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Acknowledgements

Northern Kentucky Regional Catastrophic Preparedness Program

Regional Resource Management and Logistics Project Advisory Committee

Signatories

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Section 1: Introduction

I. Purpose

The Northern Kentucky Regional Resource Management & Logistics Plan, hereafter referred to as the Plan or the RMLP, provides a comprehensive framework and guidance for managing resources and logistics. The Plan presents a strategy that encourages resource sharing and optimizes resource acquisition, allocation, and deployment through increased communication, collaboration, and standardization. The RMLP also describes best practices and guidelines to help individual jurisdictions in the region improve their resource management and logistics programs.

The RMLP describes procedures for requesting, allocating, transporting, tracking, and demobilizing resources when an incident's complexity and/or duration exceeds the capacity of local emergency response processes and capabilities. This plan is intended to be collectively implemented by local emergency management agencies and Kentucky State emergency operations centers (EOC).

The RMLP does not supersede any individual jurisdiction's plan but rather works with and supports individual county/city/jurisdiction emergency operations plans (EOP) and aligns with and reinforces the resource management processes described in the State Emergency Operations Plan (KYEOP). The RMLP also aligns with the National Incident Management System (NIMS) and the National Response Framework (NRF).

The RMLP serves both as a stand-alone plan and an annex to the Northern Kentucky Regional Mass Casualty Incident Plan, hereafter referred to as the MCI Plan. The MCI Plan, which is still in draft form, provides an all-hazards framework for coordination among local, state, and federal entities prior to, during, and following a catastrophic incident in the Northern Kentucky area. This RMLP supports the processes described in the MCI Plan.

Multiple stakeholder interviews and workshops were conducted to identify the requirements and needs of the stakeholders who will use the RMLP. Based on these interviews, the RMLP has been structured to:

- Incorporate best practices for managing resources effectively within the region
- Integrate current resource and logistics operational processes and procedures into one document
- Integrate existing tools and programs into the overall framework
- Increase the flow of information between all jurisdictions and all stakeholders
- Encourage regional sharing of resources and better understanding of capabilities and needs
- Describe a clear, simple resource management coordination and collaboration process

During the interview process that was used to develop this plan, stakeholders stated that they wanted a plan that enhanced coordination and communication mechanisms, and provided greater clarity and understanding of established resource management and logistics processes and procedures. Appendix A is a document that summarizes the findings of the stakeholder interviews and a meeting summary of the gap analysis workshop conducted for emergency managers in the region.

II. Scope

The RMLP covers three counties in the Northern Kentucky: Boone, Kenton and Campbell Counties, and local jurisdictions within these counties (towns and cities). These counties, because of their geographical proximity to each other, face many of the same threats and hazards and will most likely, during a disaster, need to coordinate and communicate with each other. This plan does not establish a new regional governance or policy structure.

Most of the best practices and principles described in this plan can be applied to other Kentucky jurisdictions.

This plan was developed for major or catastrophic incidents but would also apply to more common emergency incidents and events. For the purposes of this plan, a catastrophic incident is defined as follows:

“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, national morale, and/or government functions.”

NRF Resource Center, December 2008

III. Planning Assumptions

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

Impact

- Catastrophic incidents can produce high casualties and/or displaced persons, possibly approaching a magnitude of tens of thousands to hundreds of thousands.
- The event may result in significant disruptions, some with extended durations, to critical infrastructure, including transportation, commodities distribution, energy, telecommunications, public health, and medical systems.
- Local and regional economic and logistics infrastructure will likely be significantly disrupted, destroyed, or over-extended because of the catastrophic incident.
- 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.
- Military (Department of Defense, Reserves, and National Guard) resources may not be available to support operations due to other national security mission requirements.

Resource Requirements

- A catastrophic event or a series of concurrent smaller events will require a vast amount of emergency resources to respond to the needs of affected communities.
- Resource requirements under catastrophic conditions will be required for an extended period of time.
- Local and state owned resources will be exhausted quickly in a catastrophic event.
- Demand will likely exceed supply in a catastrophic incident.
- A viable resource allocation and distribution system must be in place to maximize efficiency.
- Concurrent events in other states may exhaust available federal, Emergency Management Assistance Compact (EMAC), and commercial resources in a short period of time.

Planning and Coordination

- A catastrophic incident has unique characteristics requiring response plans and strategies to be flexible enough to effectively address emerging needs and requirements. Multiple jurisdictions will have to work together to share emergency commodities.
- Unaffected jurisdictions may be requested to provide personnel and equipment to the region for distribution support.
- 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.

IV. Plan Activation

Because this plan reflects the operational procedures of individual jurisdiction plans, the State Emergency Operations Plan (KYEOP), and the MCI Plan, the concepts in this plan are activated when any of the plans listed above are activated.

V. Authorities and References

A. Authorities

- The State of Kentucky Emergency Operations Plan – This plan provides the organizational structure for emergency and disaster response at the local and state level and coordination with federal entities.
- United States Public Law 93-288 – The Robert T. Stafford Disaster Relief Act.

B. References

- Presidential Directive Decision 62, Protection Against Unconventional Threats to the Homeland and Americans Overseas, May 22, 1998.
- Homeland Security Presidential Directive 3, Homeland Security Advisory System, March 11, 2002.
- Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003.

- Homeland Security Presidential Directive 12, Policy for a Common Identification Standard for Federal Employees and Contractors, August 27, 2004.
- National Infrastructure Protection Plan, January 2006.
- National Exercise Program Implementation Plan, April 2007.
- National Incident Management System (NIMS), March 1, 2004.
- National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs, 2007.
- Emergency Management Accreditation Program (EMAP) Standard, 2007.
- National Incident Management System - Incident Resource Inventory System Fact Sheet, Federal Emergency Management Agency (FEMA), September 2007.
- Revised Code of Kentucky (RCW) 38.52, Emergency Management
- Kentucky State Draft Staging Area Standard Operation Procedures
- Kentucky State Emergency Operations Plan, Annex E, Resource Requests and Distribution Process
- Kentucky State Draft Reception and Integration Plan

C. Background

Resource Management is the coordination and oversight of the application of tools, processes, systems, and people that provide incident managers with timely and appropriate resources during an incident.

Logistics Management is 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, demobilization, use, and provision of commodities and services.

Appendix B provides a brief overview of resource management and logistics management.

Section 2: Concept of Coordination

This section is dedicated to the coordination, communication, and collaboration concepts and procedures needed to maintain situational awareness and provide for effective resource and logistics planning and management throughout the Northern Kentucky region. This section reflects commonly used practices and procedures followed by individual jurisdictions in the Northern Kentucky area, the Kentucky State Emergency Operations Plan (KYEOP), and the Northern Kentucky Regional Mass Casualty Incident Plan (Coordination Plan).

I. Regional Resource Management and Logistics Coordination

A. General

While recognizing that most emergencies are handled by individual jurisdictions using their own emergency operations plans and standard procedures, there is a need for regional resource and logistics coordination when a catastrophic event impacts three or more jurisdictions and when the capabilities of a jurisdiction are exceeded. During a catastrophic event in which jurisdictional and regional resources are overwhelmed by the demand for assistance, surrounding jurisdictions and the state and federal governments play a critical response role. Recognizing the need for a standardized emergency response system, the counties and local jurisdictions within the Northern Kentucky Region have adopted National Incident Management System (NIMS) and Incident Command System (ICS) standards.

NIMS and ICS standards incorporate:

- Advance planning
- Resource identification and ordering
- Resource categorization
- Use of agreements
- Effective management

Overall communication and information sharing will be the foundation for regional resource and logistics coordination. Designated representatives of jurisdictions within the Northern Kentucky region will participate in regular communication before, during, and after an event in order to ensure effective and uniform communication of resource and logistical needs that can be fulfilled by the state or from within the Northern Kentucky region. Standard regional communication and information sharing can be accomplished through conference calls or through the state-hosted WebEOC. The expectation is that timely and accurate information will be shared and used to make good decisions. In the event that internet and telephone channels are disrupted or down, it is recommended that all jurisdictions use the American Radio Relay League (ARRL) as their alternate means for communication.

B. Organization

In a catastrophic event in which jurisdictional resources are overwhelmed, there will be a need for coordination by local, state, and federal government to ensure that resources can be managed to support emergency response operations. During this process, it is likely that emergency declarations will be made at the local and state levels and that a presidential disaster declaration will be requested. In this situation, the region will follow the procedures set forth by the Emergency Operations Plan.

Local Government

At the onset of an emergency or disaster, local organizations and jurisdictions should communicate with each other and describe what response efforts are being conducted.

- Jurisdictions should provide situation reports and damage assessments to the state emergency operations center (EOC) and share status with other local jurisdictions in the region during the state conference call.
- Where multiple affected sites are involved, the affected areas request needed assistance from the unaffected areas through local mutual aid agreements or the county EOCs.
- When response organizations, government agencies, and jurisdictions are concurrently challenged, officials should focus on sharing situational information, coordinating response activities, and collectively addressing shared needs through EOCs.
- When local resources are inadequate, local EOCs will forward resource requests to the state EOC. Cities and towns are encouraged to first submit their request to the county prior to submitting to the state. If these requests can be efficiently collected and consolidated before being forwarded to the state, the response time may be improved.

Local jurisdictions are expected to exhaust their own resources, including any mutual aid agreements in place, before requesting resource support.

State Government

The governor may proclaim a state of emergency for a portion of the state or the entire state and invoke response and recovery actions. The governor's declaration allows expeditious resource procurement and directs maximum use of state assets. Recommendations for a declaration of emergency are made by the director of the Military Department or by a state agency through the state EOC.

After a declaration of a major emergency or disaster, whether presidentially declared or not, the governor will appoint a state coordinating officer (SCO) to coordinate state and local disaster assistance efforts. At this point, all federal resource requests must go through the SCO.

In a situation where there is a presidential declaration the Federal Coordinating Officer (FCO) will be appointed by FEMA who will immediately initiate action to assure that federal assistance is provided in accordance with the declaration. The SCO coordinates State and local disaster assistance efforts with those of the federal government working closely with the FCO.

The state EOC establishes response and recovery support priorities. Priorities are determined by the extent, size, duration, and complexity of the emergency or disaster and the availability of resources.

The state may engage inter-state assistance through the Emergency Management Assistance Compact (EMAC).

The state may request the federal government to provide supplemental assistance when the consequences of a disaster exceed local and state government ability.

Federal Government

The federal government's coordinated response to such an incident is outlined in the National Response Framework (NRF). Under the NRF, one or more Emergency Support Functions (ESFs) may be activated to coordinate the federal resources necessary to provide assistance to the state. For planning purposes, it

is important to note that FEMA's response time is 72 hours for a routine flood event and more than 72 hours for a major catastrophe.

If there is a presidential declaration under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, the complete range of federal resources will be made available to assist in dealing with the emergency or major disaster involved. The Stafford Act structure or the declaration process reflects the fact that federal resources under this act supplement state and local resources for disaster relief and recovery.

C. Regional Resource Management and Logistics Organization and Direction

In the event of a catastrophe that affects the entire Northern Kentucky region, the state will begin to gain situational awareness with regard to the resources required to save lives, protect public health and safety, and sustain the population. Determinations will need to be made regarding the allocation of resources to support emergency response. During this type of regional event, there will often be competing demands for resources that may require the prioritization of resource requests. Examples include situations in which:

- Resources are not sufficient to immediately fulfill a request in a county.
- Resource requests of one county may affect another county's ability to get the resources it needs.
- Resources brought into the region are not sufficient to meet all the needs within the region.

The State Emergency Operations Plan (KYEOP) addresses operating priorities with the following draft language: "The state may be unable to satisfy all emergency resource requests during a major emergency or disaster. 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." This plan recommends that the Northern Kentucky region support these same operating priorities.

D. Incident Life Cycle

The life cycle of an incident includes a range of actions that need to take place for resource management and logistics management from notification to stand-down. With regard to individual roles and responsibilities, job aids for the primary positions in the logistics section are located in Appendix C. Appendix F describes the life cycle for logistic staging areas.

Pre-event Planning

Gather intelligence and share information that addresses protection of resources, pre-staging, etc.

All jurisdictions will agree on what to do if communications are down from one or more jurisdictions (e.g., if you don't hear from xx by xx, do xx).

Inventory and map private sector critical infrastructure within local jurisdictions.

Initial Actions

Initial Impact Assessment. When an incident occurs, the local jurisdiction will conduct an initial impact assessment in accordance with its emergency operations plan (EOP) and standard operating procedures. The local entities affected will notify the state EOC.

State Status Conference Call¹. The state holds multiple conference calls each day. When an incident is classified as a catastrophic event affecting multiple jurisdictions, an incident will be established on WebEOC and a conference call will be initiated. The time and number for the state status conference call will be released to participating jurisdictions as soon as that information is available. Local EOCs will provide situational status reports to the state EOC.

The logistics conference call will be used to:

- Determine the type and extent of the resources needed to support the emergency
- Determine ongoing actions, responses, and support requirements
- Identify the next steps
- Discuss any other key issues

Daily State and Local Logistics Call. Establish a daily state and local logistics call initiated and led by the state EOC at 0900 and 2100 each day. Initial notice of these meetings, will be in accordance with standard operation procedures (SOP), and will be established by the state EOC's alert and warning center resources. The state EOC will provide a call-in number for the state and local logistics calls. See agenda for the state and local logistics conference call in the text box following section 2.I.E.

Local Resource Requests. Incident commanders determine resources that are needed to support response operations and will coordinate those requests through the local EOC. The responding jurisdiction will exhaust its own resources, including commercial and mutual aid agreements, before requesting resource support from the region or state.

Continuing Actions

Daily State and Local Logistics Call. There will be continuous monitoring, coordination, and communication regarding resources and logistics through the daily state and local logistics call led by the state EOC at 0900 and 2100.

Local Resource Requests. When resource requests are forwarded to the state, the state EOC assumes the lead role in ensuring coordination of those resources for local jurisdictions in the region. Resource requests will be logged and prioritized by each jurisdiction's logistics section. The state EOC will be updated regularly about resource needs and the status of requests through WebEOC or the state and local logistics conference calls. Cities and towns are encouraged to work with their county EOCs to submit their request to the state.

Prioritization of Resource Requests. The state EOC will prioritize resource requests using the criteria outlined in section II.C of this plan and in accordance with the state KYEOP and established state SOPs.

Resource Coordination. Purchase prices and contract costs, where possible, should be established within the region to reduce price gouging.

¹ The state status conference call is not the same as the state and local logistics conference call. The state status conference is established in the state KYEOP.

State Monitoring of Local Resource Requirements. The state EOC will monitor situation reports for local resource support requirements.

Deployment and Tracking of Resources. EOCs at the state and local level will deploy resources from staging areas of other resource storage locations. The EOCs will be responsible for monitoring and tracking resources.

Demobilization

Notification. All jurisdictions that are involved in the resource management and logistics response effort will be notified by the state EOC when the regional incident is over and the focus has moved to recovery operations or is at a level that does not require constant coordination.

Reimbursement Requests. Each individual jurisdiction, agency, or organization will submit reimbursement requests in accordance with FEMA requirements and other guidelines.

Actions. Nonexpendable Resources (such as personnel, fire trucks, 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 full functional capability and gets them ready for the next mobilization.
- Broken or lost items should be replaced through the appropriate resupply process.
- Fixed-facility resources (warehouses, EOCs etc.) should be 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, need to be given adequate rest and recuperation time and support facilities should be provided.
- Occupational health and mental health issues should also be addressed, including monitoring the immediate and long-term effects of the incident (chronic and acute) on emergency management/response personnel.

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 executed by preparedness organizations.
- Restocking occurs at the point from which a resource was issued.
- Returned resources that are not in restorable condition (whether expendable or nonexpendable) must be declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization.
- Waste from resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.

E. Multi-Jurisdictional Situational Awareness

Regional situational awareness and maintaining a common operational picture (COP) is crucial to ensure timely and accurate resource management during a catastrophic event. Information sharing to achieve full situational awareness and COP will follow the methods outlined in the MCI Plan.

- Situational Analysis – Within the first two hours following an event, county EOCs will provide situational status reports to the state EOC as described in the overall MCI Plan. During the situational analysis, key resource and logistics availability and current and future needs for the operational period can be discussed.
- Information to End Users – State and county response status reports will be disseminated to local agencies to assist in briefing local elected officials and the community.
- Common Messages – State and county public information officers (PIOs) will use the response status reports as they build common messages to the public.

State and Local Logistics Conference Call

In order to coordinate the communication of resource needs and availability across the region effectively, the state and local logistics conference call should be implemented and led by the state at 0900 and 2100 each day.

Key decision makers, subject-matter experts, response agency representatives, and a purchasing agent or designee in the jurisdiction where the emergency has occurred should participate on the state and local logistics call. Logistics staff from all impacted local jurisdictions, FEMA (Region, IA, PA, Response & Planning), Army Corps of Engineers, KYTC, KSP, National Guard, Ports, volunteer coordinators, other jurisdictions not impacted, neighboring states may all be invited to be on the call. Some may be 'listen only'.

The state EOC logistics section chief or a designee will facilitate the state and local logistics call at the state EOC using the agenda described in the box below. The state and local logistics call will provide the opportunity to capture key information on resource management and logistics activities. Notes from each state and local logistics conference call should be documented and posted on WebEOC.

The logistics section chief or designee from the affected jurisdictions and jurisdictions not impacted by the event should be invited to the state and local logistics call. Jurisdictions not affected by the incident are the most likely sources for additional resources (personnel, equipment, commodities, and supplies) and are in the best position to provide assistance.

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Agenda for State and Local Logistics Call

The state EOC logistics section chief conducts the EOC logistics conference call at 0900 and 2100 as needed/required during activations. State agencies, staging areas, affected jurisdictions, and federal agencies are welcome to participate.

The conference call agenda is as follows:

- Status of Staging Areas (Deployment and Planning Branch)
 - Inventory status
 - Expected/projected deliveries
 - Issues
- Status of Points of Distribution (Deployment and Planning Branch)
 - Consumption rates
 - CPODs open
 - Projected needs
- Resource Status (Resource Management Branch)
 - 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 (Mutual Aid Branch)
 - Number of personnel deployed
 - Requests made
 - Requests filled
 - Outstanding requests
 - Requests completed
 - Issues
- Federal Assistance (FEMA/USACE)
- Jurisdiction Issues/Updates

II. NIMS Resource Typing

Resource and logistics management is an ongoing cycle that requires a uniform or accepted system for identifying, refining, and validating available resources prior to an emergency. Resource typing is the categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. As a standard, the region will use NIMS resource typing but will expand on those typing definitions for items not currently included in NIMS resource typing definitions. These definitions will be in groupings of similar resources (kinds) for ease of ordering and mobilizing.

Tier 1 resource typing definitions are categorized into the following disciplines:

- Animal Health Emergencies Response
- Emergency Medical Services
- Fire and Hazardous Materials Response
- Incident Management
- Law Enforcement Resources
- Medical and Public Health
- Public Works Resources
- Search and Rescue Resources

Jurisdictions are encouraged to whenever possible request resources using NIMS resource typing definitions to reduce ambiguity.

Appendix D contains a list of generally needed resources, commodities, supplies, equipment, and personnel to respond to an earthquake, flood and an aerosolized anthrax attack.

III. Mutual Aid Agreements

Jurisdictions may enter into agreements with other jurisdictions to exchange resources in the event of an emergency. Two types of agreements are typically used to establish a willingness to share resources and services during an event: mutual aid agreements and interlocal agreements. Kentucky's Emergency Management Department presents the Mutual Aid and Interlocal Agreement Handbook on its website that provides guidance about drafting such agreements (<http://www.emd.wa.gov/plans/documents/MutualAidHandbook.pdf>). The Handbook describes these agreements as below:

A Mutual Aid Agreement is general in nature and is basically an understanding that support will be provided, *if possible*. The type of service to be provided is frequently open-ended. A mutual aid agreement is an understanding that, "my jurisdiction will assist your jurisdiction during an emergency." In most circumstances, mutual aid agreements are required to be implemented before assistance is requested from the state.

An Interlocal Agreement is specific in perspective and more contractual in design, but it is less flexible. With an interlocal agreement, specific services are agreed upon to be provided under defined conditions. An interlocal agreement provides a much clearer understanding of what support may be received during an emergency or disaster and whether reimbursement is expected.

Both types of agreements provide liability protection, enhance communication and cooperation, and establish clear relationships for assistance during an event, preventing potential confusion. Agreements may be established at various levels, including state, regional, county, and city/department. Existing agreements at each of these levels across the region are described briefly below:

A. State Agreements

The Commonwealth of Kentucky has a Statewide Emergency Management Mutual Aid and Assistance Agreement. The Commonwealth of Kentucky Statewide Emergency Management Mutual Aid and Assistance Agreement establishes an Omnibus Agreement among signatories, including

Boone, Kenton and Campbell Counties. The agreement was designed so that all local entities in Kentucky could be signatories. KyDEM administers the agreement and handles agreement language changes, new applicants, and the coordination of resources and mutual aid for a requesting entities.

Emergency Management Assistance Compact. The Emergency Management Assistance Compact (EMAC) is an interstate mutual aid agreement that allows for the use of personnel and equipment across state lines, alleviating concerns about licenses and credentials. It is facilitated by the National Emergency Management Association (NEMA). Almost all states in the country participate in the EMAC. The EMAC process is discussed more fully in section 2.III.F.

Kentucky State Fire Mobilization Plan. The State Fire Mobilization Plan allows for the deployment of fire personnel (EMS) and fire-fighting and equipment across the state when a fire or emergency exceeds the capacity of the local jurisdiction's resources. Such state-declared mobilization is authorized by the chief of the Kentucky State Patrol. The plan is generally well regarded as a very effective established model. This Plan covers use of firefighting equipment and EMS resources only, even if these resources are required for an event other than a fire. It does not cover any other type of resources.

Public Works Response Mutual Aid Agreement. The Public Works Agreement establishes a mutual aid agreement between signatory jurisdictions for public works resources during an event. The agreement is administered by the Kentucky State Department of Transportation's (KYTC) and Local Programs Division and facilitates federal reimbursement for resources used during an event. Signatories include 32 counties, 119 cities, one public utility district, and KYTC.

B. Statewide Emergency Management Mutual Aid Agreements

The Statewide Emergency Management Mutual Aid and Assistance Agreement establishes an Omnibus Agreement among signatories, including Boone, Kenton and Campbell Counties. The agreement was designed so that all local entities in Kentucky State could be signatories. KyDEM administers the agreement and handles agreement language changes, new applicants, and the coordination of resources and mutual aid for a requesting entities.

C. Regional Agreements

Regional agreements include multiple counties and jurisdictions. The agreement facilitates the provision of personnel and equipment during an event.

Other regional agreements include the Urban Areas Security Initiative (UASI), which establishes a mutual aid agreement with a federal grant. The Cincinnati UASI is managed by the City of Cincinnati and includes participation by Boone, Kenton and Campbell Counties in Kentucky; Adams, Brown, Butler, Clinton, Clermont, Hamilton, Highland and Warren Counties in Ohio and Dearborn County in Indiana.

D. Countywide Agreements

The County Emergency Operations Plan provides emergency coordination across agencies and private and public sector signatories within the County. A majority of the cities, hospitals, fire districts, and public utilities districts within King County are signatories.

The Interlocal Cooperative Agreement establishes resource sharing and aid assistance between seven cities and one tribe within the county. The agreement establishes the Thurston County Emergency Management Council (EMC) as a coordinating organization for purposes of mutual advice and discussion regarding emergency management, with each signatory having a seat on the EMC. The agreement establishes Thurston County as a unified ordering point to coordinate resource requests before they go to the state.

E. Interjurisdictional Agreements within a County

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

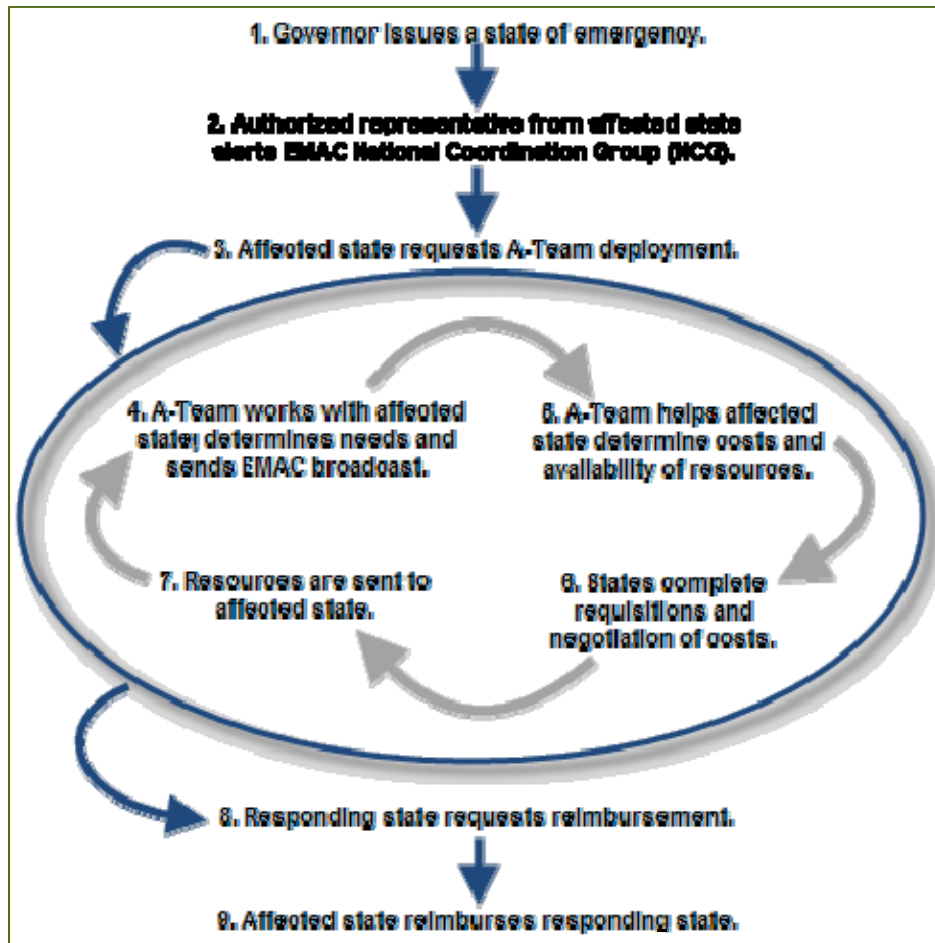
In addition to mutual aid agreements, many jurisdictions have contracts for the provision of basic services. For example, the City of Alexandria provides fire and response services to unincorporated areas surrounding the city.

F. National Emergency Management Association/Emergency Management Assistance Compact

The Emergency Management Assistance Compact (EMAC) is a congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-impacted state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

EMAC establishes a firm legal foundation. Once the conditions for providing assistance to a requesting state have been set, the terms constitute a legally binding contractual agreement that makes affected states responsible for reimbursement. Responding states can rest assured that sending aid will not be a financial or legal burden, and personnel sent are protected under workers compensation and liability provisions. The EMAC legislation solves the problems of liability and responsibilities of cost and allows credentials to be honored across state lines. Figure 2-1 shows the process for requesting EMAC assistance.

Figure 2-1 EMAC Process: How it Works



Disaster Response Mission Ready Packages

Mission ready packages (MRP) are specific response and recovery capabilities that are organized, developed, trained, and exercised prior to an emergency or disaster. It encompasses all of the personnel, equipment, supplies, and commodities necessary to achieve the mission.

Resource providers under this process have the responsibility to provide qualified personnel who meet their positions' job standards.

Resource providers can find and use samples and templates on the EMAC web site to develop appropriate, useful MRPs and corresponding cost estimates.

EMAC has developed 114 MRPs. MRPs are:

- Specific response and recovery resource capabilities organized, developed, trained, and exercised prior to an emergency or disaster
- Based on and are the next logical step to NIMS resource typing
- Developed in cooperation with resource providers and coordinated with state emergency management agencies

Components of MRPs:

- NIMS-typed resource (if applicable)
- Pre-scripted mission statement(s)
- Limitations
- Required support
- Footprint needed
- Time to readiness
- Estimated cost

G. Kentucky State Fire Mobilization Plan

The Kentucky State Fire Services Resource Mobilization Plan provides a process to quickly notify, assemble, and deploy fire service personnel and equipment to any local fire jurisdiction in the state that has expended or will expend all available local and mutual aid resources in attempting to manage fires, disasters, or other events that jeopardize the ability of a jurisdiction and/or region to provide for the protection of life and property. The Kentucky State Fire Services Resource Mobilization Plan is “all risk”, meaning it is to be used to provide fire service resources in Kentucky State for fires, disasters, or other events where they are needed to protect life and property. The Kentucky State Fire Services Resource Mobilization Plan:

- Describes the state and regional organizations, the resources, and the process for the mobilization of resources in Kentucky State in response to fires, disasters, or other events that have exceeded the capabilities or capacity of local and mutual aid fire service resources.
- Sets forth the procedures providing reimbursement to the Kentucky State Fire Service for eligible costs incurred while mobilized.

Mobilization means that fire-fighting resources beyond those available through existing agreements will be requested and, when available, sent in response to an emergency or disaster situation that has exceeded the capabilities of available local resources. During a large-scale emergency, mobilization includes the redistribution of regional or statewide fire fighting resources to either direct emergency incident assignments or to assignment in communities where fire-fighting resources are needed. (RCW 43.43.960)

A mobilization can be requested when one of the following conditions occurs:

- All local and mutual aid resources have been extended in attempting to stabilize and control an emergency incident, presenting a clear and present danger to life and property.
- A non-stabilized incident or simultaneous incident presenting a clear and present danger to life and property and requiring, in addition to local resources and mutual aid, the deployment of additional

Key Elements of the Kentucky State Fire Mobilization Plan

- All local fire protection districts are signatories to the plan. That is, all jurisdictions, through their fire agencies, are covered.
- Covers all hazards
- Requested resources come with all equipment, food, supplies, staff, and commodities needed
- Pre-defined procedures for reimbursement

resources as established by the Region Fire Defense Plan approved by the State Fire Protection Policy Board.

Declaring a state mobilization requires the following process:

When all local and mutual aid resources have been expended, the incident commander (IC) or fire chief of the jurisdiction where the fire is located fills out the proper form. Thereafter, they work in cooperation with the regional fire resources coordinator and/or Kentucky State emergency operations center (EOC).

When the state EOC receives the application from the local jurisdiction, the adjutant general is notified and briefed. The adjutant general will then render a decision.

If a mobilization is declared and signed by the adjutant general, the state becomes operational and the Kentucky State Patrol Fire Protection Bureau Office of the State Fire Marshal (OSFM) staff responds to begin the resource ordering process. A deputy state fire marshal is dispatched to the scene and works with the local incident commander (IC) to ensure a smooth transfer of delegated authority. That deputy state fire marshal is also a liaison between the OSFM, the EOC operations, and the on-scene local and state incident commander(s).

In the event that a state mobilization incident qualifies as a presidential or other federally declared disaster, the reimbursement policy will not change with regard to the local jurisdiction participants. Local jurisdictions will be fully reimbursed for their eligible state mobilization expenses, even if no costs associated with the state mobilization incident are eligible for federal reimbursement.

The number and type of apparatus and personnel mobilized and tasked to a major emergency incident will be reasonable and necessary as determined by the incident commander in discussion with the mobilization coordinator at the state EOC.

Kentucky State Fire Services Resource Mobilization Plan provides for reimbursement of costs to fire jurisdictions only. Support of state mobilization resources is an inherent requirement of state mobilization and its procurement is deemed to be within and essential to state mobilization. The cost of necessary support is therefore reimbursable as state mobilization costs.

IV. Resource Inventory

In order to meet anticipated demands for resources during an event, the region should attempt to maintain adequate inventory reserves. Through the appropriate implementation of bases, camps, and staging areas, the ability to maintain sufficient reserves will be largely augmented. Inventory reserves can be increased or decreased as necessary to accommodate anticipated or actual demands.

Given appropriate forewarning of an event, each jurisdiction should designate an initial commitment of readily available resources to be used in support of response operations. It is likely that these initial resources will not be sufficient to support operations for the duration of the response.

All resources available for deployment or, at a minimum, the resources that each jurisdiction would be willing to share should be entered into the county, municipal, and agency resource databases and the data should be made available to the EOC. Property belonging to a specific agency should be accounted for during the inventory process in accordance with local property management regulations and policies.

Appendix D contains a list of generally needed resources, commodities, supplies, equipment, and personnel to respond to an earthquake and an aerosolized anthrax attack.

A. Forecasting Inventory Levels

It is important to reassess inventory levels prior to replenishing stock. Accurately forecasting resource needs is generally based upon recorded activity levels and resource requests from prior incidents. These records will provide the region with the ability to order the precise amount of inventory items needed, whether keeping them on-hand for a future event or pre-positioning resources throughout the county in anticipation of an identified threat. This will set the stage for purchasing priorities so a jurisdiction can be self-sufficient after reviewing their current resources in local stocks and the private sector. Inventory levels should be forecasted for emergency relief supplies, space, office equipment, office supplies, telecommunications, contracting services, transportation services, and personnel.

V. Resource Request

All resource requests at each level should include the following:

- Describe the current situation
- Describe the requested resources
- Specify the mission, type or nature of the service the resource(s) will provide
- Provide delivery location with a common map reference
- Provide local contact at delivery location with primary and secondary means of contact
- Provide the name of the requesting agency and contact person
- Indicate time frame needed and an estimate of duration
- Resource requests involving personnel or equipment with operators will need to indicate if logistical support is required (food, shelter, fuel and reasonable maintenance)

Figure 2-2 illustrates the region's resource requesting process. Figure 2-3 provides a correctly completed example EM 47 resource request form. Figure 2-4 provides an incorrectly completed example EM 47 resource request form. Figure 2-5 is an example WebEOC request for assistance board.

Figure 2-2 Resource Request Process

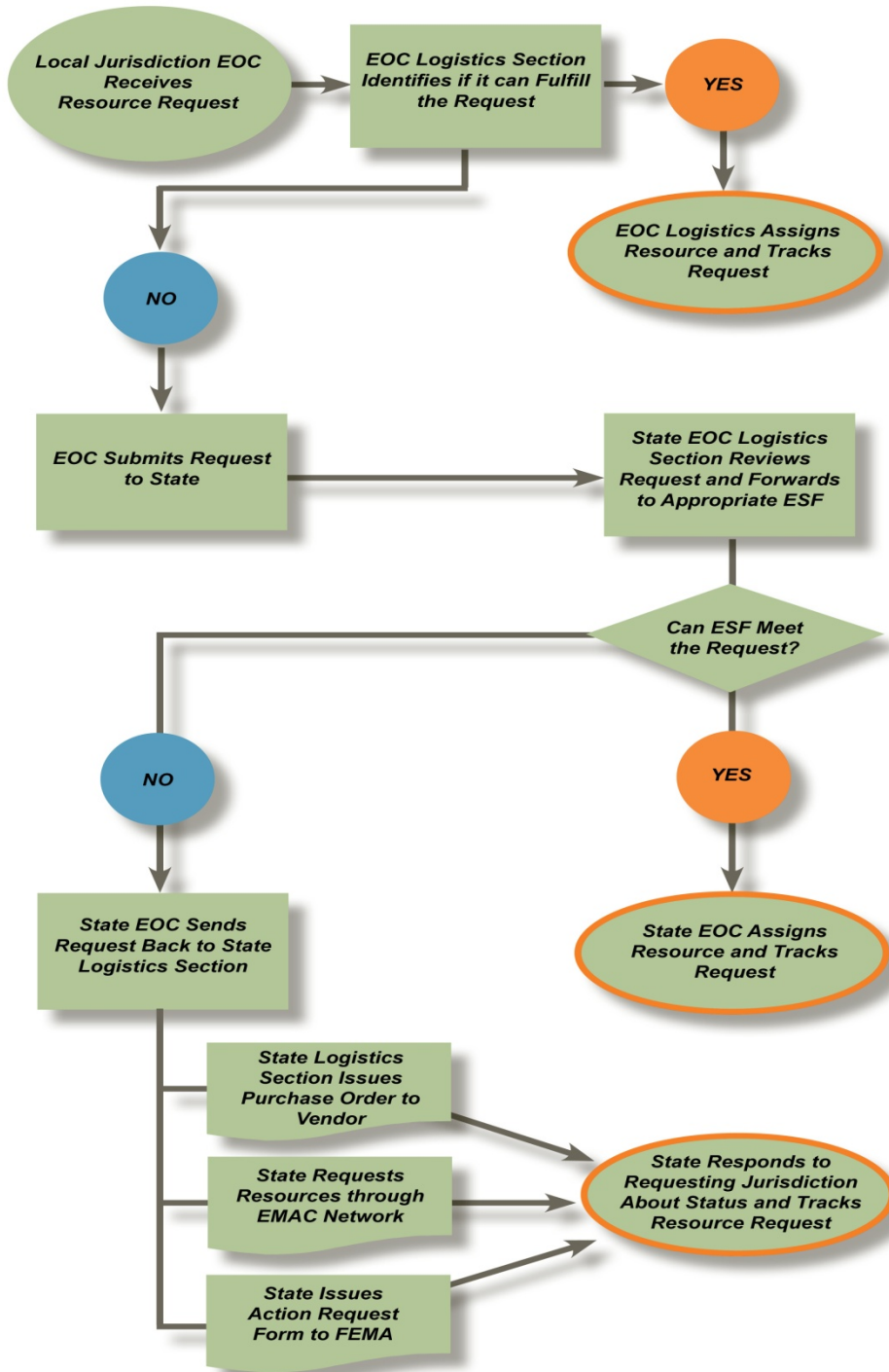


Figure 2-3 Example of a Correctly Completed EM 47 Form

**KENTUCKY STATE
REQUEST FOR RESOURCES OR ASSISTANCE**

Incident #:	WA123	Incident Name:	Blue River Flood	Request #:	001
-------------	-------	----------------	------------------	------------	-----

Jurisdiction:	Blue County	Date / Time:	02/02/10 0900
Requestor's Name:	Smith	Requestor's Title	Logistics Chief
Phone Number:	(123) 555-6789	Call Taken By:	A.A.A.

HAVE YOU REQUESTED THIS RESOURCE FROM ANY OTHER SOURCE: [NO] [YES] If yes, describe below:
--

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

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

ACTION TAKEN BY STATE EOC:

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

TOTAL:

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

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

Miscellaneous Comments & Notes:

Figure 2-4 Example of an Incorrectly Completed EM 47 Form

**KENTUCKY STATE
REQUEST FOR RESOURCES OR ASSISTANCE**

Incident #:	WA123	Incident Name:	Blue River Flood	Request #:	005
-------------	-------	----------------	------------------	------------	-----

Jurisdiction:	Blue County	Date / Time:	02/02/10
Requestor's Name:	Smith	Requestor's Title	Logistics Coordinator
Phone Number:	(123) 555-6789	Call Taken By:	A.A.A.
HAVE YOU REQUESTED THIS RESOURCE FROM ANY OTHER SOURCE: [NO] [YES] If yes, describe below:			

BRIEF DESCRIPTION OF THE PROBLEM OR TASK TO BE ACCOMPLISHED:	
Flood	
Is this an aviation request?	[] YES [X] NO
If yes, indicate purpose:.....	
Have All Local Municipal or County Gov't Resources Been Exhausted or Otherwise Committed ?	[X] YES [] NO (If this is answered "NO", Local Government sources must be utilized)
Have All Reasonably Available Local Area Commercial Resources Been Exhausted or Otherwise Committed?	[] YES [] NO (If this is answered "NO", Local Commercial sources must be utilized)

RESOURCE REQUESTED / SUGGESTED BY CALLER TO SOLVE PROBLEM OR ACCOMPLISH TASK:
Need a National Guard helicopter
Food, water, and 1000 National Guard

ACTION TAKEN BY STATE EOC:

Instructions on filling out the form:

Item title	Instructions
Incident number	Enter the Incident Number assigned to the Incident
Incident name	Enter the Incident Name assigned to the Incident
Request #	Assigned by the EMD Logistics Section
Jurisdiction	Enter the jurisdiction name the request is made from
Date/time	Enter the date and time the request was taken
Requester name	First and Last Name of the Requester
Requester title	Title of the Requester
Requester phone	Phone number where the Requester can be contacted
Call taken by	Initials of the individual taking the request
Have you requested this resource from any other source	Check "Yes" or "No" if the Requester has requested this resource from any other source (e.g., thru Mutual Aid or commercial source). If so, Requester must describe the steps taken and their contact.
Brief description of the problem or task to be accomplished	Enter a brief description of the problem or task to be accomplished with this resource
Is this an aviation request?	Check "Yes" or "No" if the request includes aviation support. If so, Requester must describe.
Have all local municipal or county gov't resources been exhausted or otherwise committed?	Check "Yes" or "No" if the local municipal or county government has exhausted all its resources or all resources are otherwise committed. If "no", then the jurisdiction must justify.
Have all reasonably available local area commercial resources been exhausted or otherwise committed?	Check "Yes" or "No" if local area commercial resources have been exhausted or are otherwise committed. If "no", then the jurisdiction must justify.
Resource requested / suggested by caller to solve problem or accomplish task	Requester must provide the requested resource by name and type or capability to accomplish the task.
Action taken by the EOC	Logistics Section logs actions taken to acquire the resource
Action Assigned to	Who is assigned the task of acquiring the resource
Date/time	Date and time the resource was assigned to person listed above
Resource type	Resource name and type requested
Number requested	Quantity of the resource needed
Number completed	Quantity being sent
Date/Time of ETA	Date and time the resource is expected to arrive at the scene
Date/Time of Completion	Date and time the resource request is completed
Specific resource requested	Resource requested by name and type
Potential substitute	Identified potential substitutes
Capacity	Capacity of the resource requested
Supporting equipment, fuel, water, etc.	What supporting equipment does the resource need

Item title	Instructions
Personnel Required to Operate / Support	What type and how many personnel are required to operate or support the resource
Transportation required	Will the resource need to be transported and how
How Long is Resource Needed	For how long will the resource be used
Where to Deliver or Report	Where should the resource be delivered to
Report to Whom (Name, Title, Agency, Ph.#)	Who is the point of contact (POC) for the delivery including full name, title, agency, and phone number the POC can be reached at for further information
Call to	Identified person(s) that need to be called for follow up on the resource request
Phone number	Phone number of the identified person(s)
Date/time	Date and time of the scheduled follow up
Date/Time action completed / other notes	Date and time the follow up occurred or any additional comments or notes
Miscellaneous comments or notes	Miscellaneous comments or notes on the resource request

Figure 2-5 Example WebEOC Request for Assistance Board

A. Resource Tracking

All resources that are requested through the state EOC to support regional operations should be documented in WebEOC. Resources 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
- When the resource is deactivated or demobilized

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

- Upon receipt of the resource, verify delivery of goods, services, or materials. The jurisdiction/agencies must retain the appropriate documentation, 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.

More information on resource tracking systems used in the Region is provided in Section 2.6.

B. Procurement and Contracting

In concert with federal guidelines, approval for expenditure of funds for response operations will be given by officials of the primary and support agencies. Each agency is responsible for establishing effective administrative funding controls, segregation of duties for proper internal controls, and accountability to ensure that costs incurred are consistent with the missions identified.

Service contacts and memoranda of understanding should be maintained with details of pricing and delivery timeframes of each item being supplied by the contractor. The status of contracts or memoranda of understanding should be verified at least annually. Contact lists including phone numbers, fax numbers, and cellular numbers of representatives should be regularly maintained. Memoranda of understanding should also specify delivery methods. An agreement of shipping terms and delivery time frames should be included in each agreement.

C. Resource Tracking and Typing Technologies

Counties and jurisdictions use an array of technologies to manage their 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 cases resources are tracked centrally, and in others, each department with resources (fire, police, public works, parks, and others) is responsible for tracking its own resources.

D. Off-the-Shelf Products

WebEOC. The most commonly used off-the-shelf product is WebEOC. Kentucky State is currently developing boards for use by the state and other jurisdictions for resource tracking and mission deployment. The goals of the state's WebEOC project are to create a statewide system that is transparent in regards to resource allocation and to increase efficiency during an event. The system will eliminate paperwork and is being designed to work with current local resource databases and systems so that all jurisdictions may utilize the tools and easily provide information. In addition to the ordering capabilities for resources and facilities in development, the system will have a badging system compatible with Salamander (see below), and spatial recognition capacity that will allow the tracking of resource orders on maps and by status. The use of WebEOC by local jurisdictions will remain optional and the State will maintain traditional means of requesting resources for those who wish to use them.

The state intends to expand WebEOC capabilities over the next four years: The first step is to develop a statewide ordering system (for requests for assistance) that will allow jurisdictions to initiate requests and provide visibility to all local jurisdictions.

The USAI Counties also use WebEOC, though in different capacities and to different degrees.

E. Custom Tools

Some jurisdictions have developed their own database systems, at varying levels of sophistication. Some use Excel spreadsheets to track their resources, while others have developed complex databases.

UASI Database. UASI Region is developing a database to be used by jurisdictions within the UASI. The database uses an open architecture, rather than a proprietary system, allowing adaptation. A task force is working on naming conventions, governance, and data security.

Static Inventories. Many jurisdictions, including the Boone, Kenton and Campbell Counties, use relatively simple Excel-based inventories of resources. While these are static lists of resources, they have been described as useful tools.

VI. Resource Distribution

A. Logistics Staging Areas

The logistics staging area (LSA), in coordination with the emergency operations center logistics section, is responsible for the tracking of all expendable and non-expendable resources from the time the vendor places the order through delivery and receipt by the requesting agency or entity. Activities at the LSA include warehousing commodities, equipment, and supplies needed to support survivors, emergency responders, and the community infrastructure. In addition, an LSA serves as a location from which response teams such as search and rescue teams, medical teams, utility restoration crews, debris management teams, etc., can be staged. Generally, resources can be deployed from an LSA directly to the requestor or field site as directed by the request. An LSA can be staffed by using county employees (non-emergency services) to shadow or fill some duties to alleviate the load on those who need to handle specific duties. LSAs can also use volunteers or experienced retirees in jurisdictions to help back up emergency services staff. Key staffing requirements include: 1) trained equipment operator and 2) leadership experience for managing warehouse operations.

*Co-location*² with federal or local staging operations is an option to maximize use of limited available sites following a catastrophic disaster. Some counties may opt to co-locate at a single Staging area; others may co-locate with the State Staging area. Although neither party is obligated to do so, co-location provides the opportunity to share site equipment, infrastructure, and personnel during peak activity periods. At a minimum, it is recommended that co-located operations share a secured administrative entry gate for site personnel and consolidate support services for the sites such as janitorial and food services. Currently, the state has plans for four primary staging areas in the region: Paine Field, Olympia Airport, Sanderson Field and Auburn Warehouse.

Staging area managers will meet at the start up of a co-location and coordinate processes for site communications, reporting, and resource transfers, and determine what services can be combined to increase efficiency and/or cost effectiveness for both operations. Extra care and communication must be taken during co-location to ensure that resources are routed and tracked effectively between organizations. Figure 2-6 is an organization chart that represents how direction and control of staging area activities will occur between the state and local staging areas.

Whenever possible, separate ingress and egress must be established for each co-located staging operation to assist with keeping incoming and outgoing resources for the individual operations separate.

² Please note, co-location means that a local staging area operates next to the state staging area and does not reflect a unified staging area location. Please note that a unified staging area will have an impact on reimbursement.

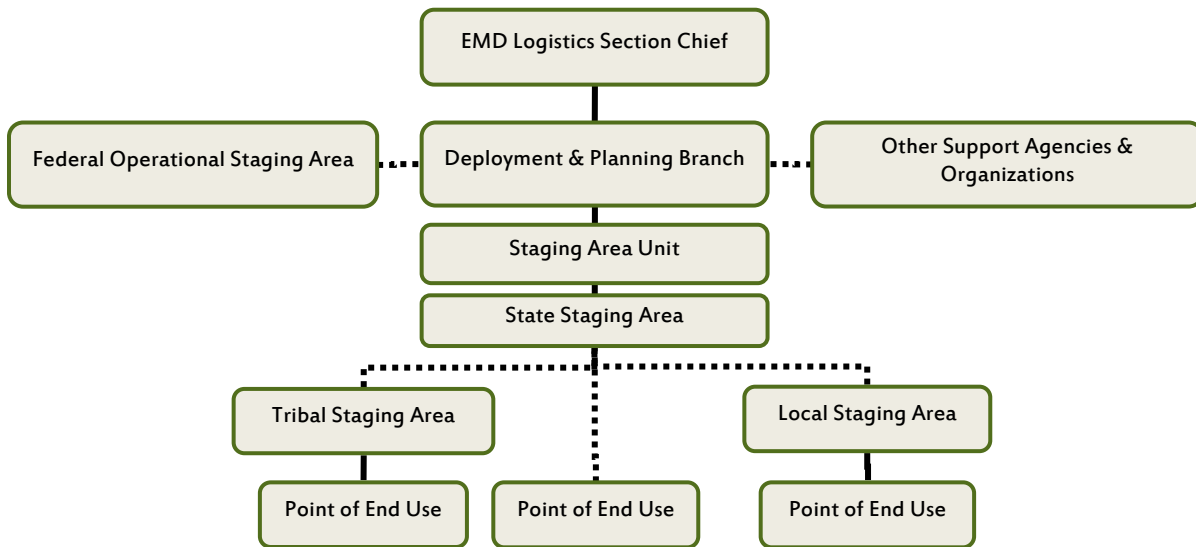
All vehicles coming into a co-location site must be screened to ensure they are checking into the appropriate operation.

The state will not immediately accept all resources staged by federal partners when co-located. Resources will only be accepted by a co-located state staging area operation after approval has been issued by the state EOC.

Appendix E includes a recommended list of equipment and supplies needed for an LSA. Appendix F is a diagram that shows a suggested layout for an LSA. Appendix G is a time-phase deployment model for logistic management activities. For more information, refer to the State LSA Plan, currently in draft form. Additional information can be obtained from San Diego which approached the private sector to assist when responding to the recent wildfires impacting the area.

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Figure 2-6 Organizational Chart Showing the Coordination Structure between a Local Staging Area and the State



Minimum Requirements for an Ideal Staging Area Operation✦

The following are general minimum requirements for a staging area

Location

- Near major highway
- Fenced or otherwise secure area
- Separate ingress/egress routes for disaster 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)
- Helicopter landing zone

The primary attribute that reflects maximum capacity for a staging area is the road network around the site. If staging area traffic interferes with local or emergency response traffic on a continuing basis, consider opening a second site.

✦ These requirements are based on the draft state staging area standard operating procedures, which have not yet been approved.

B. Points of Distribution

Community Points of Distribution (CPODs) are established post-event for distributing life-sustaining commodities (such as water, ice, food, tarps, and other bulk resources) to the public within the first 72 hours following an event. 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 traditional facilities (such as retail establishments) reopen or comfort stations, fixed and mobile feeding sites and routes, and relief social service programs are in place. CPODs should operate during daylight hours for approximately 12 hours and restock at night, with the jurisdiction making any necessary adjustments based on the situation. If there is a significant line of cars waiting to receive emergency commodities, the CPOD should remain open until orders have been filled or the CPOD runs out of commodities. Many jurisdictions do not have sites that meet the criteria for CPODs. These criteria are guidelines only. Sites can be selected based on what is available at the time that meets the needs of the jurisdiction. For more information, refer to the State's LSA Plan which is currently in draft form.

CPODs can serve two distribution functions. They can be continuous drive-through sites for the public (where volunteers load resources into the trunks of cars) or they can serve as loading points for first responders picking up commodities and delivering them to rural or isolated populations, special needs individuals, or congregate care facilities.

CPODs are classified into three different categories based on population:

- Type I: 20,000 persons per day, 560 vehicles per hour
- Type II: 10,000 persons per day, 280 vehicles per hour
- Type III: 5,000 persons per day, 140 vehicles per hour

Media Relations. The media may wish to visit CPOD sites. This must be coordinated with the jurisdiction's public information officer (PIO). *All questions from the media must be directed to that PIO.* This ensures a common message across the jurisdiction and other CPODs. Community relations staff and the CPOD Manager will be the primary points of contact for media inquiries. Additionally, the media must be directed to not interfere with ongoing CPOD operations, such as stopping or disrupting traffic flowing in and out of the CPOD site.

Public Relations. Community relations staff can also provide information to CPOD customers. This information is provided by jurisdictions' PIO. The information may be verbal or through handout flyers. The CPOD Manager should work closely with community relations staff to ensure correct messages are being provided.

The following boxes provide example language that can be used and/or modified for POD announcements dependent on the disaster type and need:

Figure 2-7 Example of a POD Announcement: Distribution Site Openings Delayed

[JURISDICTION LOGO]

EMERGENCY UPDATE

[Jurisdiction]

EMERGENCY OPERATIONS CENTER

[Address]

[website]

NEWS RELEASE • NEWS RELEASE • NEWS RELEASE

FOR IMMEDIATE ATTENTION

DATE: _____

TIME: _____

CONTACT: _____

PHONE (Media Only): _____

[DISASTER NAME] HOTLINE: _____

**[Disaster Name] Advisory #__
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]

Figure 2-8 Example of a POD Announcement: Update on Distribution Sites

[JURISDICTION LOGO]	EMERGENCY UPDATE [Jurisdiction] EMERGENCY OPERATIONS CENTER [Address] <i>[website]</i>
---------------------	--

NEWS RELEASE • NEWS RELEASE • NEWS RELEASE

FOR IMMEDIATE ATTENTION DATE: _____ TIME: _____	CONTACT: _____ PHONE (Media Only): _____ [DISASTER NAME] HOTLINE: _____
--	---

[Disaster Name] Advisory #__
Update on Distribution Sites

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

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

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

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

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

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

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

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

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

[Disaster Name] Advisory #____ Page 1 of 2	[Date of Release] [Time of Release]
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Name] employees should contact their immediate supervisor for instructions on reporting to work. Employees who are unable to contact their supervisor should call the [Jurisdiction Name] [Disaster Name] Hotline at _____ and provide their current contact information.

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

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

[Site Name]
[Site Address]

[Site Name]
[Site Address]

[Site Name]
[Site Address]

[Site Name]
[Site Address]

[Disaster Name] Advisory # ____
Page 2 of 2

[Date of Release]
[Time of Release]

C. Reception Centers³

The counties intend to open and operate reception centers to manage the acceptance, tracking, and demobilization of emergency responders. The Draft Reception and Integration Plan have just been released. The county emergency management director activates reception centers (RCs) upon notification of an impending or occurring major emergency or disaster. Actions undertaken by RCs will be coordinated with other local agencies, local emergency managers and KyDEM through WebEOC (when possible) and passed to the requesting agency.

Upon arrival at the RC, teams and personnel will be processed through the following steps:

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

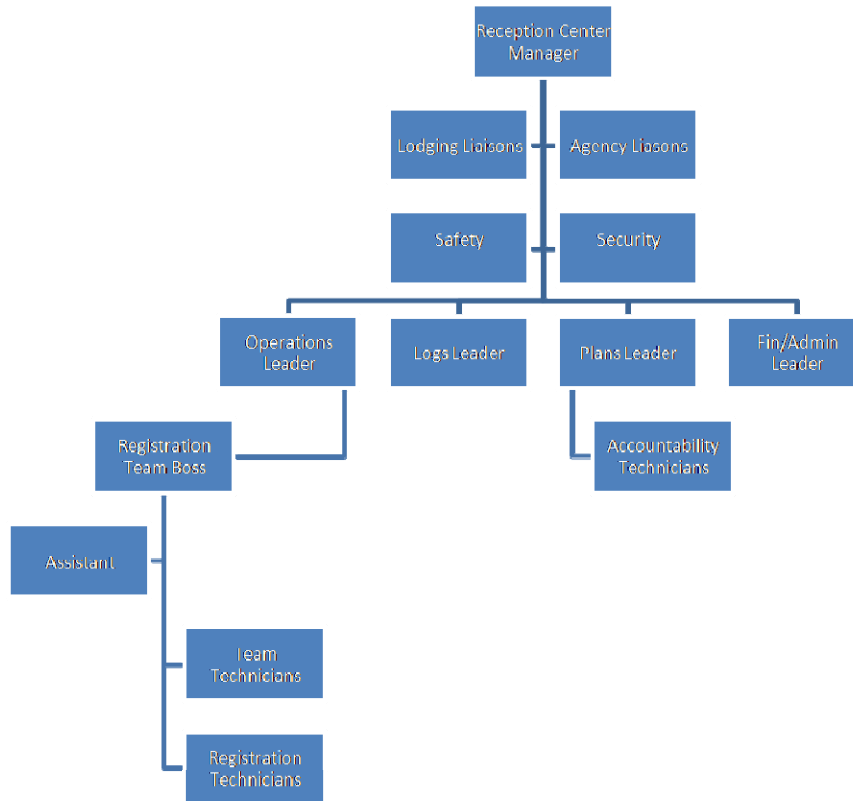
The following positions will be staffed at the reception center. Job aids for each position will be included in the Reception Center Standard Operating Procedures, which is currently under development.

- Reception Center Manager
- Security Specialist Liaison
- Safety Officer
- Operations Team Leader
- Registration Team Boss
- Assistant Team Boss
- Team Technician
- Registration Technician
- Logistics Team Leader
- Planning Team Leader
- Accountability Technician
- Finance/Administration Team Leader
- Public Information Officer
- Liaisons

The reception center organizational structure is provided in the following figure:

³ Information in this section was obtained from the Reception Center Standard Operating Procedure that is currently under development by WA EMD. Official release of this SOP is anticipated in 2010.

Figure 2-10 Reception Center Organizational Structure



D. Movement Coordination Centers⁴

Movement coordination centers (MCC) are usually established under the logistics section when an event requires a high volume of logistics transportation. The MCC supports the movement of resources to affected areas.

This section contains the state's planning guidelines for conducting these operations. In the event that the state is overwhelmed, or if the situation requires the need for locally operated MCCs, these guidelines can be adapted to suit the needs of a local jurisdiction.

Functions of an MCC

The key capabilities and functions of the MCC as they relate to resource tracking are:

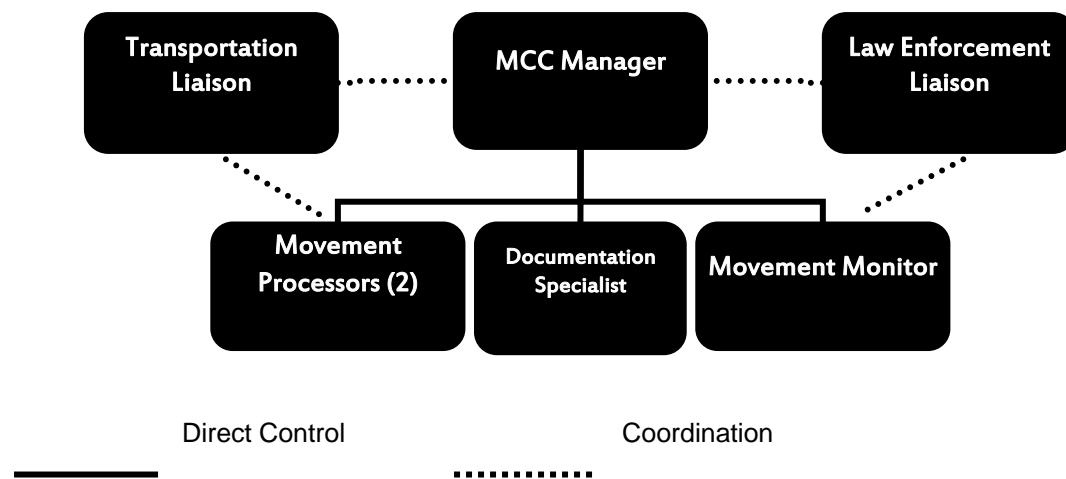
- Coordinate and track all incoming resource transports using WebEOC or other designated computer systems, or manual systems when those are not available
- Coordinate and determine the best routes for resource transport to desired drop off point
- Determine if security escort is needed

⁴ Information in this section was obtained from the Resource Movement Coordination Appendix to the Kentucky State Comprehensive Emergency Management Plan that is currently under development by WA EMD. Official release of this document is anticipated in 2010.

- Assign tracking missions to movement control points (MCPs) and coordinate security missions with law enforcement agencies
- Close out all completed missions
- Ensure MCPs have necessary logistical support
- Ensure communications support to all MCPs
- It is important to conduct movement coordination in an organized manner; advanced planning should include staffing as well as roles and responsibilities

Staffing

The organization chart below outlines the minimum staffing of the MCC:



Roles and Responsibilities

- Initial response
- Identify needs
- Identify personnel
- Disseminate plan to all (especially transport companies)
- Activate MCC if needed
- Coordinate logistics and support of MCPs if needed
- Identify, set up, and establish forward MCPs (initially self supporting) if needed
- Conduct communication checks
- Conduct movement coordination operations

Continued Response

- Continue movement coordination operations

- Provide onsite resource support to MCPs

Recovery

- Reconcile tracking information between MCC and MCPs
- Recover, clean, and return all equipment
- Conduct after-action review

E. Demobilization

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. Demobilization planning should begin as soon as possible to facilitate the accountability of resources. During demobilization, the Incident Command and EOCs coordinate to prioritize critical resource needs and reassign resources (if necessary).

The logistics sections may remain active for several days following demobilization of the EOC for the following closeout activities:

- Coordinating and conducting activities associated with retrieving (or disposing of locally, if no longer serviceable), refurbishing, and restocking county assets used during the disaster operation
- Ensuring all equipment, supplies, and other non-expendable resources are accounted for and returned to the issuing unit in accordance with appropriate regulations

In the case of identified shortfalls in supporting the operation, the logistics section may meet with other state, tribal, or local logistics providers to develop a corrective action plan to improve the logistics support structure and implementation.

In addition, logistics partners should begin preparation activities in anticipation of the next event, repairing or replacing supplies as needed. Units that issued non-expendable resources must restore them to fully functional capability and prepare them for the next mobilization. Resources that require special handling and disposal (biological waste and contaminated supplies, debris, and equipment) must be handled according to established regulations and policies. Staff members should be given adequate time to recuperate. At the end of the demobilization process, all tracking should be completed and shortfalls in the overall process should be identified for after action reports.

Nonexpendable Resources. Nonexpendable resources (such as personnel, fire trucks, 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 full functional capability and gets them ready for the next mobilization.
- Broken or lost items should be replaced through the appropriate resupply process.
- Fixed-facility resources (warehouses, EOCs etc.) should be 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, need to be given adequate rest and recuperation time and support facilities should be provided.

- Occupational health and mental health issues should also be addressed, including monitoring the immediate and long-term effects of the incident (chronic and acute) on emergency management/response personnel.

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 executed by preparedness organizations.
- Restocking occurs at the point from which a resource was issued.
- Returned resources that are not in restorable condition (whether expendable or nonexpendable) must be declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization.
- Waste from resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.

Early Demobilization Planning. Jurisdictions should plan and prepare for the demobilization process at the same time that they begin the resource mobilization process. Early planning for demobilization facilitates accountability, lowers costs, and strengthens the efficiency of resource transportation. As response operations begin to diminish, local incident commanders and the EOC demobilize agencies from their respective operations. During this process, resources are rehabilitated, replenished, disposed of, and retrograded.

Indicators that the incident may be ready to implement a demobilization plan include:

- Fewer resource requests being received.
- More resources spending more time in staging.
- Excess resources identified during planning process.
- Incident objectives have been accomplished.

After the incident is controlled, and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. In particular to logistics:

- Logistics Section
- The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the command post and incident base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.
- Finance and Administration Section
- Many of the activities of the Finance and Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.

Safety and Cost

When planning to demobilize resources, consideration must be given to safety and cost. Organizations should watch for "first in, last out" syndrome. Resources that were first on scene should be considered for early release. These resources should be evaluated for fatigue and the distance they will need to travel to their home base prior to release. Expensive resources should be 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.

Developing a Written Demobilization Plan

A formal demobilization process and plan should be developed when personnel:

- Have traveled a long distance and/or require commercial transportation.
- Are fatigued, causing potential safety issues.
- Should receive medical and/or stress management debriefings.
- Are required to complete task books or other performance evaluations.
- Need to contribute to the after-action review and identification of lessons learned.
- When there is equipment that needs to be serviced or have safety checks performed.

Release Priorities

Jurisdictions and agencies will differ in how they establish release priorities for resources assigned to an incident. An example of release priorities might be (in order of release):

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

Demobilization Accountability

Incident personnel are considered under incident management and responsibility until they reach their home base or new assignment.

- This may also apply to contracted resources.
- For reasons of liability, it is important that the incident organization mitigate potential safety issues (such as fatigue) prior to letting resources depart for home.
- On large incidents, especially those which may have personnel and tactical resources from several jurisdictions or agencies, and where there has been an extensive integration of multijurisdictional or agency personnel into the incident organization, a Demobilization Unit within the Planning Section should be established early in the life of the incident. A written demobilization plan is essential on larger incidents.

Section 3: Roles and Responsibilities

During a catastrophic or major disaster, emergency managers will have to respond to extraordinary levels of mass casualties and damage that severely affects the population, infrastructure, environment, economy, national morale, and/or government functions.

Because a catastrophic event would almost immediately exceed the resources of local, tribal, private sector, and non-governmental and volunteer agencies, local jurisdictions will turn to the state, who in turn will request federal or Emergency Management Assistance Compact (EMAC) assistance.

The roles and responsibilities described in this section reflect this assumption and describe the importance of local and state coordination.

I. State of Kentucky

The Kentucky State EOC will support state agencies, local jurisdictions to respond to an emergency or disaster. The state EOC serves as a multi-agency coordination center (MACC) designed to support response and recovery operations for local jurisdictions, state agencies, and tribal nations, including incident, area or unified command sites.

The primary role of the state EOC is to coordinate, communicate, dispatch, and track resources, and to collect, analyze and disseminate information. This is accomplished through the establishment of attainable, overarching objectives and the associated tasks necessary to accomplish them as identified through the development and use of EOC Action Plans (EOCAP).

The logistics section in the state EOC serves as a single point of contact to assist local jurisdictions and state agencies in locating resources during an emergency. This involves the evaluation, location, procurement, distribution, and coordination of resource support. This may include emergency relief supplies, facilities, equipment, telecommunications, contracting, transportation services, maintenance, and personnel required to support immediate response activities. Support is also provided for federal and state surplus items and donated goods.

State logistical support to local jurisdictions is supplemental in nature. Local jurisdictions must make good faith efforts to locate needed resources throughout their local and surrounding area using both local government and private sector sources prior to contacting the state and requesting resources.

Support is also provided for federal and state surplus items and donated goods.

The state EOC logistics section plans, implements, and controls the efficient, effective flow and storage of goods, services, equipment, personnel, facilities, and related information from the point of origin to the point of consumption or demobilization. This will occur in a unified manner in order to meet the emergency needs of the state and local jurisdictions, reduce costs, ensure appropriate support actions, and decrease delivery time. The EOC logistics section has three branches:

- The Resource Management Branch sources, acquires, and coordinates resources to meet the emergency needs of the state and local jurisdictions.
- The Logistics Planning and Deployment Branch tracks, coordinates movement, receives, stores, and distributes resources to the end user or jurisdiction. This branch is also responsible for establishing mobilization centers, staging areas, and providing guidance on points of distribution.

- The Mutual Aid Branch coordinates statewide, regional and interstate mutual aid and federal assistance using established mutual aid agreements or compacts and the FEMA Action Request Form (ARF).

Roles and Responsibilities

Kentucky State Military Department Emergency Management Division Responsibilities

- Overall responsibility for resource distribution
- Manages the activation and demobilization of mobilization centers and staging areas as required by the event
- Responsible for jurisdictional and agency requests for resources

Kentucky State National Guard (ESF #20)

- Provides overall management of the movement coordination center
- Provides supplemental personnel, equipment, and facilities for mobilization centers and staging areas as requested

Federal

- FEMA logistics chief coordinates with the state logistics chief on the activation of joint federal/state mobilization centers and staging areas
- Provides a FEMA logistics liaison to the state EOC as needed
- Activates the USDOT Movement Coordination Branch as needed
- Provides USFS incident management teams (IMTs) as needed

State Agencies

- Provides supplemental personnel, equipment, and facilities for mobilization centers and staging areas as requested.
- Performs duties as assigned in the Kentucky State Comprehensive Emergency Management Plan (KYEOP)

A. Kentucky National Guard

National Guard forces normally operate in state active duty (SAD) status when responding to disasters and civil emergency. During such assistance efforts, one of their primary functions is to reinforce law enforcement agencies. The National Guard plans to provide their services in a SAD status, under the command and control of the governor of that state, with proactive liaison to coordinate efforts to increase effectiveness and eliminate needless redundancies.

During natural and man-made disasters, it is 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 governor of the state, the National Guard is not bound by section 1835, Title 18 U.S.C. (The Posse Comitatus Act). It is, therefore, capable of enforcing civil laws.

Under a joint task force established for a civil emergency, federalization of National Guard forces provides for a single, unified military command structure and relieves the state of the financial burden of the National Guard's efforts.

B. Other Military Resources

The commander of military units (active or reserve) may respond to civil requests for assistance if it is an imminent threat to save lives and property solely at the discretion of the commanding officer and for a limited time. Once a federal disaster is declared all federal military resources (active and reserve in all branches, less the National Guard) are requested through an ARF to FEMA and mission tasked to the DoD.

II. Local Jurisdictions

The logistics section for a local jurisdiction typically meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel.

Approval to order and allocate resources is usually the responsibility of the EOC manager unless that authority has been delegated to the logistics section chief.

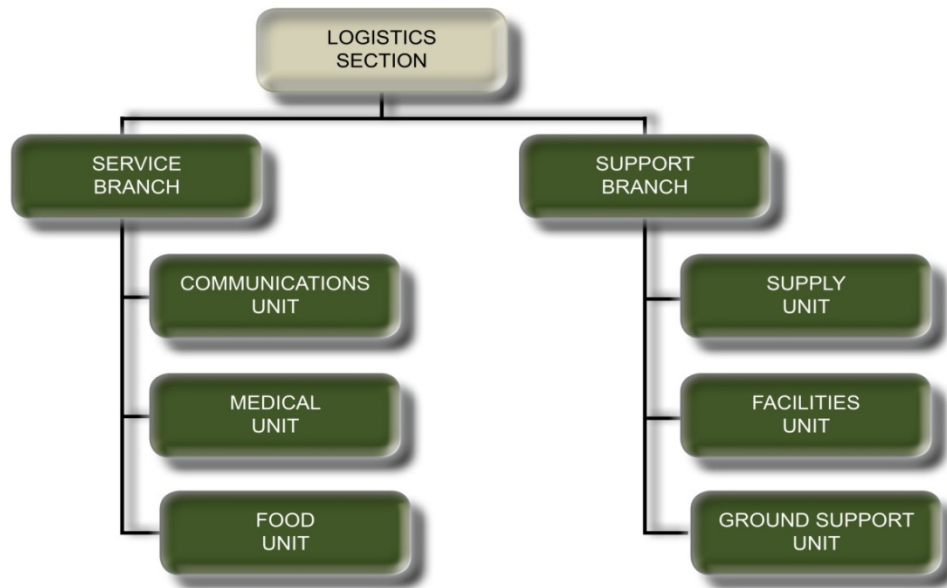
Primary responsibilities of the logistics section chief include activation of the logistics section and participation in the development and implementation of priorities and objectives for the incident action plan.

It may be desirable for the logistics section chief to have a deputy as a relief or to manage projects requiring special attention. The logistics section chief will determine the need for establishing specific subordinate branches. Usually the logistics section is divided into two primary branches (services and support branches) and deputy logistics chief. As dictated by the event, not all branches or subordinate units may be activated. An activated unit, or single resource may handle specific roles and responsibilities. The logistics section chief or deputy logistics section chief will handle responsibilities not assigned to a subordinate.

Branch directors are in charge of the activated branches. The logistics section chief shall appoint qualified individuals to these positions as needed for EOC incident management. Directors will appoint qualified staff to fulfill functional roles within their specific branch.

During an event, other EOC section chiefs and the EOC manager will advise the logistics section chief on anticipated needs or operational adjustments that influence the logistical responsibilities of the EOC coordinated effort. Figure 3-1 shows a typical organizational structure for a logistics section.

Figure 3-1 Logistics Section Organizational Chart: Two-Branch Structure



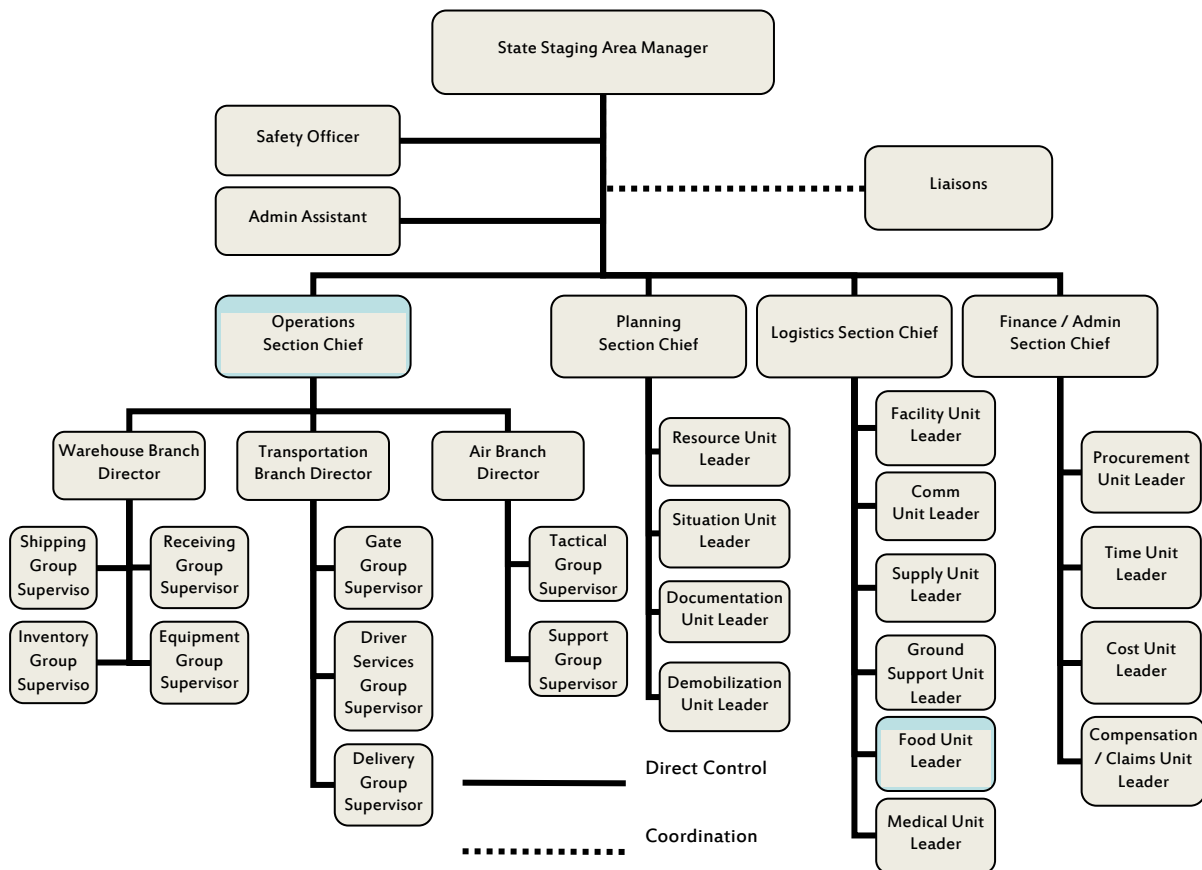
Appendix C provides detailed job aids and checklist that describe the typical responsibilities of the logistics section branches and units in the EOC.

Kentucky is a home rule state, which allows jurisdictions to work directly with the state. Thus, cities are allowed to directly request assistance from the state without first going through the county. While this practice is certainly allowed, it is strongly encouraged (and beneficial for the overall response) that cities first check with and submit requests for resources to their respective county. This will increase the likelihood of identifying the resources locally and decrease the time required to obtain the resource.

Field logistics sites supporting the entire operation such as the LSA, mobilization sites, and PODs may fall under the operations section depending on the jurisdiction or logistics section of an EOC. The structure of the LSA can follow an ICS structure, as reflected in the state plan. Figure 3-2 shows the state structure. Like any ICS structure, the staging area organization chart may be compressed or expanded to suit the mission and requirements of the incident. Co-location, as suggested in Section 2, can also reduce the number and infrastructure required to support a staging area.

Field logistics sites fulfill requests from subordinate jurisdiction EOCs or ICs. Usually LSA or other field sites do not serve as the focal point for resource ordering and purchasing but fulfill resource requests with resources on hand supplied to them by the logistics section at the EOC. The EOC should strive to serve as the single point ordering system.

Figure 3-2 State Staging Area Organizational Chart



Single Point Ordering

Resource ordering and the tracking of resource orders during an incident is a logistics function and vital to the overall success of the operation. To facilitate the management and tracking of all resource orders, a single point ordering process should be established. Single point ordering is a process required to effectively manage and track all resource orders. Resources are defined as supplies, equipment, services, personnel, and teams. During disaster response and recovery operations, the EOC will track the resource from the order to delivery to the end user.

There are multiple ordering mechanisms and multiple ordering points during an incident such as a city or county, or the IC making a local purchase or mutual aid. The intent is to co-locate this process in the ordering unit of the logistics section.

Field sites receive, store, secure, inventory, and dispatch resources based on requests to the end user. The EOC prioritizes, orders, purchases, manages, and tracks resources.

Roles and Responsibilities

Local Jurisdictions

- Identifying, establishing, and demobilizing local staging areas and points of distribution
- Providing accountability of resources provided to the jurisdiction
- Disposal of non-expendable items
- Accountability of personnel assigned to the jurisdiction

Tribal Nations

- Identifying, establishing, and demobilizing local staging areas and points of distribution
- Providing accountability of resources provided to the tribe
- Disposition of non-expendable items
- Accountability of personnel assigned to the tribe

III. Nonprofits and Volunteer Organizations

Many nonprofits and volunteer groups, such as American Red Cross, Salvation Army, Community Emergency Response Teams (CERT), and faith-based organizations, are a valuable resource. Local jurisdictions can use these groups to provide staff support for staging areas, point of distribution sites, and donations and volunteer management centers. Local jurisdictions should coordinate and establish a mutual aid agreement with volunteer groups to provide this support and provide a greater guarantee that they will be available to assist during an event. By planning with volunteer groups and pre-identifying how they will assist, local jurisdictions can train and exercise with volunteers to ensure a more effective response. Often local volunteer chapters cross jurisdictional boundaries and several jurisdictions may be depending on the same resource.

Jurisdictions should consider including a representative from key nonprofits and volunteer agencies to be part of the jurisdiction's EOC when it is activated and included in exercises and other planning activities.

Potential Roles and Responsibilities

Non-Government and Volunteer Organizations

- Coordinate with government agencies to ensure a broad and comprehensive coverage of assistance and relief during emergencies
- Provide and coordinate relief not provided by government on a complementary and supplementary basis.
- Develop mutual aid agreements and memorandums of understanding of duties and areas of responsibilities to be performed during an emergency
- Provide assistance in distributing commodities at county staging areas, points of distribution
- Provide assistance in the receipt and warehousing of commodities, as appropriate
- Coordinate activities with regional governmental and voluntary organizations active in disaster (VOAD) organizations

Community Emergency Response Teams (CERTs), Medical Reserve Corps, Neighborhood Watch, Volunteers in Police Service, and the affiliate programs

- Assist county and municipal governments in the distribution of needed resources after a disaster
- Support to first responders.
- Provide immediate assistance to victims
- Organize spontaneous volunteers at a disaster site.
- Help with non-emergency projects that help improve the safety of the community

IV. Private Sector

Similar to volunteer and non-profit groups, the private sector can be a force multiplier. Most of the critical infrastructure is owned and operated by privately owned companies. The state EOC, working in close coordination with the Kentucky State Department of Transportation (KYTC), will clear transportation corridors to allow private sector companies to bring goods and supplies into the region and allow residents access to resources they need to repair and rebuild. With established supply systems, infrastructure, information, security clearance, and prioritization processes, private entities have the ability to provide a much higher volume of critical disaster supplies into communities prior to or immediately following an incident. Kentucky State has several initiatives underway to assist private sector organizations' access to the affected area.

- KYTC Commercial Vehicle (CV) Pass System is designed to keep freight moving during major transportation disruptions. This new CV Pass System is intended to support freight movement by authorizing emergency, essential, and other goods delivery through affected areas during a highway disruption of two to seven days. The state will activate the CV Pass System when major freight highways are closed or severely restricted, and a limited-capacity detour is available nearby. CV passes will be issued based on the highway detour's capacity and the priority of goods carried, as determined by the state emergency operations center. Passes will not be issued until the Kentucky State Department of Transportation has determined the detour route to be safe, potentially on the second or third day after the highway closure.

- KYTC Freight Notification System provides direct information to shippers and carriers about high-impact disruptions to freight corridors. The KYTC freight notification system provides situational awareness about freight corridor conditions to shippers and carriers via e-mail, text, or voicemail. KYTC is sent targeted messages in simple English with links to maps and diagrams that focus on road conditions, safe and legal detours for trucks, and predictive information so shippers and carriers can plan ahead. The message is very specific about allowed use on detours. A message is sent whenever there is a change in conditions.

During a disaster, the state EOC ESF 15 will establish a business liaison desk. The business liaisons provide information to the private sector. In past disasters, representatives from large private sector companies for grocery and other retail chains have been given seats in the state EOC to help facilitate their company's response with EOC initiatives. The roles and responsibilities of ESF 15 business coordination desk include:

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

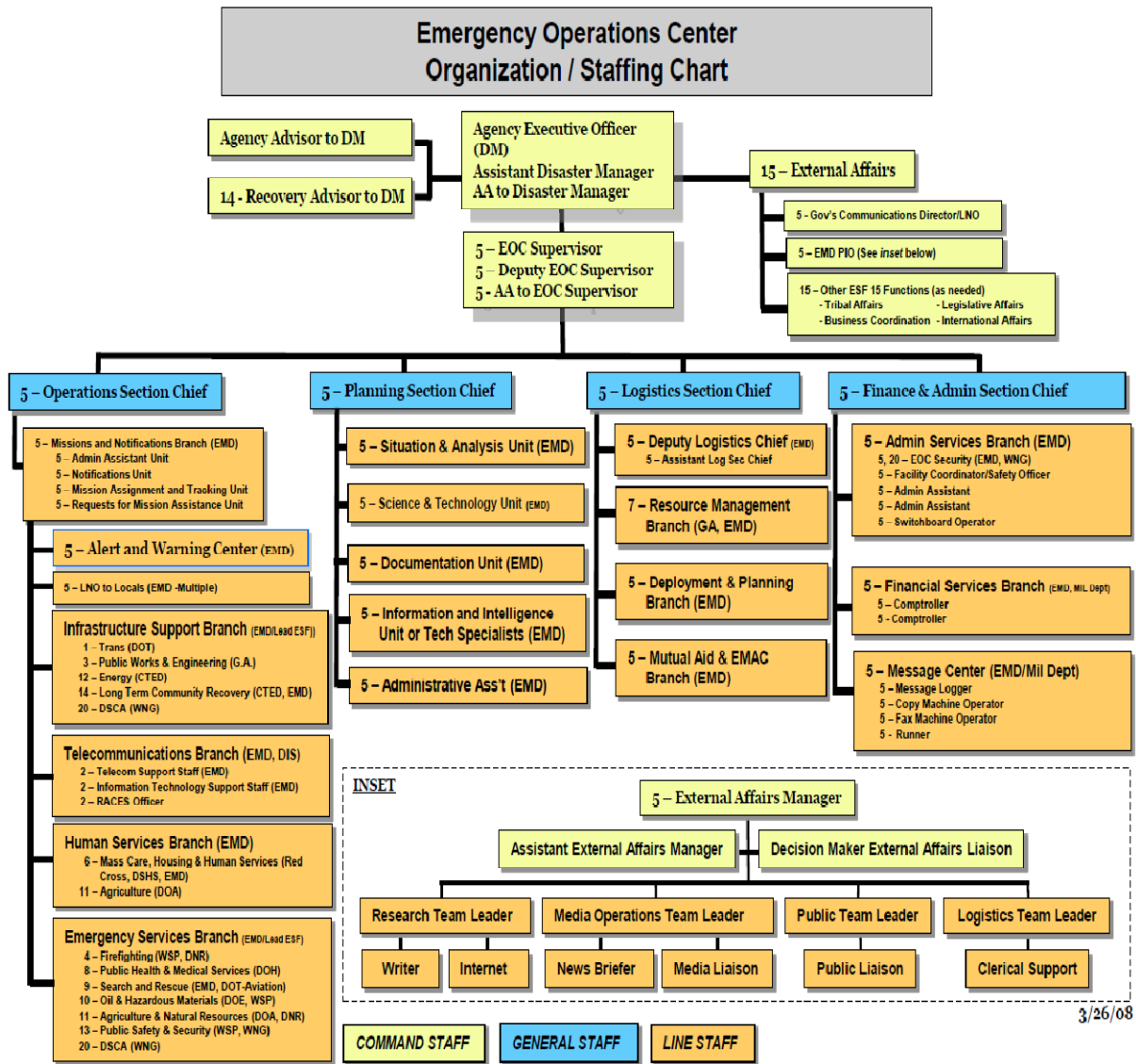
The organization chart provided in Figure 3-2 displays how the private sector interacts with ESF 15 and the state EOC at large.

Potential Roles and Responsibilities

Private Sector

- Interact with local jurisdictions on the provision of private-based commodities and equipment needed to respond to or recover from an emergency.
- Develop memorandum of understanding or agreements with the Northern Kentucky region counties on assistance that can be provided in responding to or recovering from an emergency. This includes, but is not limited to, agreements with Home Depot, Lowes, Wal-Mart, Safeway, Costco and other major companies offering to provide assistance in emergencies in the region.
- Provide logistical support, when applicable, to assist the Northern Kentucky region with distribution, transportation, or the overall management of logistical activities.
- Coordinate with government agencies to ensure a broad and comprehensive coverage of assistance and relief during emergencies.
- Provide and coordinate relief not provided by government on a complementary and supplementary basis.
- Develop mutual aid agreements and memorandums of understanding for actions performed during emergencies.

Figure 3-3 State of Kentucky Emergency Operations Center Organization/Staffing Chart



Section 4: Plan Maintenance

The Northern Kentucky Regional Resource Management & Logistics Coordination Plan (RMLP) will be updated at the same time as and in accordance with the procedures described within the Northern Kentucky Regional Mass Casualty Incident Plan (MCI Plan).

Each respective county emergency management agency is responsible for updating the supporting county annexes to reflect the procedures described in the RMLP and the MCI Plan.

The concept of coordination documented in this plan should reflect and support the concept of operations section and supporting logistics sections of the Kentucky State Emergency Operations Plan (KYEOP) and individual jurisdictional plans.

Plan revisions due to significant changes in resource management processes will be made promptly. Long-term plan maintenance will be undertaken carefully, planned for, and completed according to an established schedule. The following table describes a proposed schedule for updating the RMLP.

Table 4-1
Multi-Year Strategy and Plan Maintenance Table

Activity	Tasks	Frequency
Plan update and approval	<ul style="list-style-type: none"> ▪ Review entire plan for accuracy ▪ Incorporate lessons learned and changes in policy and methodology ▪ Manage distribution 	Annually
Evaluate roles and responsibilities	<ul style="list-style-type: none"> ▪ Identify current incumbents ▪ Update rosters and contact information ▪ Ensure all parties are aware of their responsibility under the plan 	Semiannually
Update contact information for key personnel	<ul style="list-style-type: none"> ▪ Confirm/update key personnel information 	Semiannually
Train new staff	<ul style="list-style-type: none"> ▪ Conduct RMLP awareness training for new staff 	Within 30 days of hire
Orient new senior leadership	<ul style="list-style-type: none"> ▪ Brief senior leadership on existence and concepts of the RMLP ▪ Brief senior leadership on their responsibilities under the RMLP 	Within 30 days of appointment

I. Future State Improvements to Logistics Capabilities

The region has made much progress in the past few years both at a local level and at the state level to improve resource management and logistics capabilities. The Kentucky State EOC is in the process of updating its plans and procedures to further enhance overall state and local capabilities. Future improvements include the following:

- State Reception Appendix to the KYEOP by March 2010 (in progress). Process for implementing a state reception center to receive and distribute 30,000 emergency workers from out of state to support local jurisdictions and state agencies.
- Automated Resource Management Tool by October 2011 (in progress). Statewide integrated system for requesting and tracking requested resources throughout the state to include resource inventory, statewide ordering, resource tracking, movement tracking, field inventories (staging areas), reimbursement, contract support, and mutual aid.
- Statewide Logistics Capstone Exercise in 2012. A five-day full-scale exercise testing the integration of all logistics projects completed in the past five years to include movement coordination, staging, reception, commodity distribution, and ordering.

II. Training, Testing and Exercise

The development of a comprehensive, ongoing test, training, and exercise program to inform and educate decision makers and emergency management stakeholders is essential. An initial orientation and training session for emergency management coordinators will be held following the adoption of this plan.

The Northern Kentucky region will conduct periodic exercises to test and validate the concept of coordination described in this plan. With the conclusion of each exercise, the RMLP will be updated as authorized and described in the MCI Plan.

Table 4-2
Training, Testing and Exercise Schedule

Program Description	Purpose (Test, Train, Exercise)	Frequency	Responsible Party
All Stakeholder RMLP Awareness Training: Distribute a 2-page fact sheet on the RMLP that describes the concepts and principles discussed in this plan.	Train	Upon approval of this RMLP and every two years thereafter to coincide with the MCI Plan training schedule	TBD
Emergency Manager and Logistics Section Personnel Tabletop Exercise: Using a realistic scenario, conduct an exercise to provide an opportunity for emergency management directors and logistic sections personnel to train them on the RMLP and roles and responsibilities.	Train	Annually	TBD
Exercise/Drill: During the next major state exercise, ensure that the RMLP is tested.	Exercise	As soon as possible following approval of this plan and once every two years thereafter	TBD
Full-Scale Statewide Capstone Exercise	Exercise	Every 3 years following the initial exercise	Kentucky state EOC

Section 5: Recommendations and Next Steps

The recommendations and best practices presented in this section are provided as next steps to ensure the continued success and effectiveness of the region's resource management and logistics program. These recommendations are based on interviews, workshops, and best practices research conducted to identify regional capabilities and needs.

This section is organized by gaps identified during the development of the Plan. Those categories include:

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

Suggestions are categorized by whether they are recommended regional efforts or best practices for individual jurisdictions. Timeframes are also provided as a reference for carrying out these suggested activities.

A table that highlights regional recommendations and best practices for individual jurisdictions is included below.

I. Coordination

Most jurisdictions within the region prefer to have the state resource management and logistics coordinating role strengthened rather than create a separate regional coordination structure for resources and logistics management.

A. Gaps

- There is limited resource coordination and collaboration between jurisdictions.
- There is currently no process by which jurisdictions can share information with each other about their status, what resources they need, or what resources they have during an emergency.

B. Recommendations for the Region

- Years 1-2: Encourage logistics representatives from local jurisdictions the private sector, the state, and tribal representatives to meet regularly to improve coordination and share logistics best practices and challenges.
- Years 1-2: Adopt and use the RCPGP situational awareness group's "red, yellow, green" system to show initial needs and capabilities immediately following an incident or system for real-time information sharing.
- Provide resource status or frequent updates so that jurisdictions know what is available.

- Years 1-2: Improve and build upon state and Local Jurisdiction Logistics Call as described in the Concept of Coordination.
- Support state efforts to pre-plan and regularly test logistics call.
- Support state efforts to include triggers for implementing the logistics call in the event of an emergency, e.g. if this type of event, this type of call, etc. scale to event.
- Encourage the state to synthesize and publish information from the call in an easily accessible manner
- Years 1-2: Include different kinds of Multi-Agency Coordinating structures (which could be used in response to a region wide catastrophic disaster) in the next update of the Resource Management and Logistics plan could be used for responding to a region wide catastrophic disaster.
- Years 3-5: Establish a region wide "Planning P."
- Agree to set-times when all jurisdictions will conduct or participate in certain calls so that the whole region is aligned.
- Years 3-5: Continue to revise and update plan so that its usefulness and accuracy is maintained

C. Best Practices for Individual Jurisdictions

- Years 3-5: Exercise and provide corrective action to the implemented resource and logistics system.
- Exercise system and take corrective measures to improve the current system.

II. Staff Capacity and Training

Logistics staffing, both in terms of the number of staff available at jurisdictions and throughout the region and their level of training, was cited by jurisdictions as one of the largest resource gaps in the region.

D. Recommendations for the Region

- Years 1-2: Encourage the state to develop training to address resources costs, reimbursement process, and cost-sharing in the event of a catastrophic emergency.
- Years 3-5: Build staffing capacity throughout the region.
- Cross-train as often as possible between jurisdictions within counties.
- Cross-train between counties.
- Years 3-5: Develop regionally standardized trainings so that all logistics staff and volunteers in the region have a common knowledge base, and consistent terminology for logistics and resource management roles and responsibilities.

E. Best Practices for Individual Jurisdictions

- Years 1-2: Maintain curriculum for logistics training, keep records of who has received training and use those people to help at other EOCs.
- Years 1-2: Identify experienced individuals in jurisdiction (retired) to help back up emergency services staff – prioritize/focus on? individuals who know the organization.

- Use non-emergency services employees to 'shadow' or fill some duties to alleviate the load on those who need to handle specific duties.
- Years 3-5: Encourage staff to attend state LSA training.
- Years 3-5: Train data analysts in emergency management to quickly, effectively, and accurately synthesize and analyze information resulting from resource requests, logistics calls, and other sources.

III. Resource Typing

Many of the resource needs, particularly equipment, are not yet National Incident Management System (NIMS) typed. The state is waiting for NIMS typing to be finished and then will adopt those definitions. However, in the meantime many resources are listed differently by different jurisdictions.

F. Gaps

- Inconsistent naming across jurisdictions in the region can hamper resource sharing during a time of emergency.

G. Recommendations for the Region

- Years 1-2: Form a region-wide working group to develop common definitions and vocabulary (typing) of resources and missions not included in NIMS.
- Make a list of likely problems for any given scenario and develop a typology of missions and resource requests (rather than specific resources) to go with those problems.
- Categorize resource requests by critical response assets: Animal Health, Emergency Management, Emergency Medical Services, Fire, Hazmat, Health & Medical, Law Enforcement, Public Works, and Search & Rescue.
- Design a regional categorization of resources that are commonly exchanged in disasters via mutual aid, by capacity, and/or capability. Regional resource typing organizes resources into groupings of like resources (kinds) according to minimum standards for ease of ordering and mobilizing that are likely to take place.

IV. Resource Inventories

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

H. Gaps

- There is no regional inventory of resources.
- There is lack of information about what resources might be available from different jurisdictions.

I. Recommendations for the Region

- Years 3-5: Encourage the state to coordinate technical assistance to jurisdictions to acquire and develop appropriate and standard technology platforms and software to maintain resource inventories.
- Years 3-5: Encourage jurisdictions to agree to share their resource inventories.
- Years 3-5: Develop regional technology standards for all jurisdictions.

J. Best Practices for Individual Jurisdictions

- Years 1-2: Develop an inventory of resources, if a jurisdiction does not yet have one,, either with their own staff or with staff support loaned by the state, UASI, or other group.
- Years 3-5: All jurisdictions maintain inventories and post these inventories on a common site that is accessible to all through some shared technology.

V. Resource Requesting

In addition, a process for requesting those resources needs to be established. In the eight-county region, there is no standard process or central system for jurisdictions to request resources from one another. There is mixed desire for mutual aid agreements, in both public and private sectors, for various reasons ranging from a company's concern that it might be unable to procure resources when needed to a county executive's priority for taking care of county residents first. In addition, the state system is viewed as not being very robust because jurisdictions are unable to track their requests once they make them.

K. Gaps

- Many jurisdictions do not have an established, formal way of requesting resources from one another.
- In its current form, the state's WebEOC is not robust enough to serve the jurisdictions' needs.
- There is lack of information about what resources might be available from different jurisdictions.

L. Recommendations for the Region

- Years 1-2: Encourage the state to complete its pilot effort with King County to test a more robust resource request process using WebEOC.
- With the new system, the counties and WA EMD will be able to see the status of requests; jurisdictions can also see requests of other jurisdictions.
- AidMatrix, a module which documents and tracks donations, will be tied into WebEOC.
- Years 1-2: Standardize resource request forms so that one common form is used by all jurisdictions in the region.
- Years 1-2: Establish standardized mutual aid agreements across the region to the extent practical.
- Adopt and standardize jurisdiction-to- jurisdiction mutual aid agreements.
- Years 3-5: Identify an inventory clearinghouse that all entities agree to use as clearinghouse to post and see what resources are available at the jurisdiction level.

- Years 5+: Adopt one statewide mutual aid agreement.
- Years 5+: 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.

M. Best Practices for Individual Jurisdictions

- Years 1-2: Jurisdictions adopt a resource request process that utilizes mission language versus requesting a specific resource.
- For example, a request says “X county needs transportation to evacuate 20 people from rooftops in a flooded area” or “X organization is engaging in an operation to excavate 100 cubic yards of dirt and rock” versus “X county needs Blackhawk helicopter” or “X organizations needs a dump truck and a backhoe”.
- Years 1-2: Jurisdictions set up contracts for commodity delivery in the event of a catastrophic emergency through MOUs or other agreements; those agreements should include pre-negotiated costs.
- Encourage local entities to execute agreements with local contractors to obtain redundancy.
- Years 1-2: Jurisdictions familiarize themselves with and utilize WA EMD’s two pre-event contracts in place for emergency services and equipment.
- Cost and rates are already pre-negotiated. Local jurisdictions can access these companies.
- Years 1-2: Jurisdictions invite vendors to participate in annual exercises in anticipation of a vendor’s representative being present at the EOC during an event.

VI. Distribution

Most counties have designated logistical staging areas (LSAs); however these LSAs may serve multiple and conflicting purposes and are not practical for delivery of pallets of commodities (e.g., food, water) unless the necessary equipment for unloading pallets is available at the LSA. Most jurisdictions have not designated Community Points of Distribution (CPODs) prior to a catastrophe, but have some idea about where they might be located after a disaster has occurred, depending on how to best serve the area in need.

For most jurisdictions, the lack of trained staff to operate LSAs and CPODs is also a concern in the event of a catastrophic emergency. The potential lack of any staff is another issue; 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.

N. Gaps

- There is an overlap in the identification of LSAs by some jurisdictions.
- There is limited planning for LSAs or CPODs.
- There is a lack of a standardized system for tracking resources once they have been deployed.

- Currently the state distributes resources “first-come, first-served,” which may result in insufficient resources where they are needed most.
- Most position descriptions do not address responsibilities or expectations in event of a catastrophe.

O. Recommendations for the Region

- Years 3-5: Encourage jurisdictions across the region to develop and adopt standard criteria for resource distribution that they will follow during an emergency.
- Example: life, property, environment/natural resources, economy
- Years 3-5: Encourage the state to develop and adopt standard criteria for resource distribution that it will use following or during an emergency.

P. Best Practices for Individual Jurisdictions

- Years 1-2: Jurisdictions pre-identify potential staging areas and pods, and formalize agreements, including activation process, with all appropriate organizations to mitigate confusion during an emergency.
- Coordinate with nearby jurisdictions and determine best use and priorities for use (i.e., avoid competing designations that establish multiple uses for same area).
- Coordinate with RCP Transportation Annex and private sector to identify optimal LSA and CPOD sites and site/equipment requirements.
- Co-locate LSAs with the state as much as possible
- Share CPOD designation information with the whole region and the state.
- Years 1-2: Jurisdictions train community volunteers to run CPODs, as they are best run and managed locally to meet the demographic and geo-physical characteristics of the region.
- The Federal Emergency Management Agency’s (FEMA) Independent Study Course IS-26, Guide to Points of Distribution is a good resource/training tool on CPODs.
- Years 1-2: Jurisdictions adopt a standardized checklist for CPOD operations to include in the plan.
- Years 1-2: Jurisdictions adopt a standardized list of equipment that is typically stocked at a CPOD, appropriate descriptions of each piece of equipment, and roles and responsibilities as necessary.
- Years 1-2: Jurisdictions coordinate resource requests through the county to ensure the exhaustion of local resources prior to requesting assistance from the state and to prevent duplication of effort.

VII. Private Sector

Private sector skills, expertise, and other resources, including commodities, are not utilized as effectively as they could be throughout the region.

Q. Recommendations for the Region

- Years 1-2: Include in the next update of the Resource Management and Logistics plan an inventory and map the locations of significant resources held by private utilities, other private sector companies, Ports, fuel suppliers, etc.

- Years 1-2: Include in the next update of the Resource Management and Logistics plan an inventory and description of transportation services and how resources might be distributed given different emergency scenarios.

R. Best Practices for Individual Jurisdictions

- Years 1-2: Establish private sector desk at local jurisdiction EOCs.

Topic	Recommendations for the Region	Best Practices for Local Jurisdictions
Coordination	Logistics representatives meet regularly to improve coordination and share best practices and challenges Adopt and use RCPGP situational awareness system Improve and build upon state and Local Jurisdiction Logistics Call Pre-plan and regularly test logistics call, include triggers for implementing logistics call, and encourage the state to synthesize and publish information from the call Include different Multi-Agency Coordination structures in the Plan Establish a region-wide "Planning P" Set times when all jurisdictions will participate in or conduct calls Revise and update plan to maintain usefulness and accuracy	Exercise and provide corrective action to the system Exercise and take corrective measure to improve current system
Staff Capacity and Training	Develop state training to address costs, reimbursements, and cost-sharing Build staff capacity, and cross-train between jurisdictions and counties. Develop standardized trainings and consistent terminology for roles and responsibilities	Maintain curriculum and records for trainings Identify experienced back-ups Staff attend LSA trainings Train data analysts in emergency management
Resource Typing	Form region-wide work group to develop common definitions and vocabulary Develop a typology of missions and requests to go with likely problems/scenarios Categorize resource requests by critical response assets Design regional categorization of resources that are commonly exchanged	
Resource Inventories	Encourage state to provide technical assistant to jurisdictions Encourage jurisdictions to share resources inventories Develop regional technology standards	Develop resource inventory Maintain inventories and post inventories on common site
Resource Requesting	Complete state pilot effort to test the resource request process using WebEOC Standardize resource request forms Standardize mutual aid agreements, both regional and jurisdiction-to-jurisdiction Identify an inventory clearinghouse all entities agree to use Adopt one statewide mutual aid agreement Support resource sharing between jurisdictions through a state emergency budget	Adopt a resource request process utilizing mission language Set up contracts for commodity delivery with pre-negotiated costs, preferable with local contractors Familiarize with and utilize WA EMD's pre-event contracts Invite vendors to participate in annual exercises

Topic	Recommendations for the Region	Best Practices for Local Jurisdictions
Distribution	<p>Encourage jurisdictions to adopt standard criteria for resource distribution</p> <p>Encourage state to develop and adopt standard criteria for resource distribution</p>	<p>Pre-identify potential staging areas and pods and formalize agreements</p> <p>Coordinate to determine best use and priorities for use</p> <p>Coordinate with RCP Transportation Annex and private sector to identify LSA and CPOD sites and site/equipment requirements</p> <p>Co-locate LSAs with state</p> <p>Share CPOD designation information</p> <p>Train community volunteers to run CPODs</p> <p>Adopt standard checklist for CPOD operations</p> <p>Adopt standard list of equipment stocked at a CPOD</p> <p>Coordinate resource requests through the County</p>
Private Sector	<p>Include inventory and map of resource locations held by private utilities, private companies, Ports, fuel suppliers in next Plan</p> <p>Include inventory and description of transportation services in next Plan</p>	<p>Establish private sector desk at local EOCs</p>

Appendix A: Gaps Analysis and Interview Findings

The following two documents were developed while creating the Northern Kentucky Regional Resource Management and Logistics Plan (RMLP). These documents reflect the findings from individual stakeholder interviews and the gaps analysis workshop held on September 30, 2009. Stakeholder input clearly defined the content of this plan. As the Northern Kentucky Region evolves and continues to work together on resource management and logistics issues as well as general emergency management concerns, the RMLP will have to be updated to reflect increasing capabilities and more sophisticated coordination mechanisms.

Appendix B: Resource Management Overview

Resource management is coordinating the application of tools, processes, and systems that provide responders with timely and appropriate resources during an incident. This involves establishing a system for describing, inventorying, requesting, and tracking resources. These resources and any associated systems should be maintained to ensure a high level of readiness. Personnel should be trained in accurately dispatching resources during an event. Each jurisdiction should identify a resource unit leader upon notification of an impending or immediate emergency. Documenting and retrieving resources can be complicated if not properly organized. Therefore, it is important to have a resource management system in place to ensure efficient resource control. The resource unit leader can also mitigate resource discrepancies by maintaining control of the demobilization process.

NIMS Concepts and Principles

Response efforts to disasters and emergencies start at the local level. When local resources are exhausted, multiple agencies and jurisdictions provide assistance with services, personnel, and equipment. The success and effectiveness of response efforts involving multiple agencies and jurisdictions depends heavily on the ability to manage resources. To ensure a unified approach to resource management, NIMS outlines five basic principles for resource management:

- Advance planning
- Resource identification and ordering
- Resource categorization
- Use of agreements
- Effective management

Advance Planning

The Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA) promote advanced planning through the development of operations plans and by testing and exercising these plans. To create a climate of emergency preparedness, the jurisdictions that comprise the Northern Kentucky region have developed this plan and will test and exercise the plan in coordination with their support agencies. Documenting and updating the plan will increase the agencies' awareness of how to effectively manage resources in an actual event. Advanced planning allows the response focus to remain on deploying assets rather than researching where to find additional resources when supplies are dwindling. The region will continue to develop and expand its emergency planning by engaging in the following:

Resource Identification and Ordering

To ensure the appropriate resources are ordered and deployed, emergency personnel use standardized processes and methods to identify, dispatch, and track equipment and systems.

Resource Categorization

Resources are categorized by size, capacity, capability, and the level of skill necessary to operate or implement the resource. This makes the resource ordering and dispatch process within jurisdictions, across jurisdictions, and between governmental and nongovernmental entities more efficient and ensures that incident commanders (ICs) receive resources appropriate to their needs. The National Integration Center (NIC) Incident Management Systems Integration Division facilitates the development and issuance of national standards for typing resources and certifying personnel. The NIC Incident Management Systems Integration Division can be accessed at <http://www.fema.gov/emergency/nims/>.

Use of Agreements

During an event where local and state resources are insufficient to accommodate the demand of the situation, the Kentucky Emergency Management Division will request assistance through EMAC in concurrence with the Kentucky State KYEOP. The Northern Kentucky region will also utilize existing mutual aid agreements and memorandums of agreement/understanding to acquire resources.

Effective Management

Resource managers use validated practices to perform key tasks systematically and efficiently including:

- Acquisition Procedures: Procedures used to obtain resources to support operational requirements
- Management Information Systems: Systems used to collect, update, and process data; track resources; and display readiness status

Ordering, Mobilization, Dispatching, and Demobilization Protocols: Protocols used to request resources, prioritize requests, activate and dispatch resources to incidents, and return resources to normal status.

Appendix C: Job Action Sheets

The following checklists are aimed at providing clarification regarding roles and responsibilities for each position. This information is based on the FEMA Emergency Management Institute (EMI) ICS Resource Center checklists but has been modified incorporate other research and best practices. For more information, go to the FEMA EMI Web site at: <http://training.fema.gov/EMIWeb/IS/ICSResource>. Roles and responsibilities of both LSA Manager (verify title) and CPOD Leader can be found in the State Staging Area Plan.

Logistics Section Chief Job Aid

The Logistics Section Chief (LSC) is responsible for providing facilities, services, and material in support of the incident. The LSC participates in development and implementation of the Incident Action Plan, and activates and supervises the branches and units within the logistics section. The LSC oversees and directs the activities of the services branch and the support branch.

Mission:

The LSC's primary mission is to coordinate the provision of facilities, services, personnel, and material in support of the incident. The main responsibilities are to staff and manage the logistics section, identify and meet the resource and logistics needs of the incident, and demobilize incident resources in an orderly and cost-effective manner.

Responsibilities:

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	1. Obtain briefing from Incident Commander: <ul style="list-style-type: none"> a. Review situation and resource status for number of personnel assigned to incident. b. Review current organization. c. Determine which incident facilities have been/should be activated.
<input type="checkbox"/>	2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.
<input type="checkbox"/>	3. Confirm resource ordering process.
<input type="checkbox"/>	4. Assess adequacy of current Incident Communications Plan (ICS Form 205).
<input type="checkbox"/>	5. Organize and staff the logistics section, as appropriate, and consider the need for facility security and communication and supply units.
<input type="checkbox"/>	6. Assemble, brief, and, assign work locations and preliminary work tasks to logistics section personnel: <ul style="list-style-type: none"> a. Provide summary of emergency situation. b. Provide summary of the kind and extent of logistics support the section may be asked to provide. c. Notify resources unit of logistics section units activated, including names and locations of assigned personnel.
<input type="checkbox"/>	7. Notify resources unit of other units activated, including names and location of assigned personnel.

☑	Responsibilities
☐	8. Attend planning meetings: <ol style="list-style-type: none"> a. Specify facilities and reporting locations. b. Develop resource order. c. Review communications/medical/ transportation plans.
☐	9. Participate in preparation of Incident Action Plan (IAP): <ol style="list-style-type: none"> a. Provide input on resource availability, support needs, identified shortages, and response timelines for key resources. b. Identify future operational needs (both current and contingency) in order to anticipate logistical requirements. c. Ensure Incident Communications Plan (ICS Form 205) is prepared. d. Ensure Medical Plan (ICS Form 206) is prepared. e. Assist in the preparation of Transportation Plan.
☐	10. Review IAP and estimate section needs for next operational period <ol style="list-style-type: none"> a. Identify, request, and assign staff for next operational period
☐	11. Research availability of additional resources. Coordinate and process requests for additional resources.
☐	12. Hold section meetings, as necessary, to ensure communication and coordination among logistics branches and units.
☐	13. Ensure coordination between logistics and other command and general staff. <ol style="list-style-type: none"> a. Provide advice on current service and support capabilities b. Prepare service and support elements of the IAP
☐	14. Estimate future service and support requirements.
☐	15. Ensure general welfare and safety of section personnel.
☐	16. Brief next shift on current activities and unusual situations.
☐	17. Ensure that all personnel observe established level of operational security.
☐	18. Ensure all logistics functions are documenting actions on unit log (ICS Form 214).
☐	19. Submit all section documentation to documentation unit
☐	20. Receive Demobilization Plan from planning section
☐	21. Recommend release of unit resources in conformity with Demobilization Plan

Information Exchange Matrix:

The table below shows the information input and outputs for the logistics section.

Meet With	When	LSC Information Received	LSC Information Provided
Incident Commander	Check-in/initial briefing	<ul style="list-style-type: none"> ■ Incident status ■ Incident command priorities, goals and objectives ■ Logistics section priorities ■ Meeting schedule ■ Financial authorization and ceilings ■ Incident Briefing Form (ICS 201) 	
	Ops Briefing	<ul style="list-style-type: none"> ■ Situation briefing 	<ul style="list-style-type: none"> ■ Logistics update
Logistics Section Personnel	Upon arrival	<ul style="list-style-type: none"> ■ Names and qualifications 	<ul style="list-style-type: none"> ■ Check-in procedures ■ Assignments/tasking ■ Incident status ■ Logistics section priorities
Resource Management and Logistics Liaison Officer(s)	Planning meeting	<ul style="list-style-type: none"> ■ Agency concerns regarding use of resources 	<ul style="list-style-type: none"> ■ Update on logistical needs and concerns
Planning Section Chief	Planning meeting	<ul style="list-style-type: none"> ■ Proposed IAP 	<ul style="list-style-type: none"> ■ Progress report on the status of obtaining, allocating, mobilizing resources need for incident response
	Ops briefing	<ul style="list-style-type: none"> ■ Briefing on situation ■ Incident Command/Unified Command objectives 	<ul style="list-style-type: none"> ■
All Sections	Initial briefing and end of operational period	<ul style="list-style-type: none"> ■ Logistical needs from various sections 	<ul style="list-style-type: none"> ■ Progress report on the status of obtaining, allocating, mobilizing resources need for incident response

Meet With	When	LSC Information Received	LSC Information Provided
Resource Unit Leader	As needed	<ul style="list-style-type: none"> ■ Check-in list (ICS 211) 	<ul style="list-style-type: none"> ■ Update on resources at incident
Finance Section Chief	As needed	<ul style="list-style-type: none"> ■ Recommendation on resource utilizations 	<ul style="list-style-type: none"> ■ Resource use decisions
Situation Unit Leader	Planning meeting	<ul style="list-style-type: none"> ■ Future projections for the incident 	<ul style="list-style-type: none"> ■

Services Branch Director

The Branch Director, when activated, is under the supervision of the Logistics Section Chief, and is responsible for the management of all service activities at the incident. The Branch Director supervises the operations of the communications, medical, and food units.

Mission:

To provide services related to medical, communication, food, and sanitation needs to support response efforts.

Responsibilities:

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	1. Obtain briefing from Logistics Section Chief: <ul style="list-style-type: none"> a. Determine number of personnel to be fed. b. Determine communications systems in use. c. Determine medical support needs of the incident. d. Confirm personnel already requested for branch.
<input type="checkbox"/>	2. Assemble, brief, and assign work locations and preliminary work tasks to branch personnel: <ul style="list-style-type: none"> a. Provide summary of emergency situation. b. Provide summary of the communications, food, and medical needs of the incident.
<input type="checkbox"/>	3. Ensure establishment of effective Incident Communications Plan (ICS Form 205).
<input type="checkbox"/>	4. Ensure that incident personnel receive adequate food and water.
<input type="checkbox"/>	5. Coordinate with operations to ensure adequate medical support to incident personnel.
<input type="checkbox"/>	6. Participate in organizational meetings of logistics section personnel.
<input type="checkbox"/>	7. Coordinate activities of branch units.
<input type="checkbox"/>	8. Keep Logistics Section Chief apprised of branch activities.
<input type="checkbox"/>	9. Document all activity on unit log (ICS Form 214).

Communications Unit Leader

The Communications Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, leads the communications unit. The communications unit develops the Communications Plan and oversees the installation, testing, distribution, use, and maintenance of communications equipment and facilities assigned to the incident.

Mission:

To develop plans for the effective use of incident communications equipment and facilities; to install and test communications equipment; to supervise the incident communications center; to distribute communication equipment to incident personnel; and to maintain repair equipment.

Responsibilities:

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	1. Obtain briefing from Logistics Section Chief or Service Branch Director.
<input type="checkbox"/>	2. Organize and staff communications unit as appropriate: <ul style="list-style-type: none"> a. Assign Communications Center Manager and Lead Incident Dispatcher. b. Assign Message Center Manger and ensure adequate staff is assigned to answer phones and attend fax machines.
<input type="checkbox"/>	3. Assess communications systems/frequencies in use; advise on communications capabilities/limitations.
<input type="checkbox"/>	4. Develop and implement effective communications procedures (flow) internal and external to the incident/incident command post.
<input type="checkbox"/>	5. Assess incident command post phone load and request additional lines as needed.
<input type="checkbox"/>	6. Prepare and implement Incident Communications Plan (ICS Form 205): <ul style="list-style-type: none"> a. Obtain current organizational chart. b. Determine most hazardous tactical activity; ensure adequate communications. c. Determine command communications needs. d. Determine support communications needs. e. Establish and post any specific procedures for use of incident command post communications equipment.

☑	Responsibilities
☐	<p>7. Include cellular phones and pagers in Incident Communications Plan (ICS Form if appropriate):</p> <ul style="list-style-type: none"> a. Determine specific organizational elements to be assigned telephones. b. Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' emergency operations centers (EOCs), etc.), identify and document phone numbers. c. Determine what phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for incoming calls, and report these numbers to staff and off-site parties such as other local jurisdictions, and state and federal agencies. d. Do not publicize OUTGOING call lines.
☐	8. Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system.
☐	9. Ensure radio and telephone logs are available and being used.
☐	<p>10. Determine need and research availability of additional nets and systems:</p> <ul style="list-style-type: none"> a. Order through supply unit after approval by Section Chief. b. Federal systems: Additional radios and other communications devices, including repeaters, radio-telephone interconnects, and satellite down-link capabilities may be available through FEMA or the USDA Forest Service.
☐	11. Document malfunctioning communications equipment and facilitate repair.
☐	12. Establish and maintain communications equipment accountability system.
☐	<p>13. Provide technical information, as required, on:</p> <ul style="list-style-type: none"> a. Adequacy of communications systems currently in use b. Geographic limitation on communications equipment c. Equipment capabilities d. Anticipated problems in the use of communications equipment
☐	14. Estimate unit needs for expected operations; order relief personnel.
☐	15. Provide briefing to relief on current activities and unusual situations.
☐	16. Document all activity on unit log (ICS Form 214).

Medical Unit Leader

The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, leads the medical unit and develops the Incident Medical Plan for incident personnel. The medical unit is responsible for the effective and efficient provision of medical services to incident personnel and preparation of reports and records.

Mission:

To prepare a medical emergency plan, to obtain medical aid and transportation for injured or ill incident personnel, and to prepare reports and records.

Responsibilities:

☑	Responsibilities
☐	1. Obtain briefing from Logistics Section Chief or Service Branch Director: <ol style="list-style-type: none"> a. Information on any injuries that occurred during initial response operations b. Name and location of Safety Officer
☐	2. Determine level of emergency medical activities performed prior to activation of Medical Unit: <ol style="list-style-type: none"> a. Number and location of aid stations b. Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident c. Potential for special medical problems (hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.) d. Medical supplies needed
☐	3. Respond to requests for medical treatment and transportation.
☐	4. Request/supervise ambulance support. Order through established incident chain of command.
☐	5. Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency. This plan should be coordinated with the medical organization within the operations section. The Medical Plan should include: <ol style="list-style-type: none"> a. Medical assembly area b. Triage area c. Ambulance traffic route d. Landing zone for life flight (incident and hospital) e. Aid station location(s) f. Hazard-specific information (Hazmat treatment, etc.) g. Closest hospitals h. Possibility of separate treatment areas for responders and survivors, as well as sending all responders to a single hospital

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	6. Obtain Safety Officer approval for Medical Plan.
<input type="checkbox"/>	7. Coordinate Medical Plan with local hospitals.
<input type="checkbox"/>	8. Respond to requests for medical aid.
<input type="checkbox"/>	9. Notify Safety Officer and Logistics Section Chief of all accidents and injuries.
<input type="checkbox"/>	10. Respond to requests for medical supplies.
<input type="checkbox"/>	11. Prepare medical reports; provide copies to documentation unit.
<input type="checkbox"/>	12. Submit reports as directed; provide copies to Documentation Unit Leader.
<input type="checkbox"/>	13. Provide briefing to relief on current activities and unusual circumstances.
<input type="checkbox"/>	14. Document all activity on unit log (ICS Form 214).

Food Unit Leader

The Food Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, leads the food unit. The food unit is responsible for supplying the food needs for the entire incident.

Mission:

To determine feeding requirements at all incident facilities, including plans for menus, facilities for food preparation and serving, potable water; and maintenance of the food service areas.

Responsibilities:

☑	Responsibilities
☐	1. Obtain briefing from Logistics Section Chief or Service Branch Director: <ol style="list-style-type: none"> a. Determine potential duration of incident b. Number and location of personnel to be fed c. Last meal provided d. Proposed time of next meal
☐	2. Determine food service requirements for planned expected operations.
☐	3. Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit).
☐	4. Determine location of working assignment.
☐	5. Ensure sufficient potable water and beverages for all incident personnel.
☐	6. Coordinate transportation of food and drinks to the scene with ground support and Operations Section Chief.
☐	7. Ensure that appropriate health and safety measures are taken and coordinate activities with Safety Officer.
☐	8. Supervise administration of food service agreement, if applicable.
☐	9. Provide copies of receipts, bills of Finance and Administration section.
☐	10. Notify supply unit when food orders are complete.
☐	11. Provide briefing to personnel staffing the next shift on current activities and unusual situations.
☐	12. Document all activity on unit log (ICS Form 214).

Support Branch Director

The Support Branch Director, when activated, is under the direction of the Logistics Section Chief, and is responsible for development and implementation of logistics plans in support of the Incident Action Plan. The Support Branch Director supervises the operations of the supply, facilities, and ground support units.

Mission:

To provide personnel, equipment, supplies, and transportation for incident response.

Responsibilities:

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	1. Obtain briefing from Logistics Section Chief: <ol style="list-style-type: none"> a. Determine facilities activated in support of the incident. b. Determine ground support and transportation needs. c. Determine resource ordering process. d. Confirm personnel already requested for branch.
<input type="checkbox"/>	2. Confirm resource ordering process and who is authorized to order with command and Logistics Section Chief.
<input type="checkbox"/>	3. Confirm facilities in use and determine the potential for additional facilities.
<input type="checkbox"/>	4. Determine need for fuel delivery and vehicle support.
<input type="checkbox"/>	5. Determine whether mutual aid and contract equipment are in use. Confirm method of inspection.
<input type="checkbox"/>	6. Staff branch appropriately.
<input type="checkbox"/>	7. Assemble, brief, and assign work locations and preliminary work tasks to branch personnel: <ol style="list-style-type: none"> a. Provide summary of emergency situation. b. Provide summary of the facility, supply, and ground support needs of the incident.
<input type="checkbox"/>	8. Participate in organizational meetings of logistics section personnel.
<input type="checkbox"/>	9. Coordinate activities of branch units.
<input type="checkbox"/>	10. Keep Logistics Section Chief apprised of branch activities.
<input type="checkbox"/>	11. Document all activity on unit log (ICS Form 214).

Supply Unit Leader

The Supply Unit Leader, under the direction of the Logistics Section Chief or Support Branch Director, leads the supply unit. The Supply Unit Leader is responsible for ordering, receiving, and storing incident-related resources, personnel, and supplies.

Mission:

To order personnel, equipment, and supplies; to receive and store all supplies for the incident; to maintain an inventory of supplies; and to service non-expendable supplies and equipment.

Responsibilities:

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	1. Obtain briefing from Logistics Section Chief or Support Branch Director: <ol style="list-style-type: none"> a. Determine charge code for incident. b. Confirm ordering process. c. Assess need for 24-hour staffing. d. Determine scope of supply process.
<input type="checkbox"/>	2. Organize and staff unit, as appropriate: <ol style="list-style-type: none"> a. Consider need for lead agency representation in ordering process. b. Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, and supplies).
<input type="checkbox"/>	3. Determine ordering parameters, authorities, and restrictions. Ensure that unit staff observes ordering system and chain of command for ordering: <ol style="list-style-type: none"> a. Establish clearly defined time when the supply unit will assume responsibility for all ordering. This will require close coordination with operations and planning staff. b. Confirm process for coordinating contract-related activities with the procurement unit. c. Confirm process for emergency purchase orders with finance section.
<input type="checkbox"/>	4. Determine type and amount of supplies and equipment on hand and en route: <ol style="list-style-type: none"> a. Contact resources unit to determine resources on order.
<input type="checkbox"/>	5. Receive resource orders from authorized incident staff. Document on resource order form (ICS Form 208): <ol style="list-style-type: none"> a. Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.). b. Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered. c. Obtain estimated price for resources that expect reimbursement. d. Coordinate delivery of rented equipment to ground support unit for inspection before use.

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	6. Arrange to receive ordered supplies and equipment. Work with facilities unit to identify and activate appropriate facilities for supply storage.
<input type="checkbox"/>	7. Order, receive, distribute, and store supplies and equipment: a. Obtain resource name, number, identifiers, etc., along with estimated times of arrival (ETAs).
<input type="checkbox"/>	8. Advise affected unit or section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.
<input type="checkbox"/>	9. Alert Section Chief to changes in resource availability that may affect incident operations.
<input type="checkbox"/>	10. Develop and implement safety and security requirements for supply areas.
<input type="checkbox"/>	11. Review Incident Action Plan (IAP) for information affecting supply unit.
<input type="checkbox"/>	12. Maintain inventory of supplies and equipment.
<input type="checkbox"/>	13. Service re-usable equipment.
<input type="checkbox"/>	14. Keep and submit copies of all orders and related documentation to the documentation unit.
<input type="checkbox"/>	15. Provide briefing to relief on status of outstanding orders, current activities, and unusual situations.
<input type="checkbox"/>	16. Document all activity on unit log (ICS Form 214).

Facilities Unit Leader

The Facilities Unit Leader, under the direction of the Logistics Section Chief or Support Branch Director, leads the facilities unit. The facilities unit sets up, maintains, and demobilizes all facilities used in support of incident operations. The unit also provides facility maintenance and security services required to support incident operations.

Mission:

To establish and maintain incident facilities (e.g., base, camp(s) and incident command post), to provide rest and sanitation facilities for incident personnel, and to manage base and camp operations.

Responsibilities:

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	1. Obtain briefing from Logistics Section Chief or Support Branch Director: <ol style="list-style-type: none"> a. Expected duration and scope of the incident b. Facilities already activated c. Anticipated facility needs
<input type="checkbox"/>	2. Obtain a copy of the Incident Action Plan (IAP) and determine: <ol style="list-style-type: none"> a. Location of incident command post b. Staging areas c. Incident base d. Supply/receiving/distribution centers e. Information/media briefing center f. Other incident facilities
<input type="checkbox"/>	3. Determine requirements for each facility to be established: <ol style="list-style-type: none"> a. Sanitation b. Sleeping c. Feeding d. Supply area e. Medical support f. Communications needs g. Security needs h. Lighting

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	<p>4. In cooperation with other incident staff, determine the following requirements for each facility:</p> <ul style="list-style-type: none"> a. Needed space b. Specific location c. Access d. Parking e. Security f. Safety
<input type="checkbox"/>	5. Plan facility layouts in accordance with above requirements.
<input type="checkbox"/>	<p>6. Coordinate negotiation for rental office or storage space:</p> <ul style="list-style-type: none"> a. < 60 days – Coordinate with procurement unit b. > 60 days – Coordinate with procurement unit, agency Facilities Manager, and agency finance department.
<input type="checkbox"/>	7. Video or photograph rental office or storage space prior to taking occupancy.
<input type="checkbox"/>	8. Document all activity on unit log (ICS Form 214).

Ground Support Unit Leader

The Ground Support Unit Leader, under the direction of the Logistics Section Chief or the Support Branch Director, leads the ground support unit. The ground support unit is responsible for maintaining and servicing vehicles and mobile equipment and coordinating the transportation of personnel and resources.

Mission:

To support transportation resources; to coordinate transportation of personnel, supplies, food, and equipment; to fuel, maintain, and repair vehicles and vessels; and to implement the Incident Traffic Plan.

Responsibilities:

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	1. Obtain briefing from Logistics Section Chief or Support Branch Director: <ol style="list-style-type: none"> a. Fueling needs of apparatus on incident b. Transportation needed for responders c. Location of supply unit receiving and distribution points(s) d. Incident transportation maps and restrictions on transportation routes e. Need for vehicle repair services and policy toward repair and fueling of mutual aid and rental equipment
<input type="checkbox"/>	2. Staff unit by the above considerations, as indicated.
<input type="checkbox"/>	3. Consider the need to use agency pool vehicles or rental vehicles to augment transportation resources.
<input type="checkbox"/>	4. Support out-of-service resources according to agreement for mutual aid and rental equipment.
<input type="checkbox"/>	5. Notify resources unit of all changes on support and transportation vehicles.
<input type="checkbox"/>	6. Arrange for and activate towing, fueling, maintenance, and repair services.
<input type="checkbox"/>	7. Maintain fuel, parts, and service use records and cost summaries. Forward to finance/administration section.
<input type="checkbox"/>	8. Maintain inventory of support and transportation vehicles.
<input type="checkbox"/>	9. Provide transportation services: <ol style="list-style-type: none"> a. Review Incident Action Plan (IAP) for transportation requirements. b. Review inventory for needed resources. c. Request additional resources through supply unit. Give type, time needed, and reporting location. d. Schedule use of support vehicles. e. Document mileage, fuel consumption, and other costs.

☑	Responsibilities
☐	10. Implement Transportation Plan: <ul style="list-style-type: none"> a. Determine timelines. b. Identify types of services required. c. Assign resources required to implement Transportation Plan.
☐	11. Ensure that the condition of rental equipment is documented prior to use and coordinate with Procurement Unit Leader.
☐	12. Document all activity on unit log (ICS Form 214).

Resource Management and Logistics Liaison Officer

Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff. Only one Liaison Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Liaison Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The Liaison Officer is the contact for representatives of the personnel assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

Mission:

To provide the point of contact for representatives of assisting and cooperating agencies; to respond to requests from stakeholder groups; to address inter-organizational issues, and bring those issues and concerns to the attention of the Incident Commander with a recommended course of action.

Responsibilities:

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	1. Review common responsibilities.
<input type="checkbox"/>	2. Be a contact point for Agency Representatives.
<input type="checkbox"/>	3. Maintain a list of assisting and cooperating agencies and Agency Representatives.
<input type="checkbox"/>	4. Assist in establishing and coordinating interagency contacts.
<input type="checkbox"/>	5. Keep agencies supporting the incident aware of incident status.
<input type="checkbox"/>	6. Monitor incident operations to identify current or potential inter-organization problems.
<input type="checkbox"/>	7. Participate in planning meetings, providing current resources status, including limitations and capability of assisting agency resources.
<input type="checkbox"/>	8. Coordinate response resource needs.
<input type="checkbox"/>	9. Ensure that all required agency forms, reports, and documents are completed prior to demobilization.
<input type="checkbox"/>	10. Brief the IC on agency issues and concerns.
<input type="checkbox"/>	11. Have debriefing sessions with the IC prior to demobilization
<input type="checkbox"/>	12. Maintain a unit log (ICS Form 214).

Liaison Officer Pros and Cons

Pros:

- Provides a regional representative at the State EOC to coordinate the regions' interests
- Gives a voice to the region at the State EOC in lieu of a Multi-Agency Coordination (MAC) system
- Requires counties to train personnel in state logistics operations and the responsibilities of the position

Cons:

- Requires cooperation from the counties to rotate duties equitably
- Requires a qualified individual from the county, although the position could be filled by a Kentucky National Guard representative or from another county outside the impacted area

Agency Representative

In many multi-jurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts. An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

Mission:

Exercise decision-making authority as appropriate on behalf of the agency.

Responsibilities:

<input checked="" type="checkbox"/>	Responsibilities
<input type="checkbox"/>	1. Review common responsibilities.
<input type="checkbox"/>	2. Ensure that all agency resources are properly checked in at the incident.
<input type="checkbox"/>	3. Obtain briefing the Liaison Officer or Incident Commander.
<input type="checkbox"/>	4. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
<input type="checkbox"/>	5. Attend briefings and planning meetings as required.
<input type="checkbox"/>	6. Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
<input type="checkbox"/>	7. Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
<input type="checkbox"/>	8. Ensure the well-being of agency personnel assigned to the incident.
<input type="checkbox"/>	9. Advise the Liaison Officer of any special agency needs or requirements.
<input type="checkbox"/>	10. Report to home agency dispatch or headquarters on a prearranged schedule.
<input type="checkbox"/>	11. Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
<input type="checkbox"/>	12. Ensure that all required agency forms, reports, and documents are complete prior to departure.
<input type="checkbox"/>	13. Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.
<input type="checkbox"/>	14. Maintain a Unit Log (ICS Form 214).

Appendix D: Resource List

The following resource lists have been compiled to provide a general idea of the commodities, resources, equipment, supplies, and personnel that a jurisdiction may need to respond to an earthquake or an aerosolized anthrax attack. This resource list is not intended to be a comprehensive list of all of the potential equipment needed to respond to either threat.

Flood

Logistics

- Disaster commodities such as packaged food and bottled water
- Generators for medical facilities, emergency operations centers (EOCs), public works infrastructure
- Portable sanitation equipment (portable toilets, showers)
- Heavy equipment such as Diesel Pumps, Suction and Discharge Hose, Vacuum Assist Pumps, Submersible Hydraulic Pumps, Bauer Pipe strainers and T joints, 100 to 3000 GPM Pumps, Hydraulic Pump, Desiccant Dehumidifier, Variable Message Boards, bulldozers, bucket loaders, dump trucks, material handling equipment and accomplish repairs to road and levy system
- Housing repair materials.
- Sand bagging resources; sand bags, sand, sand bagging equipment and hand tools
- Military support from the National Guard for aircraft (reconnaissance, airlift, heavy lift helicopters, and medical evacuation) and troops (multi-function and commodities distribution force packages) to provide security, assist flood fight teams, and distribute disaster supplies
- A donations management warehouse
- Bases, camps, and staging areas both for response personnel and for the public
- Transportation assets for disaster supplies and equipment (tractor trailers)
- Mass transit buses to move displaced population and response workers
- Additional public information personnel to support field response operations

Operations

Human Services

- Mass feeding kitchens and sites, to include out-of-state VOAD resources
- Shelters for occupants of flooded buildings
- Crisis and stress management teams
- Public health personnel and teams
- Companion animal mobile equipment trailers and teams (CAMETs)
- Special needs response personnel and mobile support/equipment trailers

- Use of VOLAG mass feeding assets to support response personnel

Emergency Services

- State medical assistance teams (SMAT) and other medical response assets to care for patients displaced from hospitals and long-term care facilities as well as immunizations
- Law enforcement personnel and task forces to provide security, traffic control, and control of disaster "tourists"
- Hazmat teams to control spills of hazardous materials

Infrastructure

- Flood fight activities. This list of materials is suggested per every 5 to 6 miles of levee.
- Visquine plastic 10 rolls (@100'x20'x10mil)
- Sandbags 5,000
- Twine at 200 lb. Test 8 boxes
- Wooden stakes 200
- Tie buttons 1,000
- Tools needed: Lineman pliers 8 each; sledge hammers 8 each; shovels 10 each; life jackets for all personnel
- DOT assets to open and repair roads blocked due to landslides, bridge/overpass collapses/damage, and train derailments
- Bridge/road inspection personnel and engineers
- Rail inspection personnel
- Building inspection personnel
- Water and sewer treatment plant personnel and repair teams via mutual aid to assist local restoration efforts

Response Communication Networks

- Amateur radio personnel and equipment to support state and local emergency response
- Mobile communications assets (satellite voice and data) and mobile command centers
- Mobile Viper towers to replace damaged towers and radios
- Satellite telephones to support response and logistics operations

Regional Coordination Center (RCC)

- Incident Management Teams (Type II or III) for counties with flooding
- Incident Management Team (Type II) for the RCC
- County EOC liaison teams.

- Air transportation (helicopter and fixed wing as appropriate) to move medical patients out of affected areas
- Ground transportation (medical buses and school buses) to move medical patients out of affected areas
- Inspectors for water and waste systems
- Dam safety inspectors
- Inspectors/survey teams for private business

Earthquake

Logistics

- Disaster commodities such as packaged food, bottled water, ice, and tarps
- Generators for medical facilities, emergency operations centers (EOCs), public works infrastructure
- Portable sanitation equipment (portable toilets, showers)
- Heavy equipment such as cranes, dozers, bucket loaders, dump trucks, material handling equipment to assist urban search and rescue (USAR) teams and accomplish repairs to road system
- Specialty equipment/tools for USAR teams
- Housing repair materials
- Military support from the National Guard for aircraft (reconnaissance, airlift, heavy lift helicopters, and medical evacuation) and troops (multi-function and commodities distribution force packages) to provide security, assist USAR teams, and distribute disaster supplies
- A donations management warehouse
- Bases, camps, and staging areas both for response personnel and for the public
- Transportation assets for disaster supplies and equipment (tractor trailers)
- Mass transit buses to move displaced population and response workers
- Additional public information personnel to support field response operations

Operations

Human Services

- Mass feeding kitchens and sites, to include out-of-state VOAD resources
- Shelters for occupants of collapsed/damaged buildings
- Crisis and stress management teams
- Public health personnel and teams
- Companion animal mobile equipment trailers and teams (CAMETs)
- Special needs response personnel and mobile support/equipment trailers

- Use of VOLAD mass feeding assets to support response personnel

Emergency Services

- USAR teams
- Structural collapse canine teams
- State medical assistance teams (SMAT) and other medical response assets to care for trauma survivors and other patients displaced from hospitals and long-term care facilities
- Law enforcement personnel and task forces to provide security, traffic control, and control of disaster "tourists"
- Hazmat teams to control spills of hazardous materials
- Fire fighting assets for building and forest fires

Infrastructure

- DOT assets to open and repair roads blocked due to landslides, bridge/overpass collapses/damage, and train derailments
- Bridge/road inspection personnel and engineers
- Rail inspection personnel
- Building inspection personnel
- Civilian landline and cellular telephone system repair personnel and equipment
- Power company repair crews for repair of the electrical grid and damage to power generation plants
- Water and sewer treatment plant personnel and repair teams via mutual aid to assist local restoration efforts

Response Communication Networks

- Amateur radio personnel and equipment to support state and local emergency response
- Mobile communications assets (satellite voice and data) and mobile command centers
- Mobile Viper towers to replace damaged towers and radios
- Satellite telephones to support response and logistics operations

Regional Coordination Center (RCC)

- Incident Management Teams (Type II or III) for counties with damage
- Incident Management Team (Type II) for the RCC
- County EOC liaison teams.
- Air transportation (helicopter and fixed wing as appropriate) to move medical patients out of affected areas
- Ground transportation (medical buses and school buses) to move medical patients out of affected areas

- Power generators (100kw-800kw) for vital locations; requirement could range to 300 generators
- Trained earthquake assessment teams (200-250)
- Inspectors for water and waste systems
- Dam safety inspectors
- Inspectors/survey teams for private business

Anthrax

Anthrax is non-contagious, potentially fatal disease caused by breathing, eating, or touching spores of the Bacillus Anthracis bacterium. Projected infrastructure damage is limited to the site of the attack. Water sources infrastructure may be affected. Decontamination and care for the population will require the majority of resources will require extensive response resources of the types indicated below:

Logistics

- The Strategic National Stockpile (SNS)
- 12 hour push package
- Centers for Disease Control (CDC) SNS Managed Inventory of specific pharmaceuticals and medical supplies
- Receiving storage and staging (RSS) facility warehouse
- Medical points of dispensing (PODS) and supporting equipment.
- Personal protective equipment for responders (respiratory masks (HEPA Style)), over-garments (blood and body fluid), gloves, and boots
- Disaster commodities such as packaged food, bottled water (extent of contamination of resources of food and water)
- Generators for medical facilities, EOCs, public works infrastructure
- Portable sanitation equipment (portable toilets, showers)
- Military support from the National Guard for aircraft (medical evacuation) and troops (multi-function and commodities distribution force packages) to provide escort and security, traffic control, and entry/exit point control, and to distribute medical supplies
- Bases, camps, and staging areas both for response personnel
- Transportation assets for disaster supplies and equipment (tractor trailers, cargo vans, box vans)
- Mass transit buses to move medical patients and response workers
- Additional public information personnel to support field response operations

Operations

Human Services

- Mass feeding kitchens and sites, to include out-of-state VOLAD resources

- Crisis and stress management teams
- Public health personnel and teams
- Special needs response personnel and mobile support/equipment trailers
- Use of VOAD mass feeding assets to support response personnel

Emergency Services

- Disaster Medical Assistance Teams (DMAT), Disaster Mortuary Operational Response Team DMORT and National Disaster Medical System (NDMS), Federal Medical Shelter (FMS) other Medical Teams and other medical response assets to care for infected survivors and other patients displaced from hospitals and long term care facilities
- Law enforcement personnel and task forces to provide escort and security, traffic control, and entry/exit point control
- Hazmat teams to decontaminate the scene of dispersal
- Decontamination equipment
- Hypochlorite solution

Infrastructure

- Water and sewer treatment plant personnel and repair teams to assist local decontamination efforts
- Response communication networks
- Amateur radio personnel and equipment to support state and local emergency response
- Mobile communications assets (satellite voice and data) and mobile command centers
- Satellite telephones to support response and logistics operations

Local EOCs

- Incident Management Teams (Type II or III) for counties with infections
- EOC liaison teams
- Air transportation (helicopter and fixed wing as appropriate) to move medical patients
- Ground transportation (medical buses and school buses) to move medical patients
- Inspectors for water and waste systems
- Inspectors/survey teams for private business

RSS Support Package (SNS Support - Aviation)

- 1 EACH K-LOADER
- 4 each all terrain extended reach forklifts
- 6 each 5000 pound warehouse forklifts 8 each manual pallet jacks
- 4 each dock plates

- 2 each loading ramp
- 10 each 4000 watt light towers - self contained
- 10 each 10'X10' pop-up tents
- 150 each folding chairs
- 60 each folding tables
- 4 each 52" warehouse fans
- 40 each 100' 12/3 extension cords
- 40 each 3-way splitters
- 20 each 55 gallon plastic trash cans with lids

Daily refueling services for equipment

All systems delivered installed and demobilized

Appendix E: Logistics Staging Area Equipment and Supplies

The following table shows a list of commonly needed items for a logistics staging area (LSA). The quantity and supplier will vary to meet the need of the incident.

This list of equipment and supplies is the baseline for establishing the LSA. It will be reviewed prior to the establishment of the LSA and adjusted if needed to meet the needs of the mission.

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'		
Barricades bar -P		
Lights, portable, 4,000 watt light tower		
Vests, safety		
LZ marking kit		
Ponchos, orange		
First aid kit, 50 person		
Cooler 2 gallon		

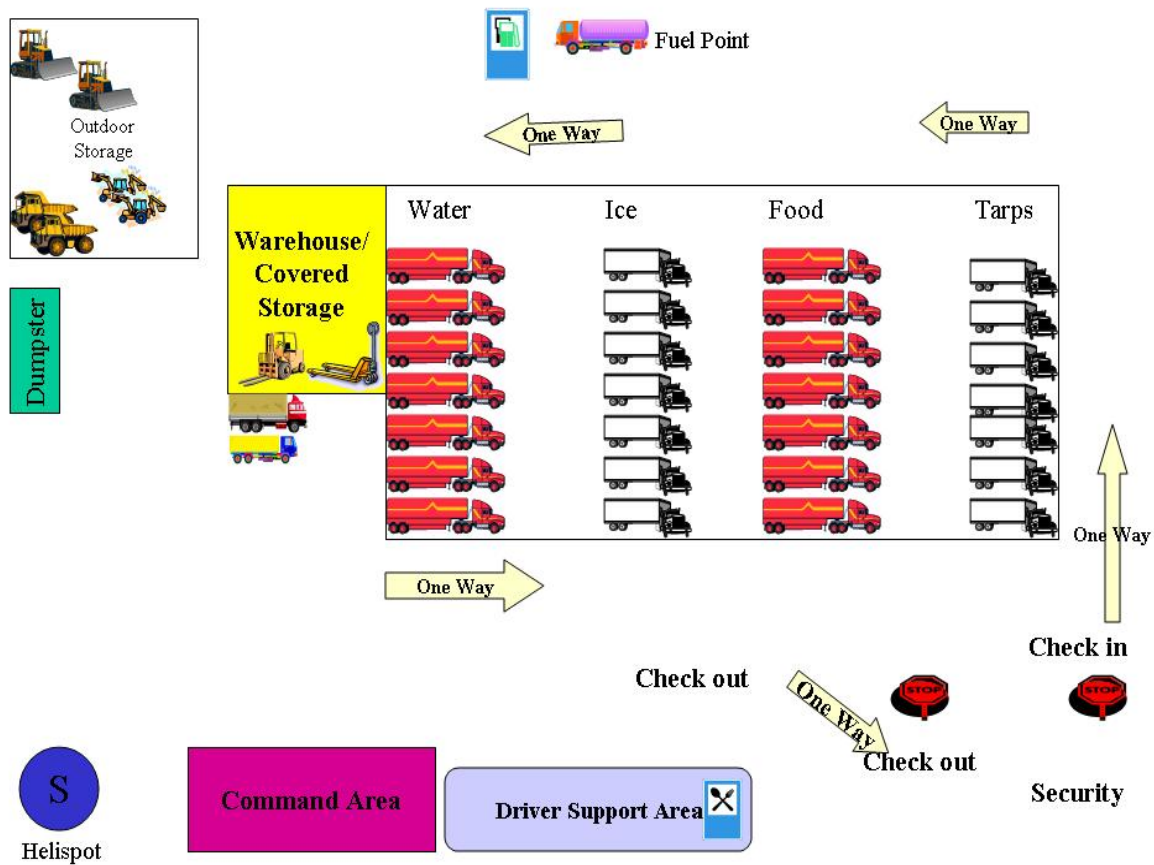
Resource	Qty	Provider
Sunscreen SPF 40 or higher		
Insect repellent		
Shovel, flat head		
Shovel, D handle		
Axe		
Pick		
Broom push		
Broom straight		
Warehouse Support		
Fans, warehouse, 36"		
Pallets and large bins		
Shrink wrap and stretch wrapper		
Refrigerated trailers		
Steel yard ramp		
Electric cart; Cushman 352 2-person cart		
Office Support		
Cellular phones		
Megaphone, 25 watt, with remote microphone		
Motorola talk about or equivalent (optional)		
Telephone fax/copier, office supplies		
Table/chairs		
Trailer office 12X60		
Display boards		
Computers		
Infrastructure		
Power cables ____ (length)		
Generator capability or Electricity ____ (kw capacity)		
Dumpster (large)(with service)		

Resource	Qty	Provider
10x10 shade tent		
Portable distribution panels		
Portable toilets, self-contained, with daily service contract		
Personnel		
Manager		
Team Leader		
Field Workers		
Mission Tracker Operator		
CSA Liaison		
EOC Liaison		
Fork-Lift Operator		
Law Enforcement - Security		
Law Enforcement - Traffic		
Coordinator		
Assistant Coordinator		
Left Perimeter Guard		
Right Perimeter Guard		
Fire Department		

Appendix F: Logistical Staging Area Site Layout

The figure below is for planning purposes and is not to scale. Logistical staging area site planning will be dependent on terrain, infrastructure, access, and facilities. The staging area manager will have to determine site layout either pre-event or onsite during the event.

In all storage or parking of resources and commodities the concept of "first in, first out" is utilized. "First in, first out" is a cost saving concept that allows for vehicles that arrive first are unloaded and released first. Implementing this concept saves money in drayage fees.



Planning Considerations

Command and Administrative Area

- Command Post Area. (No staging area sites except the PC Warehouse have office space)
- Office trailer(s), command post(s) or tent (s) established to provide working space for LSA Staff.
- Office Space Allocation:
 - 80 square feet per office worker
 - Typical Staff of 15 Office Staff = 1,200 Square Feet
 - Office Equipment Space = 500 Square Feet
- A flat surface, well drained site, near the major work area, and centrally located so as to provide most visibility of the area.
- Free of overhead obstructions such as power lines, trees, and buildings to maintain clear communications. Must consider the sighting of the cell tower and the satellite dish.
- Located in proximity to telephone drops.

Parking

Parking Hard Stand Area

- The use of any hard stand (open areas with a concrete, gravel or asphalt surface) must be divided into three areas of use.
 - Storage – Parking for commodities that will not be unloaded such as reefer trailers and other dry vans, as well as other equipment that will not be adversely affected by the elements such as generators, pumps, forklifts and pipes. Refueling vehicles should be easily accessible for reefer trailers.
 - Staging – A site for the staging of transportation assets used to carry out LSA transportation requirements.
 - Administrative parking- a site to park administrative support vehicles, VIPs and other visitors not used in the transportation of LSA missions.
 - Other Open Areas – Other areas are grassy or other spots not having a prepared surface. Consider this space 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 a 12' X 100' Space Allocation (1,200 Square Feet)
- One Trailer Only requires a 12' X 60' Space Allocation (720 Square Feet)
- One Tractor Only requires a 12' X 40' Space Allocation (480 Square Feet)
- One Generator Trailer Pack (200 – 750 kW) requires a 10' X 20' Space Allocation (200 Square Feet)
 - 1 Acre = 42,000 Square Feet

Capacity Calculations (42,000 SQ FT = 1 Acre)

Size	Truck & Trailer	Trailer Only
250,000 (6 A)	208	347
360,000 (9 A)	300	500
490,000 (12 A)	408	681
640,000 (15 A)	533	889
810,000 (18 A)	675	1,125
1,000,000 (21 A)	833	1,389
1,210,000 (24 A)	1,008	1,681
1,440,000 (27 A)	1,200	2,000

Parking Areas

- Segregate commodities by resource type (ice, water, food, tarps)
- Park to encourage “first in, first out”.
- Limit disruptions
- Easy identification
- Safety
- Area lights, truck parking and safety
- Privately owned vehicle and agency vehicle parking and safety
- One way in and one way out
- Room to maneuver
- Accountability
- Heavy equipment staging areas
- Room to maneuver

Warehouse/Covered Space

- 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 or similar cartons and containers should be in covered areas.
- Large festival tents or engineered soft side structures can serve this purpose.
- If no suitable temporary structure is available utilize plastic or tarps to cover commodities.
- Portable ramps will be needed to unload trailers at the LSA in a timely manner.
- Establish open passage for forklifts and pallet jacks.

- Lighting requirements include light sets and stands for the covered area. These will likely need to be requested or purchased.
- The PC Warehouse may require portable HVAC or additional fans. The temporary structures will require sufficient fans to provide ventilation.
- One emptied semi-trailer, single pallet layer, requires a 12' X 60' floor space allocation (720 Square Feet)
- Store to encourage "first in, first out".

Shipping and Receiving Area

- Designate separate areas that will be used exclusively for the preparation, loading and off-loading of resources.
- Shipping and receiving sites should be opposite of each other, or at a minimum separate from each other.
- Clearly marked and with space to maneuver large vehicles and forklifts safely.

Traffic Pattern

- One way in and one way out when possible. Avoid crossing airport tarmacs and airport traffic patterns.
- Consider the placement of signage and traffic cones/barriers. Order additional cones and barriers as needed.

Check-in and Check-out

- Establish a check-in site that is clearly marked, identified and staffed. Without exception all traffic into the LSA should go through the check-in point.
- If the traffic pattern allows establish a check-out point separate from the check-in point.
- Considerations
 - Exclusive use of the gate check-in and check-out points:
 - Approach
 - Road network infrastructure
 - Road surface
 - Proximity to entrance point
 - Situational factors
 - Thru-put
 - No gate
 - Turn around area
- Check-in area should accommodate at least four trucks at a time (4,800 square feet).

- Check-out area should accommodate at least four trucks at a time (4,800 square feet).

Infrastructure

- The availability of commercial power may or may not be available based on damage.
- What is the status of running potable water
- What is the status of telephone drops. (How many do you have versus how many you need)

Life Support and Service Areas

- Administrative Areas
- Feeding Areas – Established 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 – Established near the main work area with chairs and drinking water readily available. These areas should also be covered and cooled (air conditioning or fans)
- Smoking Areas – Established near the main work areas and away from flammable materials. Cans or ashtrays should be provided to collect discarded smoking materials.
- Rest Rooms and Hygiene – Established near the main work site and the command area. If restrooms are inadequate for the number of personnel then portable toilets should be ordered for the site (one per ten staff plus a washing unit).
- Safety and First Aid – Established near the main work area with water available.

Driver Information Center and Support Services

- Convenient to contain drivers
- Close to driver facilities
- Situational considerations
- Information center
- Food services – to be provided by the LSA Manager
- Restrooms – portable toilets or restroom trailers - serviced daily

Medical Area

- Can be part of Break/Rehabilitation Area
- Must provide privacy area

Helispots

- A site to land and stage rotary wing aircraft.
- Accessible to the LSA.

- Helispot Area – In order to accommodate two CH47 helicopters, the site should be 140 meters long by 70 meters wide, regardless of the mission. Note: The pilot and ground crew will make final determination if a helispot is safe.
- 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.
- If rotary wing aircraft will be staged then a parking area must be designated.

Note: A helispot is an ICS term and may be referred to as a landing zone (LZ).

Site Security

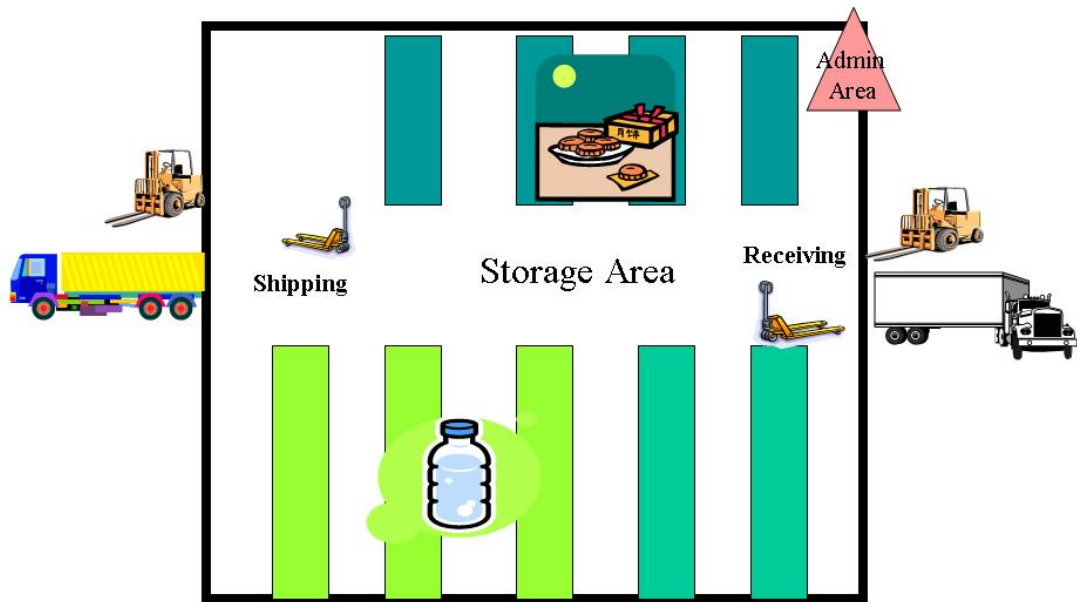
- Best-case scenario is an enclosed compound with a fence and in and out gate.
- Consider requesting a security detail from the EOC.
- If the area is within an area such as an airport where public access is restricted, consider barriers to keep traffic from moving into the area through unauthorized entryways.
- Ensure light towers cover the area appropriately, with a minimum of one on each corner of the area.
- Roving and entry
- Perimeter barriers
- Area lights, truck parking and safety

Site Services

- Waste Management
- Order dumpsters from purchasing.
- Establish an area near the main work area with adequate space to maneuver the pick-up vehicle.
- Arrange for daily servicing
- Refueling Depot – optional

Warehouse

- The figures below are for planning purposes and are not to scale. Warehouse site planning will be dependent on availability and size of the facility. The warehouse site may also be used as the emergency worker commodity pick-up site. The LSA Manager will have to determine the warehouse site layout either pre-event or on site during the event.



Appendix G: Time Phased Logistics Deployment Model

The following table is a time-phased logistics deployment checklist for a no-notice event. The table outlines tasks and actions to be completed by the logistics section as well as by the LSA or CPOD site. The following phases are addressed in this table:

- 0-2 hours
- 48-72 hours
- 2-4 hours
- 72 hours +
- 4-12 hours
- Post-Event Impact through Demobilization
- 12-24 hours
- Demobilization
- 24-48 hours

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities	Federal Emergency Management Agency (FEMA) Responsibilities ⁵
0-2 hour s	<ul style="list-style-type: none"> ■ Receive notification of the event ■ Emergency operations center (EOC) leadership should do the following: ■ Conduct initial situational assessment ■ In coordination with the jurisdictions, determine impacted populations ■ Determine affected infrastructure, transportation routes, and critical facilities ■ Make preparations to 	<ul style="list-style-type: none"> ■ Initial evaluation of the need for CSA and CPOD activation ■ Review CSA and CPOD procedures 	<ul style="list-style-type: none"> ■ Activate Logistics Section Chief position in the state EOC upon notification of event ■ Activate Logistics Section Staff to include Deputy and Assistant Logistics Section Chiefs ■ Begin initial assessment of potential resource needs and availability ■ Assess the need for additional Logistics branch activations and prepare staffing pattern 	<ul style="list-style-type: none"> ■ Activate Logistics Section Chief position in the Regional Response Coordination Center (RRCC) upon notification of request ■ Activate appropriate federal ESFs ■ Activate Regional Incident Management Assistance Team (IMAT) as requested ■ Begin initial assessment of resource availability

⁵ Assumes 7.0 earthquake or larger

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities	Federal Emergency Management Agency (FEMA) Responsibilities ⁵
	<ul style="list-style-type: none"> activate the logistics section ▪ Understand the situation and potential impact on the jurisdiction ▪ Conduct availability check with vendors, suppliers, other sources including government and mutual aid, private sector, etc. ▪ Determine the availability of needed resources ▪ Review logistics plans ▪ Arrange for staffing of the logistics section ▪ Ensure vehicles are adequately fueled 		<ul style="list-style-type: none"> ▪ Enter and assign initial missions in response to requests for assistance from affected jurisdictions and/or state EOC Operations Section ▪ Coordinate with affected jurisdictions to determine if CSA(s) and/or CPDS are planning ▪ Assess the situation to determine if there is a need to activate State Staging Area (SSA) ▪ Request FEMA Liaison for state EOC 	
2-4 hours	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Participate in state logistics conference calls ▪ Assess the situation to determine if there is a need to activate responder base camps ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, etc.) ▪ Order resources as required ▪ Continue to check availability of vendors, suppliers, and other 	<ul style="list-style-type: none"> ▪ Review CSA and CPOD procedures ▪ Contact site owners and activate MOUs or prepare to execute leases ▪ Arrange for staffing of locations and ensure locations are prepared to receive deployed personnel ▪ Identify and prepare CSA and CPOD equipment and personnel for deployment ▪ Notify vendors of support requirements ▪ Determine assets to deploy 	<ul style="list-style-type: none"> ▪ Coordinate with affected jurisdictions to determine if CSA(s) and/or CPODs are planned ▪ Assess the situation to determine if there is a need to activate SSA, State Reception Center (SRC) and/or movement coordination plan ▪ Finalize potential resource needs planning ▪ Activate Resource Management Branch staff if needed ▪ Begin IAP inputs ▪ Enter and assign missions in response to requests for assistance from affected 	<ul style="list-style-type: none"> ▪ Deploy liaison to the state EOC ▪ Finalize initial assessment of resource availability ▪ Determine if Initial Response Resources (IRR) are needed (cots, blankets, water, etc.) ▪ Begin IAP development ▪ Initiate movement of IRR

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities	Federal Emergency Management Agency (FEMA) Responsibilities ⁵
	<p>sources including government and mutual aid, private sector, etc.</p> <ul style="list-style-type: none"> ▪ Determine the availability of needed resources ▪ Assess the situation to determine if there is a need to activate CSA and CPODs 		<p>jurisdictions and/or state EOC Operations Section</p> <ul style="list-style-type: none"> ▪ Request a presidential disaster declaration ▪ Monitor the status of the presidential disaster declaration request 	
4-12 hours	<ul style="list-style-type: none"> ▪ Determine if the event will require commodities, supplies, equipment, and teams in the incident area ▪ Determine if it is necessary to activate responder base camps ▪ Request water, food, ice and other supplies ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, water, food, ice and other supplies) ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Prepare to deploy personnel and assets 	<ul style="list-style-type: none"> ▪ Determine if it is necessary to activate CSAs and CPODs ▪ Determine the numbers, types and locations of CPODs to be opened ▪ Verify suitability of CSA and CPOD sites (by jurisdiction) ▪ Determine and conduct CSA site repairs ▪ Determine shortfalls in personnel, MHE and other support requirements for the CPODs and other designated sites ▪ Determine points of contact for local CPOD sites. 	<ul style="list-style-type: none"> ▪ Activate Deployment and Planning Branch if needed ▪ Review SSA, SRC, and movement coordination procedures ▪ Contact SSA and Movement Coordination Center site owners and activate MOUs or prepare to execute leases ▪ Coordinate with Visitor and Convention Bureau and Department of General Administration for SRC location ▪ Initiate state logistics call ▪ Identify and prepare SSA, SRC, and MCC personnel and equipment for deployment ▪ Notify vendors of support requirements ▪ Determine assets to deploy ▪ Enter and assign missions in response to requests for assistance from affected 	<ul style="list-style-type: none"> ▪ Coordinate with state and local entities to determine if Incident Support Bases (ISB), Initial Operating Facilities (IOF), and Joint Field Offices (JFO) are needed ▪ Participate in state logistics call

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities	Federal Emergency Management Agency (FEMA) Responsibilities ⁵
			jurisdictions and/or state EOC Operations Section <ul style="list-style-type: none"> ▪ Provide input to JFO planning 	
12-24 hours	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Evaluate resource needs for the next operational period ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Participate in IAP sessions ▪ Monitor the situation 	<ul style="list-style-type: none"> ▪ Deploy CSA equipment resources and staff, MHE, transportation, traffic control, support equipment ▪ As required, make requests to the state and vendors for food (shelf-stable meals), water and ice, supporting equipment or personnel to open the CPODs 	<ul style="list-style-type: none"> ▪ Activate Mutual Aid Branch if needed ▪ Prepare EMAC blast message for EMAC requests ▪ Determine if it is necessary to activate SSA, SRC and MCC and finalize decision packages ▪ Set up and activate MCC on Camp Murray ▪ Determine the numbers, types and locations of MCPs to be opened (if movement coordination is activated) ▪ Verify the site suitability and coordinate activation of SSA, SRC and MCP sites with local jurisdictions ▪ Deploy SSA Task Force, equipment resources, supplies, and MHE ▪ Identify SRC staff requirements and notify Citizen Corps Program Coordinator or other state agencies for staff needs ▪ Determine shortfalls in personnel, MHE and other support requirements for 	<ul style="list-style-type: none"> ▪ Determine needed facilities ▪ Begin initial survey of potential facilities and locations ▪ Determine resource requirements to support Preliminary Damage Assessment (PDA) teams as requested by the state ▪ Determine IRR resupply needs

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities	Federal Emergency Management Agency (FEMA) Responsibilities ⁵
			<ul style="list-style-type: none"> field activities ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or state EOC Operations Section 	
24-48 hours	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, water, food, ice and other supplies) ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Evaluate resource needs for the next operational period ▪ Provide distribution plan to the State LSA ▪ Monitor the situation 	<ul style="list-style-type: none"> ▪ Deploy personnel and equipment to the CSA ▪ Establish the CSA ▪ Move resources to the CSA ▪ Activate the CSA ▪ Monitor the activation of CPODs ▪ Begin CSA operations ▪ Mission assignments will begin ▪ Track resources and revise the tracking database as necessary ▪ Communicate current situation and issues to the Logistics Section/EOC 	<ul style="list-style-type: none"> ▪ Establish the SSA ▪ Move resources to the SSA ▪ Activate the SSA ▪ Deploy personnel and equipment to MCP sites ▪ Monitor the activation of MCPs via the MCC ▪ Activate SRC ▪ Begin SSA and movement coordination operations ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or state EOC Operations Section ▪ Coordinate state support to JFO with FEMA and state EOC leads 	<ul style="list-style-type: none"> ▪ Finalize facility surveys ▪ Obtain JFO facility approval from the Federal Coordinating Officer (FCO) ▪ Coordinate the movement of equipment (100 person JFO Kit) upon JFO approval
48-72 hours	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, water, food, ice and other supplies) ▪ Order resources as required 	<ul style="list-style-type: none"> ▪ Conduct CSA operations ▪ Conduct CPOD operations ▪ Resupply CPODs as necessary ▪ Evaluate the amount of commodities distributed and begin determining the "burn rate" 	<ul style="list-style-type: none"> ▪ Conduct SSA operations ▪ Conduct MCC operations ▪ Evaluate the amount of commodities distributed and begin determining the "burn rate" ▪ Staff the SRC and prepare the SRC location to receive incoming resources ▪ Notify identified airport(s) of incoming resources 	<ul style="list-style-type: none"> ▪ Coordinate the movement of state requested resources via ISBs (this timeframe is adjustable based on the situation)

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities	Federal Emergency Management Agency (FEMA) Responsibilities ⁵
	<ul style="list-style-type: none"> ▪ Participate in state logistics conference calls ▪ Fulfill resource requirements ▪ Evaluate resource needs for the next operational period ▪ Provide distribution plan to the state LSA ▪ Monitor the situation 		<ul style="list-style-type: none"> ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or state EOC operations section ▪ Support needs of State Coordinating Officer and staff at JFO 	
<ul style="list-style-type: none"> ▪ 72 Hours + 	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, water, food, ice and other supplies) ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Prepare to deploy personnel and assets ▪ Fulfill resource requirements ▪ Evaluate resource needs for the next operational period ▪ Provide distribution plan to the State LSA ▪ Assess resource requirements ▪ Begin demobilization planning 	<ul style="list-style-type: none"> ▪ Conduct CSA operations ▪ Conduct CPOD operations ▪ Resupply CPODs as necessary ▪ Evaluate the amount of commodities distributed and refine the "burn rate" ▪ Re-evaluate the need for CPODs and either activate, close or re-assign them, as required 	<ul style="list-style-type: none"> ▪ Conduct SSA operations ▪ Conduct MCC operations ▪ Conduct SRC operations ▪ Evaluate the amount of commodities distributed and begin determining the "burn rate" ▪ Monitor SSA, SRC and MCC activities for potential demobilization timeline ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or state EOC Operations Section ▪ Support needs of State Coordinating Officer and staff at JFO 	<ul style="list-style-type: none"> ▪ Coordinate with the state to set up Disaster Recovery Centers (DRC)

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities	Federal Emergency Management Agency (FEMA) Responsibilities ⁵
<ul style="list-style-type: none"> ▪ Post Event through Demobilization ▪ ▪ 	<ul style="list-style-type: none"> ▪ Monitor the situation ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, water, food, ice and other supplies) ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Prepare to deploy personnel and assets ▪ Continue to assess resource requirements ▪ Fulfill resource requirements ▪ Evaluate resource needs for the next operational period ▪ Provide distribution plan to the state LSA ▪ Assess resource requirements ▪ Refine demobilization plans ▪ Prepare for demobilization 	<ul style="list-style-type: none"> ▪ Conduct CSA operations ▪ Conduct CPOD operations ▪ Resupply CPODs as necessary ▪ Evaluate the amount of commodities distributed and refine the "burn rate" ▪ Re-evaluate the need for CPODs and either activate, close or re-assign them, as required 	<ul style="list-style-type: none"> ▪ Establish demobilization timeline for SSA, SRC and MCC ▪ Conduct SSA operations ▪ Conduct MCC operations ▪ Conduct SRC operations ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or state EOC Operations Section ▪ Review Logistics Section staffing and increase/decrease as necessary ▪ Support needs of State Coordinating Officer and staff at JFO 	<ul style="list-style-type: none"> ▪ Continue to provide support as necessary
<ul style="list-style-type: none"> ▪ Demobilization 	<ul style="list-style-type: none"> ▪ Contact vendors to return leased or contracted resources ▪ Demobilize logistics section/county EOC 	<ul style="list-style-type: none"> ▪ Reference the demobilization annexes of LSA and CPOD Standard Operating Guidelines (SOGs) ▪ Demobilize CPODs 	<ul style="list-style-type: none"> ▪ Demobilize SSA ▪ Demobilize MCPs and MCC ▪ Demobilize SRC ▪ Demobilize state EOC Logistics Section 	<ul style="list-style-type: none"> ▪ Continue to provide support as necessary

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities	Federal Emergency Management Agency (FEMA) Responsibilities ⁵
		<ul style="list-style-type: none"> ▪ Demobilize CSAs 	<ul style="list-style-type: none"> ▪ Transition to JFO and support state ops until JFO closure 	

Time-phased Deployment Checklist for Threats with Ample Advance Notice

The following table is a time-phased logistics deployment checklist for an event with ample advance notice, which allows for completion of preparedness activities. The table outlines tasks and actions to be completed by the logistics section as well as by the LSA or CPOD site. The following phases are addressed in this table:

- Pre-Event Phase I
- Pre-Event Phase II
- Pre-Event Phase III
- Post-Event Impact (0-24 hours)
- Post-Event Impact (24-48 hours)
- Post-Event Impact (48-72 hours)
- Post-Event Impact (72 hours +)
- Post-Event Impact through Demobilization

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities ⁶	Federal Emergency Management Agency (FEMA) Responsibilities ⁷
Pre-Event Phase I	<ul style="list-style-type: none"> ■ Receive notification of impending event ■ Make preparations to activate the Logistics Section ■ Understand the situation and potential impact on the jurisdiction ■ Conduct availability check with vendors, suppliers, other sources including government and mutual aid, private sector, etc. ■ Determine the availability of needed resources ■ Review logistics plans 	<ul style="list-style-type: none"> ■ Initial evaluation of the need for CSA and CPOD activation ■ Review CSA and CPOD procedures 	<ul style="list-style-type: none"> ■ Activate Logistics Section Chief position in the State EOC to assist with event planning ■ Begin initial assessment of potential resource needs and availability ■ Assess the need for additional Logistics branch activations ■ Enter and assign initial missions in response to needs of State EOC Operations Section 	<ul style="list-style-type: none"> ■ Deploy liaison to the state EOC ■ Activate Logistics Section Chief position in the Regional Response Coordination Center (RRCC) upon notification of request ■ Activate appropriate federal ESFs ■ Activate Regional Incident Management Assistance Team (IMAT) as requested ■ Begin initial

⁶ This column is a placeholder for this information. This information will be inserted once it is approved.

⁷ Assumes 7.0 earthquake or larger

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities ⁶	Federal Emergency Management Agency (FEMA) Responsibilities ⁷
	<ul style="list-style-type: none"> ▪ Arrange for staffing of the Logistics Section ▪ Ensure vehicles are adequately fueled ▪ Participate in Incident Action Planning (IAP) sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, etc.) ▪ Order resources as required ▪ Participate in state logistics conference calls 			<ul style="list-style-type: none"> ▪ assessment of resource availability
Pre-Event Phase II	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Participate in state logistics conference calls ▪ Assess the situation to determine if there is a need to activate responder base camps ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, etc.) ▪ Order resources as required 	<ul style="list-style-type: none"> ▪ Assess the situation to determine if there is a need to activate CSA and CPODs ▪ Review CSA and CPOD procedures ▪ Arrange for staffing of locations and ensure locations are prepared to receive deployed personnel ▪ Identify and prepare CSA and CPOD equipment and personnel for deployment ▪ Notify vendors of support requirements ▪ Determine assets to deploy 	<ul style="list-style-type: none"> ▪ Prepare staffing pattern for all needed Logistics Section positions ▪ Coordinate with affected jurisdictions to determine if CSA(s) and/or CPODs are planned ▪ Assess the situation to determine if there is a need to activate SSA, SRC and/or movement coordination plan ▪ Finalize potential resource needs planning ▪ Begin IAP inputs ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or State EOC Operations Section 	<ul style="list-style-type: none"> ▪ Finalize initial assessment of resource availability ▪ Determine if Initial Response Resources (IRR) are needed (cots, blankets, water, etc.) ▪ Begin IAP inputs

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities ⁶	Federal Emergency Management Agency (FEMA) Responsibilities ⁷
Pre-Event Phase III	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, water, food, ice and other supplies) ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Prepare to deploy personnel and assets 	<ul style="list-style-type: none"> ▪ Review CSA and CPOD procedures ▪ Contact site owners and coordinate or activate Memoranda of Understanding (MOU) or prepare to execute leases ▪ Continue to arrange for the staffing of locations and ensure locations are prepared to receive deployed personnel ▪ Identify and prepare CSA and CPOD equipment and personnel for deployment ▪ Notify vendors of support requirements 	<ul style="list-style-type: none"> ▪ Review SSA, SRC and movement coordination procedures ▪ Contact SSA and MCC site owners and activate MOUs or prepare to execute leases ▪ Determine suitability of SSA site ▪ Coordinate with Visitor and Convention Bureau and Dept of General Administration for SRC location ▪ Identify and prepare SSA, SRC, and MCC personnel and equipment for deployment ▪ Notify vendors of support requirements ▪ Determine assets to deploy ▪ Identify SRC staff requirements and notify Citizen Corps Program Coordinator or other state agencies for staff needs ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or State EOC Operations Section ▪ Provide input to JFO planning 	<ul style="list-style-type: none"> ▪ Coordinate with state and local entities to determine if Incident Support Bases (ISB), Initial Operating Facilities (IOF), and Joint Field Offices (JFO) are needed
Post-Event Impact (0-24 hours)	<ul style="list-style-type: none"> ▪ Emergency Operations Center (EOC) leadership should do the following: 	<ul style="list-style-type: none"> ▪ Determine if it is necessary to activate CSAs and CPODs 	<ul style="list-style-type: none"> ▪ Prepare EMAC blast message for EMAC requests 	<ul style="list-style-type: none"> ▪ Determine needed facilities ▪ Begin initial survey of

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities ⁶	Federal Emergency Management Agency (FEMA) Responsibilities ⁷
	<ul style="list-style-type: none"> ▪ Conduct initial situational assessment ▪ In coordination with the jurisdictions, determine impacted populations ▪ Determine affected infrastructure, transportation routes, and critical facilities ▪ Determine if the event will require commodities, supplies, equipment, and teams in the incident area ▪ Determine if it is necessary to activate responder base camps ▪ Request water, food, ice and other supplies ▪ Evaluate resource needs for next operational period ▪ Order resources as required ▪ Monitor the situation 	<ul style="list-style-type: none"> ▪ Determine the numbers, types and locations of CPODs to be opened ▪ Verify the suitability of CSA and CPOD sites (by jurisdiction) ▪ Determine and conduct necessary CSA site repairs ▪ Determine shortfalls in personnel, Material Handling Equipment (MHE) and other support requirements for the CPODs and other designated sites ▪ Determine points of contact for local CPOD sites ▪ Deploy CSA equipment resources and staff, MHE, transportation, traffic control, and support equipment ▪ As required, make requests to the state and vendors for food (shelf-stable meals), water and ice, supporting equipment, or personnel to open the CPODs 	<ul style="list-style-type: none"> ▪ Determine if it is necessary to activate SSA, SRC and MCC and finalize decision packages ▪ Set up and activate MCC on Camp Murray ▪ Determine the numbers, types and locations of MCPs to be opened (if movement coordination is activated) ▪ Verify site suitability and coordinate activation of SSA, SRC and MCP sites with local jurisdictions ▪ Deploy SSA Task Force, equipment resources, supplies, and MHE ▪ Determine shortfalls in personnel, MHE and other support requirements for field activities ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or State EOC Operations Section 	<p>potential facilities and locations</p> <ul style="list-style-type: none"> ▪ Determine resource requirements to support Preliminary Damage Assessment (PDA) teams as requested by the state
Post-Event Impact (24-48 hours)	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives 	<ul style="list-style-type: none"> ▪ Deploy personnel and equipment to the CSA ▪ Establish the CSA ▪ Move resources to the CSA ▪ Activate the CSA 	<ul style="list-style-type: none"> ▪ Establish the SSA ▪ Move resources to the SSA ▪ Activate the SSA ▪ Deploy personnel and equipment to MCP sites 	<ul style="list-style-type: none"> ▪ Finalize facility surveys ▪ Obtain JFO facility approval from the Federal Coordinating Officer (FCO)

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities ⁶	Federal Emergency Management Agency (FEMA) Responsibilities ⁷
	<ul style="list-style-type: none"> (evacuation, sheltering, water, food, ice, and other supplies) ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Evaluate resource needs for the next operational period ▪ Provide distribution plan to the State Logistics Staging Area (LSA) ▪ Monitor the situation 	<ul style="list-style-type: none"> ▪ Monitor the activation of CPODs ▪ Begin CSA operations ▪ Mission assignments will begin ▪ Track resources and revise the tracking database as necessary ▪ Communicate current situation and issues to the Logistics Section/EOC 	<ul style="list-style-type: none"> ▪ Monitor the activation of MCPs via the MCC ▪ Begin SSA operations ▪ Activate SRC ▪ Staff the SRC and prepare SRC location to receive incoming Resources ▪ Notify identified airport(s) of incoming resources ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or State EOC Operations Section ▪ Coordinate state support to JFO with FEMA and State EOC leads 	<ul style="list-style-type: none"> ▪ Coordinate the movement of equipment (100 person JFO Kit) upon JFO approval
Post-Event Impact (48-72 hours)	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, water, food, ice, and other supplies) ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Fulfill resource requirements ▪ Evaluate resource needs for the next operational period ▪ Provide distribution plan to 	<ul style="list-style-type: none"> ▪ Conduct CSA operations ▪ Conduct CPOD operations ▪ Resupply CPODs as necessary ▪ Evaluate the amount of commodities distributed and begin determining the "burn rate" ▪ 	<ul style="list-style-type: none"> ▪ Conduct SSA operations ▪ Conduct MCC operations ▪ Conduct SRC operations ▪ Evaluate the amount of commodities distributed and begin determining the "burn rate" ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or State EOC Operations Section ▪ Support needs of State Coordinating Officer and staff at JFO 	<ul style="list-style-type: none"> ▪ Coordinate the movement of locally requested equipment via ISBs (this timeframe is adjustable based on the situation)

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities ⁶	Federal Emergency Management Agency (FEMA) Responsibilities ⁷
Post-Event Impact (72 hours +)	<ul style="list-style-type: none"> ▪ the State LSA ▪ Monitor the situation ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, water, food, ice, and other supplies) ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Prepare to deploy personnel and assets ▪ Fulfill resource requirements ▪ Evaluate resource needs for the next operational period ▪ Provide distribution plan to the State LSA ▪ Assess resource requirements ▪ Begin demobilization planning ▪ Monitor the situation 	<ul style="list-style-type: none"> ▪ Conduct CSA operations ▪ Conduct CPOD operations ▪ Resupply CPODs as necessary ▪ Evaluate the amount of commodities distributed and refine the "burn rate" ▪ Re-evaluate need for CPODs and either activate, close, or re-assign them as required 	<ul style="list-style-type: none"> ▪ Conduct SSA operations ▪ Conduct MCC operations ▪ Conduct SRC operations ▪ Evaluate the amount of commodities distributed and refine the "burn rate" ▪ Monitor SSA, SRC and MCC activities for potential demobilization timeline ▪ Enter and assign missions in response to requests for assistance from affected jurisdictions and/or State EOC Operations Section ▪ Support needs of State Coordinating Officer and staff at JFO 	<ul style="list-style-type: none"> ▪ Coordinate with the state to set up Disaster Recovery Centers (DRC)
Post-Event through Demobilization	<ul style="list-style-type: none"> ▪ Further assess the situation ▪ Participate in IAP sessions ▪ Determine support requirements to meet operational objectives (evacuation, sheltering, 	<ul style="list-style-type: none"> ▪ Conduct CSA operations ▪ Conduct CPOD operations ▪ Resupply CPODs as necessary ▪ Evaluate the amount of commodities distributed and refine the "burn rate" 	<ul style="list-style-type: none"> ▪ Establish demobilization timeline for SSA, SRC and MCC ▪ Conduct SSA operations ▪ Conduct MCC operations ▪ Enter and assign missions in response to requests for 	<ul style="list-style-type: none"> ▪ Continue to provide support as necessary

Event Timeframe/ Phase	Logistics Section Responsibilities	County Staging Area (CSA) and Community Points of Distribution (CPOD) Responsibilities	State of Kentucky Responsibilities ⁶	Federal Emergency Management Agency (FEMA) Responsibilities ⁷
	<ul style="list-style-type: none"> water, food, ice, and other supplies) ▪ Order resources as required ▪ Participate in state logistics conference calls ▪ Prepare to deploy personnel and assets ▪ Continue to assess resource requirements ▪ Fulfill resource requirements ▪ Evaluate resource needs for the next operational period ▪ Provide distribution plan to the State LSA ▪ Re-supply the CPODs as necessary ▪ Monitor the situation ▪ Refine demobilization plans ▪ Prepare for demobilization 	<ul style="list-style-type: none"> ▪ Re-evaluate need for CPODs and either activate, close, or re-assign them as required 	<p>assistance from affected jurisdictions and/or State EOC Operations Section</p> <ul style="list-style-type: none"> ▪ Review Logistics Section staffing and increase/decrease as necessary ▪ Support needs of State Coordinating Officer and staff at JFO 	
Demobilization	<ul style="list-style-type: none"> ▪ Contact vendors to return leased or contracted resources ▪ Demobilize Logistics Section/county EOC 	<ul style="list-style-type: none"> ▪ Reference the demobilization annexes of LSA and CPOD Standard Operating Guidelines (SOGs) ▪ Demobilize CPODs ▪ Demobilize CSAs 	<ul style="list-style-type: none"> ▪ Demobilize SSA ▪ Demobilize MCPs and MCC ▪ Demobilize SRC ▪ Demobilize State EOC Logistics Section ▪ Transition to JFO and support state ops until JFO closure 	<ul style="list-style-type: none"> ▪ Continue to provide support as necessary

Appendix H: Emergency Contracting

Advanced planning for resources and logistics management involves pre-identifying sources for resources needed to respond to and recover from an emergency incident. This level of planning allows response personnel to remain focused on deploying assets rather than researching where to find additional resources when supplies are dwindling.

Engaging in the following activities will ensure that jurisdictions are well equipped:

- Maintain a stock of basic disaster commodities and equipment for immediate response needs
- Maintain convenience (sometimes called pre-event) contracts with vendors to purchase additional supplies/equipment and to fill the procurement pipeline during large disasters
- Employ a transportation contractor who can procure commercial trucks and trailers for all disaster transportation requirements
- Coordinate with other member agencies for logistics planning

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

The use of pre-event contracts provides additional security because the jurisdiction will be more likely to be able to obtain necessary resources and services over jurisdictions that wait until an event occurs to initiate a request. Having an established contract allows the jurisdictions to predetermine prices for services and not have to spend 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 both the jurisdiction and the vendor to plan and exercise together; thus, it is less likely to be mistakes during the response operation. Many pre-event contracts do not require a retainer, deposit, or any money up front.

Benefits of Pre-Event Contracts

- Provides additional security and accessibility to limited resources and commodities
- Predetermined prices for services
- Allows the jurisdiction and the vendor to be better prepared; they can develop joint plans, SOPs, and exercises
- Most pre-event contracts do not require money

Steps and Tips for Emergency Services and Support Contracts

This section describes some of the basic steps and tips for establishing a pre-event contract to meet the emergency response resource and commodity needs of a jurisdiction.

Basic Steps for Establishing an Emergency Service/Support Contract

Identify resource requirements and needs by reviewing and analyzing:

The types of hazards and threats faced in the area

Reports/accounts on previous events and operational activities

Geographic and demographic profiles

Determine shortfalls in resources and identify vendors that will be able to provide those resources

If there is not an identified resource, create and release an invitation to bid or request for proposals for 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

Pre-event contracts are established typically for resources and commodities needed for:

- Point of distribution
- Emergency worker base camps and typed support packages
- Designated community shelter
- Transportation support
- Debris/waste removal and disposal services
- Other supplies, equipment, and human resource needs
- Personnel
- IT and communications

Guidelines for Identifying and Selecting Vendors

The following guidelines should be followed when identifying and selecting vendors:

- Do not rely on a single provider. Establish redundant vendors to provide greater assurance of being able to obtain the goods and services required.
- Review past performance. The vendors should have a proven history of providing the requested goods and services and have a good plan for ensuring that they will be able to meet the requirements of the contract.
- Review vendors contingency plans. The vendors should demonstrate how they will 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, jurisdictions may still have to act quickly or risk losing the resource. The jurisdiction 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 where available. NIMS typed resources ensure that there is no miscommunication about what is being requested.
- Consider adding a contract clause allowing other authorized users. Adding a clause that allows other jurisdictional entities to access the goods and services provided may mean there is less burden on emergency management to procure the goods and services on behalf of these organizations.

- Use of Local Hires. Consider if a clause requiring the use of local hires is feasible. Using local hires can help stimulate the local economy after a disaster, encourage people to return, and reduce overall cost by reducing contractor per diem and travel costs.
- Use turnkey systems where possible. Turnkey systems provide comprehensive solutions with one vendor and include the actual equipment, personnel, assembly, maintenance, disassembly, and transportation of the resources and equipment. A one-stop solution is easier and possibly more cost-effective.

Appendix I: RMLP Evaluation and Self Assessment Tool

Purpose

The purpose of the resource management and logistics evaluation and 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. The national standard criteria are modified to support a local jurisdiction assessment as opposed to a state or federal agency assessment. The tool also helps jurisdictions to determine areas for improvement and if they are able to interface with state systems and processes as well as possible.

Many of the questions in the assessment tool are addressed in Section 2 of the Plan, in Appendix A and on the State Emergency Management Division website: www.emd.wa.gov.

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 that meets the criteria in place

Sub-elements		Criteria	N	P	S
<i>Planning</i>	1.	Is there a resource management plan or logistics plan for your jurisdiction?			
	1a.	Is the resource management plan or logistics plan based on current hazard or vulnerability assessments?			
	1b.	Is the resource management plan or logistics plan reviewed on a regular basis?			
	1c.	Is there a training program in place for the resource management plan or logistics plan?			
	1d.	Is the resource management plan or logistics plan exercised on a regular basis?			
	2.	Is there a plan for community points of distribution (CPOD) sites and operations?			
	3.	Is there a plan for management of donated goods?			
	4.	Is there a plan for use of volunteers during a disaster?			
	5.	Has there been a recent gap analysis of current resources that could be used in a disaster situation?			

Sub-elements					
		Criteria	N	P	S
	5a.	Is there a plan in place for meeting critical resource gaps during a disaster?			
	6.	Are you familiar with the State's response and recovery support priorities?			
Information Sharing	7.	Do you know how the State EOC will communicate with affected jurisdictions?			
	8.	Have you determined how you'll report to the State EOC?			
	9.	Do you know the purpose of the State and Local Logistics Conference Calls?			
	10.	Have you identified one or more individuals to participate in the State and Local Logistics Conference calls?			
	11.	Do you know how you'll be notified that the regional event has ended or no longer requires status reporting/coordination?			
Commodities	12.	Does the jurisdiction have a stockpile of commodities that can be used during a disaster?			
	12a.	Is there a way to transport commodities during a disaster?			
	12b.	Are there commodities in place to support sheltering operations?			
Management of Resources	13.	Does the jurisdiction currently have a resource management system?			
	13a.	Does the system have the ability to activate resources?			
	13b.	Does the system have the ability to dispatch and track resources?			
	13c.	Does the system have a way to reactivate or recall resources?			
	13d.	Is there a lead agency within the jurisdiction for coordination of resources?			
	13e.	Is there currently a resource management and logistics communication plan?			
	14.	Are you familiar with the NIMS resource typing definitions?			
	15.	Do you have a current inventory of resources and method for forecasting resource needs?			
	16.	Have you established operational priorities that can be used to help prioritize and allocate resources?			
Distribution of Resources	17.	Are there predetermined CPOD sites in the jurisdiction?			
	17a.	Have those CPOD sites been coordinated with the state?			

Sub-elements	Criteria			N	P	S
	17b.	Have those CPOD sites been coordinated with regional partners?				
	17c.	Have staff and materials been identified to support CPOD operations?				
	17d.	Do you know how to demobilize a CPOD operation?				
	18.	Does your jurisdiction currently have logistics/resources staging areas (LSAs/RSAs)?				
	18a.	Have those LSAs/RSAs been coordinated with the state?				
	18b.	Have those LSAs/RSAs been coordinated with regional partners?				
	18c.	Have staff and materials been identified to support LSAs/RSAs operations?				
	18d.	Do you know how to manage a local staging area that is co-located with the State or other jurisdiction?				
	18e.	Do you know how to demobilize an LSA/RSA operation?				
Obtaining Resources	19.	Is there a procedure to determine resource needs pre-disaster?				
	20.	Does the jurisdiction have emergency purchasing abilities during a declared disaster?				
	21.	Is there a process for issuing pre-disaster contracts?				
	22.	Is there currently a list of vendors that can be used during a disaster?				
	23.	Are there mutual aid agreements or memoranda of understanding in place to obtain resources during a disaster?				
	24.	Have you established a coordinated or single point ordering process?				
	25.	Do you know the State's resource request process?				
	25a.	Do you know how to fill out the State's Resource Request Form				
	26.	Do you know what State contracts are currently in place and how you can use them?				
	27.	Do you have any current contracts for provision of basic services?				
	28.	Are you familiar with WebEOC and do you have one or more individuals who know how to log into and find information on the State WebEOC site?				

Regional State Locations

Boone County Locations

Kenton County Locations

Cambell County Locations

