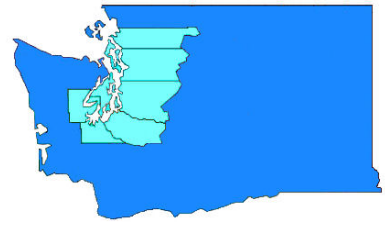# Puget Sound
REGION

Resource Management and Logistics

APPENDICES

Regional Catastrophic Disaster Coordination Plan

TOOLKIT

July 15, 2012

Puget Sound Regional Catastrophic Disaster Coordination Plan
Resource Management and Logistics Toolkit
Appendices

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A.   Acronyms

AC   Area Command

APHIS   Animal and Plant Health Inspection

ARC   American Red Cross

ATF   Bureau of Alcohol, Tobacco and Firearms

CBO   Community Based Organization

CBP   Customs and Border Protection

CDC   Centers for Disease Control and Prevention

CIA   Catastrophic Incident Annex

CIS   Catastrophic Incident Supplement

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   Local Staging Area

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
RCPGP	Regional Catastrophic Preparedness Grant Program
RCW	Revised Code of Washington
RIC	Reception and Integration Center
RML	Resource Management and Logistics
RMLT	Resource Management and Logistics Toolkit
RRCC	Regional Response Coordination Center
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
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

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.

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.

Local Staging Area

Location established by a local jurisdiction, tribal nation or agency to temporarily house or park resources waiting for operational assignment or distribution. Local 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.

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.

Memorandum of Understanding

A document that expresses mutual accord on an issue between two or more parties. Memoranda of Understanding are generally recognized as binding. 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.

C.   Recommendations

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.

I. 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 to share immediate status and participate in Regional Conference Calls to maintain real-time information sharing
	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.

II. Staff Capacity and Training

Jurisdictions cited staff capacity and level of training as one of the Region's greatest 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 regionwide staff capacity. a) Cross-train between jurisdictions within a county. b) Cross-train between counties. 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. a) Identify experienced individuals who have retired to help back-up local logistics staff, prioritizing individuals who know the organization. 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. 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.

III. 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 regionwide working group to address resource typing.
		a) Develop a common convention for naming resources not currently typed.
		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 regionwide working group with the following:
		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.
		b) Design a regional categorization considering capacity and/or capability for resources that are commonly exchanged through mutual aid.

IV. 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.

V. 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 contracts for commodity delivery with pre-negotiated costs. 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.

VI. Distribution

Some counties have designated Local Staging Areas (LSAs). However, in many cases these LSAs 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 LSAs and CPODs is a concern. Additionally, many staff may be unable to reach the LSA or CPOD and others will take care of their families and neighbors before reporting to the LSA or CPOD.

Gaps	1. There is an overlap in the identification of LSAs by some jurisdictions.
	2. There is limited local planning for LSAs 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 LSAs 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 LSA and CPOD plans, including position descriptions, job checklists and required equipment lists.
	2. Train staff and volunteers to operate the LSAs and CPODs.

VII. 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.

D.   Program Evaluation and Self Assessment Tool

I. 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.

II. 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.	Are the plans based on a current Hazard Identification Vulnerability Analysis?			
	7.	Are the plans coordinated with the State and other partner organizations?			
	8.	Are the plans reviewed on a regular basis?			
	9.	Is there a training program in place for the plans?			
	10.	Are the plans exercised on a regular basis?			

Sub-elements		Criteria	N	P	S
Information Sharing	11.	Is your jurisdiction familiar with the State's disaster notification process and procedures for sharing information?			
	12.	Does your jurisdiction have a process for sharing disaster-related information with the State?			
	13.	Does your jurisdiction understand the purpose of the Puget Sound Region's I-SNAP report?			
	14.	Has your jurisdiction identified one or more individuals to prepare and submit I-SNAP reports?			
	15.	Does your jurisdiction understand the purpose of the Regional Conference Call?			
	16.	Is your jurisdiction's EOC Manager or Emergency Management Director prepared to participate in Regional Conference Calls?			
	17.	Does your jurisdiction understand the purpose of the State and Local Logistics Call?			
	18.	Is your jurisdiction's Logistics Section Chief or ESF-7 Lead prepared to participate in State and Local Logistics Calls?			
	19.	Does your jurisdiction have one or more individuals who know how to access information on the State's WebEOC site?			
Obtaining Resources	20.	Has your jurisdiction identified what resources will be needed to respond and recover from disaster?			
	21.	Does your jurisdiction have a strategy for meeting critical resource gaps?			
	22.	Does your jurisdiction have Mutual Aid Agreements or Memoranda of Understanding in place to obtain resources during disaster?			
	23.	Does your jurisdiction have the ability to do emergency purchasing and/or contracting during a declared disaster?			
	24.	Does your jurisdiction have a list of vendors that can be used during disaster?			
	25.	Does your jurisdiction have pre-event contracts for essential equipment, supplies and services?			
	26.	Does your jurisdiction know what State contracts are in place and how they can be accessed locally?			
	27.	Has your jurisdiction established a coordinated or single point ordering process?			
	28.	Does your jurisdiction know the State's resource request process?			
	29.	Does your jurisdiction know how to fill out the State's resource request form?			

Sub-elements			Criteria	N	P	S
Resource Management	30.		Has your jurisdiction identified a lead agency for resource management?			
	31.		Does your jurisdiction have a system for managing resources?			
	32.		Does your resource management system have the ability to activate resources?			
	33.		Does your resource management system have the ability to dispatch and track resources?			
	34.		Does your resource management system have the ability to reactivate or recall resources?			
	35.		Does your jurisdiction use NIMS resource typing definitions?			
	36.		Does your jurisdiction have a current resource inventory?			
	37.		Does your jurisdiction have an established process for prioritizing and allocating scarce resources?			
Commodity Distribution	38.		Does your jurisdiction have access to commodities that can be distributed during disaster?			
	39.		Does your jurisdiction have resources for transporting, storing and managing commodities during disaster?			
	40.		Does your jurisdiction have pre-designated Logistics Staging Areas?			
	41.		Have the Logistics Staging Areas been coordinated with the State?			
	42.		Have the Logistics Staging Areas been coordinated with regional partners?			
	43.		Does your jurisdiction have designated staff and equipment to support Logistics Staging Area operations?			
	44.		Does your jurisdiction know how to manage a local staging area that is co-located with the State or other jurisdiction?			
	45.		Does your jurisdiction know how to demobilize a Logistics Staging Area operation?			
	46.		Does your jurisdiction have pre-designated CPOD sites?			
	47.		Have the CPOD sites been coordinated with the State?			
	48.		Have the CPOD sites been coordinated with regional partners?			
	49.		Does your jurisdiction have designated staff and equipment to support CPOD operations?			
	50.		Does your jurisdiction know how to demobilize a CPOD operation?			

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 during their response to a major disaster such as an earthquake, flood or terrorism attack.   This list is not intended to be exhaustive.

I. 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 equipment
- 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

II. 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

III. Personnel and Specialized Teams

<u>ESF-1   Transportation</u>

- Bridge and road inspectors and engineers
- Rail, seaport and airport inspectors and engineers

<u>ESF-2   Communications</u>

- Public safety communications personnel and equipment
- Amateur radio personnel and equipment
- Landline and cellular telephone system restoration teams

<u>ESF-3   Public Works and Engineering</u>

- Building inspectors and engineers
- Water and wastewater system inspectors and restoration teams
- Inspectors/survey teams for private businesses

<u>ESF-4   Firefighting</u>

- Structural fire fighters
- Wildland fire fighters
- Firefighting task forces and strike teams

<u>ESF-5   Emergency Management</u>

- Incident Management Teams
- Area Command teams
- Emergency Operations Center personnel
- Damage assessment teams

<u>ESF-6   Mass Care, Emergency Assistance, Housing and Human Services</u>

- Shelter support teams
- Mass feeding support teams
- Special needs response personnel

<u>ESF-7   Logistics Management and Resource Support</u>

- Logistics Staging Area personnel
- Commodity Distribution Point personnel

<u>ESF-8   Public Health and Medical Services</u>

- Crisis and stress management teams
- Medical assistance personnel and teams
- Mortuary personnel and teams
- Public health personnel and teams
- Veterinary personnel and teams

<u>ESF-9 Search and Rescue</u>

- Urban Search and Rescue teams
- Wilderness Search and Rescue teams
- Structural collapse canine teams

<u>ESF-10 Oil and Hazardous Materials</u>

- HAZMAT response Teams
- Decontamination teams

<u>ESF-11 Agriculture and Natural Resources</u>

- Companion animal rescue teams
- Livestock rescue teams
- Environmental Health personnel and teams
- Environmental specialists

<u>ESF-12 Energy</u>

- Utility restoration teams
- Dam safety inspectors

<u>ESF-13 Public Safety and Security</u>

- Law enforcement personnel and task forces

<u>ESF-15 External Affairs</u>

- Public Information Officers
- Joint Information Center support personnel

<u>ESF-20 Defense Support to Civil Authorities</u>

- Military support for aircraft (reconnaissance, airlift, heavy lift helicopters, and medical evacuation)
- Troops to provide security, assist flood fight teams, and distribute disaster supplies

IV. 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

F. Pre-Event Contracting

Advanced planning for managing resources and logistics includes pre-identifying vendors and developing pre-event contracts. This level of planning ensures 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 pre-event contracts with vendors to purchase additional equipment and supplies and to fill the procurement pipeline during large disasters.
- Retain a transportation contractor who can procure commercial trucks and trailers to meet disaster transportation requirements.
- Coordinate logistics planning with other 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, 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.

I. 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 the purchasing team
- Revisit all contracts and agreements annually and make necessary adjustments.

- Commonly established pre-event contracts include support for:

  Points of distribution,

  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 laws.

II. 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 ensure that there is no 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.

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		
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		
Sunscreen, SPF 40 or higher		
Insect repellant		
Brooms		

Resource	Qty	Provider
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		
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		
Infrastructure		
Power cables _____(length)		
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		

Resource	Qty	Provider
Personnel		
Managers		
Command Staff		
Administrative Assistants		
Team Leaders		
Liaisons		
Public Information		
Safety		
Security		
Traffic Control		
Transportation Coordination and Support		
Warehouse Operations		
Equipment Operators		

H.   Logistics Staging Area Site Layout

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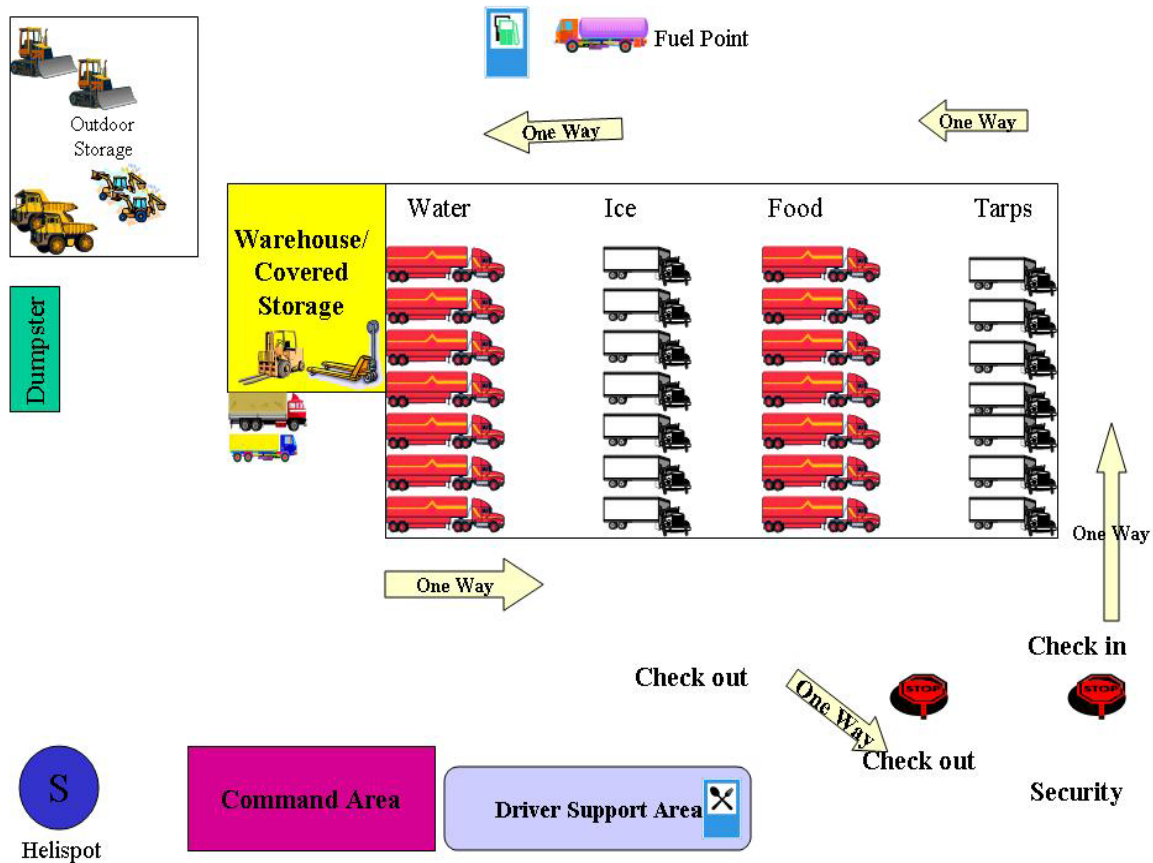
Figure H-1: Logistics Staging Area Site Layout

I. Planning Considerations

A. 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.

B. 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.

C. 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.
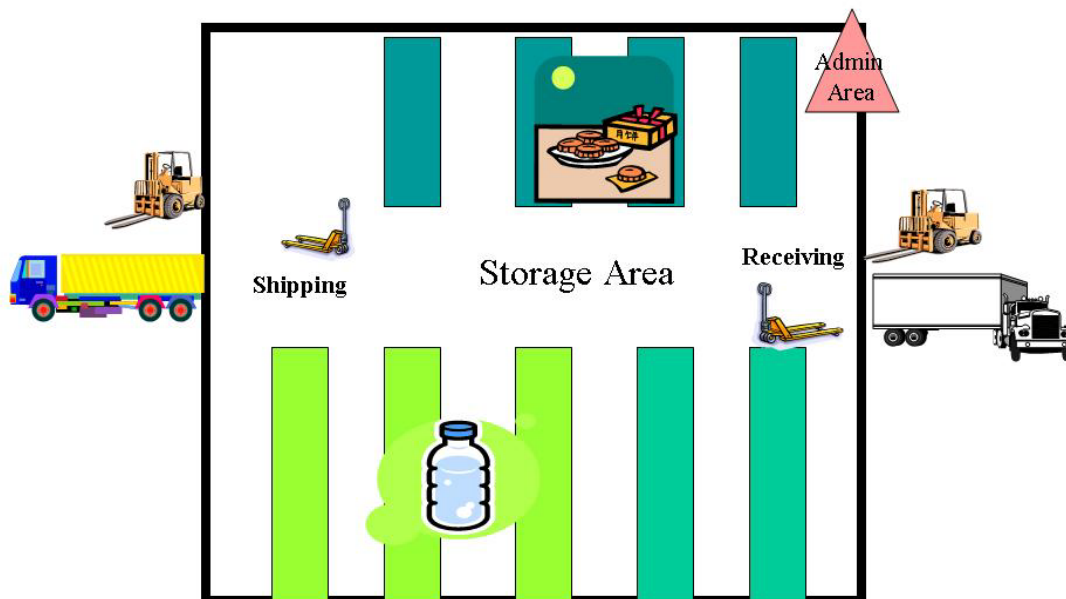
Figure H-2: Warehouse Layout

D. 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.

E. 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.

F. 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 and 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.

G. 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.

H. 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.

I. 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.

I.   Time-Phased Logistics Deployment Synchronization Matrix

The following table presents a Time-Phased Logistics Deployment Synchronization Matrix for no-notice events. The matrix includes tasks and actions to be completed by the local Emergency Operations Center (EOC), Local 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	Local Staging Area and CPOD Site Responsibilities	State EOC Responsibilities	Federal RRCC Responsibilities
0-4 hours	□ Receive notification of the incident. □ Begin an initial impact assessment to identify affected populations, infrastructure, and critical facilities. □ Activate the EOC. □ Notify the State EOC and other jurisdictions and agencies. □ Begin building a Common Operating Picture. □ Analyze the situation's potential impacts on the jurisdiction. □ Establish incident objectives. □ Identify resources needed to support the objectives. □ Complete and disseminate an I-SNAP Report.		□ Receive notification of the incident. □ Begin an initial impact assessment. □ Activate the EOC and establish a State Mission Number. □ Notify other jurisdictions and agencies. □ Begin building a Common Operating Picture. □ Analyze the situation's potential impact on the State. □ Establish incident objectives. □ Begin an initial assessment of required and potential resource needs and availability.	□ Receive notification of the incident. □ Activate the RRCC. □ Notify other jurisdictions and agencies. □ Begin building a Common Operating Picture. □ Activate the Regional Incident Management Assistance Team (IMAT). □ Begin an initial assessment of required and potential resource needs and availability. □ Notify appropriate Federal ESFs.

TIME-PHASED LOGISTICS DEPLOYMENT SYNCHRONIZATION MATRIX

Timeframe/ Phase	Local EOC Responsibilities	Local Staging Area and CPOD Site Responsibilities	State EOC Responsibilities	Federal RRCC Responsibilities
4-8 hours	□ Continue assessing the situation and building a Common Operating Picture. □ Continue evaluating resource needs. □ Begin to determine if required resources are available locally. □ Begin to contact vendors and suppliers to determine the availability of commercial resources. □ Begin to determine the availability of mutual aid resources. □ Submit resource requests that cannot be filled locally to the State EOC.		□ Continue assessing the situation and building a Common Operating Picture. □ Continue evaluating actual and potential resource needs. □ Begin to determine if required resources are available in-state. □ Begin to contact vendors and suppliers to determine the availability of commercial resources. □ Begin to determine the availability of mutual aid resources. □ Begin making resource mission assignments. □ Request a FEMA Liaison.	□ Continue building a Common Operating Picture. □ Continue evaluating resource needs including if Initial Response Resources (IRR) are needed (cots, blankets, water, etc.) □ Deploy a FEMA Liaison to the State EOC.
8-24 hours	□ Continue assessing the situation and building a Common Operating Picture. □ Continue identifying what resources are needed and where they are available. □ If appropriate, pursue a local emergency proclamation to	□ Receive notification of the potential need for Staging Areas and CPODs. □ Review Staging Area and CPOD procedures.	□ Continue assessing the situation and building a Common Operating Picture. □ Continue identifying actual and potential resource needs. □ Continue determining where resources are available. □ If appropriate, pursue a State	□ Coordinate with the State to determine what federal support is needed. □ Initiate movement of Initial Response Resources.

Timeframe/ Phase	Local EOC Responsibilities	Local Staging Area and CPOD Site Responsibilities	State EOC Responsibilities	Federal RRCC Responsibilities
8-24 hours continued	support emergency contracting and purchasing. □ Activate Mutual Aid Agreements and vendor contracts. □ Submit resource requests that cannot be filled locally to the State EOC. □ Begin evaluating the need for staging areas and CPODs. □ Participate in State and Local Conference calls. □ Participate in the Regional Conference Call. □ Prepare and disseminate Situation Reports.		emergency declaration to support state resource mobilization and emergency contracting and purchasing. □ Activate Mutual Aid Agreements and vendor contracts. □ Continue making resource mission assignments. □ 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. □ Initiate State and Local Conference calls. □ Prepare and disseminate Situation Reports.	
24-48 hours	□ Continue assessing the situation and building a Common Operating Picture. □ Continue identifying what resources are needed and filling resource requests. □ Determine the numbers, types and locations of Staging Areas and CPODs to be opened	□ Identify and prepare Staging Area and CPOD equipment and personnel for deployment.	□ Continue assessing the situation and building a Common Operating Picture. □ Continue identifying what resources are needed and filling resource requests. □ Coordinate with affected jurisdictions to determine if Local Staging Areas or CPODs are	□ Work with the State to determine if Incident Support Bases, Interim Operating Facilities or Joint Field Offices are needed. □ Begin an initial survey of potential facilities and locations □ Determine resource requirements to support Preliminary Damage

Timeframe/ Phase	Local EOC Responsibilities	Local Staging Area and CPOD Site Responsibilities	State EOC Responsibilities	Federal RRCC Responsibilities
24-48 hours continued	□ Contact site owners to determine status and availability of Staging Area and CPOD facilities. □ Activate existing agreements and execute leases. □ Determine staffing and equipment requirements □ Notify Staging Area and CPOD Managers and vendors of required support. □ Notify the State EOC and request water, food and other items to be distributed. □ Participate in State and Local Conference calls. □ Participate in State and Local Logistics Calls. □ Participate in Regional Conference Calls to activate Coordination Groups. □ Prepare and disseminate Situation Reports.		planned. □ If appropriate, pursue a presidential disaster declaration to support federal resource support. □ Provide input on Incident Support Base, Interim Operating Facility and Joint Field Office planning □ Determine State Staging Area, State Reception and Integration Center and Movement Coordination Center locations. □ Contact site owners and activate existing agreements and execute leases. □ Determine staffing and equipment requirements and notify site leadership and vendors of required support. □ Initiate State and Local Conference calls. □ Initiate State and Local Logistics calls. □ Prepare and disseminate Situation Reports.	Assessment teams as requested by the State □ Determine Initial Response Resource resupply needs □ Participate in State and Regional conference calls.

Timeframe/ Phase	Local EOC Responsibilities	Local Staging Area and CPOD Site Responsibilities	State EOC Responsibilities	Federal RRCC Responsibilities
48-72 hours	☐ Continue assessing the situation and building a Common Operating Picture. ☐ Continue identifying what resources are needed and filling resource requests. ☐ As required, make requests to the State EOC and vendors for food, water and other items for distribution. ☐ As required, make requests to the State EOC and vendors for Local Staging Area and CPOD equipment and personnel. ☐ Participate in State and Local Conference calls. ☐ Participate in State and Local Logistics calls. ☐ Participate in Coordination Group calls. ☐ Prepare and disseminate Situation Reports.	☐ Deploy Local Staging Area and CPOD staff and equipment. ☐ Begin LSA and CPOD operations. ☐ Track the amount of commodities being distributed, monitor inventories and determine "burn rates" ☐ Request resupply through the local EOC. ☐ Schedule staff, facility servicing and equipment maintenance. ☐ Communicate status and issues to the local EOC.	☐ Continue assessing the situation and building a Common Operating Picture. ☐ Continue identifying what resources are needed and filling resource requests. ☐ Coordinate State support to Incident Support Base, Interim Operating Facility and Joint Field Office operations. ☐ Begin Movement Control Center operations ☐ Begin State Reception and Integration Center operations ☐ Begin State Staging Area operations ☐ Evaluate the amount of commodities distributed and determine "burn rates" ☐ Initiate State and Local Conference calls. ☐ Initiate State and Local Logistics calls. ☐ Prepare and disseminate Situation Reports.	☐ Coordinate the movement of equipment and personnel to the Joint Field Office ☐ Coordinate the movement of State requested resources via Incident Support Bases. ☐ Participate in State and Regional conference calls.

TIME-PHASED LOGISTICS DEPLOYMENT SYNCHRONIZATION MATRIX

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

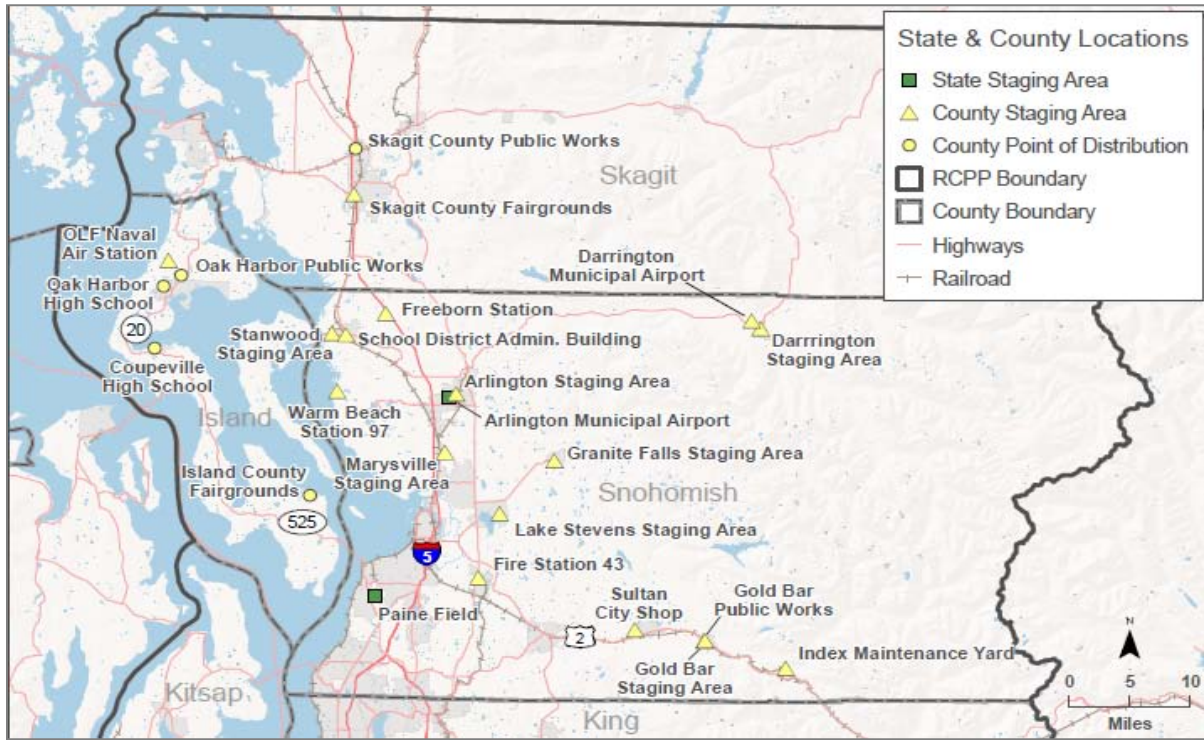| Timeframe/ Phase	Local EOC Responsibilities	Local Staging Area and CPOD Site Responsibilities	State EOC Responsibilities	Federal RRCC Responsibilities
72+ hours continued			calls. □ Prepare and disseminate Situation Reports.	
Post Event through Demobilization	□ Prepare for demobilization □ Contact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

J.   Designated Staging Area and CPOD Sites

I. Staging Area and CPOD Maps

A. State Locations
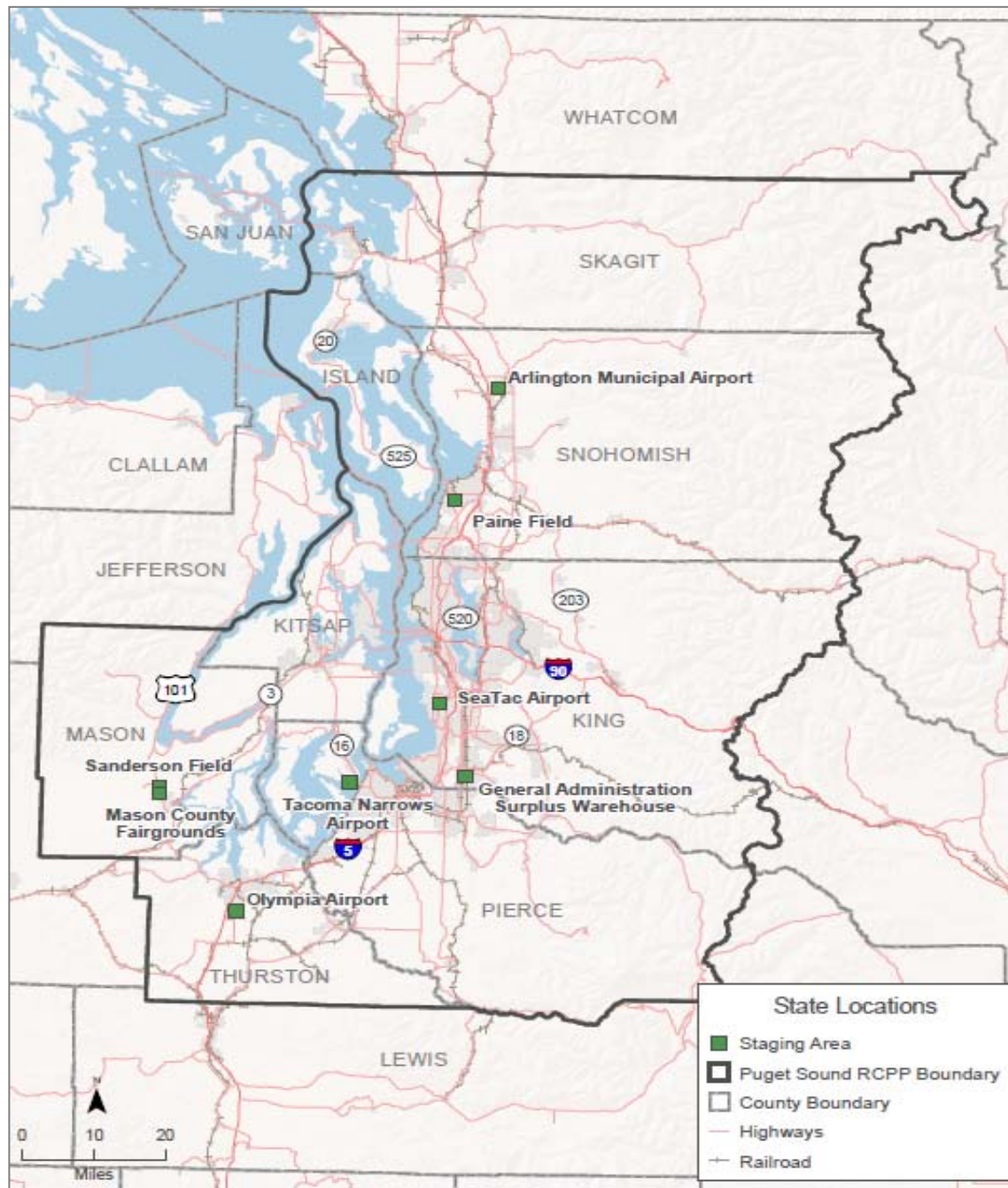
B. North Puget Sound Locations

C. South Puget Sound Locations