exercise (Drill, FE, FSE) |
|------|-------------|------------------------|-----------------------------------|
| 2014 | *CGS Annual FSE* | *State* | *FSE* |
| | *USDOE-RL Annual FSE* | *State* | *FSE* |
| | *Regional Resource Management Drill* | *Homeland Security Region 6* | *Drill* |
| 2015 | *CGS Annual FSE* | *State* | *FSE* |
| | *Community Points of Distribution Drill* | *Snohomish County DEM* | *Drill* |
| | *Regional Resource Management Drills* | *Homeland Security Region 6* | *Drill* |
| | *Community Points of Distribution FSE* | *ESCA* | *FSE* |
| | *Community Points of Distribution FE* | *Clallam County* | *FE* |

| Year | Description | Jurisdictions Involved | Type of Exercise (Drill, FE, FSE) |
|------|-------------|------------------------|-----------------------------------|
| 2016 | *Cascadia Subduction Zone* | *Counties, Tribal, State, Feds* | *FE* |
| | *CGS Annual FSE* | *State* | *FSE* |
| | *Community Points of Distribution Drill* | *Snohomish County DEM* | *Drill* |
| | *Community Points of Distribution FSE* | *ESCA* | *FSE* |
| | *Community Points of Distribution FE* | *Clallam County* | *FE* |

## 4. Evaluation

Evaluating exercises, major events, and incidents provides a forum where personnel can identify strengths, weaknesses and gaps to plans and training as well as areas that need improvement. An After Action Report (AAR) should be written any time this plan is utilized in an operations based exercise or an actual event or incident. The AAR should be completed in a timely manner following the completion of an exercise, generally within 90 days.

Multiple steps make up the exercise evaluation process including the identification, collection and analysis of data that relate to exercise objectives. An After Action Report (AAR) is the document that describes what happened during the exercise. Based on observations and analysis, the AAR discusses exemplary practices, highlights issues that need to be addressed and recommends improvements. A Corrective Action Plan is part of the AAR and includes a list of recommendations, due dates and responsible organizations for implementing recommended actions. In some cases, plans and procedures may need to be modified or additional training may be required.

## 5. Scheduling and Calendars

Washington State Emergency Management Division has made its Training and Exercise web-based calendar available for regional catastrophic plans training and exercise activities. Through the duration of the RCPP program, RCPP staff will update the calendar with input from those offering the training or leading the exercise. To view this calendar, go to the State Web-site at http://www.emd.wa.gov. Click on the Training and Exercise tab, then the Training and Exercise Calendar. At the top of the calendar, there is a drop down menu that includes Regional Catastrophic Training and Exercise Calendar. This calendar will be updated as events are scheduled.

Training and exercise schedules will be developed on an annual basis by project leads or a designated agency to be determined through the sustainment process. Training and exercise activities should be coordinated among plan participants as well as Washington State Training and Exercise personnel.

# VII. Authorities and References

## 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, as amended.
- 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
- FEMA, "Catastrophic Preparedness: How Ready is FEMA for the Next Big Disaster?", March 2011
- FEMA, Comprehensive Planning Guide 101, November 2010
- FEMA, "Emergency Logistics Management: Transforming the Delivery of Disaster Relief for the 21st Century", September 2010
- FEMA IS-26, Guide to Points of Distribution, December 2008
- National Incident Management System, December 2008
- National NIMS Resource Typing Criteria, March 2007

- National Response Framework, January 2008

- NFPA 1561 - Standard on Emergency Services Incident Management System, 2008

- NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs, 2007

- Pacific Northwest Economic Region, Blue Cascades V, Infrastructure Interdependencies Tabletop Exercise, Focus – Post-Disaster Regional Supply Chain Resilience, Final Report, December 2008

- Presidential Policy Directive 8: National Preparedness, March, 2011

- The State of Washington Comprehensive Emergency Management Plan, June 2011

- Washington Homeland Security Strategic Plan 2011-2015, June 2011

- Washington State Emergency Operations Plan, April 2009

- Washington State Enhanced Hazard Mitigation Plan, October 2010

- Washington State Fire Services Resource Mobilization Plan, April 2009

- Washington State Hazard Identification Vulnerability Assessment (HIVA) Plan, September 2009

- Washington State Mutual Aid Handbook – September 2009

- Washington State Emergency Management Division Strategic Plan 2010-2015, November 2010

- Washington State EMD Disaster Assistance Handbook, 2009

# Appendix A.    Acronyms

| | |
|---|---|
| AC | Area Command |
| APHIS | Animal and Plant Health Inspection Service |
| ARC | American Red Cross |
| ATF | Bureau of Alcohol, Tobacco and Firearms |
| CBO | Community Based Organization |
| CDC | Centers for Disease Control and Prevention |
| CIA | Catastrophic Incident Annex |
| CIS | Catastrophic Incident Supplement |
| CSA | Community Staging Area |
| CVP | Commercial Vehicle Pass |
| CEMP | Comprehensive Emergency Management Plan |
| CFR | Code of Federal Regulations |
| CPOD | Community Point of Distribution |
| DHHS | Department of Health and Human Services |
| DOD | Department of Defense |
| DOE | Department of Energy |
| DOJ | Department of Justice |
| DMAT | Disaster Medical Assistance Teams |
| DMORT | Disaster Mortuary Operational Response Team |
| DHS | Department of Homeland Security |
| DRC | Disaster Recovery Center |
| DSCA | Defense Support of Civil Authorities |
| EMAC | Emergency Management Assistance Compact |
| EOC | Emergency Operations Center |
| EMS | Emergency Medical Services |

| | |
|---|---|
| EPA | Environmental Protection Agency |
| ESCA | Emergency Services Coordinating Agency |
| ESF | Emergency Support Function |
| ETA | Estimated Time of Arrival |
| FBO | Faith Based Organization |
| FDA | Food and Drug Administration |
| FEMA | Federal Emergency Management Agency |
| FSA | Federal Staging Area |
| GSA | General Services Administration |
| HSR | Homeland Security Region |
| ICE | Immigration and Customs Enforcement |
| ICS | Incident Command System |
| IMAT | Incident Management Assistance Team |
| IMT | Incident Management Team |
| IOF | Interim Operating Facility |
| IRR | Initial Response Resources |
| ISB | Incident Support Base |
| ISNAP | Incident Snapshot |
| JFO | Joint Field Office |
| JIC | Joint Information Center |
| LSA | Logistics Staging Area (Federal) |
| MCC | Movement Coordination Center |
| MCP | Movement Control Point |
| MERS | Mobile Emergency Response Support |
| MOA | Memorandum of Agreement |
| MOU | Memorandum of Understanding |

| | |
|---|---|
| MRE | Meal Ready-to-Eat |
| MRP | Mission Ready Package |
| NCS | National Communications System |
| NGO | Non-governmental Organization |
| NIC | National Integration Center |
| NIMS | National Incident Management System |
| NEMA | National Emergency Management Association |
| NOAA | National Oceanic and Atmospheric Administration |
| NRCC | National Response Coordination Center |
| NRF | National Response Framework |
| NSS | National Shelter System |
| PDA | Preliminary Damage Assessment |
| PHS | Public Health Service |
| PIER | Public Information and Emergency Response |
| PIO | Public Information Officer |
| PNEMA | Pacific Northwest Emergency Management Arrangement |
| POC | Point of Contact |
| POD | Point of Dispensing |
| PRT | Planning Response Team |
| RCPP | Regional Catastrophic Preparedness Program |
| RCW | Revised Code of Washington |
| RFA | Request for Assistance |
| RIC | Reception and Integration Center |
| RML | Resource Management and Logistics |
| RMLT | Resource Management and Logistics Toolkit |
| RRCC | Regional Response Coordination Center |

| | |
|---|---|
| RRF | Resource Request Form |
| RSS | Receiving Storage and Staging |
| RTI | Regional Technology Integration Initiative |
| SAD | State Active Duty |
| SITREP | Situation Report |
| SNS | Strategic National Stockpile |
| SRT | Special Response Team |
| SSA | State Staging Area |
| TBD | To Be Determined |
| TSA | Transportation Security Administration |
| WSDOT | Washington State Department of Transportation |
| WSEMA | Washington State Emergency Management Association |
| WSP | Washington State Patrol |
| US&R | Urban Search and Rescue |
| USACE | United States Army Corps of Engineers |
| USCBP | Customs and Border Protection |
| USCG | United States Coast Guard |
| USDA | United States Department of Agriculture |
| USDOT | United States Department of Transportation |
| USFS | United States Forest Service |
| VA | Veterans Affairs |
| VMAT | Veterinary Medical Assistance Team |
| WMD | Weapons of Mass Destruction |

# Appendix B.    Definitions

**Catastrophic Incident**
"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." (National Response Framework Resource Center, December 2008)

**Common Operating Picture**
A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.  A common operating picture is established and maintained by gathering, collating, synthesizing, and disseminating incident information to all appropriate parties involved in an incident. Achieving a common operating picture allows on-scene and off-scene personnel to have the same information about the incident, including the availability and location of resources, personnel, and the status of requests for assistance.  A common operating picture enables Incident Command and supporting agencies and organizations to make effective, consistent, and timely decisions.

**Community Point of Distribution**
Temporary location established post-event by a local jurisdiction or tribal nation for distributing life-sustaining commodities to the public.  Traditional Community Points of Distribution (CPODs) are continuous drive-through sites where CPOD staff load commodities into the trunks of vehicles.  CPOD sites may also be used as pick up points for direct delivery and mobile delivery.

**Community Staging Area**
Location established by a local jurisdiction, tribal nation or agency to temporarily house or park resources waiting for operational assignment or distribution.  Community Staging Areas are a key component of the emergency supply chain.  They manage resources contracted for directly or delivered from the State Staging Area or Federal Incident Support Base.

**Demobilization**
The orderly, safe, and efficient return of an incident resource to its original location and status.

**Direct delivery**
A commodity distribution method that is used to supply a specific location, such as a shelter, feeding site, or hospital.  These commodities could be food, water, comfort kits etc.  Direct deliveries are usually larger in size and more specific in commodity type and quantity than what is delivered through mobile delivery.

**Incident Command System**
A standardized approach to incident management that is applicable for use in all hazards by all levels of government.

**Incident Support Base**
Forward resource staging area established by FEMA near the affected area.  Emergency resources and commodities are pushed from National Distribution Centers to Federal Incident Support Bases in anticipation of need.

**Interlocal Agreement**
A written agreement that is based on the concept that the receiving party pays for the assistance provided.  Interlocal Agreements are written in precise, contractual language.  They 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.

**Logistics Staging Area**
Location established by the Federal government to temporarily house or park resources waiting for operational assignment or distribution.

**Logistics Management**
The process of planning, preparing, implementing, and evaluating all logistics functions that support an operation or activity. Logistics management includes carrying out the movement, storage, staging, distribution, and demobilization of resources, commodities and services. Individual logistics functions include:

- Material Management
- Property Management
- Facility Management
- Transportation Management

**Memorandum of Agreement**
A written understanding between parties to cooperate on an agreed upon project or to meet an agreed upon objective. A Memorandum of Agreement may also be referred to as a Cooperative Assistance Agreement and may be recognized as binding, depending upon the language.

**Memorandum of Understanding**
A document that expresses mutual accord on an issue between two or more parties which may be recognized as binding, depending upon the language. However, to be legally operative, a Memorandum of Understanding 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. A Memorandum of Understanding may also be called a Letter of Intent.

**Mobile delivery**
A commodity distribution 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.

**Mutual Aid Agreement**
A written understanding between organizations to provide reciprocal 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 Comprehensive Emergency Management Plan and program. In an emergency, each signatory is responsible for providing assistance as they are able and in accordance with the signed agreement.

**National Distribution Center**
Large warehousing facility operated through a federal partnership between FEMA and the General Services Administration. Each distribution center houses huge quantities of life sustaining commodities such as food, water, blankets, cots, tarps, plastic sheeting and generators. FEMA operates eight distribution centers located strategically throughout the United States, enabling the agency to rapidly supply commodities wherever an incident occurs.

**National Incident Management System**

A comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines.  The National Incident Management System (NIMS) provides a consistent nationwide template that enables all government, private sector, and nongovernmental organizations to work effectively together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size or complexity.

**Resource Management**

Coordination and oversight of the application of tools, processes and systems that provide incident managers with timely and appropriate resources during an incident.  Resources include personnel, teams, facilities, equipment and supplies.  Resource management is the responsibility of Emergency Operations Centers, multi-agency coordination entities, and specific elements of the Incident Command System structure.  Resource management includes the following tasks:

- Establishing processes for describing, inventorying, requesting, and tracking resources

- Activating these processes prior to and during an incident

- Dispatching resources prior to and during an incident

- Deactivating or recalling resources during or after incidents

- Contingency planning for shortfalls of resources.

**Resource Typing**

Resource categorization based on measurable standards that identify capability and performance.  Resource typing enables emergency response personnel to identify, locate, request, order, and track resources quickly and effectively.  Resource typing is imperative for facilitating the exchange of resource through mutual aid.

**State Staging Area**

Location established by the State Emergency Operations Center to temporarily house or park resources and commodities waiting for operational assignment or distribution.  State Staging Areas are a key component of the emergency supply chain.  In conjunction with the State Emergency Operations Center, State Staging Areas acquire, track, stage, warehouse, mobilize, recover and demobilize resources.

**Unified Command**

An authority structure in which the role of incident commander is shared by two or more individuals, each already having authority in a different responding agency.  Unified command enables responding agencies and jurisdictions with responsibility for the incident to share incident management.

**WebEOC**

A web-enabled crisis information management system that provides real time information sharing.

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# Appendix C.    Recommendations and Next Steps

The following recommendations are presented as next steps for improving the Region's resource management and logistics capability. They were derived from interviews, workshops, and research on the Region's capabilities and needs.

The recommendations are organized by gaps identified during the development of the Resource Management and Logistics Toolkit (RMLT), including:

- Coordination
- Staff Capacity and Training
- Resource Typing
- Resource Inventories
- Resource Requesting
- Distribution
- Private Sector

They are then categorized by whether they are recommendations for the Region or best practices for individual jurisdictions. Suggested time frames for carrying out the proposed activities are also shown.

## A. Coordination

Most jurisdictions within the Region prefer to have the State's coordinating role strengthened rather than create a separate regional coordination structure.

| Gaps | 1. | There is limited local-to-local resource sharing and coordination. |
|------|----|--------------------------------------------------------------------|
|      | 2. | The Region does not have a process or system for jurisdictions to share information with each other about what resources they need or what resources they have available. |
|      | 3. | There are mixed opinions about the benefit of Mutual Aid Agreements in both the public and private sectors. |
| | Recommendations for the Region | |
| Years 1-2 | 1. | Encourage logistics representatives from local jurisdictions, tribal nations, the State and the private sector to meet regularly to improve coordination and share logistics best practices and challenges. |
|      | 2. | Use the Coordination Plan's Incident Snapshot form to share immediate status and participate in Regional Conference Calls to maintain real-time information sharing. |

|  | 3. Improve and build on the State and Local Logistics Call described in this toolkit. |
|  | a) Support State efforts to pre-plan and regularly test the Logistics Call. |
|  | b) Support State efforts to identify triggers for activating the Logistics Call and ways to fine-tune it based on the size and type of event. |
|  | c) Encourage the State to summarize and provide easy access to information gathered during the Logistics Call. |
| Years 1-2 Continued | 4. Establish a schedule for Regional and State conference calls that maximizes operational efficiency and promotes the best common operating picture. |
|  | 5. Identify additional Multi-Agency Coordinating processes, systems and structures that support local resource sharing and coordination; incorporate them into the RMLA. |
|  | 6. Support the development of administrative procedures for the WA Intrastate Mutual Aid Agreement. |
|  | 7. Discourage jurisdictions within the Region from opting out of the WA Intrastate Mutual Aid Agreement. |
|  | 8. Identify an agreed-upon platform for posting and viewing what local resources are available. |
|  | 9. Continue to revise and update the RMLA so its usefulness and accuracy are maintained. |
| Years 3-5 | 1. Encourage the State to support resource sharing between jurisdictions either by funding a State emergency budget to cover some resource costs in the event of a State-declared emergency and/or funding a State emergency budget to offer short-term loans to jurisdictions to cover the immediate cost of resources in the event of a State-declared emergency. |

| | Best Practices for Individual Jurisdictions |
|---|---|
| Years 1-2 | 1. Use the Coordination Plan's Incident Snapshot form in emergencies and disasters to share immediate status and participate in Regional Conference Calls to maintain real-time information sharing. DO not use it just in the catastrophic.<br><br>a) Provide resource status updates so other jurisdictions know what is needed and available. |
| | 2. Participate in the State and Local Logistics Call when initiated by the State EOC. |
| Years 3-5 | 1. Train and exercise on resource coordination, collaboration and mutual aid systems and processes; implement identified corrective actions. |

## B. Staff Capacity and Training

Jurisdictions cited staff capacity and level of training as one of the Region's major resource gaps.

| | |
|---|---|
| Gaps | 1. For most of the Region's jurisdictions, logistics staffing is inadequate, both in terms of the number of staff available and their level of training. |
| | 2. Logistics staff do not have adequate training to perform their duties. |
| | Recommendations for the Region |
| Years 1-2 | 1. Develop training recommendations for logistics staff, identify online and classroom training to achieve recommended levels, share information about training opportunities with other jurisdictions, pursue collaborative training opportunities. |
| | 2. Encourage the State to provide training on resource costs, reimbursement processes, and cost-sharing in the event of a catastrophic incident. |
| Years 3-5 | 1. Build region wide staff capacity.<br><br>a) Cross-train between jurisdictions within a county.<br><br>b) Cross-train between counties.<br><br>c) Develop and maintain a roster of trained logistics staff. |

| | |
|---|---|
| | 2. Develop and deliver regional logistics training that builds a common knowledge base, promotes consistent terminology and ensures a shared understanding of roles and responsibilities. |
| | **Best Practices for Individual Jurisdictions** |
| Years 1-2 | 1. Build local staff capacity.<br><br>   a) Identify experienced individuals who have retired to help back-up local logistics staff, prioritizing individuals who know the organization.<br><br>   b) Ensure logistics staff are able to meet the demands of their job and are not assigned conflicting or competing roles in other parts of the organization. |
| | 2. Establish a training program for logistics staff; maintain training records and a roster of who has received training.<br><br>   a) Develop a process for making rostered staff available to other jurisdictions. |
| | 3. Encourage staff to attend Community Points of Distribution (CPOD) training. |
| Years 3-5 | 1. Encourage staff to attend staging area training. |
| | 2. Train data analysts to rapidly synthesize and analyze information from resource requests, logistics calls and other sources. |

## C. Resource Typing

Few jurisdictions have begun typing Tier II and Tier III resources. Consequently, resources likely to be requested during incidents may be named differently by different jurisdictions.

| | |
|---|---|
| Gaps | 1. Inconsistent resource naming by the Region's jurisdictions is likely to hinder resource sharing during incidents. |
| | **Recommendations for the Region** |
| Years 1-2 | 1. Form a region wide working group to address resource typing.<br><br>   a) Develop a common convention for naming resources not currently typed.<br><br>   b) Make a list of likely problems for any given scenario and develop a typology of missions and resource requests associated with those problems. |

| | |
|---|---|
| Years 3-5 | 1. Task the region wide working group with the following:<br><br>a) Categorize the resource requests by function: Animal Health, Emergency Management, Emergency Medical Services, Fire, Hazmat, Health & Medical, Law Enforcement, Public Works, and Search & Rescue.<br><br>b) Design a regional categorization considering capacity and/or capability for resources that are commonly exchanged through mutual aid. |

## D. Resource Inventories

Not all jurisdictions in the Region inventory their resources. The inventories that are maintained vary in terms of sophistication and detail. There is no central technology platform or standard software in use that facilitates information sharing about jurisdictionally owned resources. As a result, jurisdictions do not have information about what resources might be available to them, either from neighbors or the State.

| | |
|---|---|
| Gaps | 1. A regional inventory of resources does not exist. |
| | 2. There is a lack of information about what resources might be available from different jurisdictions. |
| | **Recommendations for the Region** |
| Years 1-2 | 1. Support the development of interoperable technology platforms and software. |
| | 2. Encourage jurisdictions to agree to share their resource inventories. |
| Years 3-5 | 1. Provide support to jurisdictions that have not developed a local resource inventory. |
| | 2. Develop regional technology standards. |
| | **Best Practices for Individual Jurisdictions** |
| Years 1-2 | 1. Develop and maintain a resource inventory. |
| | 2. Share local inventories by posting them on a shared site, using an interoperable technology or other methodology. |

## E. Resource Requesting

In the eight-county region, there is no standard process or central system for jurisdictions to request resources from one another. Some jurisdictions view the State system as not being very robust because they are unable to track their requests once they make them.

| Gaps | 1. | The Region does not have an established process for local jurisdictions to request resources from one another. |
|---|---|---|
| | **Recommendations for the Region** | |
| Years 1-2 | 1. | Identify a forum for local-to-local resource requests. |
| | 2. | Support the State's development of its WebEOC tracker board, which allows local jurisdictions to view the status of requests forwarded to the State EOC. |
| | **Best Practices for Individual Jurisdictions** | |
| Years 1-2 | 1. | Implement the Region's processes and systems for resource requesting, including cities routing their requests through the county when practical and including mission language when making a resource request. |
| | 2. | Establish pre-disaster contracts for commodity delivery with negotiated costs.<br><br>a) Execute pre-event contracts or other agreements with local contractors to achieve redundancy. |
| | 3. | Familiarize purchasing staff with the State's pre-event contracts for emergency services and equipment. Cost and rates are pre-negotiated. Local jurisdictions can use these contracts. |

# F. Resource Distribution

Some counties have designated Community Staging Areas (CSAs). However, in many cases these CSAs serve multiple and conflicting purposes and are not equipped with the necessary equipment for unloading trucks. Most jurisdictions have not designated Community Points of Distribution (CPODs), but have some idea about where they might be located to best serve the area in need.

For most jurisdictions, the lack of trained staff to operate CSAs and CPODs is a concern. Additionally, many staff may be unable to reach the CSA or CPOD and others will take care of their families and neighbors before reporting to the CSA or CPOD.

| Gaps | |
|---|---|
| | 1. There is an overlap in the identification of CSAs by some jurisdictions. |
| | 2. There is limited local planning for CSAs and CPODs. |
| | 3. The Region does not have a standardized system for tracking resources. |
| | 4. Most position descriptions do not address responsibilities or expectations unique to catastrophic incidents. |
| **Recommendations for the Region** | |
| Years 3-5 | 1. Identify multi-jurisdictional staging area locations and develop plans and processes to support logistical operations for multiple jurisdictions. |
| **Best Practices for Individual Jurisdictions** | |
| Years 1-2 | 1. Identify and develop facility agreements for potential CSAs and CPODs. a) Deconflict locations designated for other uses. b) Determine site equipment requirements and find resources to meet them. c) Share CPOD location information with the Region and State. |
| Years 3-5 | 1. Develop local CSA and CPOD plans, including position descriptions, job checklists and required equipment lists. |
| | 2. Train staff and volunteers to operate the CSAs and CPODs. |

## G. Private Sector

Private sector skills, expertise, and resources are not used as effectively as they could be.

| Gaps | 1. | Most of the Region's jurisdictions do not integrate the private sector in their logistics planning. |
| | 2. | Local EOC activities are not well coordinated with the private sector. |
| **Recommendations for the Region** | | |
| Years 1-2 | 1. | Develop an inventory and description of transportation services and determine how resources might be distributed given different incident scenarios. |
| Years 3-5 | 1. | Develop an inventory and map the locations of significant resources held by private utilities, other private sector companies, Ports, fuel suppliers, etc. |
| **Best Practices for Individual Jurisdictions** | | |
| Years 1-2 | 1. | Establish a private sector desk in the EOC. |
| | 2. | Invite private sector representatives to participate in annual exercises in anticipation of a business liaison being present at the EOC during incidents. |
| | 3. | Provide structural inspection training to local contractors so they can be more directly involved in response and recovery efforts. |

# Appendix D.    Program Evaluation and Self-Assessment Tool

## A. Purpose

The purpose of this Program Evaluation and Self-Assessment Tool is to help local jurisdictions improve their resource management and logistics capabilities. It allows jurisdictions to self-evaluate their programs against national standards to identify areas for improvement and determine whether they are able to interface with State systems and processes as well as possible.  The national standard criteria have been modified to support a local jurisdiction assessment as opposed to a state or federal agency assessment.

Many of the questions in the assessment tool are addressed in the Resource Management and Logistics Toolkit (RMLT), and on the State Emergency Management Division website: www.emd.wa.gov.

## B. Scoring System

| |
|---|
| **N – Needs Improvement**:  There is no plan, strategy or process in place. |
| **P – Partially Meets Criteria:**  There are some components of a plan, strategy or process in place, but they do not fully meet the criteria. |
| **S – Satisfactory:**  There is a plan, strategy or process in place that meets the criteria. |

| Sub-elements | | Criteria | N | P | S |
|---|---|---|---|---|---|
| *Planning* | | Does your jurisdiction have current plans for: | | | |
| | 1. | Resource Management? | | | |
| | 2. | Logistics Staging Areas? | | | |
| | 3. | Community Points of Distribution (CPOD)? | | | |
| | 4. | Donated Goods Management? | | | |
| | 5. | Volunteer Management? | | | |
| | 6. | Persons with access and functional needs been considered? | | | |
| | 7. | Are the plans based on a current Hazard Identification Vulnerability Analysis? | | | |
| | 8. | Are the plans coordinated with the State and other partner organizations? | | | |
| | 9. | Are the plans reviewed on a regular basis? | | | |
| | 10. | Is there a training program in place for the plans? | | | |
| | 11. | Are the plans exercised on a regular basis? | | | |
| *Information Sharing* | 12. | Is your jurisdiction familiar with the State's disaster notification process and procedures for sharing information? | | | |

| Sub-elements | | Criteria | N | P | S |
|---|---|---|---|---|---|
| | 13. | Does your jurisdiction have a process for sharing disaster- related information with the State? | | | |
| | 14. | Does your jurisdiction understand the purpose of the Puget Sound Region's I-SNAP report? | | | |
| | 15. | Has your jurisdiction identified one or more individuals to prepare and submit I-SNAP reports? | | | |
| | 16. | Does your jurisdiction understand the purpose of the Regional Conference Call? | | | |
| | 17. | Is your jurisdiction's EOC Manager or Emergency Management Director prepared to participate in Regional Conference Calls? | | | |
| | 18. | Does your jurisdiction understand the purpose of the State and Local Logistics Call? | | | |
| | 19. | Is your jurisdiction's Logistics Section Chief or ESF-7 Lead prepared to participate in State and Local Logistics Calls? | | | |
| | 20. | Does your jurisdiction have one or more individuals who know how to access information on the State's WebEOC site? | | | |
| *Obtaining Resources* | 21. | Has your jurisdiction identified what resources will be needed to respond and recover from disaster? | | | |
| | 22. | Does your jurisdiction have a strategy for meeting critical resource gaps? | | | |
| | 23. | Does your jurisdiction have Mutual Aid Agreements or Memoranda of Understanding in place to obtain resources during disaster? | | | |
| | 24. | Does your jurisdiction have the ability to do emergency purchasing and/or contracting during a declared disaster? | | | |
| | 25. | Does your jurisdiction have a list of vendors that can be used during disaster? | | | |
| | 26. | Does your jurisdiction have pre-event contracts for essential equipment, supplies and services? | | | |
| | 27. | Does your jurisdiction know what State contracts are in place and how they can be accessed locally? | | | |
| | 28. | Has your jurisdiction established a coordinated or single point ordering process? | | | |
| | 29. | Does your jurisdiction know the State's resource request process? | | | |
| | 30. | Does your jurisdiction know how to fill out the State's resource request form? | | | |

| Sub-elements | | Criteria | N | P | S |
|---|---|---|---|---|---|
| *Resource Management* | 31. | Has your jurisdiction identified a lead agency for resource management? | | | |
| | 32. | Does your jurisdiction have a system for managing resources? | | | |
| | 33. | Does your resource management system have the ability to activate and deactivate resources? | | | |
| | 34. | Does your resource management system have the ability to dispatch and track resources? | | | |
| | 35. | Does your resource management system have the ability to reactivate or recall resources? | | | |
| | 36. | Does your jurisdiction use NIMS resource typing definitions? | | | |
| | 37. | Does your jurisdiction have a current resource inventory? | | | |
| | 38. | Does your jurisdiction have an established process for prioritizing and allocating scarce resources? | | | |
| *Commodity Distribution* | 39. | Does your jurisdiction have access to commodities that can be distributed during disaster? | | | |
| | 40. | Does your jurisdiction have resources for transporting, storing and managing commodities during disaster? | | | |
| | 41. | Does your jurisdiction have pre-designated Community Staging Areas (CSA)? | | | |
| | 42. | Have the Community Staging Areas been coordinated with the State? | | | |
| | 43. | Have the Community Staging Areas been coordinated with regional partners? | | | |
| | 44. | Does your jurisdiction have designated staff and equipment to support Logistics Staging Area operations? | | | |
| | 45. | Does your jurisdiction know how to manage a Community Staging Area that is co-located with the State or other jurisdiction? | | | |
| | 46. | Does your jurisdiction know how to demobilize a Community Staging Area operation? | | | |
| | 47. | Does your jurisdiction have pre-designated CPOD sites? | | | |
| | 48. | Have the CPOD sites been coordinated with the State? | | | |
| | 49. | Have the CPOD sites been coordinated with regional partners? | | | |
| | 50. | Does your jurisdiction have designated staff and equipment to support CPOD operations? | | | |

| Sub-elements | | Criteria | N | P | S |
|---|---|---|---|---|---|
| | 51. | Does your jurisdiction know how to demobilize a CPOD operation? | | | |

# Appendix E.    Resource List

The following resource list has been complied to provide a general idea of the equipment, commodities, supplies, personnel, specialized teams and facilities that a jurisdiction may need in response to major or catastrophic disaster. This list is not intended to be exhaustive.

## 1. Equipment

- Air transportation (helicopter and fixed wing)

- Decontamination equipment

- Generators to support critical facilities and critical infrastructure

- Ground transportation (mass transit buses, medical buses and school buses) to move the displaced population and response workers

- Heavy equipment such as cranes, bulldozers, bucket loaders, dump trucks and other equipment to repair road and levy systems

- Material handling equipment such as forklifts, pallet jacks and hand trucks

- Medical supplies and equipment, including pharmaceuticals

- Mobile Command Centers

- Mobile communications assets (satellite voice and data)

- Mobile towers to replace damaged towers and radios

- Portable sanitation equipment (portable toilets, showers)

- Pumps, suction and discharge hose, pipe strainers and T joints, desiccant dehumidifiers

- Transportation assets for disaster supplies and equipment (tractor trailers, cargo vans, box vans)

- Variable Message Boards

## 2. Commodities and Supplies

- Commodities such as packaged food and bottled water

- Construction and housing repair materials

- Flood fighting supplies such as plastic sheeting, sand bags, sand, sand bagging equipment, twine, wooden stakes, tie buttons and life jackets

- Hand tools

- Light towers

- Personal protective equipment (respirators, over-garments, gloves, and boots)

- Satellite telephones

- Strategic National Stockpile (SNS) 12-hour push package

- SNS managed inventory of pharmaceuticals and medical supplies

- Tents and portable shelters

## 3. Personnel and Specialized Teams

ESF-1    Transportation

- Bridge and road inspectors and engineers

- Rail, seaport and airport inspectors and engineers

ESF-2    Communications

- Public safety communications personnel and equipment

- Amateur radio personnel and equipment

- Landline and cellular telephone system restoration teams

ESF-3    Public Works and Engineering

- Building inspectors and engineers

- Water and wastewater system inspectors and restoration teams

- Inspectors/survey teams for private businesses

ESF-4    Firefighting

- Structural fire fighters

- Wildland fire fighters

- Firefighting task forces and strike teams

ESF-5    Emergency Management

- Incident Management Teams and Damage Assessment Teams

- Area Command teams

- Emergency Operations Center personnel

- Damage assessment teams

ESF-6    Mass Care, Emergency Assistance, Housing and Human Services

- Shelter support teams

- Mass feeding support teams

- Special needs response personnel for persons with access and functional needs


ESF-7    Logistics Management and Resource Support

- Community Staging Area personnel

- Commodity Distribution Point personnel


ESF-8    Public Health and Medical Services

- Crisis and stress management teams

- Medical assistance personnel and teams

- Mortuary personnel and teams

- Public health personnel and teams

- Veterinary personnel and teams


ESF-9    Search and Rescue

- Urban Search and Rescue teams

- Wilderness Search and Rescue teams

- Structural collapse canine teams and cadaver teams


ESF-10  Oil and Hazardous Materials

- HAZMAT response teams

- Decontamination teams


ESF-11  Agriculture and Natural Resources

- Companion animal rescue and support teams

- Livestock rescue teams

- Environmental Health personnel and teams

- Environmental specialists


ESF-12  Energy

- Utility assessment and restoration teams

- Dam safety inspectors

ESF-13  Public Safety and Security

- Law enforcement personnel and task forces

ESF-15  External Affairs

- Public Information Officers

- Joint Information Center support personnel

ESF-20  Defense Support of Civil Authorities

- Military support for aircraft (reconnaissance, airlift, heavy lift helicopters, and medical evacuation)

- Troops to provide security, assist flood fight teams, and distribute disaster supplies

## 4. Pre-Identified Facilities

- Bases, camps, and staging areas

- Community Points of Distribution

- Mass feeding kitchens and sites

- Medical Points of Dispensing (PODs)

- Receiving Storage and Staging (RSS) facilities

- Shelters

- Warehouses for staging and managing donations

# Appendix F.    Pre-Event Contracting

Advanced planning for managing resources and logistics includes pre-identifying vendors and developing pre-event contracts.  This level of planning can support resource availability and expedites resource deployment.  Engaging in the following activities increases an organization's level of readiness:

- Maintain a stock of basic disaster commodities and equipment for immediate response needs.

- Maintain redundant pre-event contracts with vendors to purchase additional equipment and supplies and to fill the procurement pipeline during large disasters.

- Retain transportation contractors who can procure commercial trucks and trailers to meet disaster transportation requirements.

- Coordinate logistics planning with other agencies and organizations.

Because it is not cost-effective for every organization to own, store, and maintain every resource that may be required during disasters, it is prudent to develop contracts with private-sector vendors who can provide resources (donated or compensated) during an incident.  Such resources include specialized teams, essential services, equipment, supplies and advanced technologies.

The use of pre-event contracts provides additional security because the organization will be more likely to be able to obtain necessary resources and services than organizations that wait until an incident occurs to initiate a request.  Having an established contract allows the organization to predetermine prices for services instead of spending time negotiating or trying to find a "fair" deal.  These predetermined prices may also have built-in price adjustments to cover market changes in price.  Having a pre-event contract allows the organization and vendor to plan and exercise together; thereby reducing the likelihood of mistakes during the response operation.  Many pre-event contracts do not require a retainer, deposit, or any money up front.

## 1. Basic Steps for Establishing Pre-Event Contracts

The following are guidelines for establishing pre-event contracts:

- Identify resource requirements by reviewing and analyzing the types of hazards and threats facing the area, reports and accounts of previous incidents and operational activities, and geographic and demographic profiles.

- Determine resource shortfalls and identify vendors that will be able to provide those resources.

- Develop contingency contracts for equipment and services.

- Develop pre-event contracts to cover expendable resources, supplies, equipment, and staffing.

- Develop or refine procedures for emergency purchasing.

- Define and identify the purchasing team.

- Revisit all contracts and agreements annually and make necessary adjustments.

- Commonly established pre-event contracts include support for:

  - Points of Distribution (CPOD) and Points of Dispensing (POD)

  - Emergency worker base camps

- Designated community shelters

- Transportation

- Debris/waste removal and disposal services

- Other supplies, equipment, and human resource needs

- Personnel

- Information technology and communications

It is important that pre-event contracts meet all DHS requirements for reimbursement of disaster related costs, and are compliant with 44 Code of Federal Regulations (CFR) 13.36 and applicable state statutes and regulations.

## 2. Guidelines for Identifying and Selecting Vendors

The following guidelines are for identifying and selecting vendors:

- **Do not rely on a single provider.**  Establish redundant vendor contracts to provide greater assurance of being able to obtain the goods and services required.

- **Review past performance.**  Choose vendors that have a proven history and good plan for being able to meet the requirements of the contract.

- **Review vendor contingency plans.**  Choose vendors that are able to ensure the availability of adequate resources to fulfill the contract and have appropriate backups.  Please note that even with a pre-event contract, unless there is a full guarantee, organizations may still have to act quickly or risk losing the resource.  The organization should review and fully understand any assumptions or constraints the vendor is including in the contract.  The vendor should also be able to explain how they will address deployment and receipt of orders and requests for services.

- **Use NIMS resource typing when available.**  NIMS typed resources help reduce miscommunication about what is being requested.

- **Consider adding a contract clause that allows other authorized users.**  Adding a clause that allows other organizations to piggyback on the contract may mean there is less onus to procure goods and services on behalf of these organizations.

- **Use of Local Hires.**  Consider adding a clause requiring the use of local hires.  Using local hires can help stimulate the local economy following a disaster, encourage people to return to the impacted area, and reduce overall cost by reducing contractor per diem and travel costs.

- **Use turnkey systems when possible.**  Turnkey systems provide comprehensive solutions using a single vendor.  A one-stop solution is simpler and can be more cost-effective.

# Appendix G.    Logistics Staging Area Equipment, Supplies and Personnel

The following table lists commonly needed items for Logistics Staging Areas.  Prior to establishing a staging area, the list can be reviewed and adjusted to meet the needs of the incident.

| Resource | Qty | Provider |
|---|---|---|
| **Material Handling Equipment** | | |
| Forklifts, straight mast, 6,000 lb | | |
| Forklifts, shooting boom, 10,000 lb | | |
| Pallet grabbers and chain sets | | |
| Pallet trucks, hand operated | | |
| **Safety** | | |
| Eye protection, safety glasses | | |
| Flashlights, D Cell (2), industrial or LED lights and batteries | | |
| Hard hats, conventional | | |
| Hazmat spill kit | | |
| Hearing protection, plugs, disposable | | |
| Traffic cones, 28" | | |
| Work gloves (pr) | | |
| Barricade tape (rolls), 1000' | | |
| Barricade bar | | |
| Lights, portable, 4,000 watt light tower | | |
| Vests, safety | | |
| Landing Zone marking kit | | |
| Ponchos, orange | | |
| First aid kit, 50-person | | |
| Cooler, 2 gallon | | |

| Resource | Qty | Provider |
|---|---|---|
| Sunscreen, SPF 40 or higher | | |
| Insect repellant | | |
| Brooms | | |
| Shovel, flat head | | |
| Shovel, D handle | | |
| Axe | | |
| Pick | | |
| **Warehouse Support** | | |
| Fans, warehouse, 36" | | |
| Pallets and large bins | | |
| Shrink wrap and stretch wrapper | | |
| Refrigerated trailers | | |
| Steel yard ramp | | |
| Electric cart; Cushman 352 , 2-person cart | | |
| **Office Support** | | |
| Cellular phones and charging capability | | |
| Megaphone, 25 watt, with remote microphone | | |
| Motorola Talkabout radios or equivalent | | |
| Telephone fax/copier, office supplies | | |
| Table/chairs | | |
| Trailer office, 12 ft. x 60 ft. | | |
| Display boards | | |
| Computers | | |
| | | |

| Resource | Qty | Provider |
|---|---|---|
| **Infrastructure** | | |
| Power cables _____(length) for both 110 v and 220 v. | | |
| Generator capability or Electricity _____( kW capacity) | | |
| Dumpster, large, with service | | |
| Shade tent, 10 ft x10 ft | | |
| Portable distribution panels | | |
| Portable toilets, self-contained, with daily service contract | | |
| **Personnel** | | |
| Managers | | |
| Command Staff | | |
| Administrative Assistants | | |
| Team Leaders | | |
| Liaisons | | |
| Public Information | | |
| Safety | | |
| Security | | |
| Traffic Control | | |
| Transportation Coordination and Support | | |
| Warehouse Operations | | |
| Equipment Operators | | |

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# Appendix H.    Community Staging Area Site Layout

Community Staging Area site planning is dependent on terrain, infrastructure, access, and facilities. The Staging Area Manager either determines the site layout pre-incident or onsite during the incident.  The concept of "first in, first out" is used for commodity and resource storage and parking.  "First in, first out" saves drayage fees by allowing vehicles that arrive first to be unloaded and released first.  The following figure illustrates a Logistics Staging Area site layout.  It is intended for planning purposes and is not to scale.

**Figure H- 1: Logistics Staging Area Site Layout**
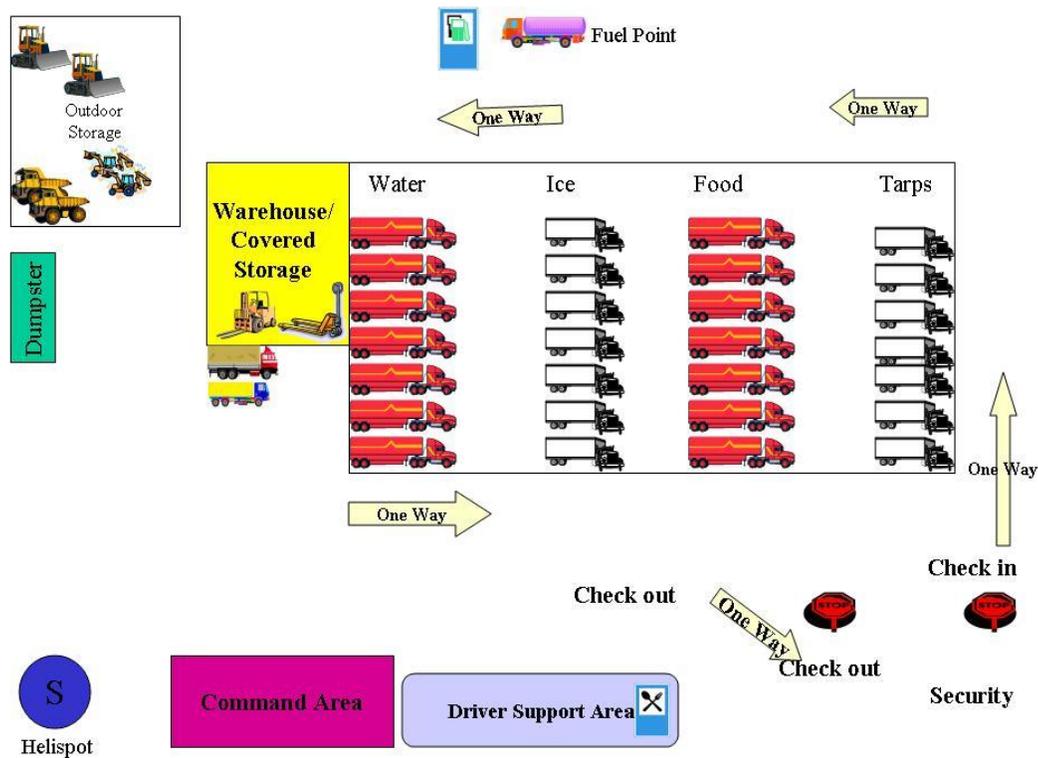


## 1. Planning Considerations

### Command and Administrative Area

Location

■    Should be situated on a flat, well drained surface, centrally located near the major work area, with maximum visibility of the work area.

■    Should be free of overhead obstructions such as power lines, trees, and buildings to maintain clear communications.

■    Should be coordinated with cell tower and the satellite dish placement.

- Should be located close to telephone drops.

## Office Space

- Trailers, command posts and tents may be used to provide office space for staff.

- The standard space allocation for office workers is 80 square feet per worker, i.e. for 15 office workers, 1200 square feet is needed.

- The standard space allocation for office equipment is 500 square feet.

## Parking

### Hard Stand
Should be divided into three operational areas:

- **Storage** – Includes parking for trucks carrying commodities that will not be unloaded, such as reefer trailers and other dry vans.  It also includes parking and storage for equipment that will not be adversely affected by the elements, such as generators, pumps, forklifts and pipes.

- **Staging** – Includes parking for trucks, trailers and other transportation assets used to carry out the staging area missions.

- **Administrative parking**- Includes parking for administrative personnel, VIPs and other visitors as well as vehicles used to support administrative functions.

### Other Open Areas

- Should be used to stage or store low use items.

- Consider the surface and the effect adverse weather will have on the use of the site.

### Space Allocation

- One Tractor and Trailer requires 12＇ x 100＇ (1,200 square feet)

- One Trailer Only requires 12＇ x 60＇ (720 square feet)

- One Tractor Only requires 12＇ x 40＇ (480 square feet)

- One Generator Trailer Pack (200－750 kW) requires 10＇ x 20＇ (200 square feet)

### Layout

- Segregate commodities by resource type (ice, water, food, tarps).
- Park vehicles to encourage "first in, first out".
- Limit traffic flow to one way in and one way out.
- Provide room to maneuver.

■ Make vehicle identification easy.

■ Maximize safety and accountability.

■ Provide area lighting.

■ Provide easy access to refueling, especially for reefer trailers.

## Warehouse/Covered Storage

### Covered Storage

■ The primary use of covered space is for materials that can be adversely affected by direct sunlight and prolonged exposure to the elements. Water, food, and materials in cardboard boxes or similar containers should be kept in covered space.

■ Large festival tents or engineered soft sided structures may be used.

■ If no suitable temporary structure is available, plastic or tarps may be used to cover at-risk items.

■ Open passage is required for forklifts and pallet jacks.

■ Light sets and stands are needed for covered areas.

■ Warehouses may require portable HVAC or additional fans. Temporary structures require fans to provide sufficient ventilation.

■ One emptied semi-trailer, single pallet layer, requires 12' x 60' floor space (720 square feet)

■ Store to encourage "first in, first out".

### Shipping and Receiving Areas

■ Designate separate areas that will be used exclusively for preparing, loading and off-loading shipments.

■ Shipping and receiving areas should be opposite each other.

■ They should also be clearly marked and have adequate space to maneuver large vehicles and forklifts safely.

■ Portable ramps are needed to unload trailers in a timely manner.

**Figure H- 2: Warehouse Layout**
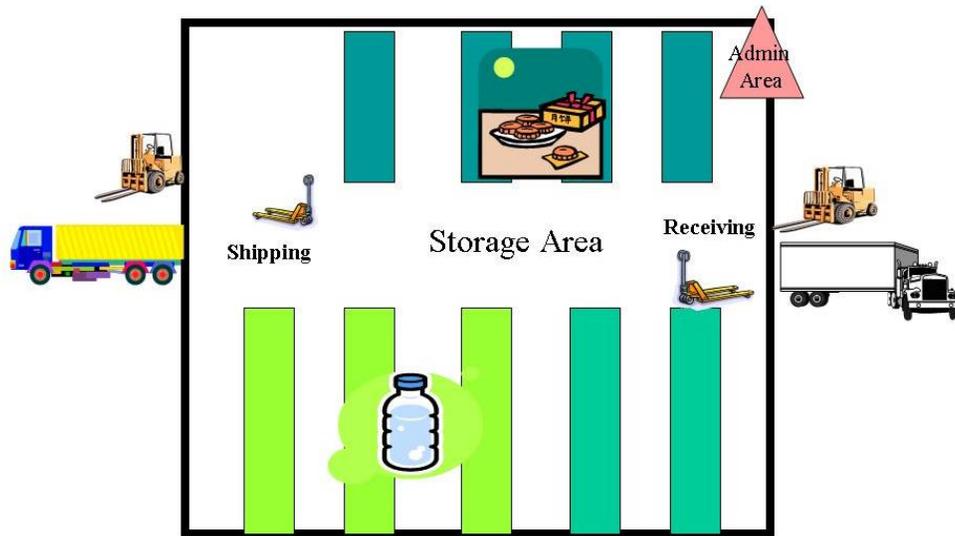


## Traffic Pattern

- One way in and one way out, when possible.

- Avoid crossing airport tarmacs and airport traffic patterns.

- Consider optimum placement of signage and traffic cones/barriers.**.**

## Check-in and Check-out

- Establish a check-in point that is clearly marked, identified and staffed.

- Situate the check-in point near the staging area entrance.

- Provide space for vehicles to turn around.

- Ensure that all incoming vehicles will go through the check-in point.

- If the traffic pattern allows, establish a check-out point separate from the check-in point.

- Consider the road design approaching and leaving the staging area.

- Maximize thru-put.

## Support Services

- **Feeding Areas** – Establish near the main work area, out of the elements. Feeding areas should have tables and chairs, trash containers and drinking water.

- **Break Areas/Rehabilitation Area** – Establish near the main work area with chairs and drinking water readily available. These areas should also be covered and cooled or heated.

■ **Smoking Areas** – Establish near the main work area and away from flammable materials. Cans or ashtrays should be provided to collect discarded smoking materials.

■ **Rest Rooms and Hygiene** – Establish near the main work area / Command Area. When needed, portable toilets should be ordered (one per ten people plus a washing unit).

■ **Safety and First Aid Stations** – Establish near the main work area with water available.

■ **Driver Information Center** – Situate where it can be conveniently accessed by drivers.

■ **Medical Area** – Situate near or as part of the Rehabilitation Area. Must allow for privacy.

## Helispot or Landing Zone

■ Large enough to land and stage rotary wing aircraft. In order to accommodate two CH47 helicopters, the site should be 460 feet long by 230 feet wide.

■ Accessible to the staging area.

■ Surface should be firm and smooth (no tall shrubs, brush, grass, weeds, etc, higher than 18 inches) with a slope no greater than five degrees.

■ Free of trash and debris.

## Site Security

■ Ideally, the site is enclosed by a fence and has gates for ingress and egress.

■ Use barriers to prevent traffic from travelling through unauthorized areas.

■ Provide adequate lighting throughout the site.

■ Use roving and entry security personnel.

## Site Services

■ Evaluate what utilities and facilities (power, water, phone, restrooms etc.) are available at the site and what needs to be supplied.

■ Arrange for daily servicing of dumpsters and port-a-potties.

■ Consider the need for a refueling depot.

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# Appendix I.    Time-Phased Logistics Deployment Synchronization Matrix

The following table presents a Time-Phased Logistics Deployment Synchronization Matrix for no-notice disaster events. The matrix includes tasks and actions to be completed by the local Emergency Operations Center (EOC), Community Staging Area and Community Point of Distribution (CPOD) sites, State EOC and Federal Regional Response Coordination Center (RRCC).  The tasks are organized into the following timeframes:

- 0-4 hours

- 4-8 hours

- 8-24 hours

- 24-48 hours

- 48-72 hours

- 72+ hours

- Post-Event through Demobilization

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 0-4 hours | □ Receive notification of the incident.<br><br>□ Begin an initial impact assessment to identify affected populations, infrastructure, and critical facilities.<br><br>□ Activate the EOC.<br><br>□ Notify the State EOC and other jurisdictions and agencies.<br><br>□ Begin building a Common Operating Picture.<br><br>□ Analyze the situation's potential impacts on the jurisdiction.<br><br>□ Establish incident | | □ Receive notification of the incident.<br><br>□ Begin an initial impact assessment.<br><br>□ Activate the EOC and establish a State Mission Number.<br><br>□ Notify other jurisdictions and agencies.<br><br>□ Begin building a Common Operating Picture.<br><br>□ Analyze the situation's potential impact on the State.<br><br>□ Establish incident objectives.<br><br>□ Begin an initial assessment | □ Receive notification of the incident.<br><br>□ Activate the RRCC.<br><br>□ Notify other jurisdictions and agencies.<br><br>□ Begin building a Common Operating Picture.<br><br>□ Activate the Regional Incident Management Assistance Team (IMAT).<br><br>□ Begin an initial assessment of required and potential resource needs and availability.<br><br>□ Notify appropriate |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 0-4 Hours (Con't) | objectives.<br><br>□ Identify resources needed to support the objectives.<br><br>□ Complete and disseminate an I-SNAP Report. | | of required and potential resource needs and availability. | Federal ESFs. |
| 4-8 hours | □ Continue assessing the situation and building a Common Operating Picture.<br><br>□ Continue evaluating resource needs.<br><br>□ Begin to determine if required resources are available locally.<br><br>□ Begin to contact vendors and suppliers to determine the availability of commercial resources. | | □ Continue assessing the situation and building a Common Operating Picture.<br><br>□ Continue evaluating actual and potential resource needs.<br><br>□ Begin to determine if required resources are available in-state.<br><br>□ Begin to contact vendors and suppliers to determine | □ Continue building a Common Operating Picture.<br><br>□ Continue evaluating resource needs including if Initial Response Resources (IRR) are needed (cots, blankets, water, etc.)<br><br>□ Deploy a FEMA Liaison to the State EOC. |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 4-8 hours (Con't) | □ Begin to determine the availability of mutual aid resources.<br><br>□ Submit resource requests that cannot be filled locally to the State EOC. | | the availability of commercial resources.<br><br>□ Begin to determine the availability of mutual aid resources.<br><br>□ Begin making resource mission assignments.<br><br>□ Request a FEMA Liaison. | |
| 8-24 hours | □ Continue assessing the situation and building a Common Operating Picture.<br><br>□ Continue identifying what resources are needed and where they are available.<br><br>□ If appropriate, pursue a local emergency proclamation to support emergency | □ Receive notification of the potential need for Community Staging Areas and CPODs.<br><br>□ Review Community Staging Area and CPOD procedures. | □ Continue assessing the situation and building a Common Operating Picture.<br><br>□ Continue identifying actual and potential resource needs.<br><br>□ Continue determining where resources are | □ Coordinate with the State to determine what federal support is needed.<br><br>□ Initiate movement of Initial Response Resources.<br><br>□ Work with the State to determine if Incident |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 8-24 hours (Con't) | contracting and purchasing.<br><br>□ Activate Mutual Aid Agreements and vendor contracts.<br><br>□ Submit resource requests that cannot be filled locally to the State EOC.<br><br>□ Begin evaluating the need for Community Staging Areas and CPODs.<br><br>□ Participate in State and Local Conference calls.<br><br>□ Participate in the Regional Conference Call.<br><br>□ Prepare and disseminate Situation Reports.<br><br>□ Coordinate with the State EOC to avoid planning | | available.<br><br>□ If appropriate, pursue a State emergency declaration to support state resource mobilization and emergency contracting and purchasing.<br><br>□ Activate Mutual Aid Agreements and vendor contracts.<br><br>□ Continue making resource mission assignments.<br><br>□ Assess the situation to determine if there is a need to activate State Staging Areas, a State Reception and Integration Center or the State Movement Coordination Plan. | Support Bases, Interim Operating Facilities or Joint Field Offices are needed. |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 8-24 hours (Con't) | duplications. | | □ Initiate State and Local Conference calls. <br><br> □ Prepare and disseminate Situation Reports. | |
| 24-48 hours | □ Continue assessing the situation and building a Common Operating Picture. <br><br> □ Continue identifying what resources are needed and filling resource requests. <br><br> □ Determine the numbers, types and locations of Community Staging Areas and CPODs to be opened <br><br> □ Contact site owners to determine status and availability of Community Staging Area and CPOD | □ Identify and prepare Community Staging Area and CPOD equipment and personnel for deployment. | □ Continue assessing the situation and building a Common Operating Picture. <br><br> □ Continue identifying what resources are needed and filling resource requests. <br><br> □ Coordinate with affected jurisdictions to determine if Community Staging Areas or CPODs are planned. <br><br> □ If appropriate, pursue a presidential disaster declaration to support | □ Continue to work with the State to determine if Incident Support Bases, Interim Operating Facilities or Joint Field Offices are needed. <br><br> □ Begin an initial survey of potential facilities and locations <br><br> □ Determine resource requirements to support Preliminary Damage Assessment teams as requested by the State |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 24-48 hours (Con't) | facilities.<br><br>□ Activate existing agreements and execute leases.<br><br>□ Determine staffing and equipment requirements<br><br>□ Notify Community Staging Area and CPOD Managers and vendors of required support.<br><br>□ Notify the State EOC and request water, food and other items to be distributed.<br><br>□ Participate in State and Local Conference calls.<br><br>□ Participate in State and Local Logistics Calls.<br><br>□ Participate in Regional | | federal resource support.<br><br>□ Provide input on Incident Support Base, Interim Operating Facility and Joint Field Office planning<br><br>□ Determine State Staging Area, State Reception and Integration Center and Movement Coordination Center locations.<br><br>□ Contact site owners and activate existing agreements and execute leases.<br><br>□ Determine staffing and equipment requirements and notify site leadership and vendors of required support. | □ Determine Initial Response Resource resupply needs<br><br>□ Participate in State and Regional conference calls. |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 24-48 hours (Con't) | Conference Calls to activate Coordination Groups.<br><br>□ Prepare and disseminate Situation Reports.<br><br>□ Continue to coordinate with the State EOC to avoid planning duplications. | | □ Initiate State and Local Conference calls.<br><br>□ Initiate State and Local Logistics calls.<br><br>□ Prepare and disseminate Situation Reports. | |
| 48-72 hours | □ Continue assessing the situation and building a Common Operating Picture.<br><br>□ Continue identifying what resources are needed and filling resource requests.<br><br>□ As required, make requests to the State EOC and vendors for food, water and other items for distribution. | □ Deploy Community Staging Area and CPOD staff and equipment.<br><br>□ Begin CSA and CPOD operations.<br><br>□ Track the amount of commodities being distributed, monitor inventories and determine "burn rates" | □ Continue assessing the situation and building a Common Operating Picture.<br><br>□ Continue identifying what resources are needed and filling resource requests.<br><br>□ Coordinate State support to Incident Support Base, Interim Operating Facility and Joint Field Office | □ Coordinate the movement of equipment and personnel to the Joint Field Office<br><br>□ Coordinate the movement of State requested resources via Incident Support Bases.<br><br>□ Participate in State and Regional conference |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 48-72 hours (Con't) | □ As required, make requests to the State EOC and vendors for Community Staging Area and CPOD equipment and personnel.<br><br>□ Participate in State and Local Conference calls.<br><br>□ Participate in State and Local Logistics calls.<br><br>□ Participate in Coordination Group calls.<br><br>□ Prepare and disseminate Situation Reports.<br><br>□ Begin demobilization planning. | □ Request resupply through the local EOC.<br><br>□ Schedule staff, facility servicing and equipment maintenance.<br><br>□ Communicate status and issues to the local EOC. | operations.<br><br>□ Begin Movement Control Center operations<br><br>□ Begin State Reception and Integration Center operations<br><br>□ Begin State Staging Area operations<br><br>□ Evaluate the amount of commodities distributed and determine "burn rates"<br><br>□ Initiate State and Local Conference calls.<br><br>□ Initiate State and Local Logistics calls.<br><br>□ Prepare and disseminate Situation Reports. | calls. |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 72+ Hours | □ Continue assessing the situation and building a Common Operating Picture.<br><br>□ Continue identifying what resources are needed and filling resource requests.<br><br>□ As required, make requests to the State EOC and vendors for food, water and other commodities being distributed<br><br>□ As required, make requests to the State EOC and vendors for Community Staging Area and CPOD equipment and personnel.<br><br>□ Re-evaluate the need for CPODs and either activate, close or re-assign them, as | □ Conduct CSA operations.<br><br>□ Conduct CPOD operations.<br><br>□ Resupply as necessary.<br><br>□ Evaluate the amount of commodities distributed and refine the "burn rate".<br><br>□ Request resupply through the local EOC.<br><br>□ Schedule staff, facility servicing and equipment maintenance.<br><br>□ Communicate status and issues to the local EOC. | □ Continue assessing the situation and building a Common Operating Picture.<br><br>□ Continue identifying what resources are needed and filling resource requests.<br><br>□ Conduct Movement Control operations<br><br>□ Conduct State Reception and Integration Center operations.<br><br>□ Conduct State Staging Area operations<br><br>□ Evaluate the amount of commodities distributed and refine the "burn rate"<br><br>□ Monitor State Staging | □ Coordinate the movement of state requested resources via Incident Support Bases.<br><br>□ Support needs of Federal Coordinating Officer and staff at the Joint Field Office.<br><br>□ Coordinate with the state to set up Disaster Recovery Centers.<br><br>□ Participate in State and Regional conference calls. |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| 72+ hours (Con't) | required<br><br>□ Participate in State and Local Conference calls.<br><br>□ Participate in State and Local Logistics Calls.<br><br>□ Participate in Coordination Group calls.<br><br>□ Prepare and disseminate Situation Reports. | | Area, State Reception and Integration Center and Movement Control activities for potential demobilization.<br><br>□ Support needs of State Coordinating Officer and staff at the Joint Field Office.<br><br>□ Initiate State and Local Conference calls.<br><br>□ Initiate State and Local Logistics calls.<br><br>□ Prepare and disseminate Situation Reports. | |

| Timeframe/ Phase | Local EOC Responsibilities | Community Staging Area and CPOD Site Responsibilities | State EOC Responsibilities | Federal RRCC Responsibilities |
|---|---|---|---|---|
| Post Event through Demobilization | □ Prepare for demobilization<br><br>□ Contact vendors to return leased or contracted resources<br><br>□ Demobilize Community Staging Areas and CPODs<br><br>□ Deactivate EOC<br><br>□ Conduct After Action Reviews | □ Demobilize CPODs<br><br>□ Demobilize Community Staging Areas | □ Establish a demobilization timeline for State Staging Areas, State Reception and Integration Centers and Movement Control Center and Points.<br><br>□ Demobilize State Staging Areas.<br><br>□ Demobilize Movement Control Center and Points.<br><br>□ Demobilize State Reception and Integration Centers.<br><br>□ Deactivate State EOC<br><br>□ Support needs of State Coordinating Officer and staff at JFO until it closes. | □ Demobilize Federal Incident Support Bases.<br><br>□ Demobilize federal resources.<br><br>□ Support needs of Federal Coordinating Officer and staff at the Joint Field Office until it closes.<br><br>□ Operate Disaster Recovery Centers until no longer needed. |

# Appendix J.    Designated Staging Area and CPOD Sites

## A. Staging Area and CPOD Maps

The following maps depict state and county designated staging areas and county Community Points of Distribution (CPOD) sites in the North and South Puget Sound region.

### 1. State Locations

## 2. North Puget Sound Locations



## 3. South Puget Sound Locations
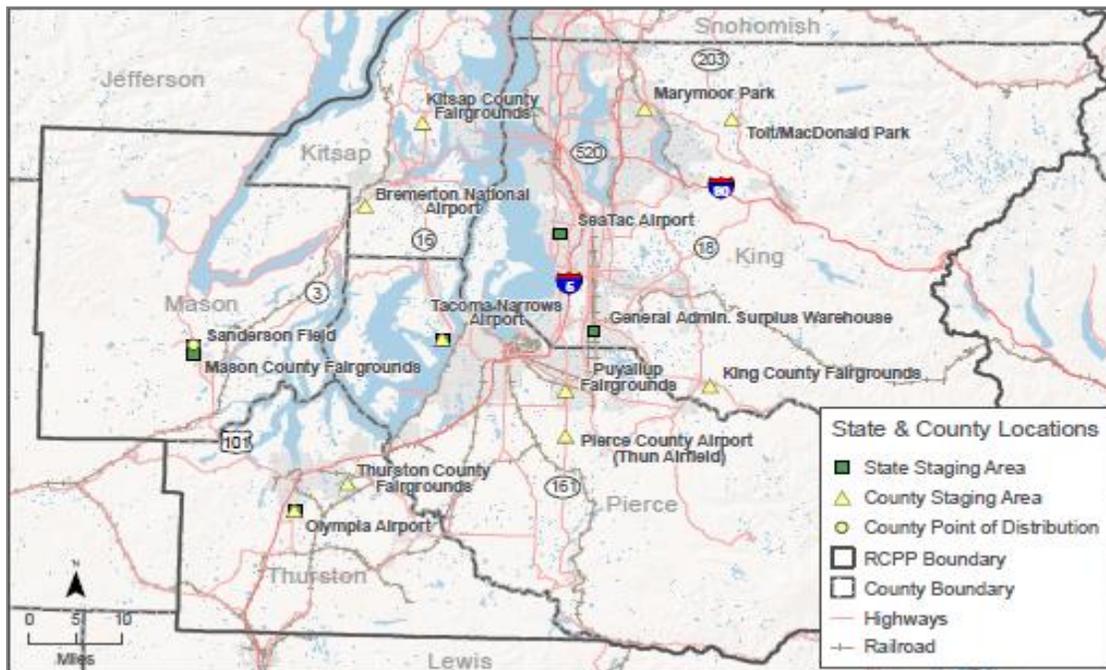
# Appendix K. User Guide for State RFA and Mission Tracker Board

The following document is a User Guide for the State Request for Assistance (RFA) and Mission Tracker Board. The State RFA and Mission Tracker Board allow local jurisdictions to submit resource requests directly to the State EOC, manage local requests, and monitor the status of both local requests and those submitted to the State EOC.

Communities can access the User Guide for State RFA and Mission Tracker Board on the Washington State EMD website at the following web link: **http://www.emd.wa.gov/plans/plans_index.shtml#R**

## Background

### Overview

The Puget Sound Region is vulnerable to many types of disasters; a catastrophic incident will require a vast amount of emergency resources to respond to the needs of affected communities.

When an incident occurs, local and automatic aid resources respond according to their emergency plans and standard operating procedures. 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). 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.

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.

### Purpose of this User Guide

This User Guide provides an overview of the **State Request for Assistance (RFA) and Mission Tracker board**.

RFA and Mission Tracker board allows local jurisdictions to do the following:

A. Submit resource requests directly to the State EOC,
B. Manage local resources, and
C. Monitor the status of both local requests and those submitted to the State EOC.

## PART A: REQUESTING RESOURCE ASSISTANCE FROM THE STATE

### State Request for Assistance (RFA) process

The State EOC Logistics section created a "one stop shop" process for requesting resources through the State EOC and monitoring the status of these requests. The figure to the right illustrates the resource requesting process.
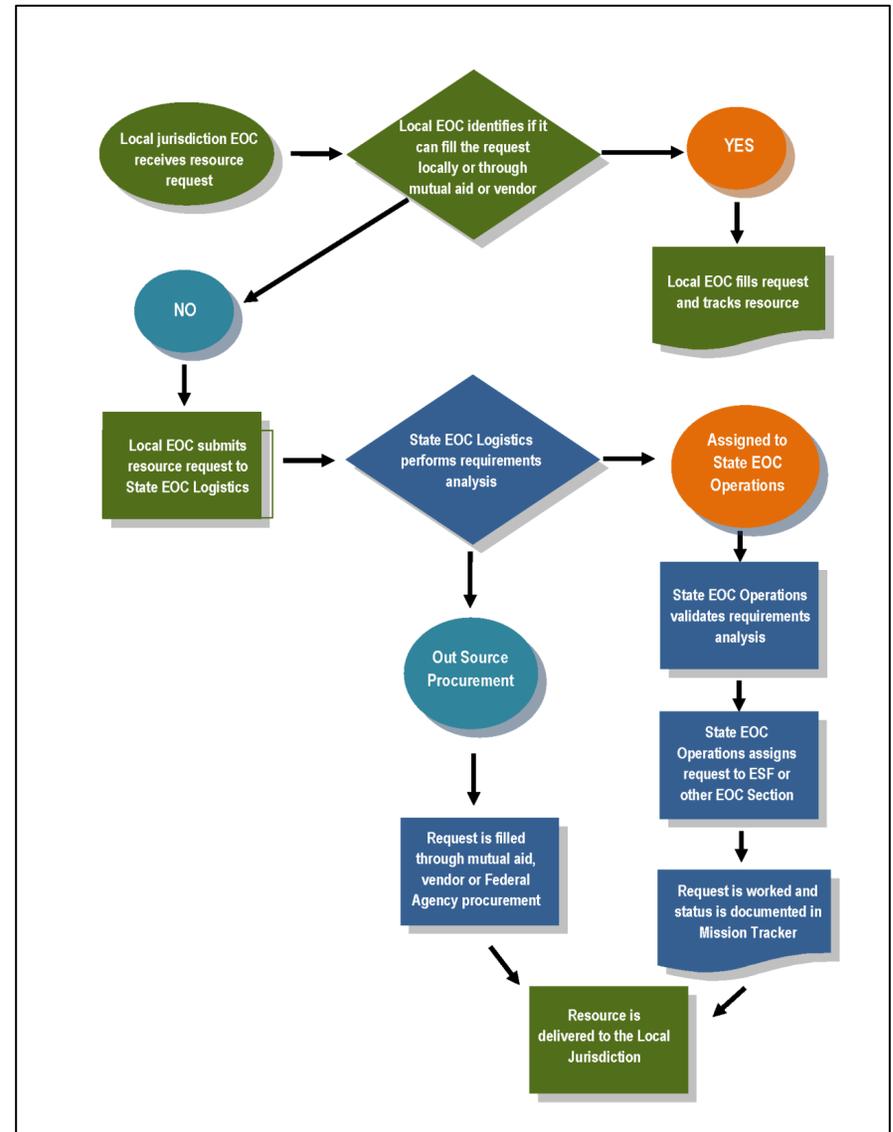
## Requesting Assistance

### How do I request assistance from the State?

To facilitate resource ordering, 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.

While you can submit this form via phone, fax, e-mail or other methods appropriate and available, 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 monitor resource status from the initial request through demobilization.

Submit requests to State EOC in one of three ways:

1. Through WebEOC: http://www.emd.wa.gov/telcom/telcom_webeoc.shtml
   [If you don't have WebEOC, contact WebEOC Administrator: 253.512.7020 office]

2. E-mail completed EM-47 form in Excel (when WebEOC is not available):
   http://www.emd.wa.gov/logistics/documents/RequestforAssistanceForm.xlsx

3. Print completed EM-47 form and submit via phone, e-mail, or fax.

### What information will I need to complete the resource request?

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).

Provide as much detail as possible to expedite the assignment of the resource request.

### What is WebEOC?

WebEOC is information management software, developed by Emergency Services Integrators, Inc. (ESi). Washington State EMD developed the RFA and Mission Tracker boards in WebEOC to facilitate resource requesting, tracking and mission deployment. The system provides visibility on resource requests throughout their entire lifecycle from the data entry into the system, until the resource is demobilized.
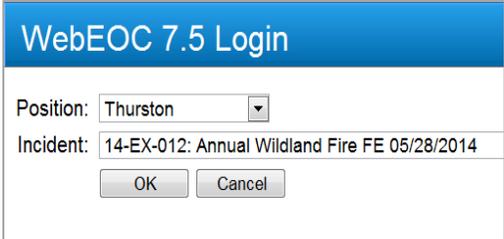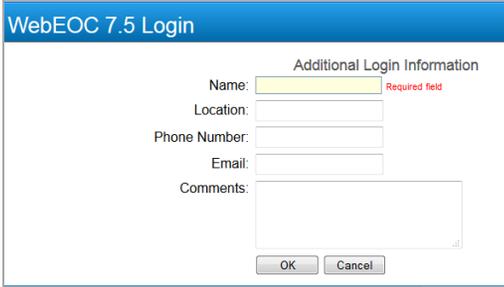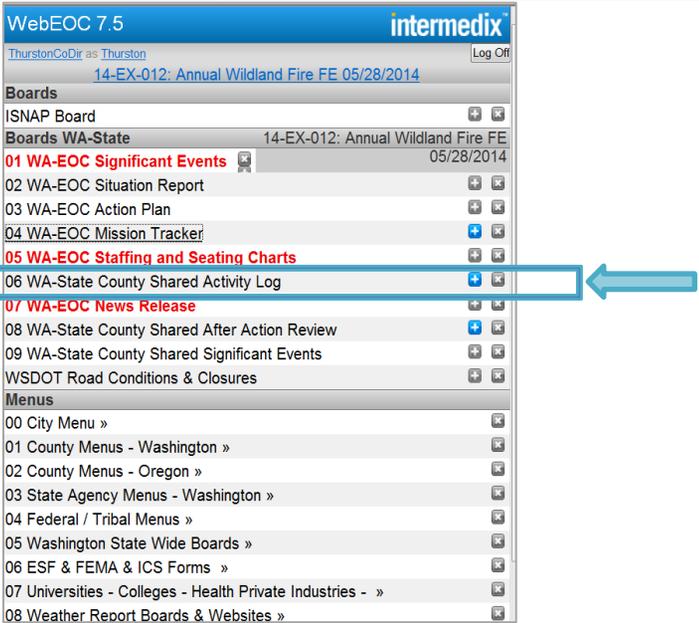
### How do I access WebEOC?

All jurisdictions have access to the State's WebEOC. If you need assistance setting up WebEOC, contact WebEOC Administrator: 253.512.7020.

Once you have your credentials and password, log in to WebEOC:

**http://www.emd.wa.gov/telcom/telcom_webeoc.shtml**

Free WebEOC training is provided to the jurisdiction upon request.

## Submitting Request for Assistance through WebEOC

| 1 | Go to **http://www.emd.wa.gov/telcom/telcom_webeoc.shtml** | |
|---|---|---|
| 2 | Select your position and the incident you are working in. | |
| 3 | An additional login screen will come up. Complete requested information; the only required information on this screen in your name. | |
| 4 | A pop-up window will open, with a link to RFA and Mission Tracker. If no pop-up window comes up, check your browser settings and enable pop-ups. | |
| 5 | To make a new request, you can either:<br><br>Click on the **WA-EOC Mission Tracker** link*. New window will appear; click on "**Create New Request**" button at the top of this screen. Or,<br><br>Click on the Blue plus sign to the right of the **WA-EOC Mission Tracker** link: this will take you directly to the New Request form.<br><br>**\* NOTE:** For some jurisdictions, the Board's name will appear as **WA-EOC RFA and Mission Tracker**. Please follow the same directions as above.<br><br>*Continued on the next page…* | |

**6**    A new window will appear: Request for Assistance or Resources form.

Instructions for filling out the form can be found in Table IV-2.

Enter information relevant to your request; blue boxes contain required fields. Provide as much detail as possible to expedite the assignment of the resource request.

A few tips:

See **Attachment A** on how to fill out the form (excerpt from the Puget Sound Resource Management and Logistics Toolkit).

Clicking "**Save**" at the bottom will save the RFA to Mission Tracker.

You can also use "**Print PDF**" button to create a PDF for your records.

*Continued on the next page…*

| 7 | Once you save your request, you will see it on the Mission Tracker list.<br><br>Click the "**State**" button in the "Forward to State" column to forward your request to the State EOC. |  |

**Incident: Training (Do Not Delete 2014)**

**Mission Tracker**

Filter By County: All ▼

Create New Request | Print PDF

Filter By Status: All ▼
Filter By Priority: All ▼

Filter By Currently worked by: All ▼

[ Search ]
[ Clear Search ] ❓

Total Missions:4 | Total Unassigned Missions: 1 | Total Missions Assigned: 1 | Total Missions Accepted: 1 | Total Missions In Transit: 1 | Total Missions On Scene: 0 | Total Missions Completed: 0

| View | Originating Date/Time | Most Recent Updated Date/Time | County | City | Originating Agency | Originating Tracking Number | Subject | Priority | Status | Worked by | Assigned To | Update | Forward to State |
|------|----------------------|-------------------------------|--------|------|--------------------|----------------------------|---------|----------|--------|-----------|-------------|--------|------------------|
| View | 04/29/2014 13:17:57 | 05/20/2014 11:24:38 | Walla Walla | Walla Walla | Walla Walla EM | 2014429130 | Porta-Potty Request | | Unassigned | State | | | State |
| View | 04/04/2014 13:19:07 | 05/16/2014 08:48:00 | Thurston | Lacey | Thurston County | WA - 20144413721 | fire | High | Accepted | State | ESF 4-Firefighting | | State |
| View | 03/26/2014 12:39:24 | | Pierce | Tacoma | any | 201432612965 | stuff | Medium | Assigned | State | ESF 14-Long Term Recovery | | State |

| 8 | A new window will come up with a summary of your resource request. Make sure to complete the four questions highlighted in yellow and click "**Save**."<br><br>Your request will be sent to the state. You should get a message: "An email alert has been sent to the state."<br><br>*End of Part A instructions.* | |

**Assign Mission**

**Request Information:**

Date: 04/04/2014
Agency: Thurston County
Requestor Name: Mary Happy
Requestor Fax:
Subject: fire
Mission Description: burning car
Location:
Delivery Required: Yes
On Site POC: Billy Bob
On Site Email: billy.bob@co.thurston.us
How Long is the Resource Needed: Until the fire is out

Time: 13:19:07

Requestor Phone: 360-480-9890
Requestor Email: mary.happy@co.thurston.us
Originating Agency Tracking Number: WA - 20144413721

Little Red House 700 Little Rd S, Lacey, WA 98502

On Site Phone #: 360-400-8888

When is the Assistance Needed: 04/04/2014 1400

**Assign Mission:**

Assigned By:
Priority: High

Assign To: State
Status: Sending to State

| Have all local resources been exhausted or predicted to be exhausted in the near future? | ◉ Yes ○ No |
| Has mutual aid been exhausted or predicted to be exhausted in the near future? | ◉ Yes ○ No |
| Have all commercial resources been exhausted or predicted to be exhausted in the near future? | ◉ Yes ○ No |
| Is the originating jurisdiction/agency willing to pay for the assistance? | ◉ Yes ○ No |

[ Save ] [ Cancel ] [ Spell Check ]

## PART B: MANAGE LOCAL RESOURCES

Local jurisdictions can also use RFA and Mission Tracker board to manage local resource requests.

| | |
|---|---|
| **1** | Follow **steps 1 through 6** in Part A to open a new Request for Assistance or Resources form. Enter information relevant to a resource request you are managing. |
| **2** | Once you save the form, you will see your resource request on the Mission Tracker list.<br><br>You can perform the following actions:<br><br>Filter resource requests by County to see relevant missions<br><br>Filter by status and by priority<br><br>Assign resources locally<br><br>Search by key words<br><br><br>*End of Part B instructions.* |  |

## PART C: RESOURCE TRACKING

| | | |
|---|---|---|
| 1 | Follow **steps 1 through 4** above to open pop-up window, with link to RFA and Mission Tracker. | |
| 2 | Click on the **WA-EOC Mission Tracker\***.<br><br>**\*NOTE:** For some jurisdictions, the board's name will appear as **WA-EOC RFA and Mission Tracker**. | |
| | *Continued on the next page…* | |
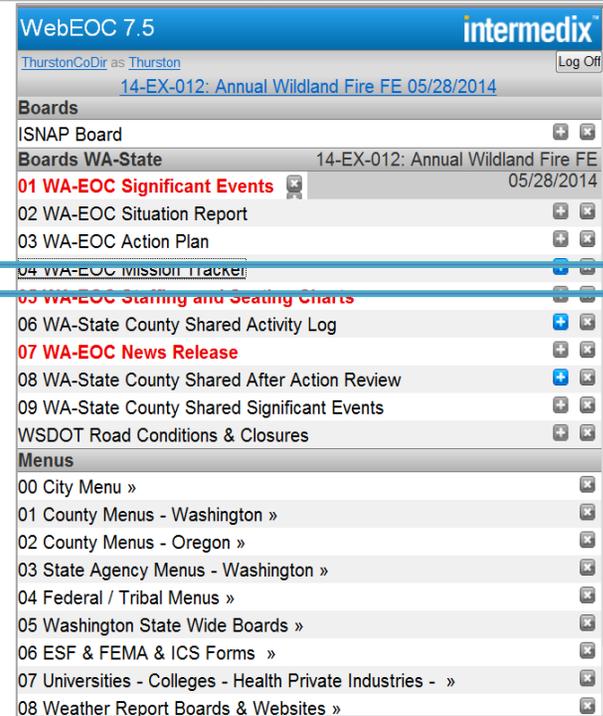
**3**

Navigate to your resource request:

You can view status of your request in the column "Status"

Choose "**Update**" if you would like to make changes to your request

*Continued on the next page…*

Incident: Logistics Beta Test

**Mission Tracker**

Filter By County: All

[Create New Request] [Print PDF]

Filter By Status: All
Filter By Priority: All

Filter By Currently worked by: All

[Search] [Clear Search]

Total Missions:12 | Total Unassigned Missions: 3 | Total Missions Assigned: 5 | Total Missions Accepted: 1 | Total Missions In Transit: 0 | Total Missions On Scene: 0 | Total Missions Completed: 0

| View | Originating Date/Time | Most Recent Updated Date/Time | County | City | Originating Agency | Originating Tracking Number | Subject | Priority | Status | Worked by | Assigned To | Update | Forward to State |
|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| View | 01/03/2013 10:21:05 | | Clark | Vancouver | CRESA | 20131310593 | Food service | | Assigned | County | | Update | State |
| View | 11/01/2012 14:24:57 | | Thurston | Olympia | Thurston County DEM | 201211114503 | Bridge Inspectors | Medium | Accepted | State | ESF 1-Transportation | | State |
| View | | | | | | | | | Assigned | | | | State |
| View | 07/11/2012 10:21:03 | | Clark | Vancouver | CRESA | 201271110918 | 3 generators | | | County | | Update | State |
| View | 05/18/2012 10:24:45 | 05/18/2012 10:54:47 | Thurston | | Thurston County Emergency Mgt. | 120518_001 | Fire Suppression | Life Saving | Unassigned | State | ESF4 | | State |
| View | 04/24/2012 13:56:49 | 05/18/2012 10:54:48 | Walla Walla | Walla Walla | Walla Walla Emergency Management | 201242414757 | Generator | Life Sustaining | Unassigned | State | Public Works | | State |
| View | 05/18/2012 10:14:55 | 05/18/2012 10:54:47 | Clark | Vancouver | CRESA | CRESA-001 | Overland piping system | Life Sustaining | Assigned | State | Vancouver Public Works | | State |
| View | | | | | | | | | Unassigned | | | | State |
| View | | | | | | | | | Assigned | | | | State |
| View | | | | | | | | | Assigned | | | | State |
| View | 05/18/2012 10:24:41 | | Thurston | | | Click Me | | | | County | | Update | State |
| View | 05/07/2012 14:41:25 | | Clark | | CRESA | 20125714779 | Medical supplies | | | County | | Update | State |

| 4 | A new window will open – click on any of the completed fields in the upper half of the screen to bring up the initial Request Form.<br><br>"**Add actions**" – you can also add actions describing the current status of the request. |

14-EX-012: Annual Wildland Fire FE 05/28/2014
**Request Information**

Save | Cancel | Spell Check | Print PDF

| | |
|---|---|
| | Currently being work by:County |
| Date:05/28/2014 | Time:09:07:10 |
| Assigned By: | Assigned To:ESF 2-Communication |
| Priority: | Status: Assigned |
| County:Clark | City:Washougal |
| Orginating Agency:CRESA | Orginating Tracking NumberC0001 |
| Requestor Name:John Wheeler | Requestor Phone:(360) 737-1911, x3761 |
| Subject:ARES/RACES mobile repeater teams | Requestor Fax: |
| Mission Description:Need amateur radio communications to support communications with an isolated community in Skamania County. They should be able to communicate via 220, 2m, 23 cm, 440 with packet and voice. | Requester Email:ecc.logistics@clark.wa.gov |
| Destination | Grove Field ICP  632 NE 267th, Camas WA 98607 |
| Delivery Needed:Yes | |
| On-site Point of contact:Scott Koehler | On-site Phone Number:555-1212 |
| Duration Needed:~1 week | Date and Time Needed:8/19/2014, 0700 hrs. |
| | Overall Estimated Cost:$0 |

**Local Availability**

| | Local Resources Exhausted/Committed | Mutual Aid Resources Exhausted/Committed | Commercial Resources Exhausted/Committed | Willingness to pay |
|---|---|---|---|---|
| City | | | | |
| County | | | | |

**Requested Resources**

| Description/Kind | Size/Type | Quantity |
|---|---|---|
| ARES/RACES mobile repeater team | | 2 |

| ASSIGNED RESOURCES | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Resource | Date/Time | Type | Qty | Source | Estimated Cost | Contract/Lease | Record of Competition | MIL FORM 86 | Purchase Order | Receipt | Additional Notes |

| ACTIONS TAKEN | | | Add Actions |
|---|---|---|---|
| Date/Time | Detail | Name | Additional Documentation |
| 05/28/2014 09:25:15 | Assigned to ESF 2 at 9:25AM. Let them know to ne aware of this mission | Walker_Brynne | Edit |

Save | Cancel | Spell Check | Print PDF

End of Part C instructions.

## RESOURCES

**Request for Resources Processes** presentation by the State EOC Logistics – provides more information on "State Request for Assistance (RFA) and Mission Tracker" boards.

(http://www.emd.wa.gov/logistics/documents/RequestforResourcesTraining-LOCALJURISDICTIONS.pdf)