

EMERGENCY SUPPORT FUNCTION #7 – LOGISTICS & RESOURCES

CEMP - ANNEX IV DOCUMENTATION



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Note: This Emergency Support Functions (ESF) is part Annex IV of the Comprehensive Emergency Management Plan (CEMP) and this version includes the 2018 revision City of Seattle Department of Seattle Finance and Administrative Services (FAS) acts as the current ESF Coordinator and collaborated with partners for input.

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1. STAKEHOLDERS

Table 1

PRIMARY AGENCIES	ESF COORDINATOR
Department of Finance and Administrative Services	Department of Finance and Administrative Services

Table 2

SUPPORT AGENCIES	
Seattle Department of Human Resources	Seattle Information Technology

2. INTRODUCTION

2.1 Purpose

The Emergency Support Function 7 - Resource Support (ESF 7), in accordance with the Seattle Comprehensive Emergency Management Plan (Seattle CEMP), describes the framework for coordinating and managing the City's logistics and resource support during any incident requiring coordination of activities beyond what occurs daily. This document identifies and describes the management structure, processes and protocols to mount an effective and coordinated logistics response to an incident by establishing three core strategies:

- Resource Management
- Movement Coordination
- Distribution Management

Coordinated planning, building out components to execute the above strategies and tools to support their implementation are essential for efficient and effective response. Having these program planning and project initiatives in place ensures:

- A complete picture of available resources is known to decision-makers.
- All available resources are used appropriately and arrive where/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

This ESF 7 describes the strategies to mount effective logistics response for coordinating, supporting personnel 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 flexible.

While certain aspects of logistics may be tailored to the hazard or specific incident, the guidelines and processes outlined in this document are designed to work for all hazards. This annex provides guidelines related to:

- Identifying, locating, acquiring, storing, distributing, tracking resources and demobilizing of resources during incidents.
- Management, review and updating of resources and related policies during all phases of emergency management. This includes guidelines 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.

Processes 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

The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) identifies Seattle’s hazards and examines their consequences so we can make smart decisions about how best to prepare for them. It provides information regarding potential impacts of hazards to the people, economy, and built and natural environments of the City of Seattle. The SHIVA provides a foundation for all the City of Seattle’s disaster planning and preparedness activities. The list of all natural and human-hazards includes: Emerging Threat; Geophysical Hazards; Biological Hazards; Intentional Hazards; Transportation and Infrastructure Hazards; and Weather and Climate Hazards.

A local incident 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 incident 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.

The 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:
 - City Personnel are available for reassignment including skilled labor subject matter experts,
 - Professional Response Teams meeting NIMS resource typing standards,
 - High-Tech Communication Equipment,
 - Vehicles for passengers, cargo, and debris removal (e.g., dump trucks, garbage trucks),
 - Heavy equipment for public works application (e.g., front-end loaders, cranes) and material handling (e.g., forklifts),
 - Pumps, generators (both stationary and portable) and useful materials and tools as fuel, sand and sandbags, plastic sheeting, shovels, picks, chainsaws,
 - Mass care supplies (e.g., emergency shelter supplies, potable water, sanitation).
- Mutual Aid Assistance Arrangements:
 - 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 rendered under the State of Washington, will be coordinated through the EOC or the designated Department Operation Center.
- Purchase of Goods and Basic Services:
 - City Department Directors have certain authority under **SMC 10.02.070 (Emergency purchases of supplies)** and **SMC 20.60.114 (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 incident response and recovery.

3.2 Planning Assumptions

- Information
 - 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 within the region that would be available to assist in the response. Normal forms of communications may be severely interrupted during the early phases of an incident.
- Initial Sustainability
 - City departments must be prepared to sustain themselves during the first 12 hours of an incident. If necessary, this will include feeding, sheltering and housing staff that are needed to respond to the incident.
 - Households and businesses affected by the incident are recommended to sustain themselves for extended period. Ongoing public information campaign will provide emergency preparedness to this population.
 - The region's utilities (water supply, electric grid, natural gas supply, waste water and telecommunications systems) could be significantly disrupted for weeks.
- Resource Management
 - The city's decentralized resource management structure in an incident 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
 - Large numbers of individuals may need to be evacuated from impacted areas; some of these individuals will have access and functional needs. These types of incidents may include: Hazardous material release, flooding, fire or volcanic eruption.
- Employee Reassignment
 - The ability to manage the logistics during an incident will depend upon the availability of a large pool of City employees.
- Donations
 - Early on in an incident, it is expected that donations will be provided by the public at large. Plans and procedures are required to accept and manage donated cash and goods.
- Availability of Volunteers
 - Early on in an incident, 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
 - In small scale incidents, 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
 - 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 incident, resulting in competing priorities for resources. City departments

will be faced with significant unmet needs and require focusing limited resources on continuity of government. Federal resources may take three to seven or more days to arrive.

- Transportation
 - 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 transportation network. Also, unescorted delivery of goods and services in the disaster area may be vulnerable to larceny or looting.
- Commercial Sector
 - Logistics centers (e.g. receiving and distribution 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.
- Communication
 - The City communicates life-safety notifications to the community in ways that can be understood, regardless of language, as a foundational part of response during incidents. Specific communications strategies have been developed to ensure notification to those with limited-English proficiency (LEP). Details can be found in the Alert & Warning Support Operations Plan.
- City Response
 - The City's comprehensive incident response policies, strategies, and practices can be found in the City Emergency Operations Plan (EOP).
- Procedures
 - The City-specific operational procedures supporting response policies, strategies, and practices are maintained separately. Please refer to the Reference Section of this document for list of applicable procedures.

4. CONCEPT OF OPERATIONS

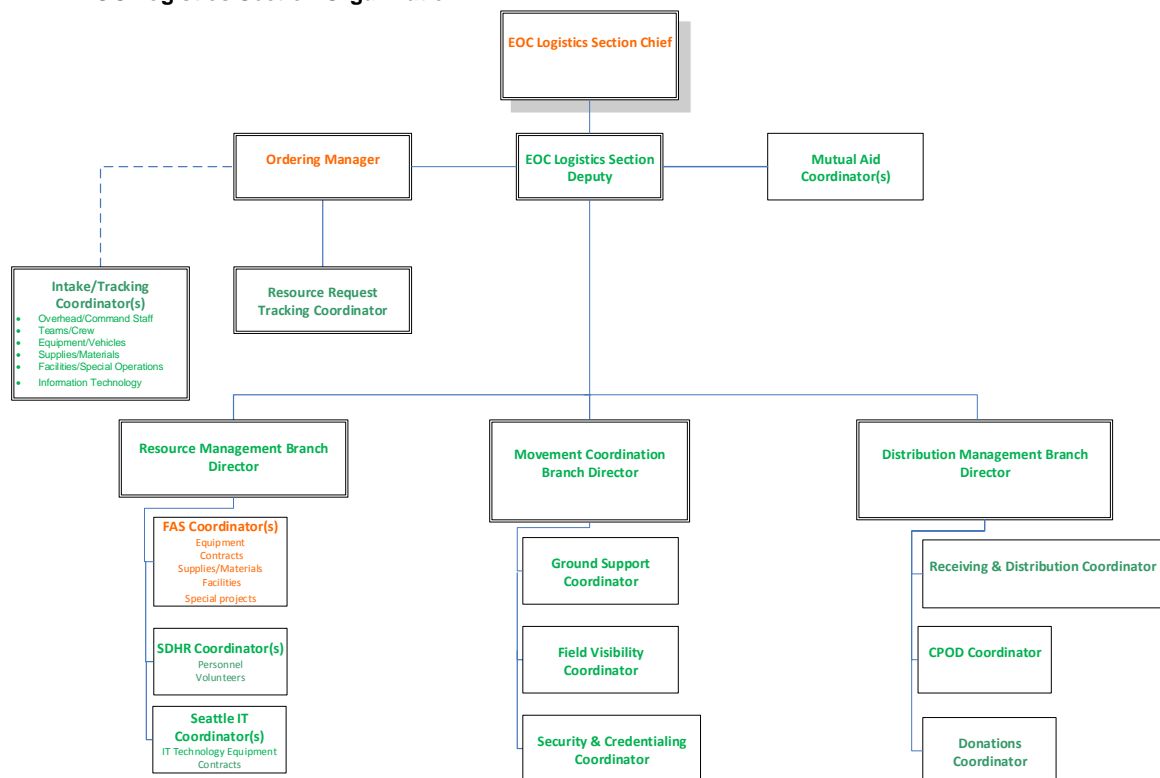
4.1 Organization

Department of Finance and Administrative Service has lead responsibility with support from Seattle Department of Human Resources and Seattle Information Technology for staffing and maintaining capability to activate Logistics and sustain advanced resource support to an incident. The organization is adjusted to emphasize logistics management, coordination and support of EOC missions.

Following the NIMS resource management principles, Logistics is comprised of Intake Unit and three branches: Resource Management, Movement Coordination and Distribution Management. Branch units are organized based on the overall mission the EOC supports and therefore diverge from the tactical field logistics structure. The Logistics Section structure is scalable, with its branches and units being activated as required by the incident objectives.

Figure 1

Emergency Support Function 7 – Resource Support & Logistics
EOC Logistics Section Organization



Primary and Supporting Departments

Logistics positions in orange will be staffed for EOC activations.

Table 3

UNIT	LEAD Department
Logistics Section Chief/Deputy	FAS
Ordering Manager	FAS
Intake Coordinator(s)	FAS, SDHR, Seattle IT
Resource Request Tracking Coordinator	FAS, SDHR, Seattle IT
Mutual Aid Coordinator(s)	FAS or external resource
Resource Management Branch Director	FAS
FAS Coordinator(s)	FAS
SDHR Coordinator(s)	SDHAR
Seattle Information Technology Coordinator(s)	Seattle IT
Movement Coordination Branch Director	FAS or external resource
Ground Support Coordinator (s)	FAS
Field Visibility Coordinator(s)	FAS or external resource
Security & Credentialing Coordinator(s)	FAS or external resource
Distribution Management Director	FAS or external resource
Receiving and Distribution Coordinator(s)	FAS or external resource
Community Points of Distribution Coordinator(s)	FAS or external resource
Donations Management Coordinator(s)	FAS or external resource

4.2 General Response Strategies

The following three strategies frame the City’s logistics response that can be scaled to the type of incident. During a catastrophic Incident, the EOC will experience a surge in the volume of resource requests, and quickly overwhelm the capacity of EOC operations. Having these basic strategies in place, enables the Logistics to expand parts of its response to closely coordinate requests with key City departments and other partner agencies, as required.

Resource Management

Effective resource management of resources (personnel, teams, facilities, vehicles, equipment, and/or supplies) requires certain protocols to be in place. This includes coordination and oversight for identifying, acquiring, allocating and tracking resources, thereby reducing duplication, enhancing capability while supporting effective response and recovery operations.

- Work with Plans and Operations to identify critical resource needs.
- Review local assets to determine what resources are available locally and then identify critical resource shortfalls.
- Identify mechanisms to effectively manage resources and the resources request process during a catastrophic incident.
- Maintain relationships and use of pre-existing agreements with multiple supply sources in the public and private sectors.
- Seek resources from other jurisdictions when shortfalls cannot be met internally within the City.

- Gain clearer picture of available sources of resources across jurisdictional boundaries.
- Understand processes for requesting and fulfilling mutual aid that includes intra- and inter-state mutual aid.
- Coordinate with State, County and nonprofit partner agencies to manage unaffiliated volunteers.
- Continue sourcing and fulfilling resource request in support of long-term recovery efforts
- Coordinate process for returning non-consumables resources (e.g. equipment and vehicles)

Movement Coordination

Processes by which transportation logistics is efficiently and effectively managed. The City may utilize four modes of transportation (air, rail, waterway and roadway) to execute missions.

- Confirm the resources can be transported to and within the City.
- Evaluate transport mode options to support the response based on situational assessment of transportation infrastructure.
- Coordinate with State and County authorities and maintain visibility on moving freight across jurisdictional lines.
- Determine security requirements for escorts.
- Coordinate credentialing protocols across jurisdictions.
- Provide methods for coordinating and tracking delivery of resource from staging to point of use.
- Continue sourcing and fulfilling transportation logistics requests in support of long-term recovery efforts.

Distribution Management

Provide the EOC with a standardized mechanism to receive, manage, stage and distribute large quantities of critical commodities, supplies and equipment. Resources most likely flow through distribution operational components such as a Receiving and Distribution Center, Local Staging Area and Community Points of Distribution (CPOD).

- Coordinate resource distribution from response to long-term recovery.
- Manage the distribution of resources by providing the necessary support to activate, operate and deactivate logistics sites, as required. Communicate and report out on site metrics during operations.
- Support regional coordination delivery of life-sustaining commodities to the public.
- Collaborate with nonprofit and private sector partners to support the management of unsolicited donations.
- Execute demobilization and reverse logistics.

EOC Logistics in a Catastrophic Incident

The resources required for response and recovery operations following a catastrophic incident will overwhelm existing supply chains. In the immediate response to the incident, resources are pushed in a sequence to the impacted area based on incident specific plans without clear requirements established. It is essential for Logistics to have clear communications with Operations to ensure there are sufficient teams, resources and facilities to receive and support the push.

The “push” transitions to a “pull” logistics immediately upon establishment of operational control at the field level and Logistics is able to reinforce the response with adequate supply lines. The EOC will

establish resource requirements in coordination with State and County counterparts by reporting needs and short falls, and in coordination with King County and WA State address allocation of scarce resources.

Initial resource projections will be for a 48-hour supply and adjusted as an incident transitions to recovery and long-term recovery. Agencies will communicate these requirements to EOC thus ensuring that Logistics can effectively fulfill requirements. It will also be paramount for private sector and nonprofit partners to be integrated into the response to the incident to meet and sustain response and recovery operations.

4.3 General Resource Management Guidelines

Seattle EOC Logistics Section (“Logistics”) provides advanced resource support to the incident. Logistics works closely with Operations Section to source and procure resources by implementing leases, contracts or mutual aid agreements or by requesting other government assistance. To the extent practical, City Departments will use internal resources to obtain resources needed to respond and recover from an incident. A City Department may request inter-departmental support from other City Departments or attempt to gain assistance externally through existing mutual aid or inter-local agreements. When these sources prove inadequate or impractical, City Departments will prepare resource requests to Logistics for direct assistance in the acquisition and delivery of resources following these guidelines:

- Life Safety will take precedence in allocation of resources. Specific priorities will be set by the EOC Leadership.
- Each department will sustain its operation for 12 hours unless conditions of the incident determine otherwise.
- The EOC Logistics Section will be the supplier of last resort for those resources that can no longer be obtained through regular contracts or agreements, therefore necessitating a centralized coordination, designated to the Logistics Section.
- All requests for State and Federal resources that are not otherwise covered under existing mutual aid agreements (e.g. State of Washington Fire Service Resource Mobilization Plan (RCW 43.43.961) must be made to the Logistics Section.

4.4 EOC Logistics Section Guidelines

City-wide Emergency Management Coordination

The Logistics Section Chief may use the City-wide Emergency Management Coordination status defined in Table 4 to determine appropriate requirements for standing up Logistics.

Table 4

City-wide Emergency Coordination	
Status	Logistics Section Description
Staff Duty Officer Monitors & Coordinates Actions	<u>Standby</u> – Individual City Departments’ resource management function able to handle logistical activities intradepartmental. Designated ESF 7 Representative monitors the situation and prepares for expanding the logistics section branches for activation.
EOC Activates	<u>Partial</u> - 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.

	<p><u>Full</u> – Logistics Section is fully activated. May require multiple shifts. City resources and capabilities may not be sufficient to meet all the challenges. Mutual aid, State and Federal assistance could be required.</p>
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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 S. Washington St.) Seattle, WA 98104. The primary EOC logistics function will be to facilitate and coordinate interdepartmental and inter-agency advanced resource requests. This will include:
 - Management of citywide resources spanning across departments, and
 - 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 a tactical situation, in coordination with field logistics. Resource needs and shortfalls that go above and beyond the capability of the department should be requested through the EOC. DOCs should communicate resource requests through their EOC representative. DOCs may only communicate directly with EOC Logistics when:
 - A Logistics Section is staffed within the DOC –AND- they have the approval to directly communicate with EOC Logistics from the EOC representative; or
 - 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 tactical resources with the assistance of the dispatch centers or department operating centers.

Where resource needs and shortfalls are encountered at the field level, EOC will 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:

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

Resource Management Process

- Department Level Resource Management –

During advanced notice or pre-planned incidents, departments will implement appropriate department incident response or continuity of operations plans (COOP). Department level plans address the management, needs, and sourcing of resources within their departments. Departments should have plans in place which allow for maximum utilization of their own department resources during incidents situations and include plans for acquiring or

sourcing critical resources needed to support or sustain essential operations during incident 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.

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 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 Not Activated –**

During times when the EOC is not activated, the Seattle OEM Staff Duty Officer will serve as the single point of contact for:

- Departments needing County, State, or Federal resource assistance outside of existing mutual aid agreements or standing contracts.
- 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 incident operations.

- **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 Logistics. Actions undertaken by Logistics include resource sourcing, ordering, tracking, triaging and consolidation of 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 Ordering

Throughout an incident, the Logistics will coordinate resource ordering and deployment to support field responders and restoration of critical infrastructure and address the 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.

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 the local capability.

Logistics may enter agreements with partnering jurisdictions during an incident 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:

- **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.
- **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.
- **Mutual Aid Agreements (MAA):** EOC Logistics Section may initiate through KC RECC. MAAs are a written mechanism for parties involved to request incident 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 are 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).

Procurement and Contracting

During City emergencies, City departments may waive competitive bid requirements for purchasing goods and services, directly as needed to address the incident, 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.

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.

Catastrophic incident specific, high-demand resources (e.g. fuel, generators, food, water, light towers, etc.) ordered in large volumes and incident support facilities (staging areas, shelter support, base camps, etc.) will require Logistics to assign dedicated personnel to manage those assets.

Demobilization and Recalling Resources

Logistics will assign personnel and develop any plans necessary for the demobilization and recalling of resources following City's policies and 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 expendables, when it becomes apparent that continued supply or use of a 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 resources, 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 organizational effectiveness caused by environmental and emotional stress. Special awareness and planning, needs to occur 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).

Americans 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 of people with disabilities.

Maintaining Financial and Legal Accountability

Financial and legal accountability should not hinder the response efforts. Generally, departments should follow:

- Generally Accepted Accounting Principles (GAAP) whenever possible during incident operations.
- Have procedures in place that outline how purchases shall be paid for (from their own budget) in an incident.
- Provide funding codes for payment of resource requests that are forwarded to the Logistics.

During some incidents, 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 EOC Leadership on development of incident specific procedures related to:

- Payment for purchases or acquisitions,
- Forms of payment to be used,
- Cost tracking procedures,
- Any encumbrance procedures that will apply to department level budgets and accounts tracking, and

- 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 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 maintains a Logistics Section long after the conclusion of an incident through recovery.

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 Logistics.
- City agencies that provide personnel or contracted services support to the Logistics are properly 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 that may have been ordered.
- Processes are in place to account for personnel supporting the incident response.
- Upon termination of the incident, 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.

5. RESPONSIBILITIES

5.1 All City Departments Activities

- Pre-Disaster - 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 for incident support during emergencies; Provide initial and recurrent training for employees who could potentially staff resource management positions within the department emergency management organization.
- Resource Gap Analysis - All city departments are required to conduct periodic assessments to see if any changes in requirements are needed in resources that will be needed to support their essential operations and their Continuity of Operation plans (COOP).

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 incidents. In the planning stages, the information provided by the matrices allows the entire emergency management system to be analyzed for gaps and to help make rapid, informed decision-making during a response. Finally, the development of the matrices highlights policy limitations for consideration both prior to and during incidents.

- Response - When an incident response is anticipated or occurring (i.e. No notice incident), 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 incident.

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 vendors with which the department has established relationships; Review any established mutual aid agreements 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 Logistics through an EOC department representative.

- Recovery - Departments should conduct the following activities at the close of any incident: 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 staff.

5.2 ESF 7 Lead Agency Activities

- Prevention and Mitigation Activities
 - Coordination with partner government agencies to advance private sector integration for effective collaborative response. During emergencies, the City of Seattle relies on both public & private partner agencies to assist in the response. These agencies offer resources, facilities and subject matter experts to the region. It is essential for ESF 7 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 logistics 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 an incident.
- Preparedness Activities
 - Resource Management-Participate in local and regional coordination bodies to prepare for catastrophic incident. 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.
- Movement Coordination - Evaluate transportation modes (i.e. air, rail, waterway, and trucking) and potential impacts on supply chain. Identify and develop local Memorandum of Understanding (MOUs) between jurisdictions and partner agencies. Maintain emergency blanket contract for expanded transportation logistics capability.
 - 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
 - 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.
 - Movement Coordination -Assess the need for establishing transportation logistics capability to support delivery to incident. 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.
 - 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

Disaster-related response and restoration can be very costly. While not all costs are reimbursable, it is in the City's interest to make the best use of funding that may become available through federal agency programs, such as FEMA, and insurance.

To assist with this effort, departments, organizations, or agencies with a lead or support role for this ESF are responsible for tracking and documenting the actual and anticipated costs related to the incident. Costs should be tracked based on guidance from OEM or the home organization.

- 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).
- Movement Coordination-Continue sourcing and fulfilling transportation logistics requests in support of long-term recovery efforts. Monitor repairs, refueling and return of equipment and vehicles to appropriate entity.
- 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 logistics planning, training, resource management and information sharing, 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, coordinating with city and regional partners on projects and initiatives, and organizing regular training and exercises for ESF 7 representatives.
- Logistics Support Team— Primarily FAS, SDHR and Seattle IT provide trained personnel who can deploy to support the Logistics during an incident. Specifically, these individuals are trained to support and provide technical assistance associated with resource management, movement coordination and distribution management.
- Department Operations Center and/or Logistics Center - A Department Operations Center (DOC) or 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 and support missions. An effective DOC can conduct all critical tasks associated with the resource management, movement coordination and distribution management 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 incident 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 Logistics, in conjunction with other City departments will assess warehousing needs. In conducting this assessment, Logistics will consider: The size and scope of the incident; Whether the Logistics requires expanding 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, Logistics 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 Logistics, enable staff to conduct critical tasks associated with resource management, movement control and distribution management:

- Blanket Contract Search - search for a City blanket contract
- Donations Tracking System -This information management system supports facilitate effective organization and distribution of donated goods and services.
- Fleet Anywhere – Centralized fleet asset and fuel management system
- Field Visibility - The use of mobile technologies to support movement control and distribution management will be necessary. Field 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.
- 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).
- Inventory management application – supports management of critical tasks associated with distribution management.
- Resource Request Form for documenting resource requirements related to the request for resource or logistical support.
- WebEOC - WebEOC is the primary tool for the tracking and management of resource requests into the EOC.

7. MAINTENANCE

In the OEM Planning Guide, a planning schedule describes when documents, including plans that are part of the CEMP, shall be maintained, evaluated, and revised. Lessons learned from exercises, special events, incidents, or disasters may result in a decision to evaluate portions of the documents ahead of the schedule. This document is on a three-year revision cycle, but evaluations can occur at other times as necessary.

FAS as the ESF Coordinator has primarily responsibility for this document and will ensure it is evaluated as outlined in the schedule with updates and revisions being made to ensure guidance remains current. FAS will facilitate the evaluations in consultation and coordination with OEM.

Table 5

RECORD OF CHANGES			
DATE	TYPE	CONTACT	SUMMARY
August 7, 2018 July 26, 2018	Revision	E Jarolimek L Meyers	Completed revision. Voted and approved by DMC and EEB.
December 2016	Update	E Jarolimek L Meyers	Completed annual update
May 2015	Update	K Neafcy	Completed annual update

8. TERMS AND DEFINITIONS

Nothing identified at this time.

9. ACRONYMS

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

10. 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.