EMERGENCY SUPPORT FUNCTION #7 – LOGISTICS & RESOURCES

RESPONSE PLANNING FUNCTION

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Fred Podesta, FAS Department Director

$2-10-17$

Date

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Barb Graff, Emergency Manager

$2/27/17$

Date

Note: This ESF is part of the Response Planning Function from the Comprehensive Emergency Management Plan and this version includes the 2016 updates. City of Seattle Office of Seattle Finance and Administrative Services acts as the ESF Coordinator and collaborated with many partners for respective updates.

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PRIMARY DEPARTMENT	ESF COORDINATOR
Seattle Finance and Administrative Services	Seattle Finance and Administrative Services

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SUPPORT DEPARTMENT AND AGENCIES	
Seattle Department of Human Resources	Seattle Information Technology Department
King County Department of Transportation	Seattle School District
Seattle Community Colleges	University of Washington
Washington State Ferries	Port of Seattle Authority
Burlington Northern Santa Fe Railroad	

2. INTRODUCTION

2.1 Purpose

The Emergency Support Function 7 Resource Support Annex (ESF 7), in accordance with the Seattle Comprehensive Emergency Management Plan (Seattle CEMP), outlines the framework for coordinating and managing the City's logistics and resource needs during any event requiring coordination of activities beyond what occurs daily. This Annex identifies and describes the management structure, processes and protocols in requesting, identifying, acquiring, mobilizing, deploying, tracking and demobilizing resources required to support City operations before, during, and following disasters.

The ESF 7 Annex outlines the framework to coordinate resource requests among departments and within the City of Seattle Emergency Operations Center (EOC) or to prioritize resource allocation and deployment when a resource is in scarce supply.

Pre-planning and interdepartmental coordination are essential for efficient and effective response to a disaster or emergency allowing for quicker recovery to normal operations.

The resource management and logistics functions are necessary to ensure that:

- A complete picture of available resources is known to decision-makers.
- All available resources are used appropriately and arrive where and when they are most needed.
- Additional resources can be secured for responders as their own resources are expended or damaged.
- Critical resource needs of the public are met despite disruption of commerce and infrastructure.
- Accountability is maintained for the jurisdiction's use of resources.

2.2 Scope

The ESF7 Annex outlines the logistical capabilities and procedures for coordinating and overseeing the application of tools, processes and systems to implement timely and appropriate management of resources during an incident. Managing and coordinating resource support functions are highly situational, dynamic and require the Seattle EOC Logistics section to be agile.

While certain aspects and logistical policies may be tailored to the hazard or specific incident, the policies and processes outlined in this annex are designed to work for all hazards. This annex outlines the policies related to:

- Identifying, locating, acquiring, storing, distributing, tracking resources and demobilizing of resources during major events or emergency operations.
- Management, review and updating of resources and related policies during all phases of emergency management. This includes policies outlining the process for the periodic assessment of the City's resource management program to identify gaps and shortfalls.
- Process for acquiring resources from other jurisdictions, government entities, private business, or non-governmental organizations.

Policies and procedures used by the City of Seattle for resource management are based upon the Incident Command System (ICS) which is a part of the National Incident Management System (NIMS). Effective logistics management makes certain that all functions are executed in a unified manner to maintain accountability, ensure appropriate support actions are in place and improve distribution efficiency.

3. SITUATION

3.1 Emergency Conditions and Hazards

A local emergency can heavily impact the City's existing resources, especially those resources pertaining to immediate response and recovery efforts. City departments possess varying capabilities to sustain emergency operations during response and recovery phases. Although initial responders may possess varying abilities to sustain themselves, an incident of complexity and/or long duration such as an earthquake, severe weather or terrorist incident, will severely impact even the best prepared.

City of Seattle currently manages its resources utilizing either manual inventory system or resource management databases. Planning requirements for managing resources are located within City Departments' Standard Operating Procedures (SOP).

- Resources-The City of Seattle has the following resources at its disposal:
  - o City Personnel are available for reassignment including skilled labor and subject matter experts,
  - o Professional Response Teams meeting NIMS resource typing standards,
  - o High-Tech Communication Equipment,
  - o Vehicles for passengers, cargo, and debris removal (e.g., dump trucks and garbage trucks),
  - o Heavy equipment for public works application (e.g., front-end loaders, cranes) and material handling (e.g., forklifts),
  - o Pumps, generators (both stationary and portable) and useful materials and tools as fuel, sand and sandbags, plastic sheeting, shovels, picks, chainsaws,
  - o Mass care supplies such as emergency shelter supplies, portable water, sanitation and lighting.
- Mutual Aid Assistance Arrangements
  - o When the incident extends beyond the capabilities for local control and is expected to go into multiple operational periods (Type 2 and Type 1 incident), mutual aid assistance can be obtained from the Washington State Intrastate Mutual Aid System (WAMAS), Emergency Management Assistance Compact (EMAC –State to State) or Pacific Northwest Emergency Management Compact (PNEMA – WA, OR, ID, AK, BC and Yukon). When the EOC is activated, all mutual aid render under State of Washington, will be coordinated through the EOC or the designated Department Operation Center.
- Purchase of Goods and Basic Services
  - o City Department Heads have certain authority under **SMC 10.02.070 (Emergency purchases of supplies) and SMC 20.60.11**4 (Emergency purchases), established by City ordinance or delegated by the Director of FAS, to waive formal competitive processes to obtain goods and services required for emergency response and recovery.

3.2 Planning Assumptions

- Information
  - o Ability to obtain situational awareness about the incident will be crucial to the planning capability of the logistics section to acquire goods and services in a timely manner. Regional coordination and communication will be required to identify assets with the

Region that would be available to assist in the response. Yet, normal forms of communications may be severely interrupted during the early phases of an emergency.

- Initial Sustainability
  - o City departments must be prepared to sustain themselves during the first 12 hours of an emergency. If necessary, this will include feeding, sheltering and housing staff that are needed to respond to the emergency.
  - o Households and businesses affected by the emergency are recommended to sustain themselves for extended period. Ongoing public information campaign will provide emergency preparedness to this population.
  - o The Region's utilities (water supply, electric grid, natural gas supply, waste water and telecommunications systems) could be significantly disrupted for weeks.

- Resource Management
  - o The city's decentralized resource management structure in an emergency or disaster will be impacted, and resources will need to be coordinated centrally and prioritized. Prioritization of resources can become inefficient if situational awareness is not continually provided by the responding departments to the EOC.

- Evacuee Support
  - o Large numbers of individuals may need to be evacuated from impacted areas. These types of events may include: Hazardous material release, flooding, fire or volcanic eruption.

- Employee Reassignment
  - o The ability to manage the logistics during an emergency will depend upon the availability of a large pool of City employees.

- Donations
  - o Following an emergency, it is expected that donations will be provided by the public at large. Plan and procedures are required to accept and manage donated cash and goods.

- Availability of Volunteers
  - o Offers of help to provide services and assistance will be received by the public at large. Plans and procedures are required to accept and manage emergent volunteers.

- Access to Local Mutual Aid
  - o In small scale events, mutual aid will cover resource shortfalls that may impact the city departments. This plan assumes some parties to agreements will themselves be affected and unable to provide resources. Various kinds and types of resources will be requested through Intrastate Mutual Aid Agreement, Interstate Mutual Aid (EMAC) and from the federal government.

- Availability of aid from a State or Federal Government
  - o Pressure to supply unmet needs of city departments may be reduced through assistance for the City to focus limited resources on continuity of government. A disaster of national significance may require aid from other cities, counties, the State and Federal resources. State owned resources may become exhausted quickly in after a catastrophic event, resulting in competing priorities for resources. Federal resources may take three to five days to arrive.

- Transportation
  - o The transportation infrastructure to coordinate the movement of people and goods may be severely interrupted or sustain long term damage. Transportation requirements will exceed the capability of local and state governments. Damage to transportation infrastructure will limit access to the disaster area and hinder logistics support efforts. The movement of resources will create congestion in the regional and national

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transportation network. Also, unescorted delivery of goods and services in the disaster area may be vulnerable to larceny or looting.

- Commercial Sector

    o Logistics centers, staging areas and points of distribution will be activated when local commercial sector is not capable of providing essential resources following an incident. The number and location of these types of sites will depend on the size and severity of the impact to the disaster area. Planning prior to a disaster can include establishing site requirements, pre-identifying sites, and as needed site agreements. Any planning of sites should ensure accessibility for those with access or functional needs.

3.3 City of Seattle Organziational Structure

The Seattle EOC Logistics Section manages the needs during an EOC activation. This includes not only providing material support for City departments and other responding agencies, but also supporting the needs of the EOC. It also is responsible for locating and establishing any needed support facilities (staging areas, warehouse or office space, etc), transportation, food service, and any communication needs. The organization and framework for the management of resources within the Logistics Section is based upon the Incident Command System and is fully compliant with the National Incident Management System.

Following the NIMS Incident Command Structure the Seattle EOC Logistics Section comprise of the Services and Support Branches. Branch units are organized based on the overall mission the EOC supports and therefore diverge from the field logistics structure. The Logistics Section structure is scalable, with its branches and units being activated as needed by the Logistics Section Chief.

Figure 1
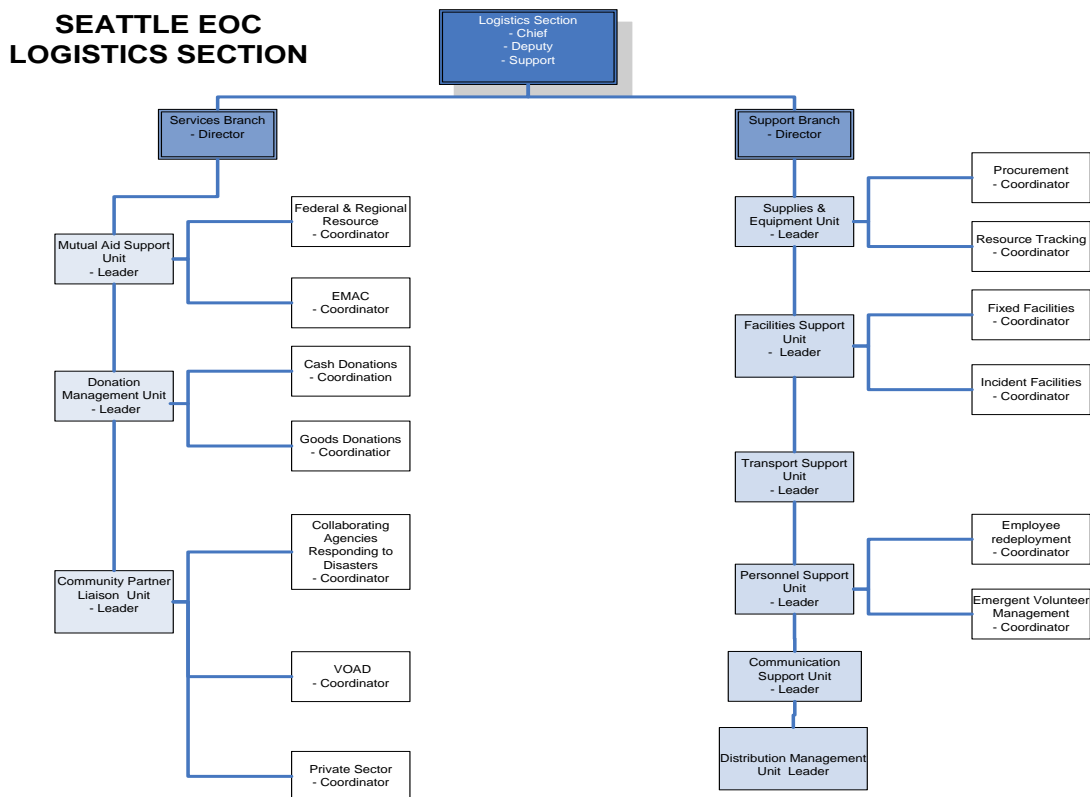
- Lead Agencies
  - The following agencies have been designated as the lead agency for the purposes of staffing and managing the units within the Logistics Section:

Table 3

UNIT	LEAD AGENCY
Logistics Section Chief/Deputy	FAS
Support Branch Director	FAS
Supplies and Equipment Unit	FAS, City Purchasing and Contract Services
Facilities Support Unit	FAS, Facility Operations
Transportation Support Unit	FAS, Fleet Management
Personnel Support Unit	Seattle Department of Human Resources
Communications Support Unit	Seattle Information Technology Department
Distribution Management Unit	FAS
Services Branch Director	FAS
Mutual Aid Unit	FAS
Donations Management Unit	FAS
Community Partner Liaison Unit	FAS

- Logistics Section Chief
  - Provides overall direction for ensuring the City responders have access to additional equipment, supplies, facilities and personnel required responding effectively. Interacts and coordinates with the all Command and General Staff on long range plans and to identify potential or future requirements. Reviews proposed tactics for next operational period to determine additional resources needed to support proposed Consolidated Action Plan (CAP). Activates the Resource Management System and procedures and ensure all sections are aware of the resource management objectives for the operational period.
- Logistics Section Deputy Chief
  - Coordinates with Logistics Section Chief to establish priorities and assigns tasks to units within Logistics Section. Prepares the Logistics Section portion of CAP. Tracks and maintains awareness of incident expansion/contraction due to changes in conditions or meeting of operational objectives.
- Logistics Section Support
  - Provide technical and administrative support to efficiently manage the Logistic Section Resource Support Unit operations. Maintains the Activity logs on WEBEOC. Reviews all resource requests, and follows up with requesting section for clarification or additional information.
  - Needs Analyst – Monitors resource demands from Operations Section branches, maintains list of all staging area resources. Tabulates needs assessment and specific requests. Provides regular reports to Logistics Section Chief or designee on status of requests.
  - Needs Liaison – Receives specific requests, eliciting essential information from requesting group. Works with City departments to identifying existing inventory shortfalls that cannot be replenished internally or transfer from another department. May be a subject matter expert.

- o Legal advisor – Advises Logistics Section Chief on contracts and questions of administrative law.
- o Financial advisor – Advises on the financial aspects of meeting resource requests, including budget and facilitate the availability of funding.
- Service Branch
  - o Services Branch Director-Oversees the coordination of requests that have the magnitude requiring special planning and management. Reports to Deputy Logistics Chief on service branch activities, advises on current capabilities and limitations, and resolves service branch issues. Prepares service elements of the logistics section portion of the CAP. Organizes and prepares assignments to Service Branch Units. Ensures all documentation is complete and submitted at the end of each operational period.
  - o Mutual Aid Unit Leader-Responsible for coordinating all aspects of materials, equipment and personnel, including arranging for sharing of resources among regional partners. Coordinates with other section branches to identify resource shortfalls, and ensures the resource request and procurement process is followed. Ensures the request for federal assets and assistances are properly managed, and materials/equipment received are properly tracked and accounted for.
    - ▪ Federal & Regional Resource Coordinator - Coordinates the request process goods and services obtained regionally through the King County or Federal Resources requested through Washington State. Tracks costs, liability and cost documentation.
    - ▪ EMAC Personnel Coordinator - Coordinates the request process for unique human resources and expertise through the EMAC by member States. Tracks costs, liability and cost documentation. Arranges with Facilities Support Unit accommodations and meals for personnel coming under EMAC.
  - o Donation Management Unit Leader-Coordinate with EOC command and other EOC Sections to determine potential donation requirements. Evaluate need for warehousing and distribution and coordinates with the Facility Support Unit to establish a donation management center. Evaluate need for additional personnel and coordinate with Personnel Support Unit. Responsible for working with the Transport Support Unit to coordinate transportation of donated materials to point of distribution.
    - ▪ Cash Donation Coordinator – Coordinates the messaging and pass through of monetary transaction by donors to appropriate receiver.
    - ▪ Goods Donation Coordinator – Oversees the coordination, warehousing and distribution of goods provided by donors.
  - o Community Partner Liaison Unit Leader-Oversees the coordination of all the logistical issues in regards to external organizations efforts to establish a base of operations in the City limits to provide support during a disaster.
    - ▪ Collaborating Agencies Responding to Disasters Coordinator (CARD): Coordinates and addresses issues with CARD logistics teams to assist in establishing a base of operations.
    - ▪ Voluntary Organizations Active Disasters Coordinator (VOAD): Coordinates and addresses issues with VOAD logistics teams to assist in establishing a base of operations. Works in conjunction with Personnel support unit to identify areas of support.

- ▪ Private Sector Coordinator: Coordinates with the private entity logistics teams to assist in establishing a base of operations, which provide support during a disaster.
- Support Branch
  - o Support Branch Director-Oversees the coordination of requests that supporting Operations. Reports to Deputy Logistics Chief of support branch activities, advises on current capabilities and limitations, and resolves support branch issues. Prepares support elements of the Logistics Section portion of the CAP. Organizes and prepares assignments to Support Branch Units. Ensures all documentation is complete and submitted at the end of each operational period.
  - o Supplies and Equipment Unit Leader-Coordinates the resource requests of services, equipment and supplies procured through vendors. Identify potential vendors or other sources for required supplies through existing County, State and Federal contracts. Works with other units within Logistics to coordinate the distribution of procured resources.
    - ▪ Procurement Coordinator - Procures services, equipment and supplies following City Emergency Purchasing Rules. Tracks assign requests with vendors and maintain request status on WebEOC.
  - o Facilities Support Unit Leader-Coordinates the use of City facilities to support response and recovery operations. Acquires additional temporary buildings or space to support response and recover operations. This includes, locating, leasing, and arranging utilities, providing space planning and moving support and ensuring that appropriate risk management procedures are followed.
    - ▪ Fixed Facilities Coordinator: Develops plan and coordinates the relocation of City services to temporary facilities. Identifies and acquires additional temporary facilities required to support the special services (Donation management Center, Emergency Volunteer Coordination Center, and Disaster Recovery Centers).
    - ▪ Incident Facilities Coordinator: Identifies and acquires incident facilities for personnel, equipment, supplies and vehicles. Determines with Operations Section the potential staging requirements and prepares the necessary plans to establish staging areas, base camp, helipads and other incident facilities as needed.
  - o Transport Support Unit Leader-Ensures the responding departments and agencies have access to the vehicles, fuel, repair services and other support required to respond effectively. Creates resource status for all City owned vehicles, including current locations, assigned use and items on loan to other jurisdictions. Ensures that vehicle related risk management procedures are followed.
    - ▪ Transportation Coordinator: Acquires additional vehicles, fuel, repair services and other support requirements for response and recovery operations.
    - ▪ Movement Coordinator: Coordinates the movement of Federal and State resources with the King County Regional Emergency Coordination Center (KC RECC) and the WA State EOC during to the City's staging areas and points of distribution sites. Coordinates with ESF 1 - Transportation (SDOT) and ESF 13 – Public Safety and Security (SPD) on obtaining situational awareness of the transportation network and the availability transportation of modes (air, rail, waterway and trucking) to support response and recovery operations. Assigns

transportation resources and tracks delivery of the requested resources to point of use.

- Fuel Delivery Coordinator: Ensures the coordination of fuel delivery from vendor to Fueling stations. Maintains log of supply levels and coordinates fueling requests.

o Personnel Support Unit Leader-Ensure the responding department and agencies have access to additional staff or teams to support the response efforts. Ensure that worker compensation and disaster worker procedures are followed.

- Employee Redeployment Coordinator: Coordinates the redeployment of City employees to critical areas during response and recovery phases of a disaster.
- Emergent Volunteer Management Coordinator: Coordinates the setting up and staffing of Volunteer Coordination Centers. Manages volunteer requests and assignments to working closely with ESF 6 – Human Services and Mass Care.

o Communication Support Unit Leader-Coordinates communications support requirements for temporary facilities, and staging areas including voice and data support. Determines external sources of communication resources as needed for response and recovery operations.

o Distribution Management Unit Leader-Activates resource distribution plan. Manages the storage and distribution of response and recovery resources from receiving and distribution centers (i.e., warehousing, staging areas, etc.) to delivery to point of use (i.e., Community Points of Distribution, Emergency Shelters, Alternate Care Facilities, etc.). Coordinates regionally with KC RECC and the WA State EOC on the delivery of resources to support response and recovery operations. Adjusts distribution system to accommodate changing requirements, priorities and circumstances.

4. CONCEPT OF OPERATIONS

4.1 General Resource Management Policies

- Life Safety will take precedence in allocation of resources. Specific priorities will be set by the Logistics Section Chief in consultation with the Emergency Management Director, or a designated official in the EOC.
- Each department will sustain its operation for 12 hours unless conditions of incident determine otherwise.
- The EOC Logistics Section will be supplier of last resort for those resources that can longer be obtained through regular contracts or agreement, therefore necessitating a centralized coordination designated to the Logistics Section.
- All requests for State and Federal resources that are not otherwise covered under mutual aid agreements must be made to the Seattle EOC. An example would be resources requested or dispatched under the State of Washington Fire Service Resource Mobilization Plan (RCW 43.43.961).

4.2 Resource Control Points

Resource management and logistic support organization levels include:

- City of Seattle Emergency Operations Center (EOC) - The Logistics Section will operate in the City EOC at 105 5th Ave S. (corner of Washington St.) Seattle, WA 98104. The primary EOC logistics function will be to facilitate and coordinate interdepartmental and inter-agency resource requests. This will include:
  - o Management of citywide resources spanning across departments, and
  - o Coordinate resource allocation and tracking requested through the EOC.
- Department Operation Centers (DOC) - All departments participating in response, in addition to being represented in the City EOC, may activate a DOC to facilitate the coordination of department response and continuity operations. Intra-department management and coordination of resources are the responsibility of the involved department. They should utilize appropriate internal resources and available mutual aid resources and private sector/contractors before making a request for assistance to the Seattle EOC. DOCs may allocate available resources in tactical situation in coordination with field logistics. Resource needs and shortfalls that go above and beyond the capability of the department should request resources through the EOC.
- DOCs should communicate resource requests through their EOC representative. DOCs may only communicate directly with EOC Logistics when:
  - o A Logistics Section is staffed within the DOC –AND- they have the approval to directly communicate with EOC Logistics from the EOC representative; or
  - o The department has a DOC open, but doesn't have a department representative at the EOC.
- Incident Command Posts (ICP) - The Incident Commander will establish a Logistics Section to coordinate unmet needs in the field. The size of the incident, complexity of support needs and the incident length will determine the need for coordination at a higher level. Field logistics will acquire resources with the assistance of the dispatch centers or department operating centers.

Where resource needs and shortfalls are encountered at the field level EOC Logs can provide support. In this situation, resource requests will come from the dispatch or operating center to EOC. Field logistics operations should communicate EOC resource requests to their EOC department representative through:

- o The department's dispatch center
- o The department's DOC
- o Directly to the EOC representative as determined by department procedure.

Field operations personnel including persons operating as section chiefs or incident commanders should never contact EOC Logistics directly unless a specific exception is granted by the EOC Logistics Section Chief –and- the senior department officer or EOC department representative.

4.3 Resource Management Process

- Department Level Resource Management - During advanced notice or pre-planned events, departments will implement appropriate department emergency response or continuity of operations plans (COOP). Department level plans address the management, needs, and sourcing of resources within their departments. As a rule, departments should have plans in place which allow for maximum utilization of their own department resources during emergency situations and include plans for acquiring or source critical resources needed to support or sustain essential operations during emergency situations. All internal resources including contracts and mutual aid agreements should be exhausted before forwarding a request to the Seattle Emergency Operations Center. Exceptions to this policy can be made on a case-by-case basis. An example would be when established vendors or mutual aid may have the resource, but cannot provide in time to meet a time sensitive mission.

  Departments should have policies in place, which prescribe that resource requests be funneled to the Seattle EOC through their EOC department representative. This is to ensure that there is a single point of contact that can serve to consolidate orders and maximize efficiency by limiting the number of persons that EOC Logistics will need to work with from a department. In the event the department doesn't have a representative in the EOC, then the appropriate department representative should call the main EOC to be routed to the appropriate EOC person for assistance.

- Resource Management When the EOC is Activated - When activated, the Seattle EOC will be the single point through which resource support is coordinated across all city departments for the jurisdiction of the City of Seattle. Resource management will take place within the EOC Logistics Section. Actions undertaken by EOC Logistics Section include resource sourcing, ordering, tracking, triaging and consolidation or orders. All activities will be coordinated with city departments, other local jurisdictions and agencies and the King County Regional Emergency Coordination Center and Washington State EOC.

- Resource Management When the EOC is Not Activated - During times when the EOC is not activated, the Seattle OEM Staff Duty Officer will serve the single point of contact for:

  - o Departments needing County, State, or Federal resource assistance outside of existing mutual aid agreements or standing contracts.
  - o Outside jurisdictions (e.g. County or State) requesting resource assistance from the City of Seattle.

  Departments or agencies may contact the Seattle OEM Staff Duty Officer through the non-published 24-hour number.

This number is provided to all appropriate city departments, government, and non-government stakeholders.

The Seattle OEM Staff Duty Officer will coordinate with appropriate departments to connect resources with requests. Individual departments are responsible for the dispatching, management, and tracking of resources they receive or send in support of emergency operations.

4.4 Resource Ordering Process

When departments have exhausted their resources, including those available on standing contracts and mutual aid agreements, the resource request should then be forwarded to the Seattle EOC through the department representative. In the event the department doesn't have a representative in the EOC, an appropriate department decision maker should contact the EOC through the main number to be forwarded to the appropriate person for assistance. A flow chart depicting the end-to-end resource management process when the EOC is activated can be found in *Appendix 1*.

- Sourcing from within the EOC Operations Section - In cases where a department has exhausted internal resources, the EOC representative should check with other departments staffed in the EOC Operations Section for assistance before submitting a resource request to logistics. WebEOC tasking should be used to make requests and document situations where other department(s) or agencies in the EOC can provide resources to other (i.e. between) departments.
- Request Process to EOC Logistics - The following methods may be use for submitting requests to the EOC Logistics Section:
    - o   Web EOC
    - o   Seattle EOC Logistics form (manual)

    During EOC activations, WebEOC is used for end-to-end management of all resource requests to EOC Logistics. In the event WebEOC is unavailable, then requests should be submitted using a 2-page manual form. A copy of this form can be found in *Appendix 2*.
- Required Information - Departments should provide the following information on all requests regardless of the method of submission: Requesting Time and Date; Requester Name and Contact; Problem/Issue/Task to be Accomplished; Description of Resource (use plain language); Quantity; Suggested or suitable resources; Support requirements; Special shipping instructions (if applicable); When resource is needed; Delivery location and Point of Contact.

4.5 EOC Logistics Section Policies

- EOC Logistics Callout List - The Emergency Management Coordinator for FAS is responsible for maintaining and periodically updating the EOC Logistics roster. This roster, which is maintained electronically as an excel spreadsheet, lists personnel by position and all relevant contact information. Copies are maintained by the Emergency Management Coordinator for FAS and can be found in the logistics folder in the Seattle EOC common drive.
- Notification and Mobilization of Seattle EOC Logistics - ESF 7 EOC responders will be notified via phone or email that the EOC has been activated and requesting ESF 7 representation.
    ESF 7 EOC responders designated as the "primary" will call in availability to Logistics Section Chief, or report directly to EOC in a major earthquake or terrorist attack. If the "primary" is not available or unable to respond, then the designated alternates starting with "Alternate 1" will respond to the EOC to fill shift. An ESF 7 EOC responder call out list will be maintained on a quarterly basis.
    If requested, EOC responder will report to the Seattle EOC or as instructed bringing the following items: City of Employee Identification; Cell Phone (if assigned) with charger; 72-hour Personal

Go-Kit, water and snacks and any other necessary personal items (e.g. medicine) for 8-12 hour shift.

Upon arrival into the EOC, Logistics personnel will: Follow posted check in procedures; Report to the Logistics Section, obtain briefing and receive assignment from Logistics Section Chief; Log on to WEBEOC (virtual EOC communication tool), read current Consolidated Action Plan for the current operational period, and Situation Reports.

- Activities Tied to EOC Activation Modes - The Logistics Section Chief can establish the Logistics Section using EOC Activation Modes to determine need for standing up the Support and Services Branches.

Table 4

EOC ACTIVATION MODE	LOGISTICS SECTION PRESENT
Increase Readiness mode where there is a period of warning or localized incident impacting specific department operations	Standby - City Department resource management function able to handle logistical activities intradepartmental. Designated ESF 7 Representative monitors the situation as incident emerges and prepares for expanding the logistics section branches for activation.
Major Incident Mode is used when an incident or event has the potential for, or causes, major impacts that are expected to be relatively short duration and can be managed using City resources.	Partial - Logistics Section Chief or designee monitors the situation as incident emerges and prepares for expanding the Logistics Section branches as needed. FAS will staff Logistics Section, and a City Procurement Officer will be present or on standby.
Disaster Activation Mode assumes an incident or event has the potential for, or causes, significant and extensive impacts.	Full – Logistics Section is fully activated. City resources and capabilities may not be sufficient to meet all the challenges. Mutual aid, State and Federal assistance could be required. Support and/or Services Branches will be staffed based on the need of the incident.
Catastrophic Activation Mode is characterized by widespread impacts to City and/or region. Response and recovery operations would be extensive and long term assistance and support from all levels of government required.	Full – EOC Logistics Section is fully activated and multiple shifts required. Resource needs and shortfalls will be significant, require extensive coordination with KC RECC and WA State EOC. A Logistics Center would be established.

- EOC Resource Ordering - Throughout an incident, the Logistics Section will coordinate resource ordering and deployment to support field responders and restoration of critical infrastructure, and address general public's needs. Resources may come from public or private sector sources and mobilized in a manner that recognizes the criticality of certain missions.
  - o For large events or events requiring the order and management of a large amount of resources, the Section Chief may be supported by additional personnel including a Deputy Logistics Section & Logistics Section Support.

- o Branch Directors (Services and Support Branch Directors) have the responsibility of assigning resource orders to specific units with in their branch. The Support Branch to manage Operation Section resource requests. Branch Directors are also required to maintain awareness on the following: Status of open orders within their section; Keeping the Logistics Section Chief apprised of large ticket orders, anticipated shortfalls and critical information (e.g. changes in the resource ordering process) that should be communicated during planning meetings.
  - o Ensure that Unit leaders are coordinating the status of resource requests and identifying potential shortfalls with the Operations and Planning Section Chiefs.

- Determining Needs - The need for additional resources may be identified at any level of the incident Command System and will filter up the chain of command, from the Incident Command Posts (ICPs) to the Department Operations Centers (DOCs). The DOCs via Operation and Planning Sections gather situational awareness of incident and survey for damages. Resource needs and shortfalls are assessed at the department level. The DOCs will determine whether resources are available within their respective department or obtainable through existing agreements. Anticipating needs may be based on preliminary damage assessment and past experiences. See Figure 2. A resource need is first identified by personnel in the field and is communicated to their respective DOC. If they do not have a DOC, or if not yet activated, the resource request must first be approved by their respective department head (or authorized representative), prioritized (if necessary) and then sent directly to their representative in place at the EOC. Each department will designate a representative to prepare resource requests on behave of the department to the EOC. Only DOCs or dispatches are authorized to communicate with and make resource requests to the appropriate branch unit leader in the Operations Section or directly to Logistics Section.

Figure 2

Determine Need
1. What is the situation?
2. What are the current and/or anticipated impacts to department operations?
3. What is the department doing about it?
4. What are your unmet needs and the urgency of those needs?
5. Are you mobilizing beyond current on-duty personnel? If yes, specify.
6. Are you able to maintain normal service delivery? If not, what has changed?

Appropriate attention will be given to identifying and sourcing equipment or supplies that may be required to support hose with access or functional needs.

- Prioritization of Requested Resources - The Operations Section or Planning Section will apprise the Logistic Section of priorities set by the Incident Commander or a designated representative. To ensure resources are acquired in the most efficient manner possible and allocated in support of pre-established response and recovery priorities.

The EOC/DOCs will prioritize resources requests based on the following response and recovery criteria: Health and life safety; Restoration of critical infrastructure; Protection of public property and environment; Initiation of long-term recovery and continuity of government.

The assignment of a priority to a request in support of a resource need is a function of threat and the timeframe of need (i.e., 1 = Highest Priority). All participating departments can use the following priorities assessment when determining resources to request from Seattle EOC. To

arrive at the priority assign threat level timeframe of need value by: Priority = (Threat Level x Timeframe of Need).

Table 5

THREAT LEVEL	VALUE ASSIGNED
Severe Impact	1 – relates to immediate life safety or life saving
Serious Impact	2 – relates to life sustaining
Moderate Impact	3 – relates to incident stabilization and immediate safety of property and environment
Low Impact	4 – relates to protecting property and environment

Table 6

TIMEFRAME OF NEED	VALUE ASSIGNED
Urgent: 0-4 hours	1 - Must have to respond to an incident
Immediate: 4-12 hours	2 – Must have to operate in an incident
Necessary: 24 to 48 hours	3 – Forecast need or shortfall and must have to respond to an incident
Desirable: 72 hours +	4 – Can be delayed; forecast need or shortfall

- Sourcing Orders - All resource requests from City Departments to Seattle EOC are sourced through the EOC Logistics Section. EOC Logistics works with Operations and Planning Sections to identify critical resource needs and shortfalls. EOC Logistics Section will match resource needs to available or unassigned City Resources. Where shortfalls exist, EOC Logistics Section will work with other jurisdictions to acquire additional support by:
  - o Verifying to ensure the request is still a need by contacting the original requestor to confirm details.
  - o Attempting to find a source within the City by querying Departments, contracts or public or private sector partners.
  - o If unable to source locally, escalate the resource request up to KC RECC by phone, email, radio, FAX or by inputting request into the KC RECC information technology site. KC RECC will query other jurisdictions, contracts, agreements or escalate the request up to the State. It will be important to obtain County tracking number.

Requests for State or Federal Resources must be sent to KC RECC.

To the extent practicable, and all City internal, contracted and mutual aid resources have been exhausted or determined not to meet City Operational requirements, EOC Logistics Section may

initiate the Procedures for Commandeering of Private Equipment, Supplies, Facilities and Services and Impressment of Citizens for public use.

- Procurement and Contracting-During City emergencies, City departments may waive competitive bid requirements for purchase goods and services directly as needed to address the emergency, regardless of price. In making purchases, City Departments must follow emergency procedures established by Director of Finance and Administrative Services, as well as all City ordinances and state statutes governing emergency purchasing.

  Purchaser must be a City employee and must provide the following information (SMC 10.02.070): Date and time of purchase; Name and address of supplier; Quantity; Unit; Description; Unit Price and Total Price of Item; Purchaser's Name and City Employee Identification Number; Date required and date delivered; Description of Use of Item, including disaster work order number; Description of Disaster Work and Location of Use; City Employee's Name Receiving the item and City Employee Identification Number.

  City Departments may prepare resource request to EOC Logistics Section for direct assistance in fulfilling an operational need or mission.

  Seattle EOC with the City Budget Office should establish a project number to record and account for all invoices payments and costs associated with the event.

  To procure resources, EOC Logistics Section may charge a City blanket contract, issue a direct voucher if less than $7,000, or use a City Credit Card if appropriate. Purchases above $10,000 must be reported, as required by SMC.

  EOC Logistics Section can utilize several preventative contracts in place designed for disaster response. There are also several routine contract and cooperative contracts (i.e., GSA) available with major national suppliers that would have large capacity and out-of-region resources.

  FAS and the EOC Logistics Section (when activated) will ensure that contracts are identified and resource lists consider equipment or supplies that may be required to support those with access or functional needs.

  A log of all purchases made during the event shall be maintained by each department and by EOC Logistics Section.

- Dispatch & Management of Resources - Departments maintain processes for the dispatch and management of their own resources on a day-to-day basis. Whenever possible, these procedures should be utilized to appropriately track resources during emergencies. Departments are also required to have procedures to address the dispatch, communication, control, and management of resources in support of operations outside the City. Department level procedures should be utilized for situations when the EOC is not activated.

  During activations of the EOC: The EOC Logistics Section will coordinate the arrival of resources to the point specified by the requesting department in the resource request; At the point, the requesting agency takes possession of the resource; they become accountable for the resource. This includes tracking, communicating, dispatching (using department proscribed procedures),

maintaining, and any servicing that may be required; Any exceptions to this policy will be communicated to departments through their EOC representations.

- Resource Transportation Management and Movement Control - During response and recovery operations, various types and quantities of resources must be moved.

  EOC Logistics Section will activate the Resource Transportation Management and Movement Control Plan. Other actions will include: Obtaining situational awareness/visibility from SDOT and SPD into status of infrastructure and routes for moving resources; Determining transportation modes, routes and resources for moving requested resources from receiving and distribution facilities to point of use; Coordinating with KC RECC and WA State EOC to manage movement control and move freight across jurisdictional lines; Determining security requirements with SPD for escorts and follow WA State Department of Transportation's (WSDOT) Commercial Vehicle Pass (CVP) credentialing protocol across jurisdictional lines.

  All transportation assets used to move resources will be tracked by EOC Logistics Section and ensure repair services, fueling and other support requirements are in place.

  All City fuel supply will be monitored by EOC Logistics Section for shortfalls or to meet additional needs. Routine status updates will be provided to the Planning Section to be included in the CAP for next operational period.

- Inventory Assessment on Critical Supplies or Equipment - The EOC Logistics Section will be the single point for coordinating information on inventory management during an incident. Typically, this will involve determining quantities of critical resources specific to that incident. Each department through their Department Representative will be required to provide inventory information on specific items when requested by EOC Logistics. Departments should provide requested information in an electronic format that can be accessed by the EOC Logistics team.

- Distribution Management - EOC Logistics Section will develop a Resource Distribution Management Plan as needed, and will coordinate with Operations and Planning sections of the EOC to determine the level of logistics support.

  Distribution Management Unit will activate, operate and deactivate receiving and distribution sites as required. Sites and routes should be coordinated with Transport Support Unit. Other actions will include: Assigning roles and responsibilities to manage receiving and distribution sites; Acquiring and/or procuring resources such as material handling equipment, supplies, food and billeting to support site operations.

  Requests should be logged and distributed to the appropriate support unit through either the support or services branch directors for obtaining and committing resources. The branch directors should obtain support unit summary reports on a routine basis about the needs and the status of the requests.

  The other support units track feedback from vendor or agency, receiving and distribution site and point of use as to the request's status, and log update into WEBEOC or on a status board. As the support units communicate with sites the following site metrics should be reported during

operations: Burn rates to anticipate future requirements; Flow of resources at each site; All operating costs; Personnel and equipment needed to operate site.

EOC Logistics Section will execute demobilization plan of logistics sites and activate protocols to release assets and personnel and return unused expendable commodities to point of origin or surplus.

• Enacting Mutual Aid - Many City departments have entered into agreements with partner jurisdictions in preparation for emergencies or disasters that require a response in excess of local capability.

EOC Logistics Section may enter agreements with partnering jurisdictions during an emergency to dispatch resources on a case by case basis upon a request notification from one entity to another. However, a formal written agreement must be prepared after the incident that can include:

   o Memorandum of Understanding (MOU): MOU is a written agreement between jurisdictions or agencies outlining the terms under which each party agrees to assist each of the parties upon request for resources. An agreement is considered an MOU when the efforts of one or more of the parties involved are not contingent on the efforts of one or more of the other parties involved to accomplish the purpose of the agreements. The parties involved are working cooperatively or in parallel to accomplish the purpose of the agreement.
   o Memorandum of Agreement (MOA): A written agreement between jurisdictions or agencies outlining the term under which the parties agree to assist each other upon request for resources. An agreement is considered an MOA when the efforts of one or more of the parties involved is dependent on the efforts of one or more of the other parties involved to accomplish the purpose of the agreement.
   o Mutual Aid Agreements (MAA): EOC Logistics Section may initiate through KC RECC. MAA are written mechanism for parties involved to request emergency assistance for specific resources during a disaster. One benefit of MAAs is that costs associated with mutual aid agreements can be reimbursed by FEMA, through the Robert T. Stafford Disaster and Relief Act, if certain conditions and criteria are met. Examples of MAAs that the City falls under is WA State Intrastate Mutual Aid Agreement (WAMAS) and the Emergency Management Assistance Compact (State to State) and Pacific Northwest Emergency Management Arrangement (PNEMA – WA, OR, ID, AK, BC and Yukon).

• Requesting Outside Resources - State law requires that all requests for inter-jurisdictional assistance follow a process that starts at the local EOC. If the Seattle EOC Logistics Section is unable to locate resources locally, the request is then forwarded to King County Emergency Coordination Center (KCECC). If the ECC is not activated, then the Logistics Section should contact the King County OEM Duty Officer.

The EOC Logistics Section Chief should review any order prior to being sent to King County. Orders will be sent to King County by email using King County's ICS-213RR form. The email

address is posted in the EOC Logistics room and is available from any OEM EOC staff member upon request.

Logistics section personnel may utilize any of the alternate communication methods in the event email is not available or working: Electronic submission using King County SharePoint; By phone; Radio per the King County ECC Communications Plan (ICS-205 form); Fax.

All requests for state assets must go through the King County ECC and submitted using the process outlined above.

- Demobilization and Recalling Resources - EOC Logistics Section will assign personnel and develop any plans necessary for the demobilization and recalling of resources following City's demobilization guidelines.

  These actions include the following: Coordinate a process to start releasing assets and ensure mutual aid resources are returned to the providing entity or reassigned to other response efforts, if deemed necessary; Monitoring consumption or burn rates of expendable, and it becomes apparent that continued supply or use of resource is diminishing take steps to adjust or stop the supply, as necessary; When appropriate, unused expendable commodities are either returned to the vendor, incorporated into city inventory, or disposed of following appropriate City and Federal policies; Assess warehousing inventories and fill/restock shortages; As needed, continuing sourcing and fulfilling resource, transportation requirements, and resource distribution to support long-term recovery efforts.

- Managing Personnel and Teams - Emergency responders whether in field, department operations centers or EOC will experience the possibility of diminished individual performance and potential for degraded organization effectiveness caused by environmental and emotional stress. Special awareness and planning needs to be made to make certain personnel responding to an incident, especially from another jurisdiction have appropriate support.

  Emergency Responder Rehabilitation Guidance will be activated to ensure the following: Rest (Work-to-rest ratio); Rehydration (replacing fluids); Recovery (shelter and seating); Rx (medical monitoring and treatment); Refueling (calories and electrolytes).

- Maintaining Financial and Legal Accountability - Financial and legal accountability should not hinder the response efforts. Generally, departments should follow normal accounting procedures whenever possible during emergency operations; Have procedures in place that outline how purchases shall be paid for (from their own budget) in an emergency; Provide funding codes for payment of resource requests that are forwarded to the EOC Logistics Section.

  During some events, the Mayor, in consultation with his Emergency Executive Board, may authorize deviations from standard purchasing procedures in accordance with City ordinance and State law. A senior member with the City's Budget Office will work with the Logistics Section Chief and Branch Directors on development of event specific procedures related to: Payment for purchases or acquisitions; Forms of payment to be used; Tracking procedures; Any

encumbrance procedures that will apply to department level budgets and accounts tracking; Work to secure access to more funding as necessary.

The Logistics Section Chief will coordinate with the Law Department or their EOC representative on any questions regarding execution of emergency powers that are granted by law.

- Demobilization of the EOC Logistics Section - The determination of when to terminate EOC Logistics operations is a collective decision involving the EOC Command Staff, including the section chiefs, EOC Director and Deputy Director. It is possible that the EOC maintain a Logistics Section long after the conclusion of an incident.

  As a part of closing the EOC Logistics Section, the unit should ensure: Any demobilization plans created by City departments or the EOC's advanced planning unit are appropriately supported following closure of the Section; City agencies that provide personnel support to the Logistics Section are notified; All equipment and property has been accounted for and either returned or verified that it is still being used by the requesting agency; Processes are in place to ensure management, demobilization, and return of any outstanding equipment or personnel that may have been ordered by the section; Upon termination of the event, the City departments review all emergency purchase orders issued by them, and verify and authenticate such orders, and submit summary to FAS; All appropriate documentation is forwarded to purchasing agents or to Public Assistance Applicant Agent to ensure payment for, and reimbursement of items ordered in support of the incident.

4.6   Personnel

The EOC Logistics Section provides the City access to trained cross-functional City staff consisting of logisticians, project managers, human resource managers, procurement and contracting officers, fleet managers, facility and space planners.

EOC Responders comprised primarily of personnel from FAS, ITD and SDHR are prepared to support EOC during a catastrophic incident. Specifically, these individuals are trained in Incident Command System (ICS) and EOC operations.

Logistics Team members operate within the National Incident Management System (NIMS) framework and support logistics operations for any requesting City departments.

4.7   Private Sector

Without effective private sector integration, operational response capabilities with the City will be marginalized. Effective pre-incident integration helps expedite a collaborative response.

4.8   American with Disabilities Act (ADA) Requirements

- Under Title II of ADA, emergency programs, services, activities and facilities must be accessible to people with disabilities and generally may not use eligibility criteria that screen out or tend to screen out people with disabilities.

- The ADA also requires making reasonable modifications to policies, practices and procedures when necessary to avoid discrimination with people of disabilities.

- ADA generally does not require emergency management programs to take actions that would fundamentally alter the nature of the program, service or activity or impose undue financial and administrative burdens.

4.9 Authority for Emergency Purchases

- SMC 20.60.114, Emergency Purchases – During City emergencies that require immediate purchase of supplies, materials, or non-consultant services, the Director of FAS delegates to City Departments the authority to make purchases in the open market without advertisement at the best obtainable price regardless of the amount of the expenditure. City departments shall use Blanket Contracts for this emergency procurement whenever practical. However, emergency purchases must follow emergency procedures established by the Director of FAS, as well as all City ordinances and state statutes governing emergency purchasing.

- SMC 10.02.070, Emergency Purchase of Supplies - Upon the proclamation of a civil emergency by the Mayor, and during the existence thereof, emergency purchases of supplies, materials and equipment are authorized to be made in accordance with the following procedure:
Forms - Preprinted emergency purchasing forms shall be provided by the Director of Finance and Administrative Services for use for all emergency purchases or contracting for supplies, materials or labor during the existence of such emergency, which forms shall provide for the filling in of appropriate information prescribed by the Director including: date and time of purchase; name and address of supplier; quantity, unit, description, unit price and total price of item; name and appropriate identification number from the City employee identification card of the person making the purchase; date required and date delivered; description of use of item, including disaster work order number, description of disaster work and location of use; and name and appropriate identification number from the City employee identification card of the person receiving the item.
  o An employee identification card shall be used in all cases to verify that the purchaser is an employee of the City.
  o A log of all purchases made during any emergency shall be maintained by each department and by the Director of Finance and Administrative Services.
  o The heads of departments using emergency purchase forms shall account for all costs incurred in making such purchases.
  o Upon termination of the emergency, the heads of departments shall review all emergency purchase orders issued by their respective departments, and shall verify and authenticate such orders, and submit a summary thereof through the Director of Finance and Administrative Services to the City Council for authorization of payment.

5.   RESPONSIBILITIES

5.1   All City Departments

- Pre-Disaster Responsibilities - Mitigation and preparedness responsibilities that are carried out at a departmental level include: Review and update existing contracts and vendor lists, as well as appropriate mutual aid agreements; Maintain appropriate inventory levels of critical supplies; Conduct periodic reviews of City owned facilities for possible use as logistics staging areas during emergencies; Provide initial and recurrent training for employees who could potentially staff resource management positions within the department emergency management organization.

- Resource Shortfall Assessment - All city departments are required to conduct periodic assessments to see if any changes are needed in resources that will be needed to support their essential operations and their Continuity of Operation (COOP) plans.

  Departments should: Utilize a process that leverages established business practices; Ensure that results are documented; Have a plan for triaging and addressing identified shortfalls; Establish periodic review (for example annual or bi-annual review) and update of an assessment.

  To assist in any assessment, departments should consider utilizing the following documents or concepts to assist in determining resource shortfalls:

  SHIVA/THIRA-The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) and Threat and Hazard Identification and Risk Assessment (THIRA). Both documents define hazards and risks specific to Seattle and therefore influence all aspects of the City's Emergency Management program. As part of the post update process, City departments should review the City THIRA to determine if there are any changes that should be made to the type of resources or inventory levels in order to support critical operations or COOP plans.

  Scenario Based Resource Planning - Departments may use the concept of scenario based resource planning to further define resource shortfalls. Scenario-based resource planning uses a single, plausible scenario to establish a framework for evaluation of capabilities across a discipline, organization, or jurisdiction. Determining the resource needs of a single scenario can be challenging, but since real life disasters do not generally follow the plan, the formulas and calculations inherent to an effective decision-making process need to be captured.

  This captured process converts key steps and skills known to experienced individuals and converts them into accessible institutional knowledge. Formulas and calculations can usually be best expressed in the form of matrices that can be manipulated to provide a means of quickly determining resource needs and shortfalls for various events. In the planning stages, the information provided by the matrices allows the entire emergency management system to be analyzed for gaps and help make rapid, informed decision-making during response. Finally, the development of the matrices highlights policy limitations for consideration both prior to and during events.

- Response Activities - When an emergency response is anticipated or occurring (ie. No notice event), departments will implement appropriate emergency plans and protocols.

  Specific logistics actions should include: Activate any procedures to pre-stage resources and determine resource priorities; Ensure that procedures are in place and being followed related to

accounting for the time and use of personnel, equipment, and supplies that are being used in support of disaster operations; Ensure safeguards are in place to ensure personnel responding to disaster are provided appropriate rest and recovery; All purchases from contractors and vendors required for the response shall be recorded in existing citywide accounting and purchasing systems, either at the time of ordering or retroactively if the system is unavailable during an event.

Prior to submitting a resource request to the EOC, each department must: Exhaust and maximize its own internal resources, including inventories on hand; Assess the ability to obtain the resource through department level contracts or vendor with which the department has established relationships; Review any established mutual aid agreements the department to see if the resource can be sourced. Discipline-specific mutual aid related to fire and rescue, health, and law enforcement shall be invoked by the responsible department pursuant to established agreements; Non-discipline-specific mutual aid requests for Federal and State resources are submitted to the EOC/Logistics Section through a EOC department representative.

- Recovery Activities - Departments should conduct the following activities at the close of any incident or emergency: Ensure the return of any equipment or supplies that are not the property of the department; Conduct repair, refueling and return of equipment to their pre-disaster state of readiness; Restock of used inventories; When requested ensure that all accounting, timekeeping, and information related to the use of department personnel, equipment, and resources is forwarded to the appropriate City agency or designated person.

5.2   ESF 7 Lead Agency Responsbilities

- Prevention and Mitigation Activities
    - Coordination with partner government agencies and further private sector integration for effective collaborative response. During emergencies, the City of Seattle relies on both public & private partner agencies to assist in response. These agencies offer resources, facilities and subject matter experts to the region. It is essential for ESF 7 Resource Support to maintain these relationships by establishing a point of contact to be updated quarterly, organize an annual partner agency meeting, and set up Memorandums of Understanding as needed.
    - Refine and/or update cross-sector emergency transportation management system to inform on re-routing of shipments of essential supplies and publicly accessible distribution locations.
    - Participate in regional emergency fuel storage and distribution system to assure adequate fuel is available to first responders, hospitals, power and communication maintenance and delivery vehicles and equipment.
    - Develop regional information management system clearing house to provide situational awareness of available response and recovery resources and capabilities that could be readily available after a disaster.

- Preparedness Activities
    - Resource Management-Participate in local and regional coordination bodies to prepare for catastrophic logistics response. Meet with partner agencies to develop mutual aid agreements. Document the City's resource request process and share it with supporting agencies. Provide initial and recurrent training opportunities for staff who will serve in logistics roles at the emergency operations center. Strengthen partnerships with

government and non-governmental agencies and volunteer organizations to assist in distribution of disaster supplies and manage spontaneous volunteers and donations. Obtain funding to support plans. Work with City Departments and partner agencies to determine resource shortfalls and identify requirements.

- o Movement Control-Evaluate transportation modes (i.e. air, rail, waterway, and trucking) and potential impacts on supply chain. Identify and develop local Memoranda of Understanding (MOUs) between jurisdictions and partner agencies.
- o Distribution Management-Pre-identify and assess fixed and incident facilities that are needed to support response plans including Logistics Centers, Staging Area, Base Camps, Community Points of Distribution, Volunteer and Donation Management Centers, Disaster Recovery Centers, etc. Conduct site assessments of possible field locations (e.g. Logistics support areas and points of distribution). Identify possible long-term storage locations for stockpiles (i.e. warehousing). Document the procedures for activation, operation and deactivation of logistics support areas/points of distribution/warehouses.

- Response Activities
  - o Resource Management-Activate and staff the EOC Logistics Section. Activate Logistics support organizations and points of distribution (e.g. Logistics Centers) to manage resource acquisition and delivery. Coordinate with EOC Operations Section Chief, Branch Directors, and individual departments as appropriate to identify critical resource needs and shortfalls. Participate as needed in planning meetings. Coordinate requests with the King County ECC Logistics Section when shortfalls cannot be met internally. Coordinate with volunteer organizations to provide support to field or EOC operations. Coordinate and track delivery of resources through resource management system or paper-based methods. Begin development of a demobilization plan early in the incident. Ensure safeguards are in place to ensure personnel responding to disaster are provided appropriate rest and recovery.
  - o Movement Control-Assess the need for creation for a logistics transportation plan. Coordinate with ESF-1, Operations Branch Directors, and other EOC team members as appropriate to assess and develop a plan if needed. Evaluate tactical transportation options based on situational awareness (e.g. damage to roadways, overpasses and bridges). Coordinate with all levels of government to move freight across jurisdictional lines. Determine security requirements for escorts. Coordinate credentialing protocols across jurisdictions.
  - o Distribution Management-Assess the need for creation of a resource distribution plan. Provide the necessary support to activate, operate and deactivate logistics sites as required. Communicate and report out on site metrics during operation.

- Recovery Activities
  - o Resource Management-Continue sourcing and fulfilling resource requests in support of long-term recovery efforts. Coordinate a process for returning non-consumable resources (e.g. equipment and vehicles).
  - o Transportation Management and Movement Control-Continue sourcing and fulfilling transportation requests in support of long-term recovery efforts. Monitor repairs, refueling and return of equipment and vehicles to appropriate entity.
  - o Distribution Management-Continue resource distribution in support of long-term recovery efforts. Integrate long term recovery distribution with Private Sector partners.

6. RESOURCE REQUIREMENTS

6.1 Logistical Support

- Emergency Management Coordinator - To ensure ongoing training of City ESF 7 representatives on resource support, Finance and Administrative Services assigns an Emergency Management Coordinator to provide oversight of the ESF 7 functions. These functions include monitoring and updating the ESF 7 Annex as necessary, coordinating with city and regional partners, and organizing regular training and exercises for of ESF 7 representatives.

- Logistics Support Team – Primarily FAS, SDHR and IDT provide cadre of trained logisticians who can deploy to support the EOC during an incident. Specifically, these individuals are trained to support and provide technical assistance associated with resource management, movement control and distribution management.

- Department Operations Center and/or Logistics Center - A Logistics Center (LC) expands the logistics function of the EOC and supports operations by serving as an entity that can manage a large volume of resource requests. An effective LC can conduct all critical tasks associated with the resource management and movement control strategies.

- Logistics Staging Areas - Logistics Staging Areas (LSAs) are receiving and distribution centers for unassigned resources such as commodities, equipment and vehicles that have been forward positioned in or near an impacted area. LSAs support the distribution of life sustaining commodities and the deployment of emergency response resources.

- Community Points of Distribution-The Commodity Point of Distribution (C-POD) is a location where life-sustaining commodities are distributed to members of the public. The C-POD supports the distribution of food, water and other critical supplies to the public. C-POD provides the City the ability to control, monitor and report the distribution of life-sustaining commodities.

- Warehousing - In the initial stages of response, the EOC Logistic Section, in conjunction with other City departments will assess warehousing needs. In conducting this assessment, the EOC Logistics Section will consider: The size and scope of the incident; Whether the EOC Logistics Section requires additional space to support its operations or whether a department has made a request for warehouse space; The location of suitable warehouse space; Whether an existing city facility could be used for short term warehousing of resources; The types of resources that require warehousing; Weather considerations (e.g. Tents vs. fixed structures); The need for warehouses and staging areas for unsolicited donated goods.

  When the preexisting facilities are not a practical option, the EOC Logistics Section will work with agencies to identify suitable alternative space to create a logistics staging area.

6.2 Communications and Data

- All ESF 7 partners use email, landline phones and/or cell phone for basic communications

- These tools inform and support EOC Logistics Section enable staff to conduct critical tasks associated with resource management, movement control and distribution management:
  o Blanket Contract Search - search for a City blanket contract
  o Donations Tracking System -This information management system supports facilitate effective organization and distribution of donated goods and services.
  o Fleet Anywhere – Centralized fleet asset and fuel management System
  o Field Movement Visibility - The use of mobile technologies to support movement control and distribution management will be necessary. Field movement visibility creates a flexible, modern and adaptable logistics management system capable of providing system-wide visibility for real-time control of vehicles, equipment, personnel and supplies. These technologies include access to portable devices (e.g. bar code guns, GPS transponders, portable printers, etc.), options for data connectivity and satellite.
  o Pre-Scripted Mission Requests - Pre-scripted mission requests identify resources and capabilities that City departments, through various Emergency Support Functions (ESFs), are commonly called upon to provide during incident response and recovery operations (e.g., Emergency Shelter Support).
  o Inventory management application – supports management of critical tasks associated with distribution management.
  o Resource Request Form for documenting resource requirements related to the request for resource or logistical support.
  o WebEOC - WebEOC is the primary tool for the tracking and management of resource requests into the EOC.

7. ADMINISTRATION

7.1 Cost Accounting and Cost Recovery

- Finance and Administrative Services and supporting agencies for ESF 7 will track all costs based on City's finance and accounting rules and Seattle EOC guidance. After emergency, all purchases above $10,000 must be reported, as required by SMC. The City will establish a project number to record and account for all invoice payments and costs.

- Reimbursement of costs if not guaranteed, and if provided, will likely not cover all costs incurred. Post Disaster cost recovery policies, strategies and priority setting will be set by City Budget Office. City Treasury determines appropriate emergency financial instruments including: Budgetary and Reserve Funds (e.g., Emergency funds and department specific reserve funds); Contingent Credit (e.g., Credit Cards and cash balance debt); Ex Post financing (e.g. Access debt reserve; authorization by City Council of 5-vote to issue debt); Or default to Insurance coverage managed by Risk Management.

7.2 Annex Maintenance

- Training and Exercises Overview
  - Seminars/Training: Mandatory training for ESF 7 representatives regarding EOC operations, and resource support roles and responsibilities, and procedures: twice a year, including one unannounced call-out and activation of the EOC. NIMS training and hands-on training is important to reinforce written instructions and to better familiarize ESF 7 representatives with EOC surroundings, equipment and procedures.
  - Drills and Exercises: ESF 7 will design with the support of Office of Emergency Management and execute at least one exercise per year to evaluate the ESF 7 Annex. This may be either a stand-alone logistics exercise or a component of another EOC exercise. It is also strongly recommended that ESF 7 members participate in external agency exercises as a player, observer or controller.
  - Equipment Testing: Twice a year testing of equipment, including computers, display screens, phones, faxes, copy machine, automated notification system in conjunction with trainings.

- Evaluation and Corrective Actions
  - Hot wash: Immediately following an exercise or incident, the ESF 7 Emergency Management Coordinator in conjunction with ESF 7 representatives will meet to discuss the logistics operations successes and areas of improvement. The information gathered at this meeting will assist in preparing both the After-Action Report and Corrective Action Plan.
  - After Action Reports: Following an exercise or incident, the ESF 7 Emergency Management Coordinator in conjunction with Office of Emergency Management will generate an After-Action Report (AAR). The AAR will provide a summary of the situation, actions taken, lessons learned and the corrective actions.
  - Corrective Action Plan: A plan will be coordinated by the ESF 7 Emergency Management Coordinator in conjunction with ESF 7 representatives and approved by supervisors to implement improvements in planning and operations of the Logistics Section. This plan

will be the mechanism for improving future logistics operations through the correction of critical issues identified during actual operations, or through training exercise. Parts of the Corrective Action Plan will be incorporated into ESF 7 Annex as well as enhancement goals for the following year.

- o Strategic Plan: Annually the ESF 7 representatives will establish enhancement goals for the coming year, and individual departments will be assign responsibility for completing the action items under those goals. The strategic plan components will include: Planning and Development, Corrective actions/Process Improvements, Training and Exercises, Outreach activities.

- Annex and Associated Appendices Update
    - o The previous standard of updating the CEMP every five years has changed to updates being done on an ongoing basis. With information constantly changing, coupled with rapid innovations in technology and science, it only makes sense to favor a dynamic approach to planning.
    - o The Department of Finance and Administrative Services ESF Coordinator is responsible in maintaining this annex. The annex will be reviewed and updated annually as prescribed in the Seattle CEMP or when deemed necessary by either the ESF Coordinator and/or the Seattle Office of Emergency Management.

Table 7

RECORD OF CHANGES			
DATE	TYPE	CONTACT	SUMMARY
December 2016	Update	E Jarolimek L Meyers	Completed annual update
May 2015	Update	K Neafcy	Completed annual update

8. REFERENCES

- Federal
    - Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Act Law 100-707, The Robert T. Stafford Disaster Relief.
    - Emergency Assistance Public Law 105-19, Volunteer Protection Act of 1997.
    - Public Law 105-381, Pacific Northwest Emergency Management Arrangement - Pacific Northwest emergency management arrangement between the government of the States of Alaska, the government of the State of Idaho, the government of the State of Oregon, the government of the State of Washington, the government of the State of the Providence of British Columbia, and the government of Yukon Territory comprehensive and coordinated civil emergency preparedness, response and recovery measures for natural and technological emergencies or disasters, and for declared or undeclared hostilities including enemy attack.

- Regional and State
    - WA Intrastate Mutual Aid System (WAMAS) - Establish to provide mutual assistance in an emergency among political subdivisions and federally recognized Indian tribes that choose to participate.
    - RCW Chapter 10.93, The Washington Mutual Aid Peace Officers Powers Act.
    - Regional Coordination Framework Agreement.
    - RCW Chapter 38.54, Fire Mobilization
    - WAC Chapter 118-04, Emergency Worker Program - clearly delineate the responsibilities of authorized officials and emergency workers before, during, and after emergencies, disasters, and other specific missions.

- City
    - SMC 10.02.040, Use of services and equipment of municipalities and citizens – When the Mayor proclamation of civil emergency and the Governor proclaims a state of emergency, the Mayor may commandeer services and equipment from citizens as the Mayor considers necessary.
    - SMC 10.02.030.A, Authority of Mayor to enter into contracts and incur obligations – Upon proclamation by the Mayor of a civil emergency, the Mayor may, if time is vital to saving lives and reducing property damage or hardship, order City Departments to dispense with normal purchasing practices that unduly postpone the receipt of required equipment, supplies, or services (except those mandated as constitutional requirements).
    - SMC 10.02.070, Emergency purchases of supplies - Upon proclamation of a civil emergency by the Mayor, emergency purchases of supplies, materials and equipment are authorized in accordance procedure outlined in the SMC.
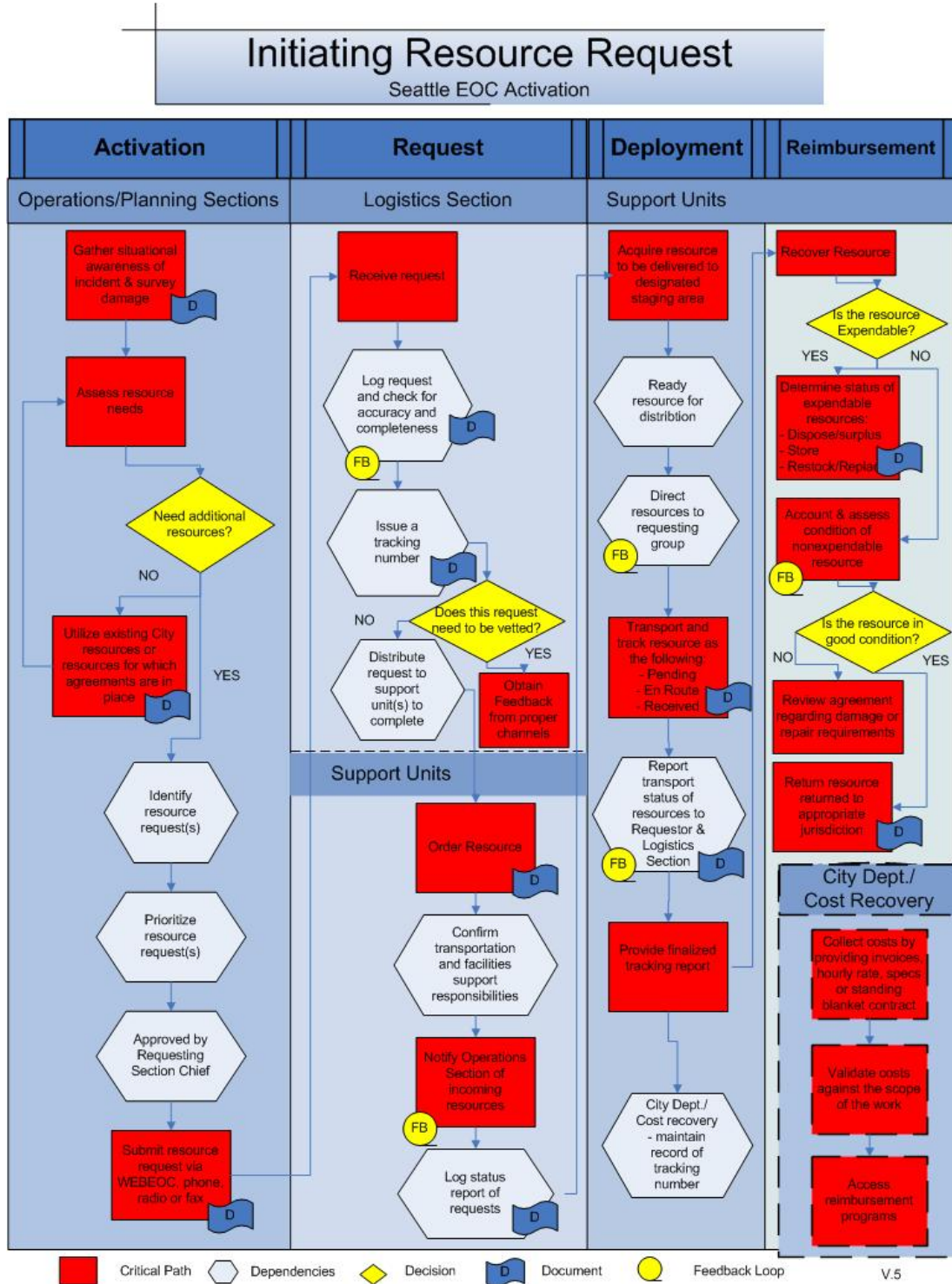
9. TERMS AND DEFINITIONS

- After Action Report - AAR
- Americans with Disabilities Act - ADA
- Consolidated Action Plan - CAP
- Collaborating Agency Responding to a Disaster - CARD
- Seattle Comprehensive Emergency Management Plan - CEMP
- Continuity of Operations Plan - COOP
- Community Points of Distribution – C-POD
- Department Operations Center - DOC
- Information Technology Department - ITD
- Emergency Management Assistance Compact - EMAC
- Emergency Operations Center - EOC
- Emergency Support Function - ESF
- Finance and Administrative Services - FAS
- General Services Administration - GSA
- Incident Command Post - ICP
- Incident Command System - ICS
- King County Regional Emergency Coordination Center – KC RECC
- LC   Logistics Center - LC
- Local Staging Area - LSA
- Mutual Aid Agreement - MAA
- Memorandum of Agreement - MOA
- Memorandum of Understanding - MOU
- National Incident Management System - NIMS
- Pacific Northwest Emergency Management Compact - PNEMA
- Revised Code of Washington - RCW
- Seattle Department of Human Resources - SDHR
- Seattle Department of Transportation - SDOT
- Seattle Hazard Identification and Vulnerability Assessment - SHIVA
- Seattle Municipal Code - SMC
- Standard Operating Procedures - SOP
- Seattle Police Department - SPD
- Threat Hazard Identification and Risk Assessment - THIRA
- Volunteer Organizations Active in Disasters - VOAD
- WA State Intrastate Mutual Aid System - WAMAS

10. APPENDIX 1 – SEATTLE EOC RESOURCES MANAGEMENT PROCESS

Figure 3

Seattle
Office of Emergency
Management

CITY OF SEATTLE CEMP
EMERGENCY SUPPORT FUNCTION #7 – LOGISTICS & RESOURCES
APPENDIX 2 – MUTUAL RESOURCE ORDER FORM

11. APPENDIX 2 – MUTUAL RESOURCE ORDER FORM

Figure 4

Figure 5

STEP 2 - Completed by Logistics Section Chief or Designee (Complete "2a" in tracking section above)	
Routing ☐ Support ☐ Service ☐ Multi-Support Unit Coordination required (Add Comment)	**Comments**

STEP 3 - Completed by Logistics Branch Director or Designee (Complete "3" in tracking section above)

Support Unit Assigned	**Services Unit Assigned**	**Other** (Add Comment)	**Comments**
☐ Communication ☐ Facilities ☐ Personnel ☐ Supplies/Equip. ☐ Transport ☐ Other	☐ Community Partner Liaison ☐ Donations Mgmt ☐ Mutual Aid ☐ Other	☐ Cancel (Logistics) ☐ Cancel (Requestor) ☐ Clarify ☐ Hold, revisit ☐ Modify ☐ Reoccurring	

STEP 4 - Completed by Logistics Unit Leader or Designee - Record changes or clarifying information to original request. (Complete "4" in tracking section above)

Description of Resource Ordered (Size, Amount, Location, Type, etc.)

Mutual Aid Source:	**Vendor Source** (include blanket contract nr.):

Delivery Details

Estimated Time of Arrival (ETA) for Resource:	☐ Originator and/or ☐ Contact Person for Questions (Name & Phone #, radio channel, email, etc.)
Delivery Point/Location:	**Contact Person at Delivery Point** (Name & Phone #, radio channel, email, etc.)
Date and Time Resource Received:	**Contact Person at Point of Use, if different** (Name & Phone #, radio channel, email, etc.)

Work Notes/Conversations

COS_ResourceRequest_form_v.14

V.14

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