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Logistics Capability Assistance Tool (LCAT)

Local Content Guide

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1.0 INTRODUCTION

This guide is designed to assist you in using the Logistics Capability Assistance Tool (LCAT) to assess your disaster response logistics capabilities. The information presented here will assist you during the process of answering a set of questions designed to analyze your local jurisdiction's response capabilities. This guide provides an explanation of each LCAT question to help you understand its intent and a suggested approach is provided to help you answer each question and proceed confidently.

You could respond to the questions during a facilitated LCAT assessment workshop or a self-assessment. Regardless of whether you are participating in a workshop or a self-assessment, your thought process should be the same – a straightforward, objective judgment of how your current processes or procedures reflect the capabilities addressed in each question.

1.1 Purpose

Congress directed the Federal Emergency Management Agency (FEMA) to develop a program that could be used to improve readiness, increase response capacity, and maximize both the management and impact of homeland security resources. At the direction of the FEMA Logistics Management Directorate (LMD), the resulting LCAT was developed with a concentration on state and local jurisdictions' ability to determine levels of disaster logistics planning and response capability. The assessment results are also critical to identifying where to focus additional planning efforts.

As a collaborative logistics planning and preparedness tool, LCAT can be used to enhance logistics disaster response capabilities and provide a common logistics framework for local, state, regional, and federal responders. It is standardized and transportable.

LCAT was created to be used by local jurisdictions to evaluate their current disaster logistics readiness, identify areas for targeted improvement, and help develop a roadmap to both mitigate shortfalls and limiting factors, and further enhance strengths. The tool has been developed from the logistician's perspective and for the logistician's gain. Ultimately the local jurisdiction and its citizens will benefit from this program.

The LCAT assessment and associated responses to questions are confidential information, and will not be shared with any other regions, jurisdictions, or agencies. The participating jurisdiction will determine if the assessment results will be disseminated outside the jurisdiction and, if disseminated, to whom they will be available.

Emergency managers at all jurisdictional levels will garner the greatest benefit from conducting LCAT assessments by including as many public and private planning and response partners as possible in the actual assessment. An assessment workshop would ideally be conducted in 1.5 days or, if necessary, tailored to meet the local jurisdiction's requirements.

Successful disaster response logistics planning requires all partners to actively contribute to and participate in the assessment. The result will be a more complete and accurate picture of

capabilities available for analysis, ensuring an assessment that portrays a shared reality. The assessment process itself will promote discussion, awareness, and information flow between the various participants and agencies.

LCAT can also be used by local jurisdictions to conduct self-assessments. The self-assessments could be used as a baseline to track overall progress and improvements in specific core competencies, to validate successful programs, and to clearly identify where additional attention may be required.

FEMA LMD will facilitate LCAT assessments until the program is transitioned to the FEMA Regions in fiscal year (FY) 2012. After the transition, Region Logistics Chiefs will facilitate and support state and local assessments.

2.0 AUTHORITIES

The following subsections define the roles of the authorities responsible for the LCAT program.

2.1 Federal Emergency Management Agency

FEMA's mission to reduce loss of life and property and protect communities nationwide from all hazards is the impetus for the LCAT program. To serve disaster survivors and communities more quickly and effectively, FEMA builds on experience, applies lessons learned and best practices from field operations, and gathers feedback from many sources to constantly improve upon its operational core competencies, of which disaster logistics is one.

FEMA implements 21st century logistics and procurement systems to help efficiently and effectively plan, identify, track, and distribute supplies needed by disaster survivors, emergency responders, and other users on the ground. Working with an array of public and private strategic partners, donors, and contractors, FEMA provides improved logistics integration and customer support.

2.2 Logistics Management Directorate

FEMA LMD plans, manages, and sustains national logistics response and recovery operations in support of domestic emergencies and special incidents. LMD establishes national procedures, fosters transparency through collaboration and coordination, and is focused on technology enhancements to expand region and state level logistics capabilities. LMD is organized around the following four core competencies:

Logistics Plans and Exercises - Develops and provides cohesive and synchronized logistics plans and exercises to achieve both short- and long-term readiness requirements. Ensures deliberate planning efforts result in coordinated concepts of operations (CONOPS) and plans that define repeatable processes. These processes support optimized national logistics response and recovery operations supporting domestic emergencies and special incidents.

Logistics Operations - Manages and executes national logistics command and coordination, tracking, and reporting for all-hazard operations. Stores, maintains, and deploys temporary housing units.

Distribution Management - Manages a comprehensive supply chain, warehouse, and transportation operation using a strategic alliance to effectively and efficiently distribute supplies, equipment, and services to support emergencies.

Property Management - Provides management oversight, internal control, and technical reviews in the areas of property accountability, reutilization, and disposal of disaster operations equipment. It uses an enterprise-wide property accounting and asset visibility system that is designed and implemented to ensure best value.

LMD's strategic direction includes people, customers, processes, and systems, outlined as follows.

People - Develop a professional logistics workforce, including regional staff, through hiring, training, credentialing and professional development; foster an accountability and results based culture.

Customers - Develop collaborative relationships with key stakeholders; foster both horizontal and vertical coordination; and develop bottom up requirement processes.

Processes - Modernize and integrate the national supply chain network, institute logistics planning to enhance response capability, develop and document key business policy and processes, perform analyses, and take a systematic approach to task and issue resolution.

Systems - Modernize the logistics system network; upgrade and fully integrate our systems to achieve maximum capability effectiveness.

3.0 LOGISTICS CAPABILITY ASSISTANCE TOOL BACKGROUND

LCAT features over one hundred survey-style questions, grouped into functional capabilities within five core competencies. You should respond to each question with complete honesty, by identifying your local jurisdiction's abilities along a range of five capability levels, from static to synchronized. In other words, the goal of this assessment is to determine where your range of capability corresponds with the levels defined below:

> Static – The local jurisdiction has not yet developed and/or implemented a viable strategy within the functional area.
>
> Functional – The local jurisdiction has implemented informal plans or processes, but standard operating procedures (SOPs) have not been defined or adopted.
>
> Horizontal Integration – The local jurisdiction has developed and implemented formalized, integrated SOPs across its emergency management (EM) organization.
>
> External Collaboration – The local jurisdiction has coordinated plans and SOPs with other state, local or tribal, and external partner agencies, organizations, and private vendors.
>
> Synchronized – All local, state, and private partners have fully integrated and synchronized plans, procedures, and operations. All plans and SOPs have been documented and exercised regularly with all participants. The local jurisdiction has demonstrated mastery of this capability.

Using a standardized approach and validated measurement criteria, LCAT objectively evaluates jurisdictional capability to perform basic logistics response and recovery functions and targets specific areas that need improvement.

4.0 LOGISTICS CAPABILITY ASSISTANCE TOOL OBJECTIVES

LCAT is designed to improve logistics capabilities for local, state, and federal responders—identifying any gaps between the current state of preparedness and the desired state of preparedness. An added benefit of LCAT and the LCAT workshop concept is the inherent collaboration achieved among state, local, regional, other agency, and private-sector partners who participate in the workshops. Stakeholders will gain a more complete understanding of roles, responsibilities, and dependencies; strengthen and build upon existing relationships; and foster new logistics response partnerships. Implementing the tool requires state personnel to work closely with counterparts from other state agencies, the FEMA Region, and other stakeholder organizations. Sharing information about logistics plans, SOPs, and federal, public, and private partner roles and responsibilities not only enhances transparency, but also builds trust among the partners. In addition to the above, the following objectives are also part of the LCAT program:

Develop a standardized, transportable tool to identify logistics response strengths and weaknesses;

Develop a roadmap for continually improving planning and response capabilities;

Serve as a tool to guide further detailed planning;

Serve as a tool to tailor education and training to specific areas that will enhance response capability;

Meet Congressional intent to develop a demonstration program to enhance jurisdiction disaster response capability and use public-private partnerships;

Focus on and evaluate local jurisdiction logistics preparedness, planning, and disaster response functions;

Highlight disaster logistics best practices;

Identify opportunities for tailored education and training;

Identify planning and response capabilities and provide a common understanding of the jurisdiction's readiness;

Track improvements in particular functional areas; and

Enhance jurisdictional response capability and public-private partnerships.

Local jurisdictions of any size can use LCAT to evaluate their current disaster logistics readiness, identify areas for targeted improvement, and develop a roadmap to both mitigate weaknesses and further enhance strengths.

5.0 LOGISTICS CAPABILITY ASSISTANCE TOOL STRUCTURE

The source of the assessment is a survey-style question set, comprised of questions grouped by core competencies and further broken down according to the functional capabilities detailed in the following subsections.

5.1 Logistics Planning

Questions were developed to consider demand recognition, sourcing, acquisition, transportation, warehousing requirements, and distribution and management of goods, people, and equipment during a disaster. The following functional categories within the logistics planning core competency are addressed:

Plans development
Contingency planning
Distribution planning
Training and compliance
Provider qualification
Procurement procedures and protocols
Solicitation
Existing contracts

5.2 Logistics Operations

These questions address logistics procedures. Logistics operations ensure that SOPs and processes support established action plans. The following functional categories within the logistics operations core competency are addressed:

Identify requirements
Activate critical resource logistics and distribution
Acquire resources
COP
Procurement
Transportation

5.3 Distribution Management

The end-to-end movement of people, commodities, and equipment is critical to any disaster response. Response includes communications with other stakeholders, ordering, order processing, transportation asset identification and dispatch, delivery receipt, and delivery confirmation. The following functional categories within distribution management are addressed:

Order tracking Transportation coordination Inbound shipment management

5.4 Organizational Functions

Disaster response logistics is a key component of Emergency Management (EM) and considers training, credentialing, logistics resource acquisition, general administration, and quality management. The following functional categories within the organizational functions core competency are addressed:

Reporting structure and alignments
Credentialing and cross functional team structure
Logistics quality management
Logistics knowledge, skills, and training
Administrative burden (jurisdiction legal constraints)

5.5 Property Management

Property management includes the inventory management processes, in transit visibility activities, and capital asset and commodity maintenance. The following functional categories within the property management core competency are addressed:

Property management personnel
Warehouse and facility management
Logistics equipment management and maintenance
Commodity Inventory Management Process and enablers

6.0 RECOMMENDED PARTICIPANTS

Local jurisdictions of any size can use LCAT to evaluate their current disaster logistics readiness, identify areas for target improvement, and develop a roadmap to both mitigate weaknesses and further enhance strengths.

Participants that should participate in the assessment include state EM officials, FEMA Regional representatives, local emergency managers, National Guard representatives, and private sector partners. Bringing together all partners involved in disaster logistics planning and response ensures more complete and accurate responses to LCAT and promotes discussion, awareness, and information sharing between the various agencies. The following individuals and organizations are highly recommended to participate in the assessment.

FEMA pre-designated Federal Coordinating Officer
FEMA Regional Logistics Chief
State Emergency Management Director
State logistics chief and support staff
State operations chief and support staff
State planning chief and support staff
Other key EM agency staff
State procurement officer(s)
State finance and accounting officer(s)
National Guard personnel
Major private-sector contractors
Key nongovernmental organizations
County EM officials
City EM officials

The outcome from an LCAT assessment workshop or self-assessment will be greatly improved by having more decision makers participating in the process. One of the most beneficial aspects of LCAT is the inherent educational nature of the tool.

7.0 LOGISTICS CAPABILITY ASSISTANCE TOOL BENEFITS

Following are several benefits that can be derived from the LCAT process. They should help you stay fully engaged. The benefits are:

Increased transparency, collaboration, and partnership throughout state, territorial, tribal, local, and federal governments;

Improved state relationships with private partners;

Comprehensive analysis reports provided to jurisdictions;

LCAT analysis reports feed into incident action plans and after action reports (AAR)—ultimately improving plans and mitigating risks;

Enhanced state and regional operating picture;

Increased understanding of the logistics mission and best practices for end-to-end supply chain stakeholder; and

Identifying capability gaps and maturity levels, jurisdictions can improve overall logistics capabilities.

8.0 LOGISTICS CAPABILITY ASSISTANCE TOOL WORKSHOP

If you are participating in an LCAT assessment workshop, you will be part of a team of stakeholders from various functional backgrounds. As a team, you will work together to assess the level of your jurisdiction's response capabilities.

A facilitator will guide you through several sessions grouped by core competencies.

The workshop will begin with an introduction presentation that will outline the assessment process and the workshop agenda.

8.1 Workshop Conduct Suggestions

Throughout the assessment, keep the following tips and workshop conduct suggestions in mind.

The only right answer is the honest answer.

All attendees are encouraged to participate. Everyone invited to attend the workshop should have valid opinions and insights. The group benefits from dialogue and discourse, as it tends to illustrate some of the nuances of disaster response logistics processes.

Keep conversations focused on the topic of discussion and save cross talk discussions for more appropriate times.

To help you focus your thoughts, you will be asked leading questions rather than questions that can be answered with "yes" or "no."

In the event that consensus is not reached in a reasonable amount of time, unresolved issues will be aside to the "parking lot," to be addressed later. Using any remaining time to continue discussions, "parking lot" issues can be addressed after all of the other questions have been answered.

As you conduct the workshop, make sure that everyone fully understands commonly used terms. For example, the term "collaborative planning team" could mean different things to different people. Providing the definition at the beginning of and throughout the workshop will help avoid confusion.

During the hot wash at the end of the workshop, a summary of discussions, responses, action items, and "parking lot" issues will be reviewed.

Keep track of and note potential improvements to LCAT from your point of view and suggestions from the audience. The FEMA LMD team is very interested in your input and/or suggestions for improving the assessment process.

5.0 LOGISTICS CAPABILITY ASSESSMENT TOOL USER INSTRUCTION

5.1 Overview

This user guide details the capabilities and instructions for LCAT. The tool consists of a series of multiple choice questions designed to survey each area of jurisdictional logistics readiness. After all the questions have been answered, the tool will provide an output of graphs (to provide a visualization of the evaluation), as well as a results pane with numeric valuations for each area, and an overall capability valuation.

5.1.1 Features

LCAT is a Java-based program developed to operate on a desktop or laptop computer.

5.1.2 Interface

Menus, submenus, and dialog boxes are organized by core competency with tabs for each functional capability. When the last question of a functional capability is answered it automatically starts the next functional capability.

5.1.3 Computer Requirements

The size of your screen display will determine the level of screen resolution. The more screen resolution available, the more information will be displayed on the screen.

5.1.4 Installing the Logistics Capability Assessment Tool

To install LCAT on your computer insert the LCAT disk in the CD/DVD drive. Go to **Locate** the file named **–New Questionnaire <mmddyy>.xml‖** from the CD provided.

Save the "**New Questionnaire <mmddyy>.xml**" to your main My Documents folder or your desktop.

Double select the **LCAT.msi** file. This will begin the install Wizard. Follow the Wizard instructions and select **Finish** when complete.

Go to your computer's desktop. There will be a new icon called **LCAT**. Double select the icon to start the program.

5.1.5 Uninstalling the Logistics Capability Assessment Tool

To uninstall LCAT from your computer, insert the LCAT disk in the CD/DVD drive. Double select the **LCAT.msi** file. This will begin the install Wizard. Select the **Remove** icon. Follow the Wizard instructions and select **Finish** when complete.

5.2 Logistics Capability Assessment Tool Assessment Operation

The following steps provide details for accessing and using the questionnaire.

5.2.1 Accessing the Questionnaire

Once inside the application, go to **File** > **Open** in the top left corner as shown in Figure 3. This will prompt the My Documents folder to open.

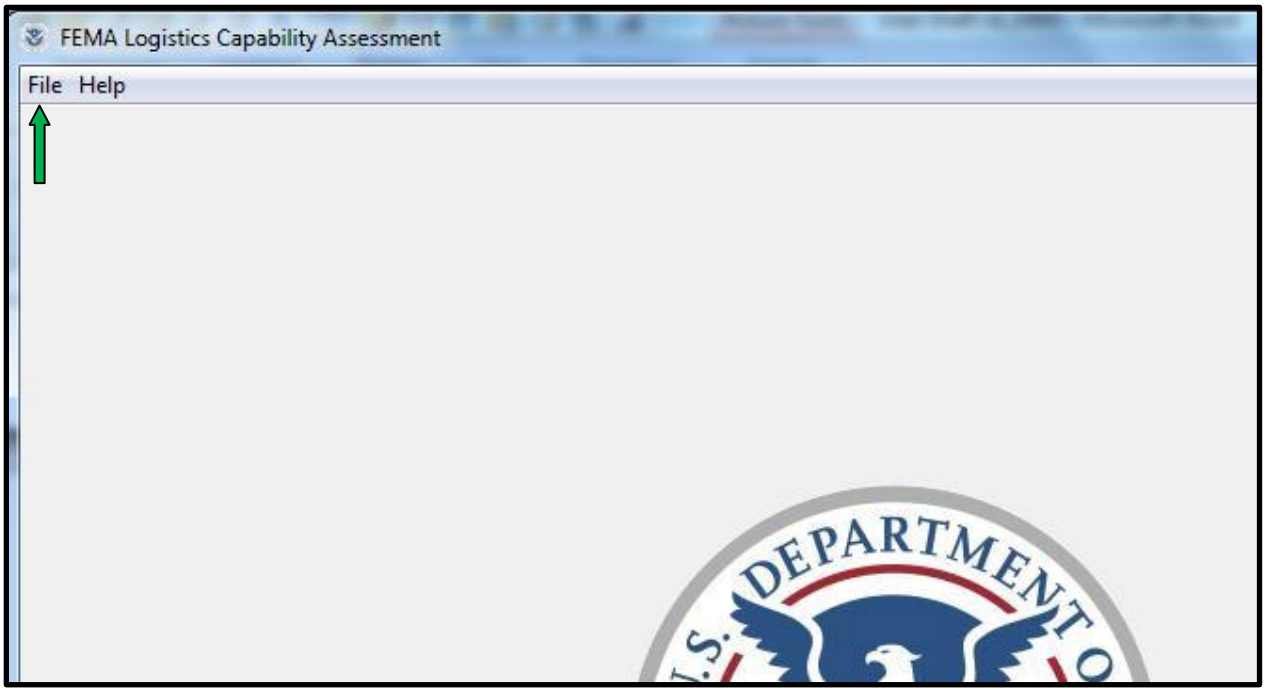


Figure 3: Sample Initial Application Window

Double select the **–New Questionnaire (mmddyy)‖** file inside your My Documents folder or any other place that you may have saved it, and the questionnaire is ready to begin as shown in Figure 4.

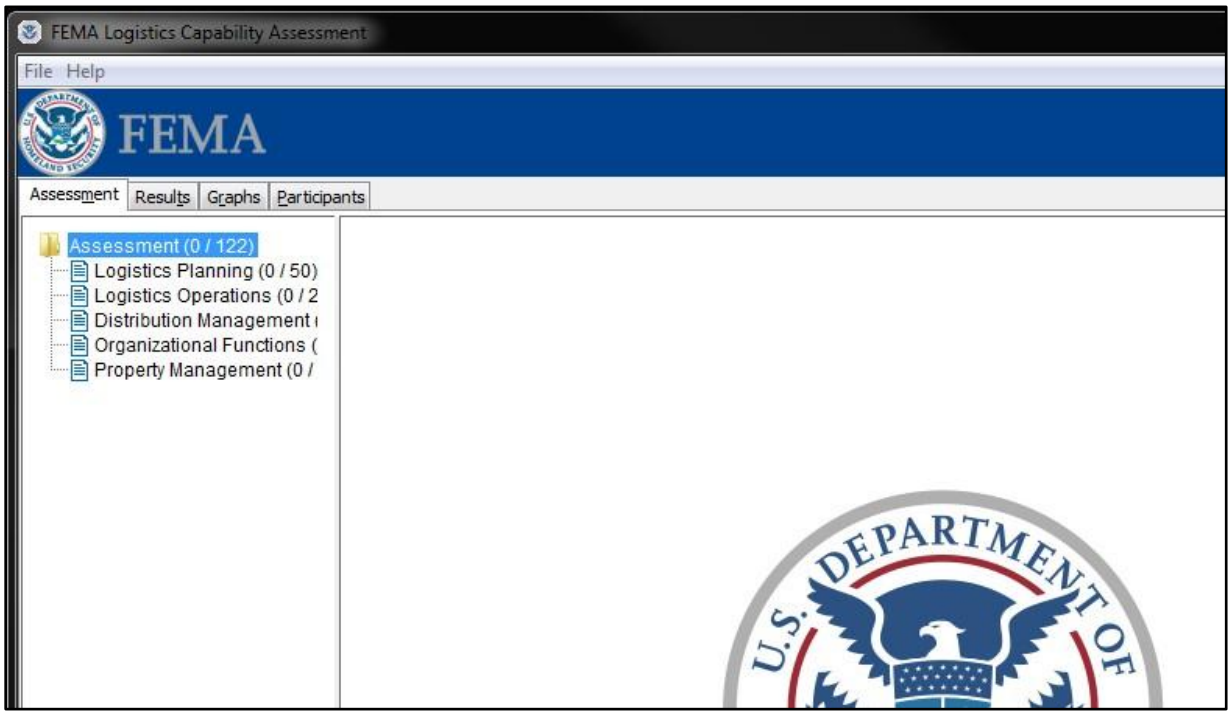


Figure 4: Sample New Questionnaire Window

If, after loading the CD-ROM, you receive the error message "LCAT Tool cannot be installed on systems with JRE Version smaller than 1.5," go to the java.com website and select the "Free Java Download" button, which will update your existing Java software.

5.3 Saving an Assessment

When the application opens, navigate back up to the **File** menu. Select **Save As.** Name the file using the following standard nomenclature: "<Your jurisdiction name> - Assessment (#) - <mmddyy>.xml" (Example – **–**Oklahoma – Assessment 1 – 033009.xml‖). Next, save the LCAT file to your My Documents folder. **NOTE:** As you work through LCAT, it is advisable to periodically save your work.

5.4 Opening an Existing Logistics Capability Assessment Tool File

Double select the **LCAT** icon on your desktop. When the application opens, navigate to **File** > **Open**. Select the **.xml file** that you want to open. If any changes are made to the file, re-save.

5.5 Navigation

LCAT features four tabs at the top left of the screen: Assessment, Results, Graphs, and Participants. Instructions for each tab follow.

Though the **Participants** tab, as shown in Figure 5, is listed last, it may be more practical to capture the participant information first and make any changes after the questions are completed. Changes can be made at any time. Therefore, before the assessment begins select the **Participants** tab to capture the contact information for each of the participants. If **State/Territory** is annotated, the name and other contact information is required. After a person's contact information has been loaded select **Add User**. To delete the input select **Clear**. This action will move the person's name to the dialog box at the right and clear the Name section so that another participant can be annotated. To remove a name that has been saved to the dialog box select the **Remove** button in the bottom right of the screen.

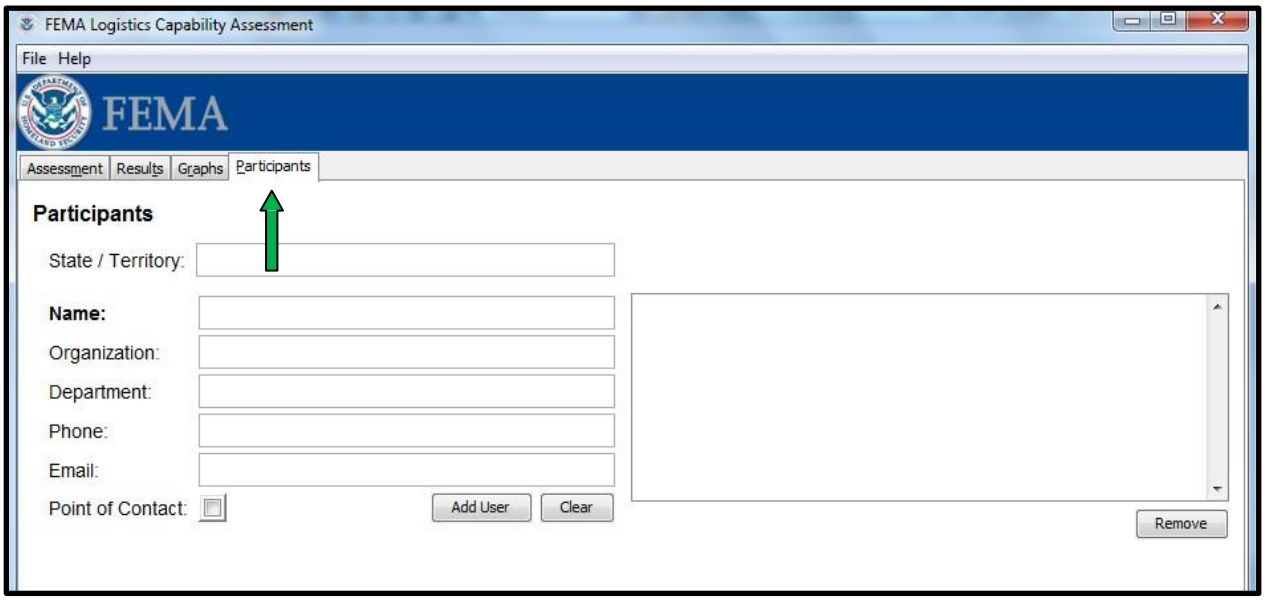


Figure 5: Sample Participants Tab Window

As already noted, upon opening the questionnaire file there will be four navigation tabs (Assessment, Results, Graphs, and Participants) displayed on the left side of the screen as shown in Figure 6.

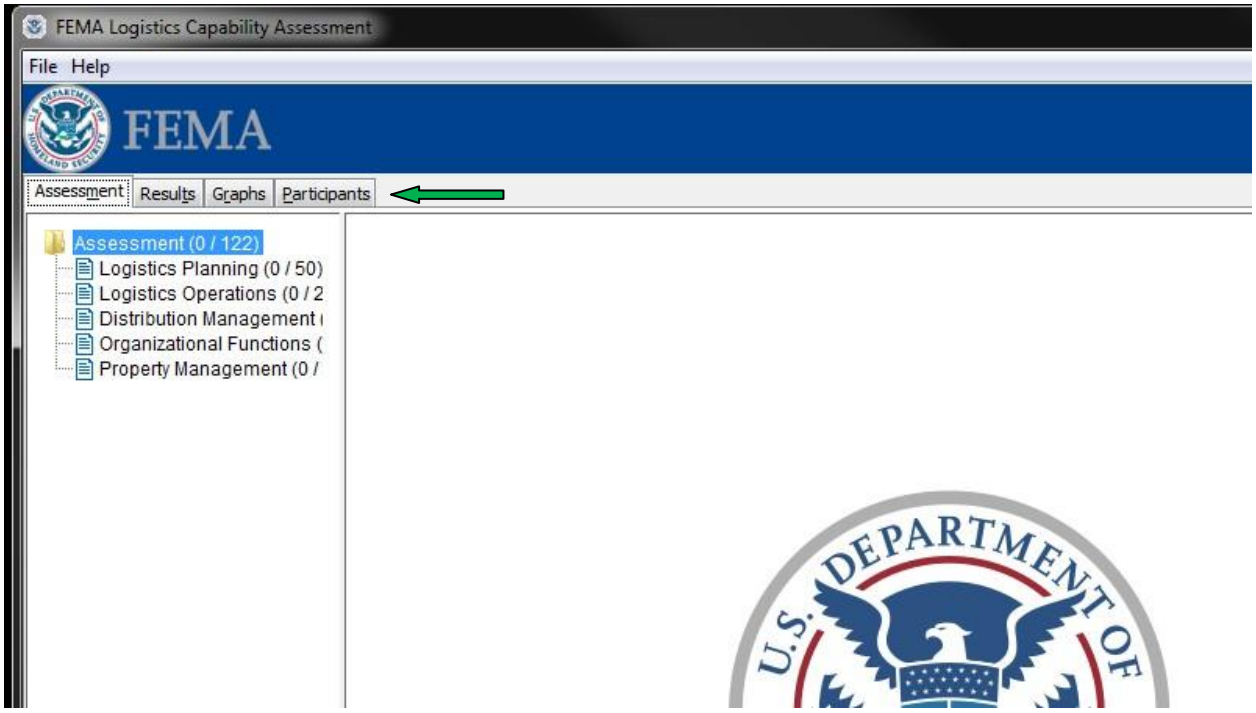


Figure 6: Sample Navigation Tabs Window

5.5.1 Assessment Tab

In parentheses after the title ―Assessment‖ and each core competency, will be the total number of questions answered and asked for that area ―(0/49).‖ The first number indicates the number of questions answered and the second number is the total number of questions to be asked. Beneath ―Assessment‖ will be tabs for each of the five core competencies (Logistics Planning, Logistics Operations, Distribution Management, Organizational Functions, and Property Management). After each title the total number of questions for that area will be listed

Select the desired core competency and a dialogue box will open to the right. The **Assessment** tab will remain to the left of the screen. Each core competency will be listed, with tabs for each functional capability within the core competency as shown in Figure 7.

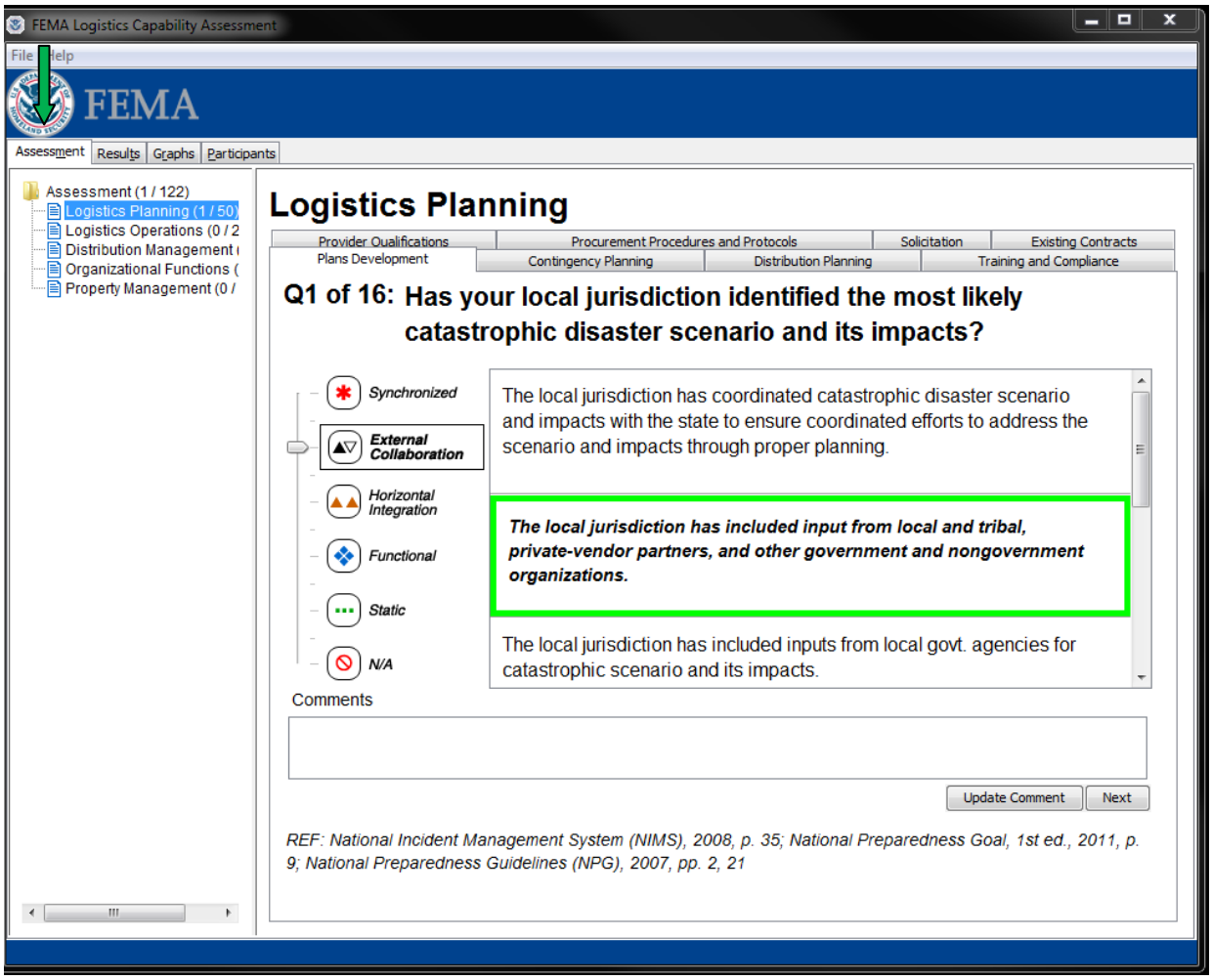


Figure 7: Sample Assessment Tab Window

Each of the core competencies is further decremented by functional capabilities and associated questions as shown in Figure 8. Beneath the functional capability tabs is a question related to the highlighted functional capability listed above it. Each question consists of a set of multiple choice answers, as well as a comment box that must be filled in if a participant selects the not applicable (N/A) box. **NOTE:** The assessment cannot proceed unless a choice has been made or an explanation is given if the answer is N/A. Each capability level, when selected, displays a description of the choice (static to synchronized).

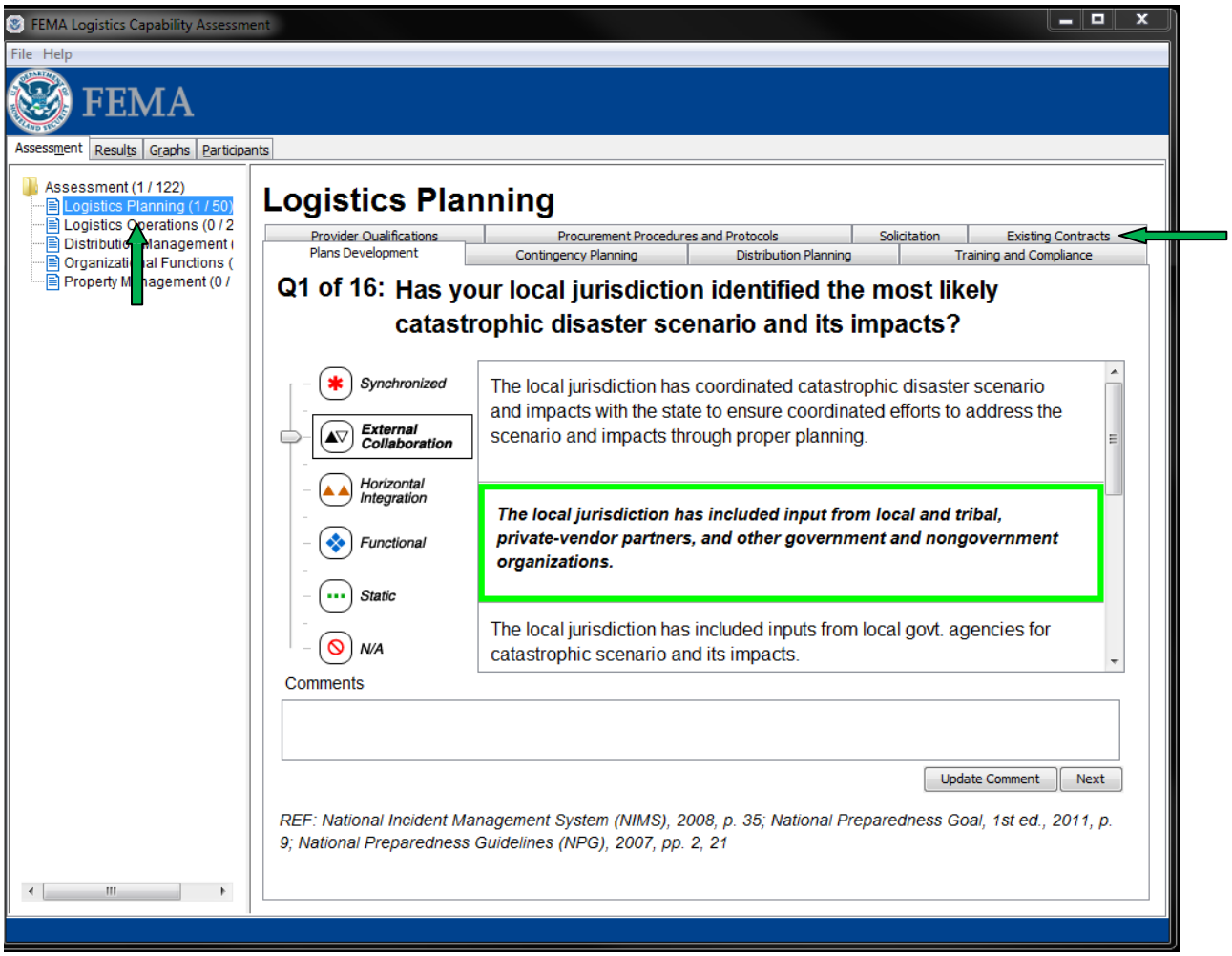


Figure 8: Sample Assessment Window Depicting Core Competencies and Functional Capabilities

On the left side of the core competency dialogue box is a list of five capability level symbols that correspond to descriptions noted in text to the right of the capability level symbol as shown in Figure 9. LCAT will assign values to responses that will be used in analysis results and graphs.

Respondents choose the level of maturity by selecting the arrow and dragging it up or down to indicate the emblem that corresponds with the definition that most closely captures the jurisdiction's process maturity. Release the mouse. Respondents may select a response in half-increments if their reply falls between two choices. The arrow can also be moved by selecting anywhere in the capability level box. Read each answer carefully before selecting which answer most closely describes your organization.

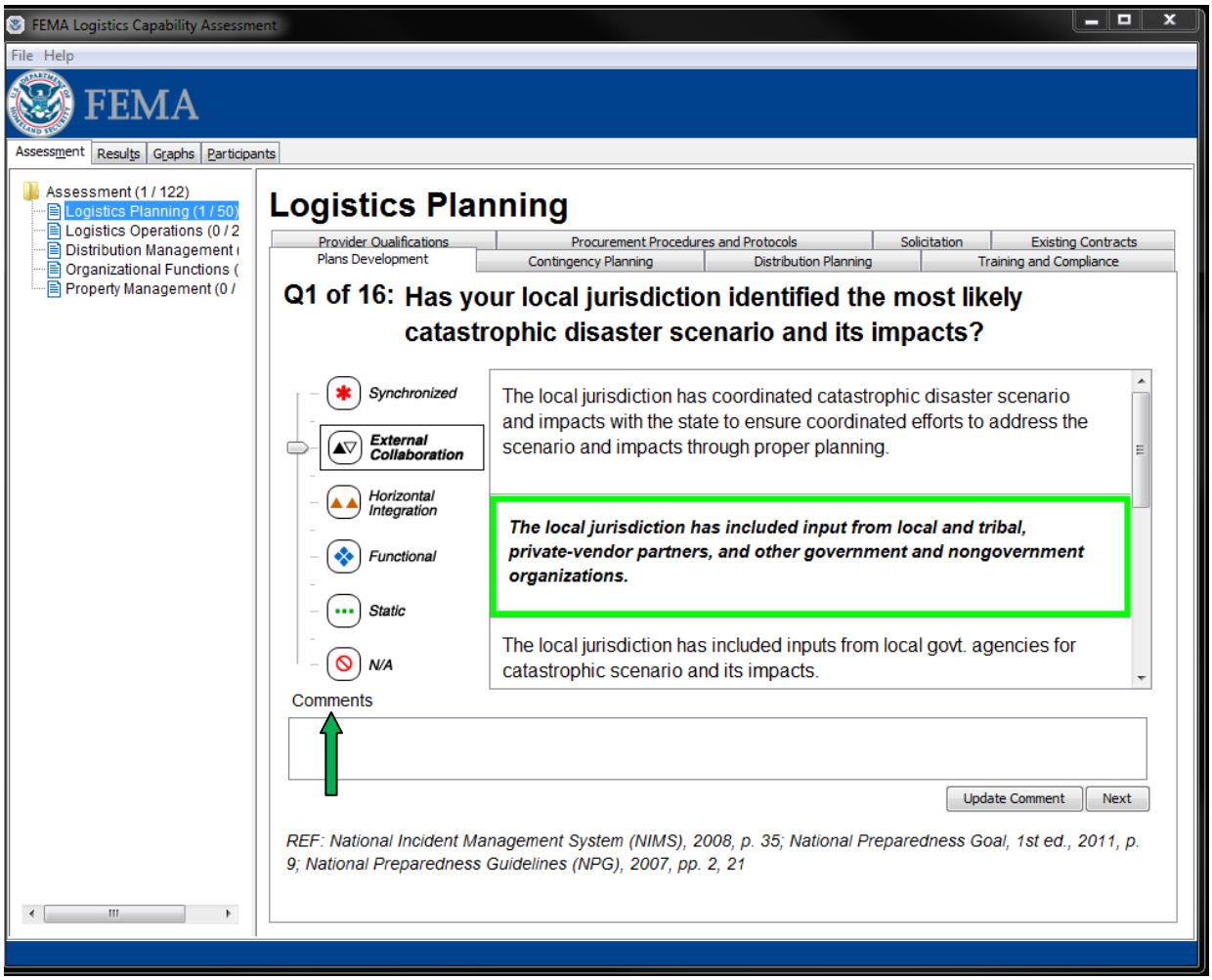


Figure 9: Sample Assessment Window Depicting Capability Levels

If **N/A** is selected as the maturity level, comments are required to advance to the next question. At the bottom of the dialogue box there is a block for comments. This block can also be used to capture comments made by the respondents.

As shown in Figure 10, there is a **Previous** button in the lower left corner of the screen. Select this button to return to questions that have been previously answered.

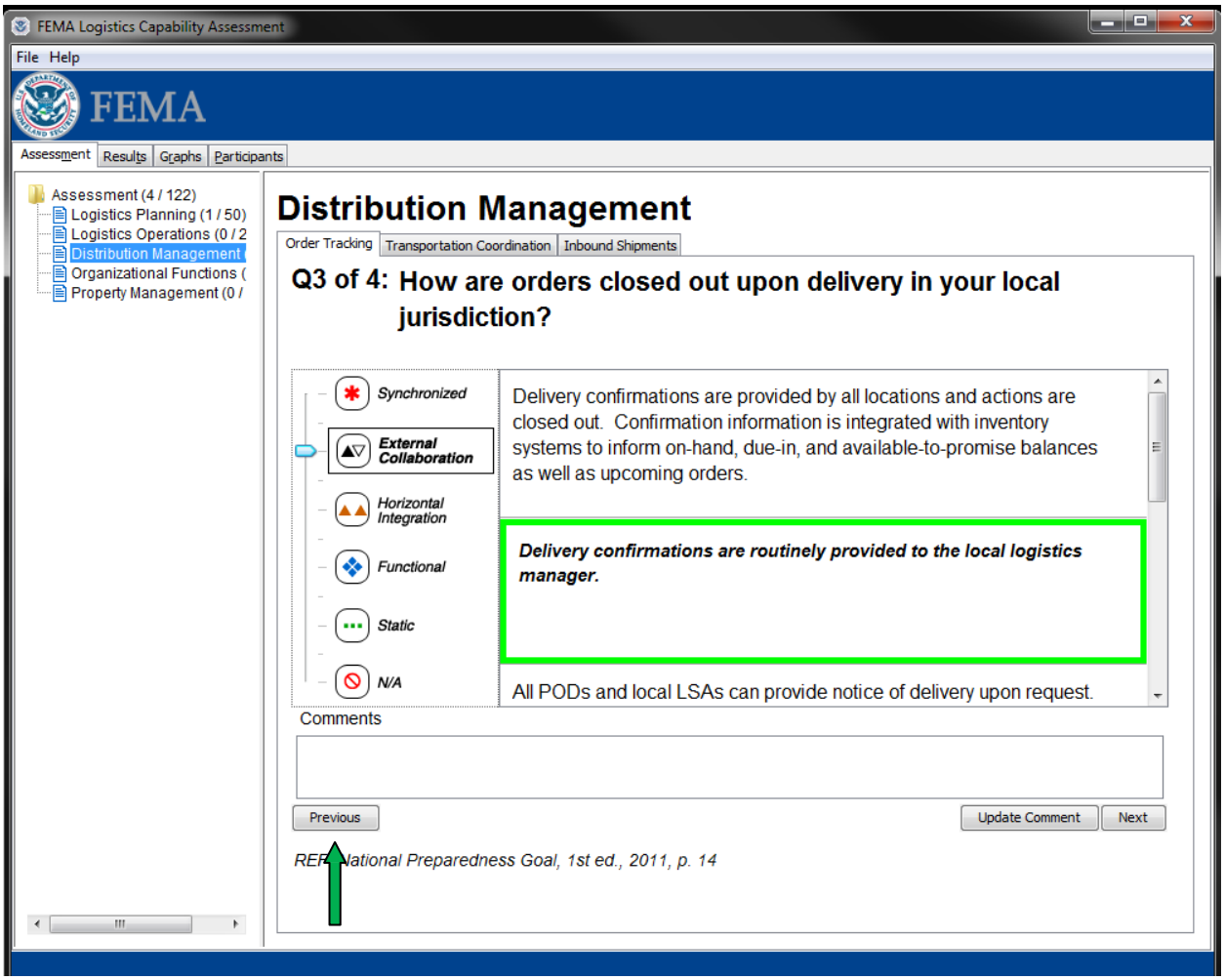


Figure 10: Sample Assessment Window Depicting Previous Button

In the lower right corner of the screen there is an **Update Comment** and **Next** button as shown in Figure 11. Data is automatically saved as it is input in the Comments block so you can select the **Update Comment** button to save changes in the Comments section should you return to make changes to a comment. Select the **Next** button to move forward to the next question. Once each question in a functional capability is answered the respondent must select **Next** at the bottom right of the screen. This process is repeated for each question until the functional capability is completed.

References for each question will be listed in the area beneath the Comments box.

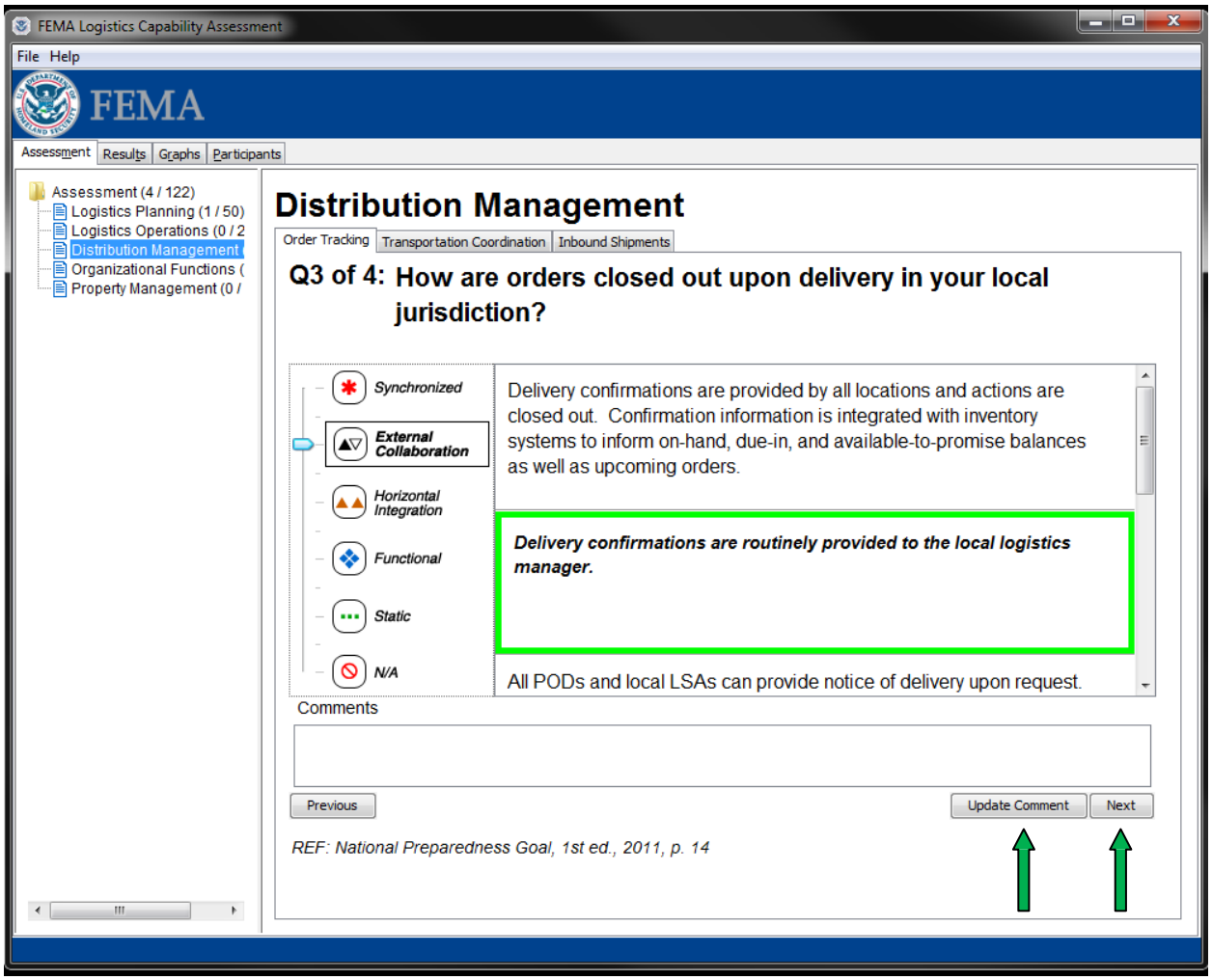


Figure 11: Sample Assessment Window Depicting Update Comment and Next Buttons

After the last question in a functional capability has been answered there will be a **Next Section** button to the right of the **Update Comment** button. Select the **Next Section** button to advance to the next functional capability as shown in Figure 12.

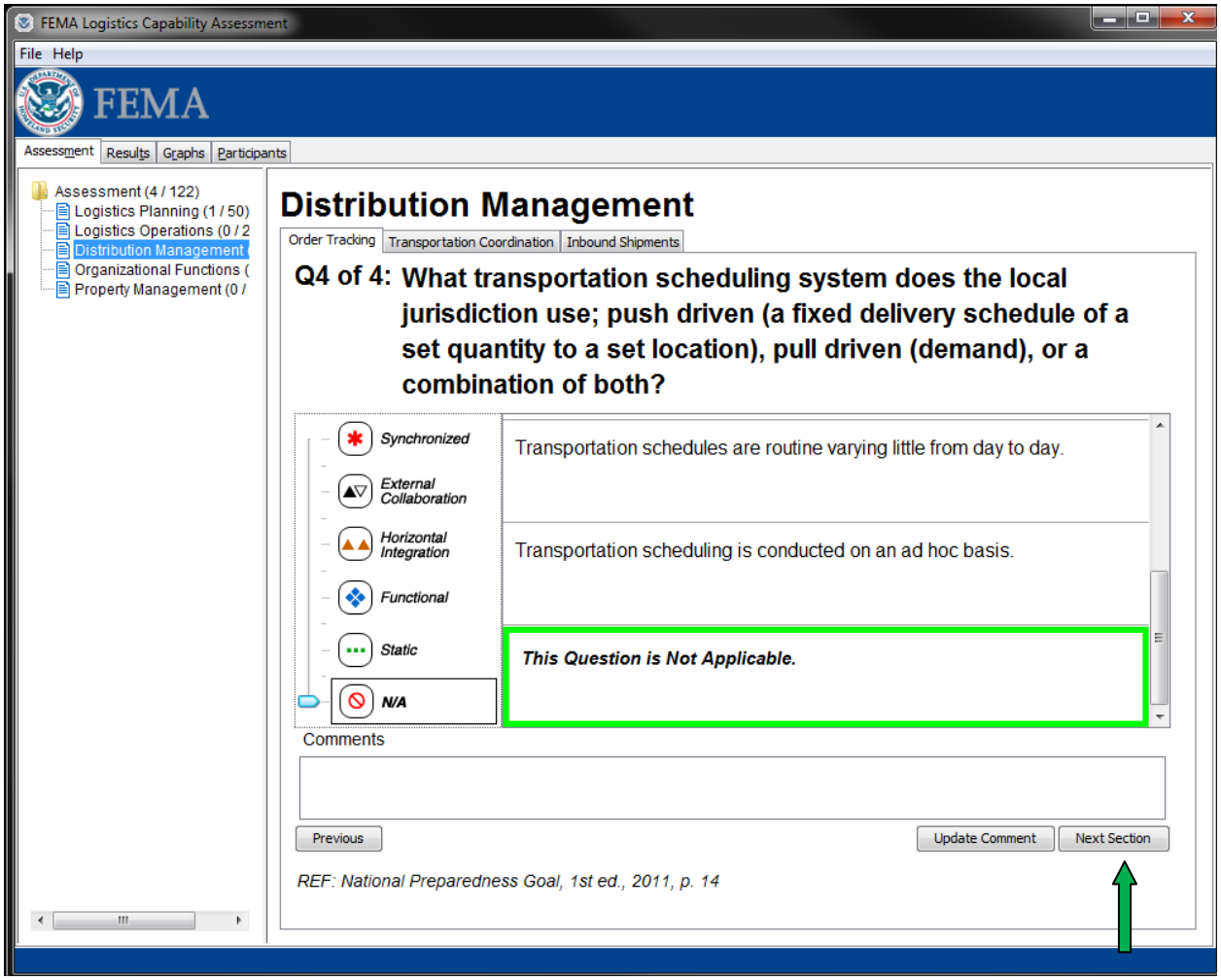


Figure 12: Sample Assessment Window Depicting Next Section Button

When the last question of the last functional capability has been answered only the **Update Comment** button in the bottom right corner will be visible as shown in Figure 13.

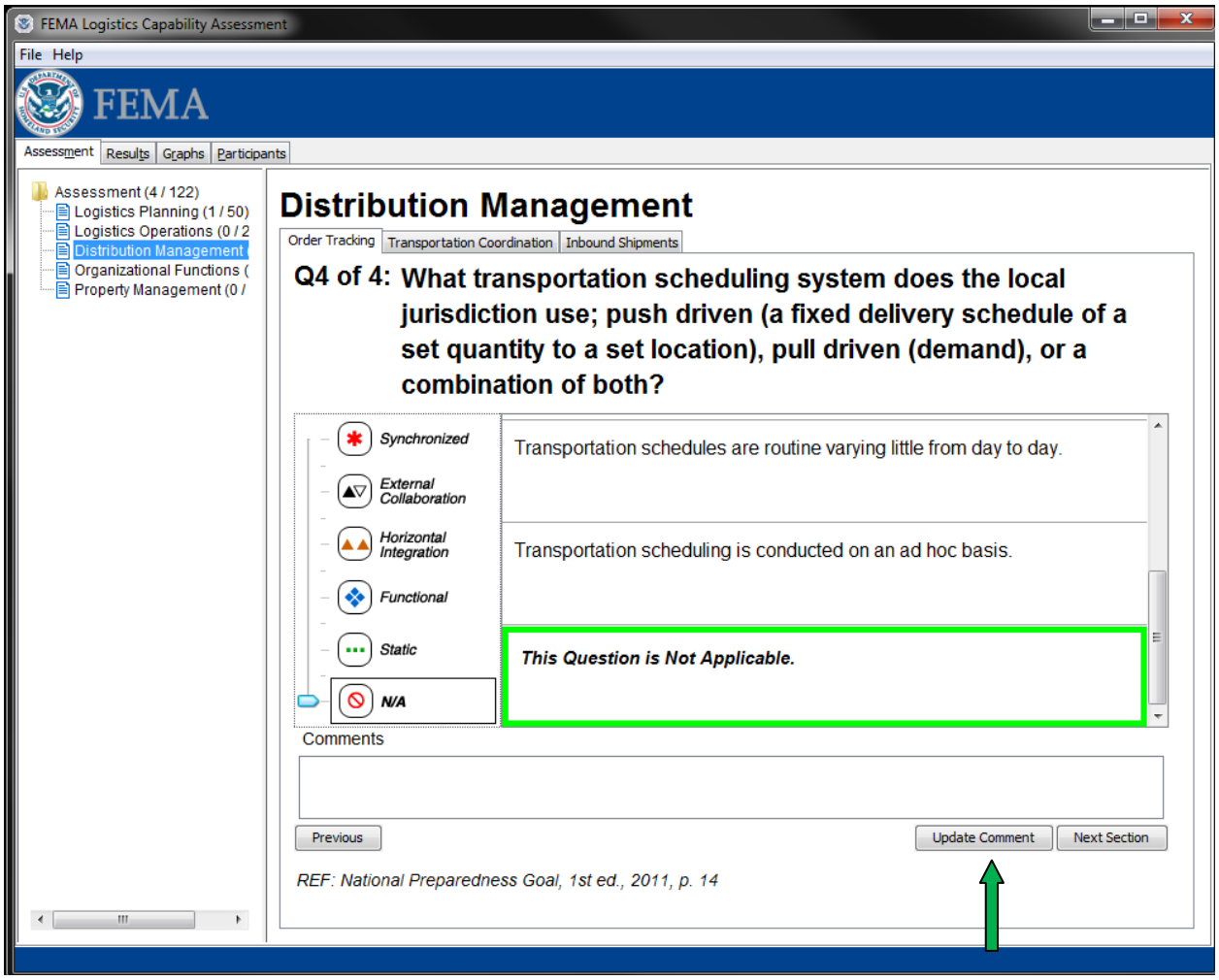


Figure 13: Sample Assessment Window Depicting Update Comment Button

Select the next core competency at the left of the screen to continue the assessment. Repeat the process listed above to respond to remaining assessment questions. Figure 14 shows a screen with the logistics planning core competency selected.

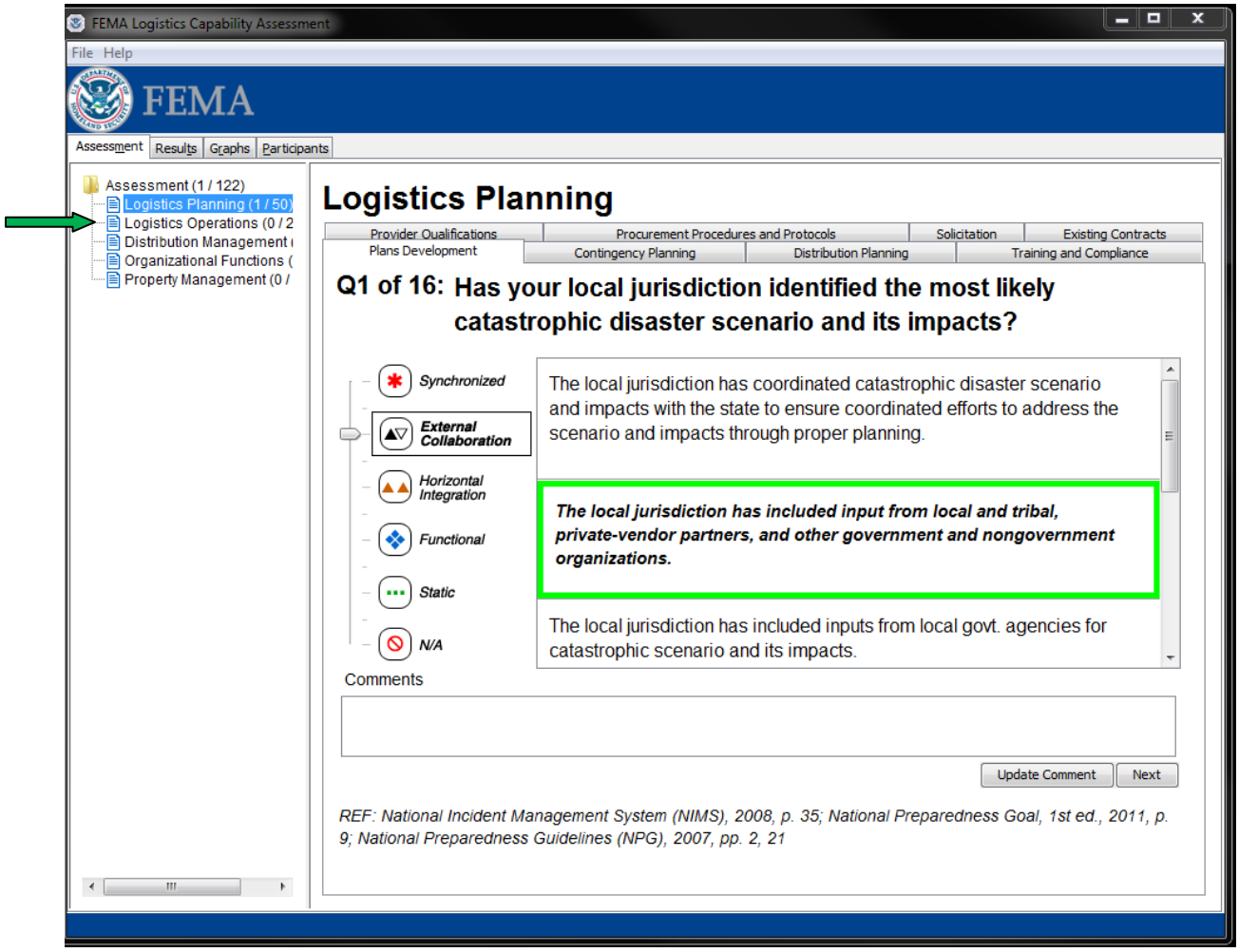


Figure 14: Sample Assessment Window Depicting Selected Core Competency

It is best to finish all questions in each functional capability before moving on to the next. However, answers can be modified by selecting a functional capability and advancing through the question set. Within each functional capability a count is shown to indicate the number of questions answered (as related to the total number of questions asked).

Results and **Graphs** are stored under separate tabs as shown in Figure 15. These tabs will not be viewable until the application has confirmed that all questions have been answered. As a reminder, the assessment cannot proceed unless a choice has been made for each question or an explanation is given if the answer is N/A.

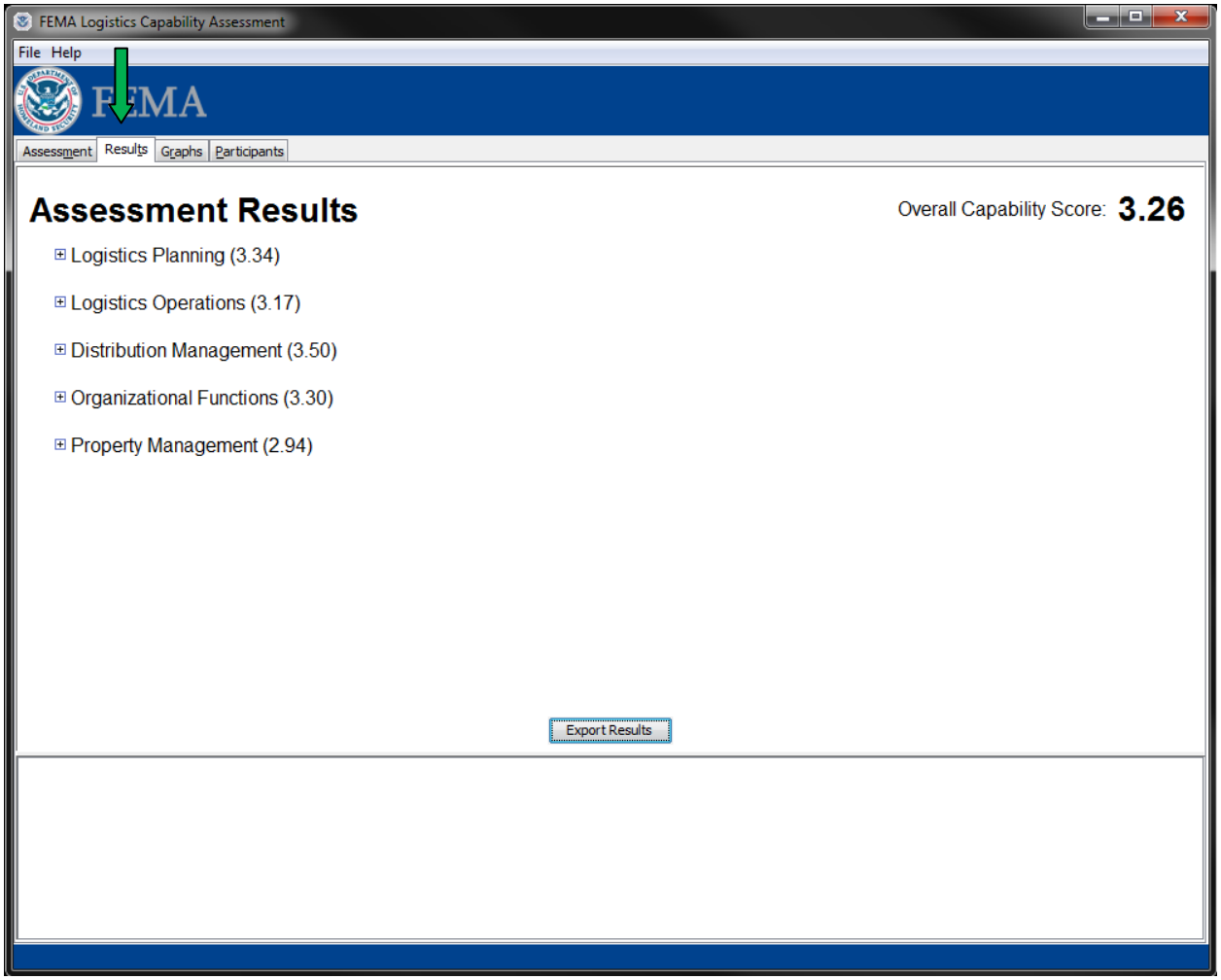


Figure 15: Sample Results Tab Window

5.5.2 Results Tab

After all the questions have been answered, the **Results** tab becomes available for viewing. Each of the five core competencies will be listed to the left of the screen and each is preceded by an expandable icon (the box with a plus sign in it). By selecting on this box each of the functional capabilities will be listed with a bar graph indicating the numerical capability level as shown in Figure 16. The level will also be annotated in parentheses to the right of the bar chart. The functional capability is listed to the right. As you select a functional capability the title will become italicized.

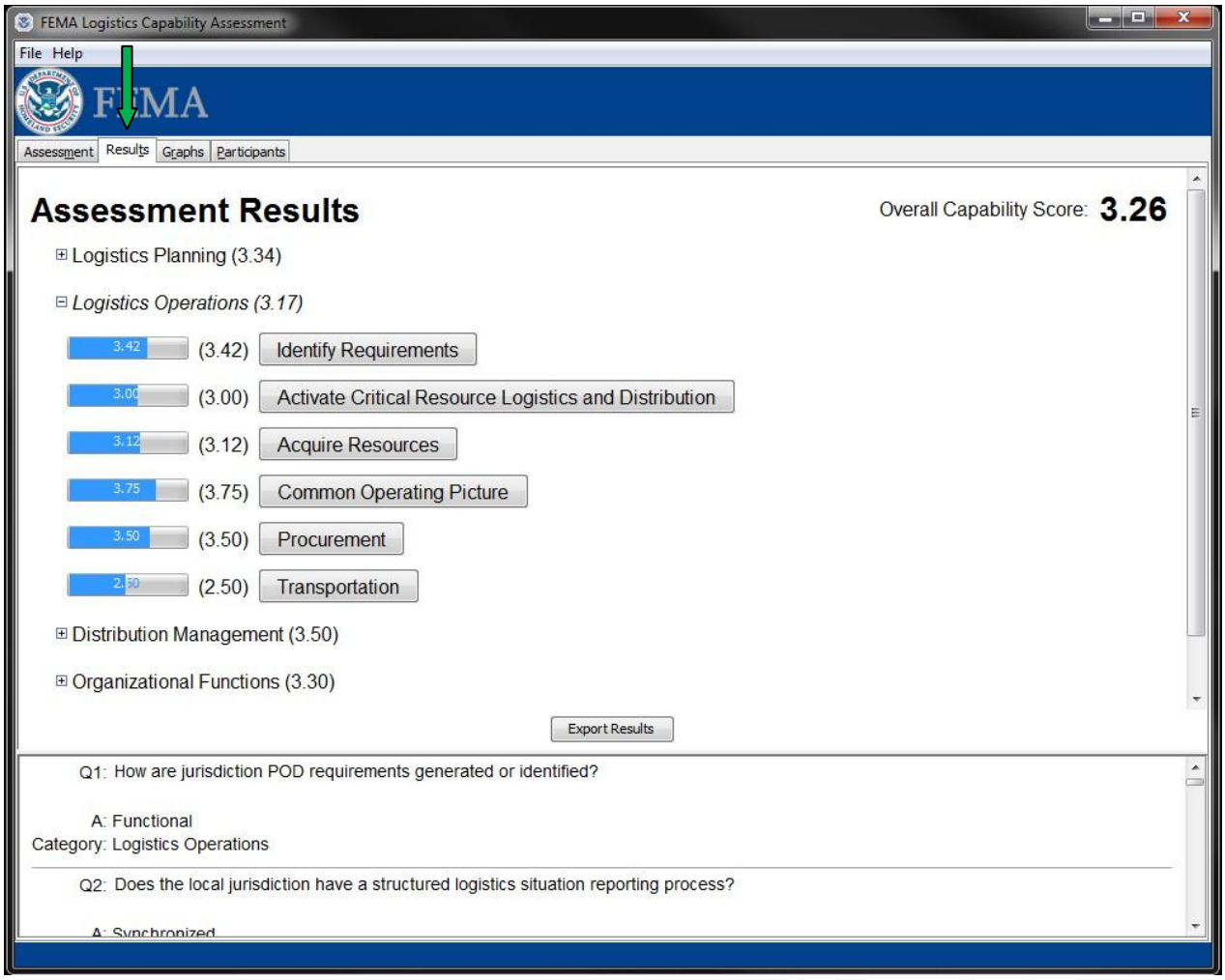


Figure 16: Sample Results Window

Each of the functional capabilities and questions is automatically processed and a valuation is derived for each section, with an overall capability valuation displayed in the top right of the panel. For each section selected, the bottom pane displays the questions and answers provided for the section for easy viewing. Only the questions for that core competency will be listed. Selecting a functional capability will result in the first question of that functional capability being visible in the question box at the bottom of the page as shown in Figure 17. The remaining questions are listed numerically and can be viewed by toggling up and down from the bar at the right.

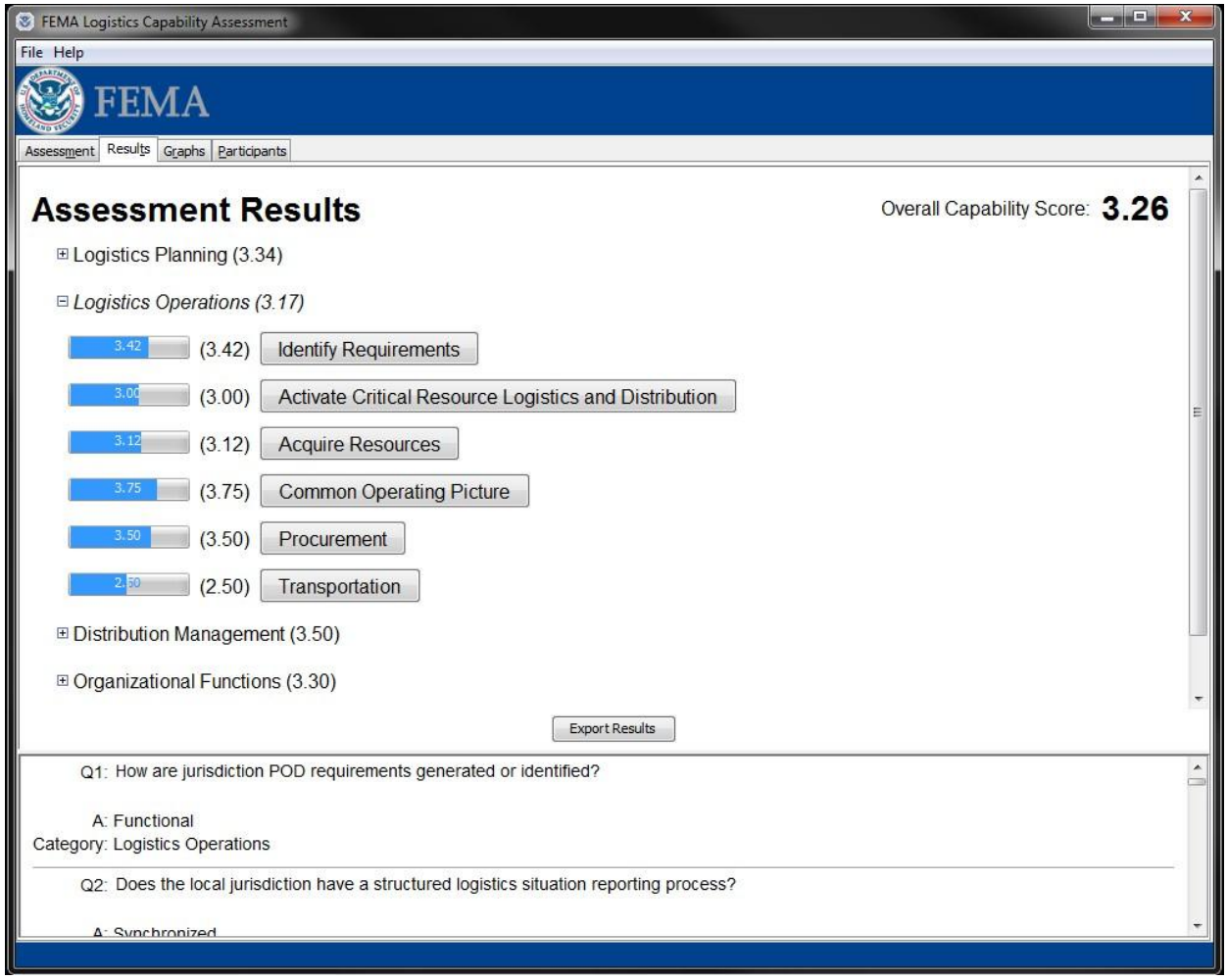


Figure 17: Sample Results Window Depicting a Functional Capability with Question Displayed

To export the results of the assessment, select the **Export Results** button shown in the bottom center of the screen. An Excel spreadsheet of the numerical valuation will be saved to a location designated by the user.

If the points of contact have not been input prior to this point, a **Confirm Export** screen will appear, notifying you that a point of contact has not been provided and asking if you still want to export the results without the point of contact as shown in Figure 18. It is highly recommended that you include a point of contact. If you want to include point of contact information select **No** and the **Confirm Export** box will be removed.

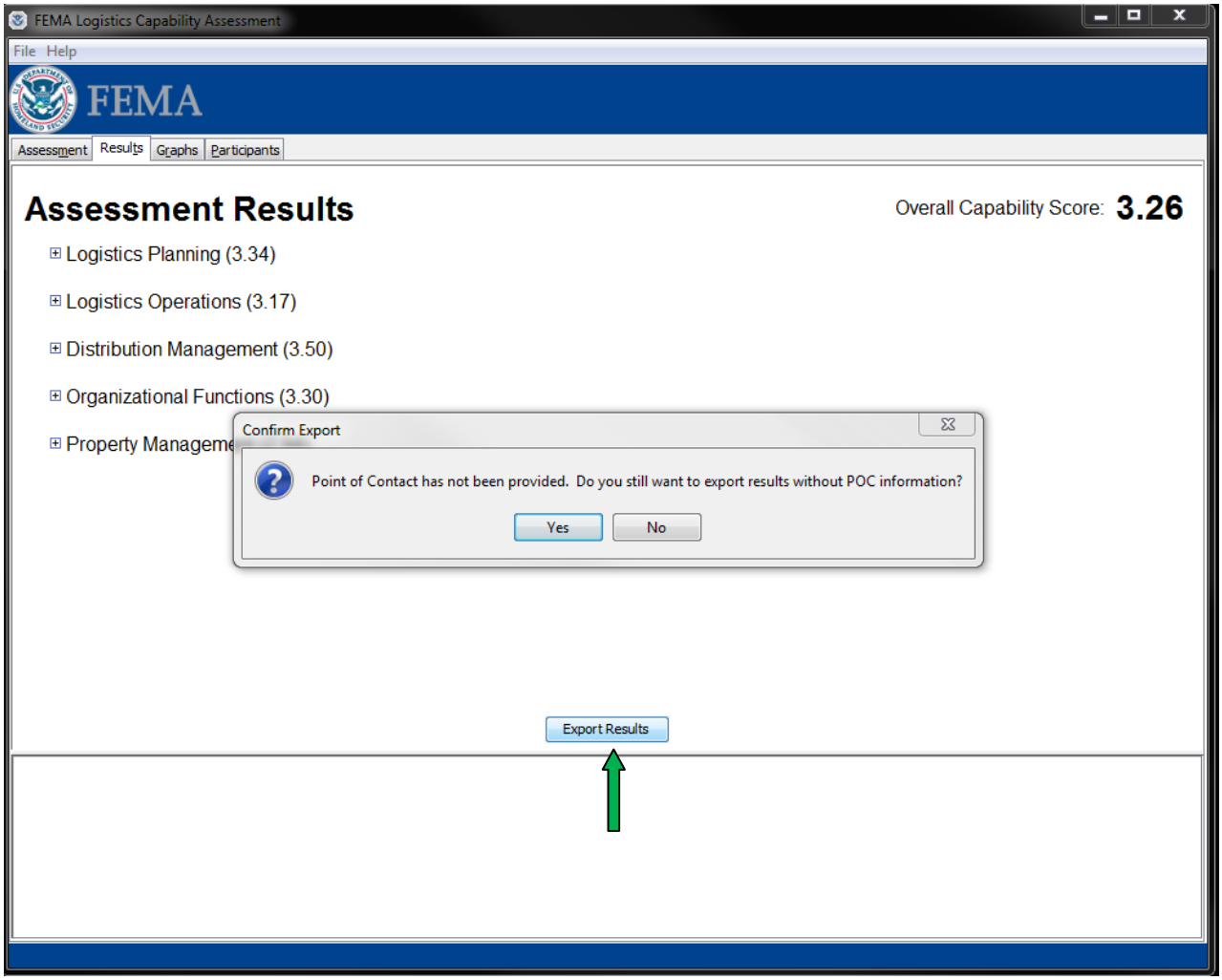


Figure 18: Sample Confirm Export Verification Window

At this time you can go to the **Participants** tab and input participant information. However, if you select **Yes** the screen shown in Figure 19 will appear.

Select **Yes** to save the assessment to your computer and the **Save As** box, as shown in Figure 19, prompts for a file name under which to save the file and a location in which the file will be saved. Once entered, select the **Save As** button.

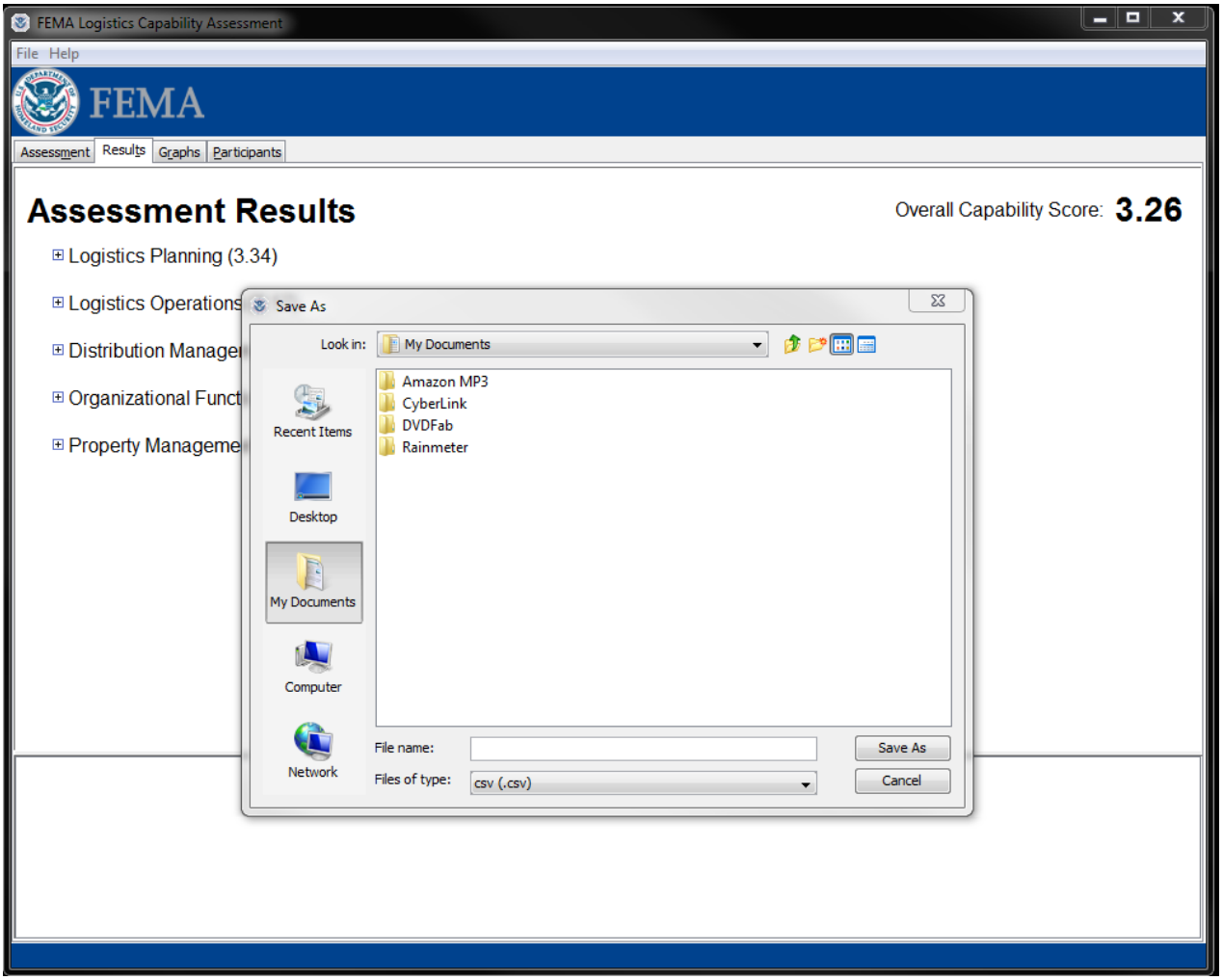
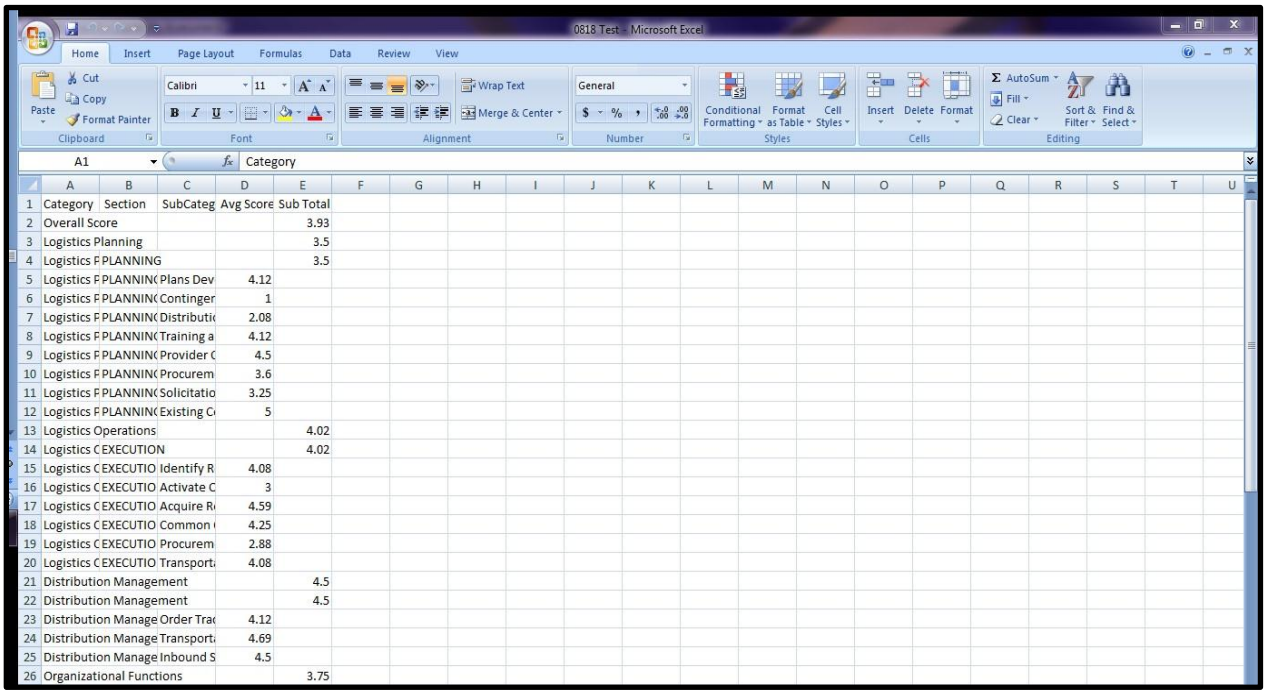


Figure 19: Sample Save As Window

An Excel spreadsheet of the numerical valuation, point of contact information, and date will be saved to a location designated by the user. Figure 20 depicts a sample spreadsheet. After it is saved you can use the data for further analysis purposes.



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
1	Category	Section	SubCateg	Avg Score	Sub Total																
2	Overall Score				3.93																
3	Logistics Planning				3.5																
4	Logistics F	PLANNING			3.5																
5	Logistics F	PLANNIN(	Plans Dev	4.12																	
6	Logistics F	PLANNIN(	Continger	1																	
7	Logistics F	PLANNIN(	Distributi	2.08																	
8	Logistics F	PLANNIN(	Training a	4.12																	
9	Logistics F	PLANNIN(	Provider C	4.5																	
10	Logistics F	PLANNIN(	Procurem	3.6																	
11	Logistics F	PLANNIN(	Solicitatio	3.25																	
12	Logistics F	PLANNIN(	Existing C	5																	
13	Logistics Operations				4.02																
14	Logistics C	EXECUTION			4.02																
15	Logistics C	EXECUTIO	Identify R	4.08																	
16	Logistics C	EXECUTIO	Activate C	3																	
17	Logistics C	EXECUTIO	Acquire R	4.59																	
18	Logistics C	EXECUTIO	Common (	4.25																	
19	Logistics C	EXECUTIO	Procurem	2.88																	
20	Logistics C	EXECUTIO	Transporta	4.08																	
21	Distribution Management				4.5																
22	Distribution Management				4.5																
23	Distribution Manage	Order Trac		4.12																	
24	Distribution Manage	Transporta		4.69																	
25	Distribution Manage	Inbound S		4.5																	
26	Organizational Functions				3.75																

Figure 20: Sample Excel Spreadsheet as Saved by the System

Only the LCAT administrator has the authority to add special assessment categories. As an example, as group for the State Homeland Security Grant Program (SHSGP) Critical Emergency Supplies Grant could be developed, as shown below. These special assessment valuations will be visible as shown in Figure 21, but the functional capabilities will not be decremented to show individual valuations, neither will interview questions be listed in the question box at the bottom of the page.

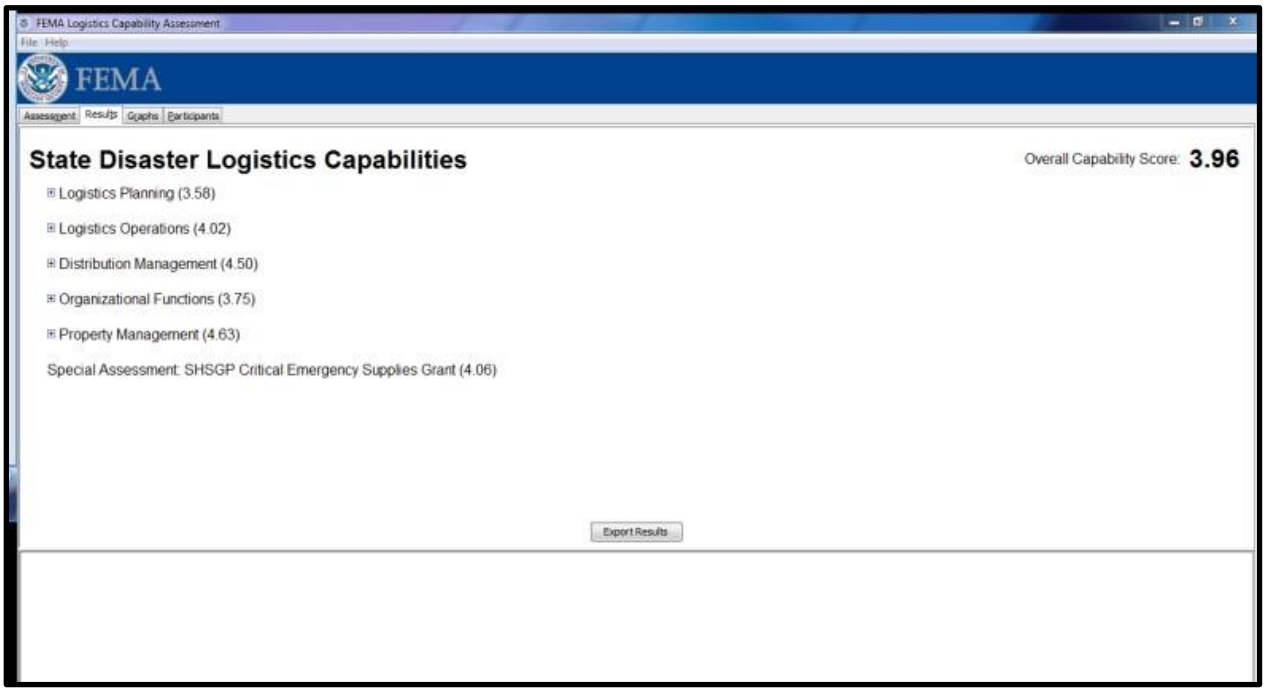


Figure 21: Sample Results Window Depicting a Special Assessment Category

5.5.3 Graphs Tab

LCAT generates multiple graphs based on the responses to LCAT questionnaires. Tabs are listed for a consolidated assessment, for each of the core competencies, and for any special assessment such as the SHSGP Critical Emergency Supplies Grant tab. Each axis of a graph is plotted according to the results for each functional capability; valuations are shown with a numerical depiction from 0 to 5. Visually, the graphs denote a level of readiness with a color coding for each functional capability being mapped to the circumference of the chart as shown in Figure 22. The legend for the corresponding colors is listed at the bottom of the screen.

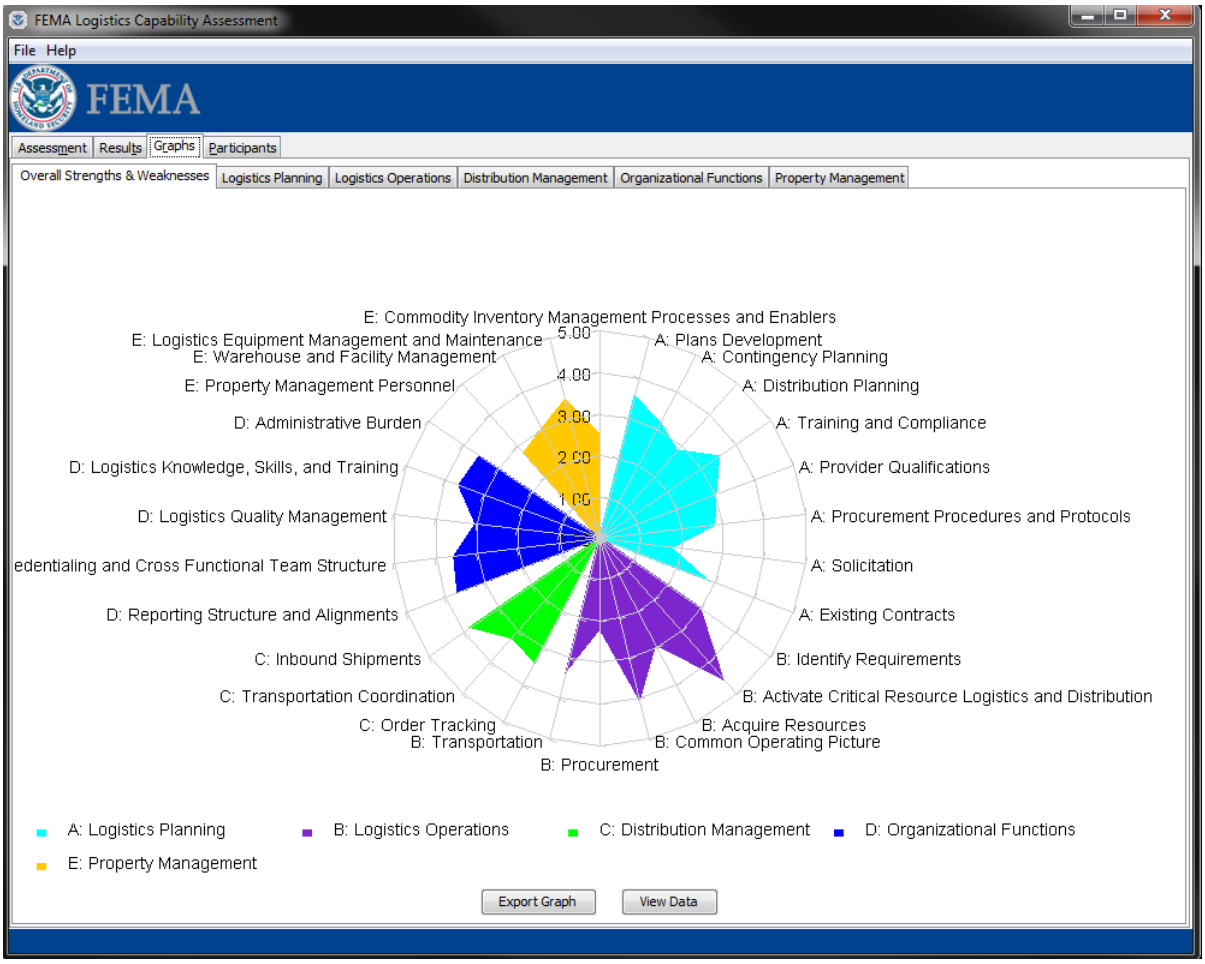


Figure 22: Sample Graphs Window Depicting Executive Dashboard Summary

An assessment breakdown is available for each core competency as shown in Figure 23.

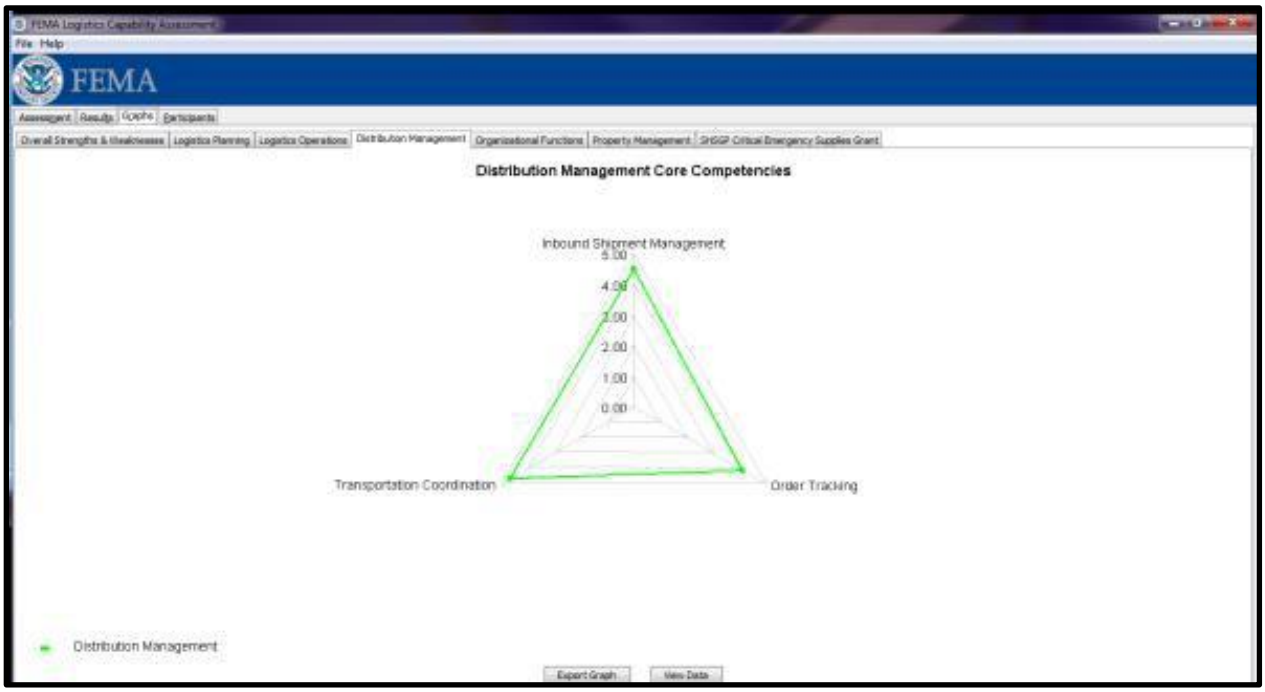


Figure 23: Sample Graphs Window Depicting Core Competency Assessment Breakdown

By selecting on the **View Data** button shown in the bottom center of Figure 24, a chart will appear that lists the assessment results by functional capability and core competencies as shown in Figure 24. Close the box by selecting the X in the upper right corner.

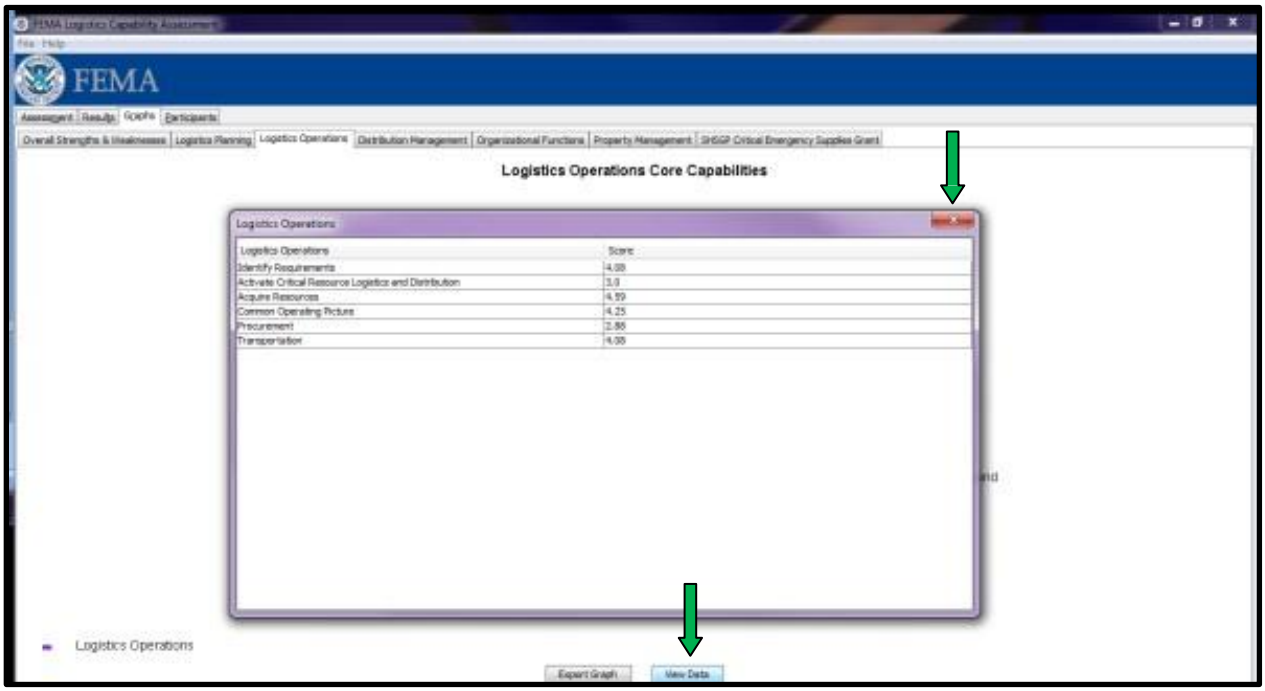


Figure 24: Sample Graphs Window Depicting Assessment Results Chart

Select the **Export Graph** button shown at the bottom of Figure 24 to save the graph to your computer and the **Save** box is displayed as shown in Figure 25. The **Save** box prompts for a file name under which to save the graph and a location in which the graph will be saved. Once entered, select the **Save** button.

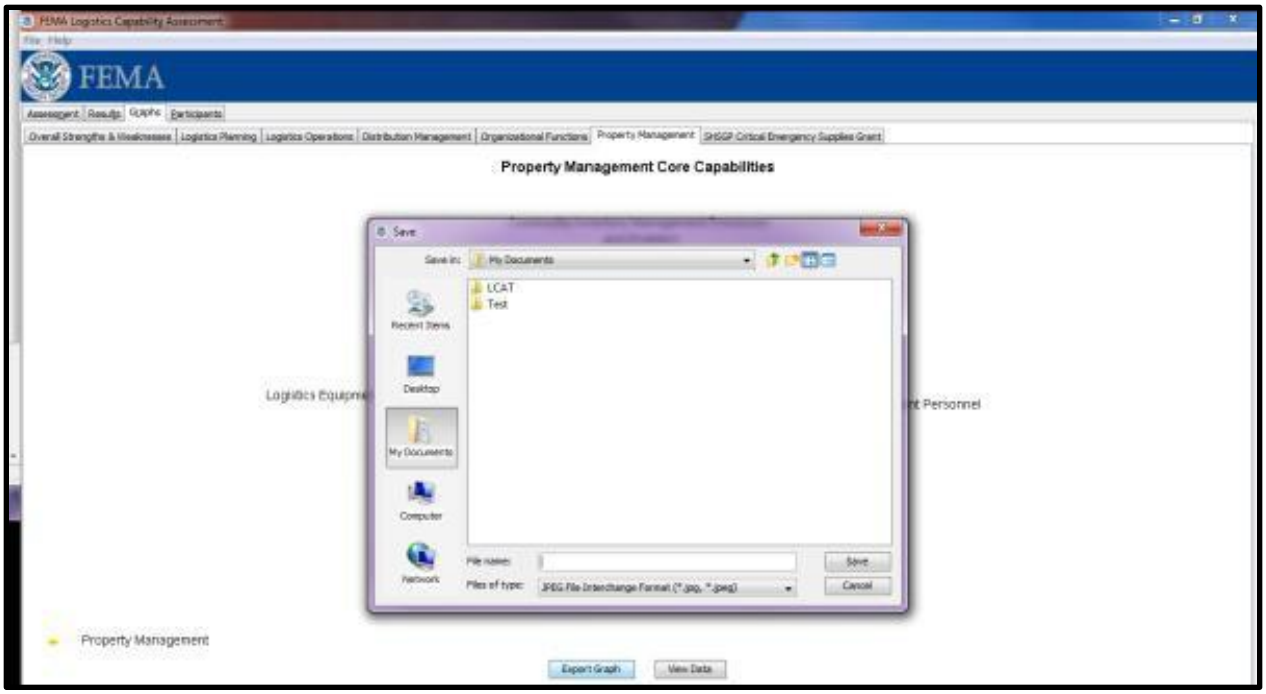


Figure 25: Sample Save Box Window

In the case of this example, the SHSGP Critical Emergency Supplies Grant tab is a functional capability within a core competency. Therefore, the pre-identified questions were pulled from the specific core competencies. The results are listed in a bar graph as depicted in Figure 26.

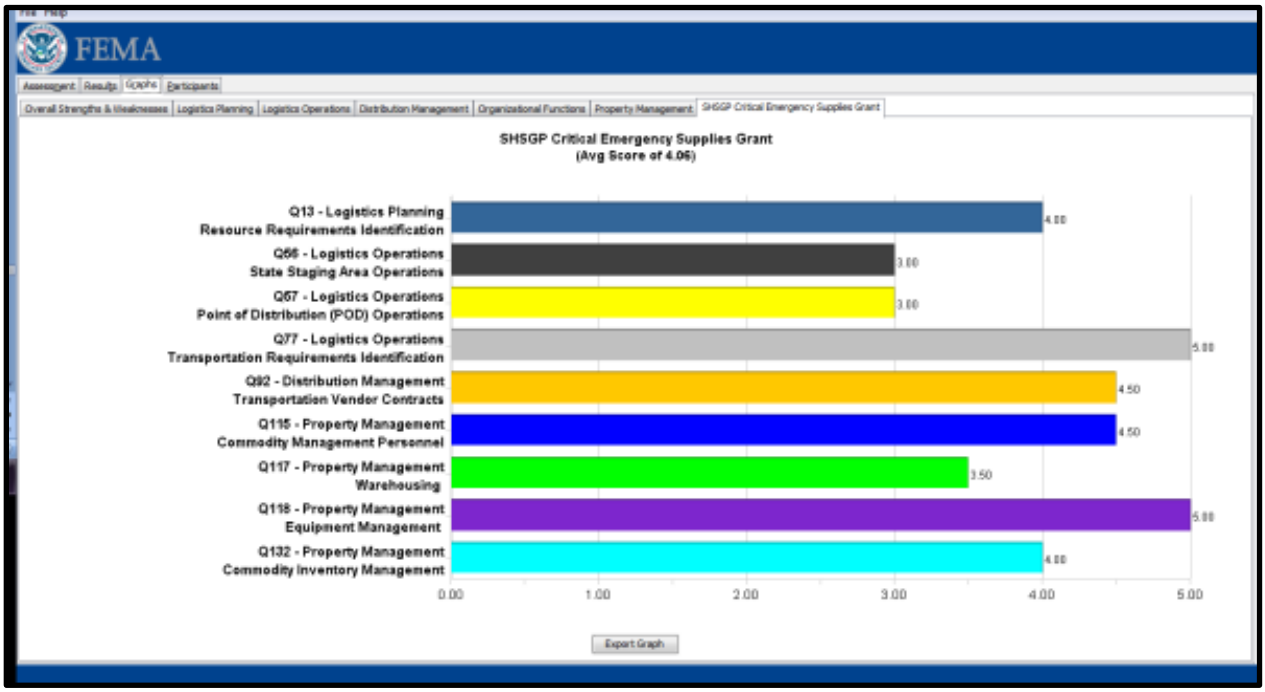


Figure 26: Sample Core Competency Bar Graph

5.5.4 Participants Tab

Lastly, the **Participants** tab allows for a record of those involved in the assessment. This can be used to track contacts for obtaining additional information pertaining to an assessment. While many of the contact attributes are optional, a name is required in order to add a person as a participant. For easier tracking, the state or territory and assessment date should also be filled in.

To end your LCAT session and save your assessment, select the **Save** or **Save As** option as shown in Figure 27.

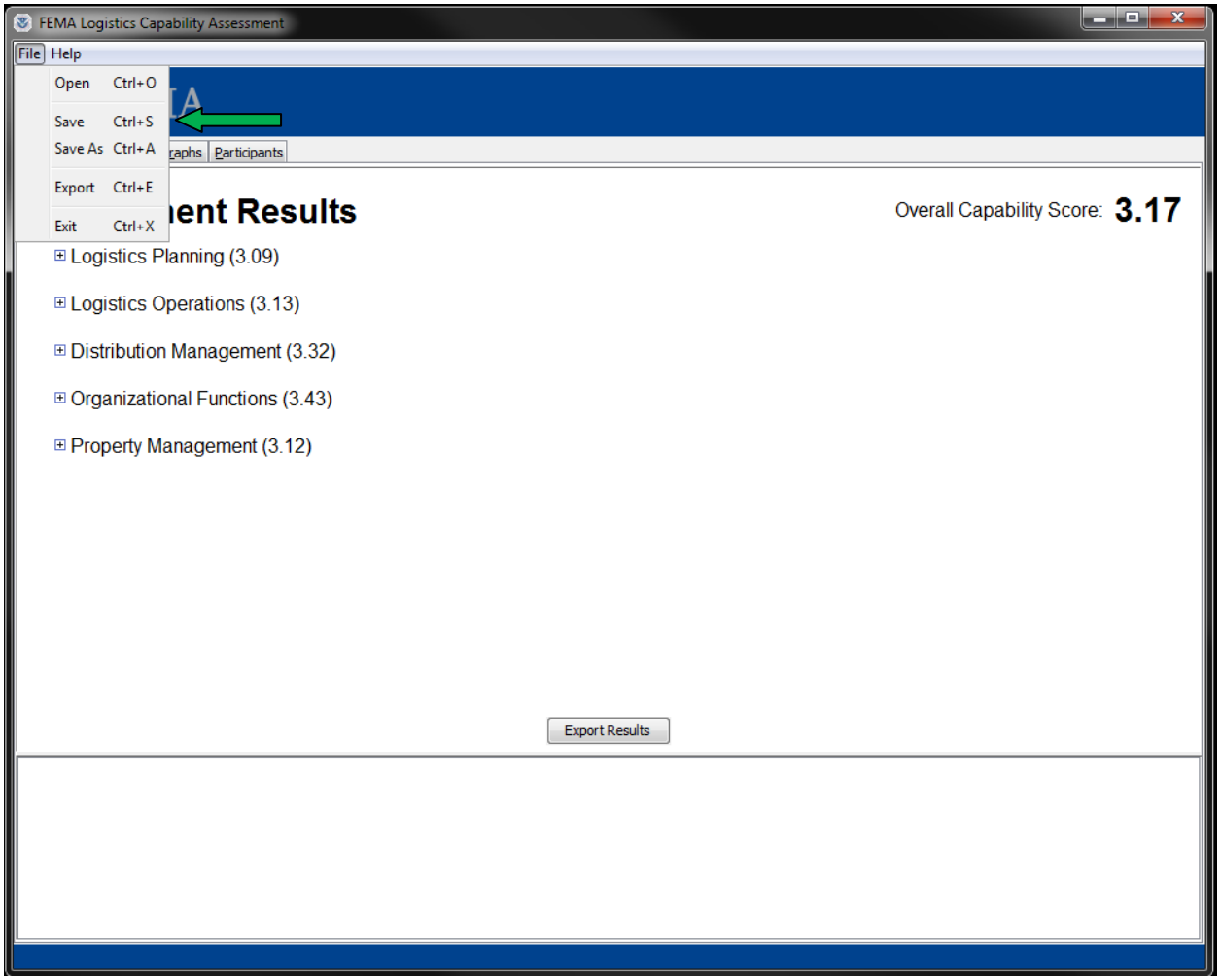


Figure 27: Sample Save and Save As Options

Once the **Save** or **Save As** option is selected the **Save** or **Save As** box is displayed as shown in Figure 28. Follow the directions to name and save the LCAT XML file to a location of your choice.

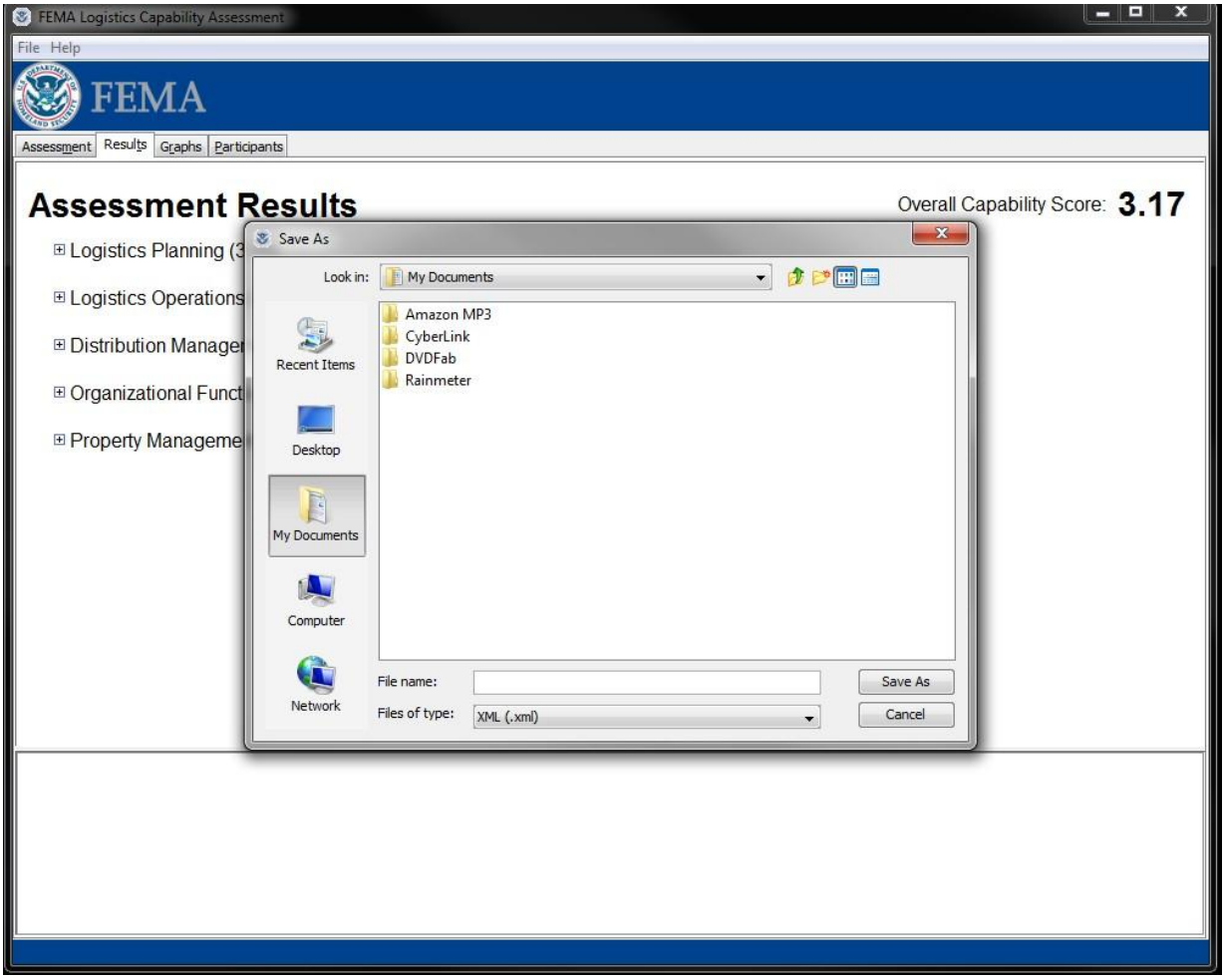


Figure 28: Sample Save Box Window

To export an HTML file of the complete assessment, as shown in Figure 29, select **File** and **Export**. When the Export window opens, select **Export** in the lower right portion of the window. Name and save the LCAT XML file to a location of your choice.

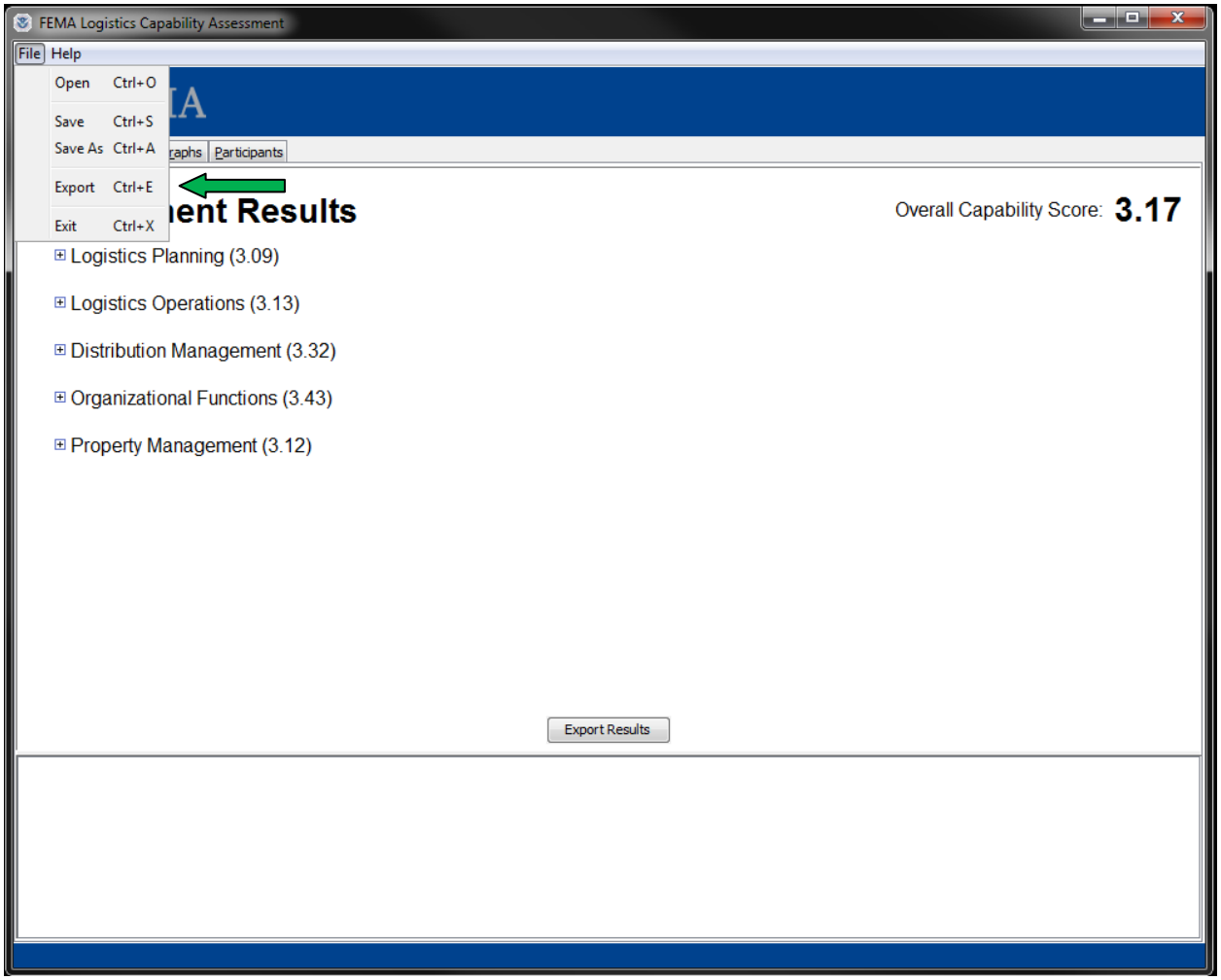


Figure 29: Sample Export Option

To export an HTML file of an assessment group, such as the SHSGP Critical Emergency Supplies Grant tab shown in Figure 30, select **File** and **Export Group**. When the Export window opens, select **Export** in the lower right portion of the window. Name and save the LCAT XML file to a location of your choice.

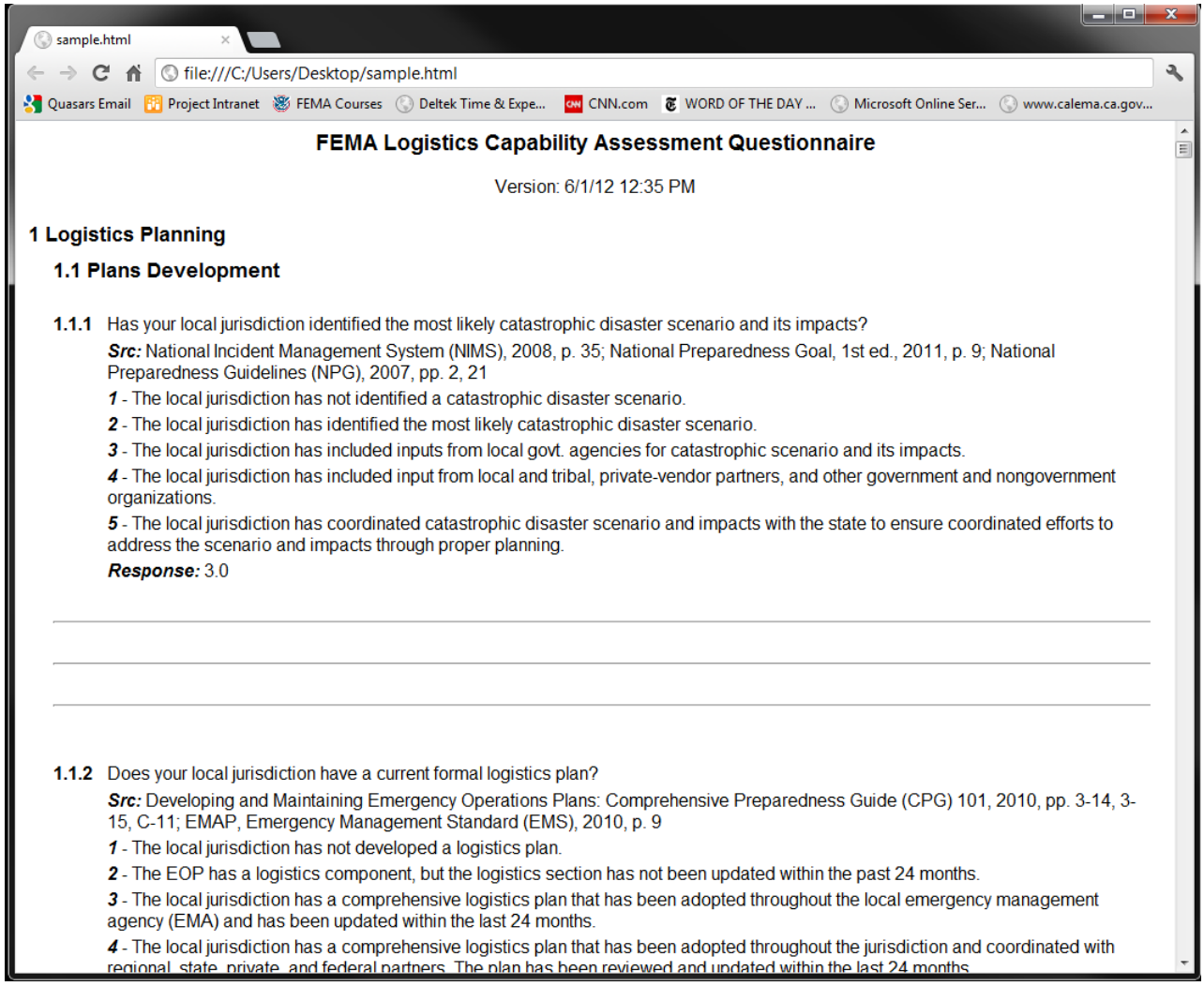


Figure 30: Sample Groups Assessment Window

To close the program, select **File** and **Exit**, as shown in Figure 31.

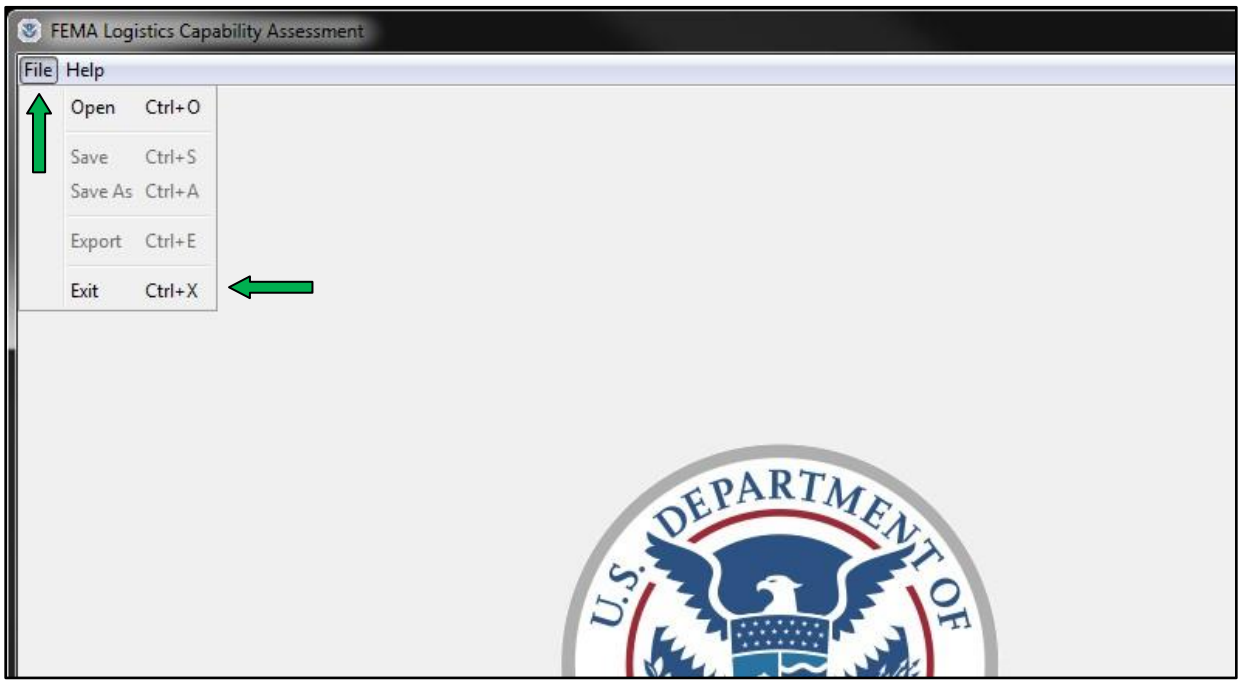


Figure 31: Sample FEMA Logistics Capability Assessment Window Depicting the Process of Exiting the Program

To learn about LCAT and request assistance select **Help** as shown in Figure 32.

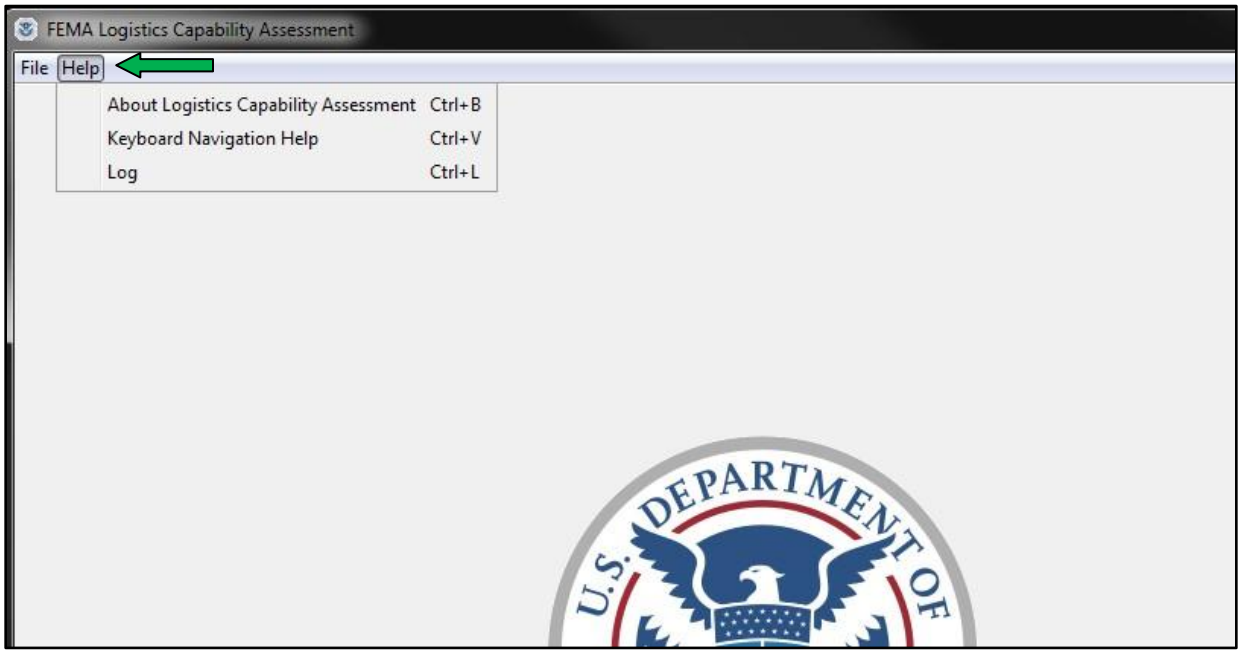


Figure 32: Sample FEMA Logistics Capability Assessment Window Depicting the Help Button

Select **About Logistics Capability Assessment** for copyright information and the version of LCAT that you are using. The About information is displayed as shown in Figure 33.

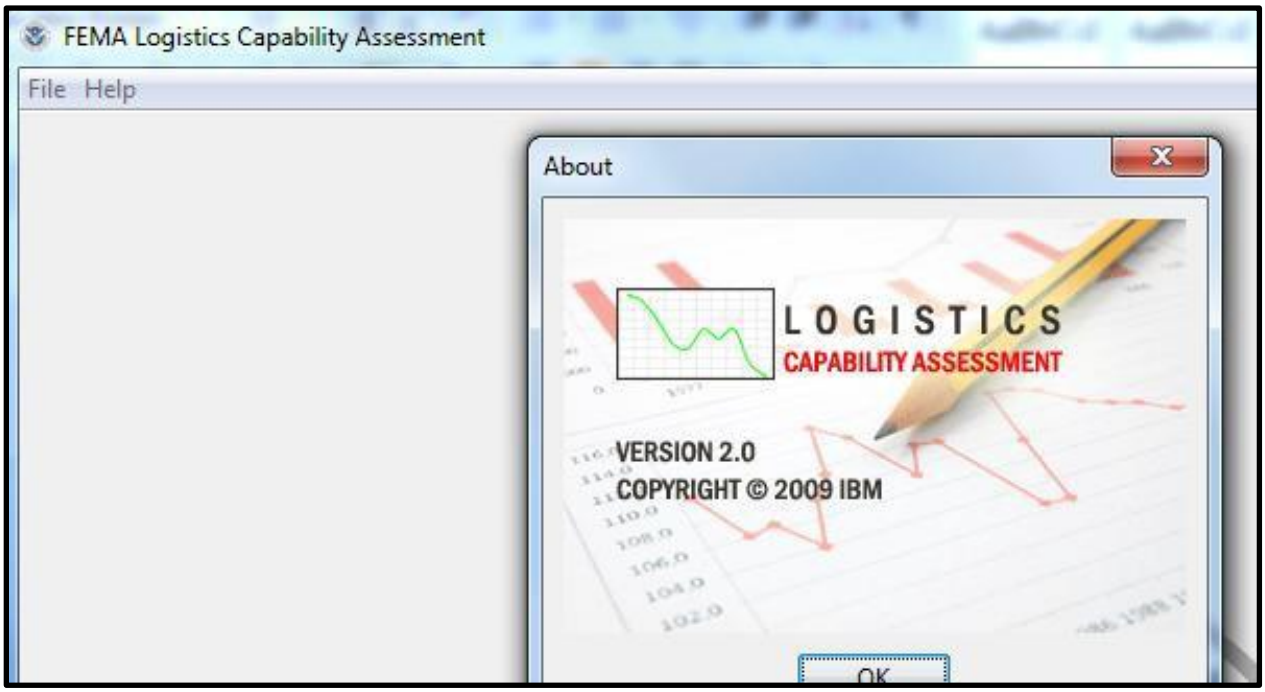


Figure 33: Sample About Information Window

Select **Keyboard Navigation Help** for information on keyboard features that can be used with LCAT, such as function and direction keys. A screen is displayed as shown in Figure 34.

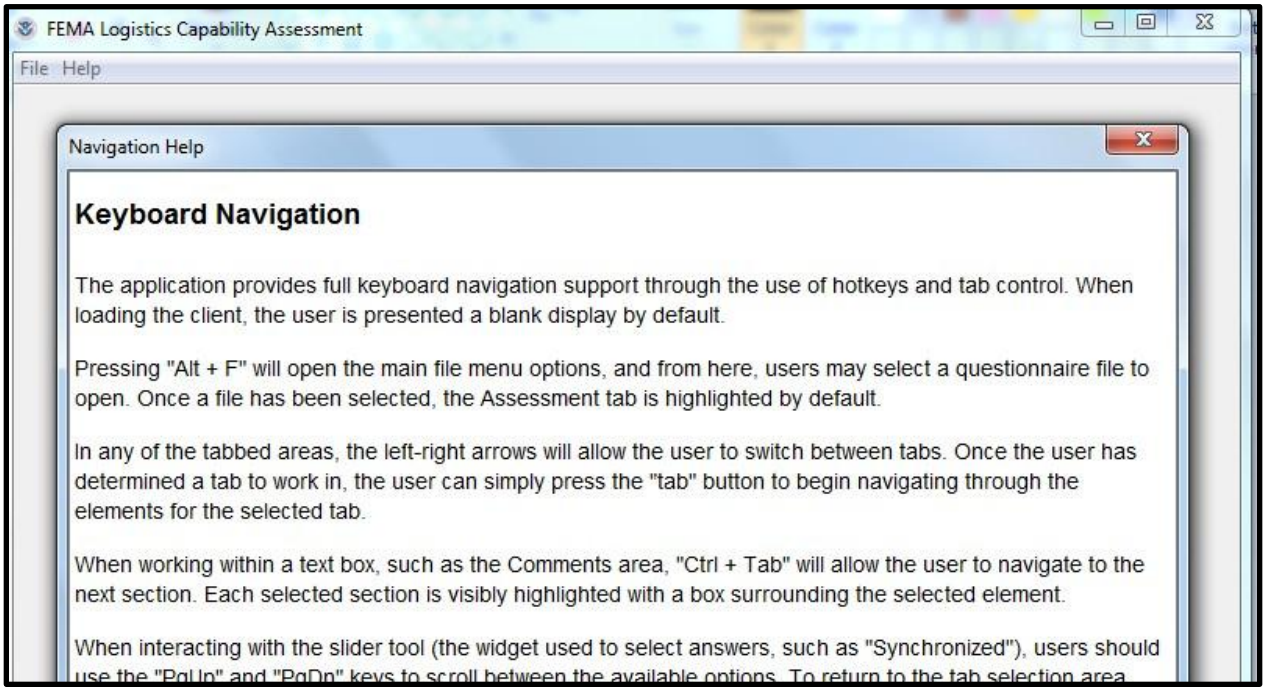


Figure 34: Sample Keyboard Navigation Help Window

Select **Log** to see the Java log statements as shown in Figure 35.

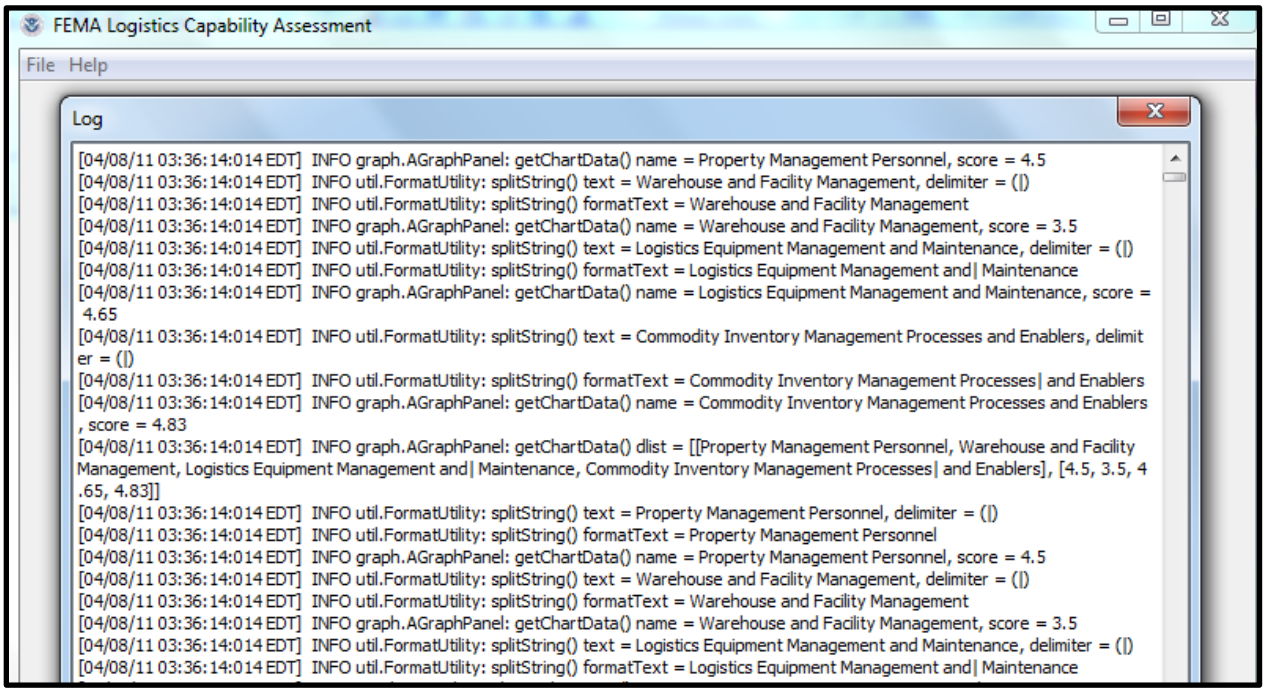


Figure 35: Sample Java Log Statements Window

If you have questions about how to use LCAT, please contact the appropriate state or regional LCAT manager for your organization.

6.0 LOCAL JURISDICTION LCAT CRITERIA

Local jurisdictions of any size can conduct an LCAT assessment to evaluate their current disaster logistics readiness, identify areas for improvement, and develop a roadmap to mitigate weaknesses and enhance strengths. The assessment consists of a survey-style set of questions grouped by five logistics disaster response core competencies – logistics planning, logistics operations, distribution management, organizational functions, and property management.

There are two local jurisdiction LCAT assessments that can be used to determine a local jurisdiction's disaster logistics response capability – fundamental and capstone. Each assessment is based on the logistics capability that a jurisdiction might possess. The fundamental assessment is designed to assess jurisdictions that are developing their logistics capabilities. The capstone assessment is designed to assess jurisdictions that have mature logistics capabilities.

To assist in determining which local assessment is appropriate, the logistics capability features for the two assessments are explained below. Review the descriptions and select the assessment that most closely matches your jurisdiction's logistics capability.

A. Fundamental Assessment. The local jurisdiction can implement day-to-day operational processes to order supplies and materials in order to acquire resources and commodities and uses administrative rules for standardized procurement. Established methods are used to obtain routine materials, supplies, equipment, and services for jurisdiction agencies. The local emergency management office is staffed and equipped to order, receive, and pay for budgeted purchases and contracts and observes a time-phased purchase and payment cycle.

B. Capstone Assessment. The local jurisdiction provides required equipment and commodities for all-hazard emergency response and uses advanced methods to identify sources for commodities and equipment. Resource identification, needs assessment, ordering, receiving, deploying, and demobilizing procedures are and coordinated with stakeholders and partners. The jurisdiction is staffed and equipped to engage in emergency resource and commodity procurement, receipt, distribution, and demobilization.

The figure below provides a side-by-side description of capabilities for each assessment.

Fundamental Local Assessment	Capstone Local Assessment
1. Logistics planning. The jurisdiction has identified the most likely catastrophic disaster scenario and has included a logistics component in the emergency operations plan (EOP). Logistics planning addresses some of the eight key scenarios in the National	1. Logistics planning. The jurisdiction included local and tribal government, private partners, and other government and non-governmental agencies in planning for the jurisdiction's most likely catastrophic disaster scenario. The jurisdiction support plan addresses all eight key NRF scenarios. The jurisdiction

Response Framework (NRF). The jurisdiction EOP has a logistics component that may have been updated within the past 24 months. Basic aspects of the logistics concepts of support are exercised occasionally. The jurisdiction has participated in using modeling sources to develop logistics support requirements. The jurisdiction is aware for the Comprehensive Planning Guidance (CPG) 101. Some catastrophic event response requirements have been identified. The jurisdiction has identified commodity requirements based on an all-hazard approach.	works with other jurisdictions with similar planning considerations in an effort to collaborate on methods for improved planning or possible mutual aid. The jurisdiction has a comprehensive logistics plan that has been adopted throughout the jurisdiction and coordinated with regional, state, federal, and private partners. The plan has been reviewed or updated within the last 24 months. Logistics plans are exercised regularly with external partners such as state, county, and tribal government emergency managers and vendors. Logistics support requirement factors are determined by modeling and collaborating with internal and external partners, to include local and tribal governments, private partners, and nongovernmental agencies. Organizational tasking is codified in various memoranda of understanding. Shortfalls, fatality management, vendor and supplier capabilities required to support all- hazard situations have been identified. Logistics staging area (LSA) and point of distribution (POD) concepts of support, processes, and procedures are included in the logistics support plan and have been coordinated and validated with all affected agencies and stakeholders. Location selection is based on operational requirements, infrastructure and transportation criteria. Minimum inventory levels and restocking protocols have been established and implemented.
2. Logistics operations. The jurisdiction uses generic U.S. Army	2. Logistics operations. The jurisdiction uses current commodity

Corps of Engineers (USACE) population planning factors to determine jurisdiction requirements.	rates to determine jurisdiction requirements.
A standardized reporting structure is used for logistics situation reporting.	The logistics status reporting is integrated with state logistics operations reporting. Status reports and requirements are provided to the state 24-48 hours prior to the required delivery date.
A scenario-based process is used to determine post-evacuation, first responder, and incident base population requirements.	Scenario-based methodology is used to determine post-evacuation, first responder, and incident base and external commodity requirements are identified.
USACE HAZUS modeling is used to determine power requirements and to identify key infrastructure that will require generators.	Power generation requirements are thoroughly assessed. Pre-identified mission requirements and standardized typing are complete.
Written policies and procedures are available for LSAs and PODs.	LSA and POD policies and procedures are available and have been coordinated with external stakeholders.
The jurisdiction has a method for determining when LSAs and PODs are no longer needed.	The jurisdiction works with local POD managers to determine POD requirements and commodity forecasts. Informs external support agencies of decreasing POD requirements.
A shortfall analysis is conducted.	Pre-identified mission requirements are complete.
Some automated information technology is used to track logistics assets.	Automated information technology requirements are included in contracts.
There is a manual process that provides some visibility of commodity and service requirements.	Logistics personnel have visibility of all commodities on hand, due in, and available.
A first in, first out inventory system is operated at LSAs or other locally run facilities.	There are external first-in, first-out commodity sharing agreements with neighboring jurisdictions that provide

An analysis is conducted to determine commodity, equipment, and transportation requirements.	visibility of existing inventories. The jurisdiction has enough transportation assets identified to deliver commodities beyond the first 72 hours and evacuate all impacted population unable to self evacuate.
3. Distribution management. Order and commodity tracking and updates are done manually. Transportation scheduling is routine and does not vary much. There is limited visibility of inbound and outbound shipments. Asset status and location is provided through dispatch. There are no pre-existing contracts or agreements with transportation providers. The jurisdiction has identified a transportation unit leader and possibly a backup individual. The jurisdiction has conducted an analysis of logistics support requirements for search and rescue teams.	3. Distribution management. Near real time information tracking of all loads is shared with external partners and logistics personnel. Transportation scheduling is dynamic and varies based on volume and demand. Outbound, inbound and reverse shipments are planned and scheduled. LSA and POD managers can provide notices of delivery on request. Pre-existing contracts and agreements codify support. A transportation unit leader has been designated and works with external partners and vendors to support local disaster response requirements. The jurisdiction has trained responders to facilitate search and rescue team support.
4. Organizational functions. Logistics functions are additional duties for full time or part time staff and personnel requirements are notional. Logistics may or may not be part of the jurisdiction's emergency management structure. There is no established communication plan with the Joint Field Office, LSAs, or PODs. Occasional self-assessments are conducted	4. Organizational functions. The jurisdiction has a recognized and dedicated disaster logistics staff that adheres to the National Incident Management System structure. A communications plan is implemented and relevant decision making information is provided. Self-assessments and other state or FEMA

and lessons from actual disaster events may be monitored.	peer reviews are conducted on a regular basis to assess logistics preparedness. Evaluations, exercises, lessons learned, hot washes, and after action reviews are used to capture and incorporate logistics best practices in logistics planning.
5. Property management. The local jurisdiction has limited warehouse capability but has identified warehouse locations that can be leased when required. There are organic or contracted equipment and manpower capabilities to support limited warehousing and distribution functions. Equipment or contracted capabilities warehousing and distribution are limited. Equipment management is accomplished using spreadsheets on an ad-hoc basis.	5. Property management. Sufficient warehousing and distribution functions are available and contracts are established to perform regular maintenance. Limitations have been identified and addressed with the state. Leased and organic warehouse locations are selected based on operational requirements. Full time trained warehouse personnel manage commodities. A supply unit leader and receiving and distribution unit leader are available during a disaster response and are responsible for local jurisdiction owned commodities and equipment. A common operating picture is provided to all local jurisdiction personnel. Maintenance is tracked for all jurisdiction-owned and leased generators. Capabilities are adequate for pre- and post-event all-hazard responses. Integrated inventory management is shared with local and state partners using a comprehensive common operating picture system.

After you have chosen the most appropriate local assessment, refer to the corresponding local content guide. The guide will assist you in conducting an LCAT assessment. The guides include an intent section to help you understand the concept for each question and possible approaches you can use to respond to the questions.

If you are unsure or believe your jurisdiction's capability lies between the two assessment categories, then select the capstone LCAT assessment. If you believe your jurisdiction's capabilities are best defined by the fundamental assessment but you want to conduct a more comprehensive assessment of your capabilities, then you should also choose the capstone assessment. The capstone assessment describes the most robust logistics capabilities and could

assist you in formally categorizing your capability or identifying benchmarks for further disaster logistics response capabilities.

Note: For the purposes of this document, the term –jurisdiction‖ includes a municipality, locality, city, or county government. A separate Tribal LCAT is available for Native American tribes and nations.

7.0 FUNDAMENTAL LOCAL CONTENT QUESTIONS

This section addresses questions that are fundamental to day-to-day disaster logistics response capabilities. After each question there is an ―Intent‖ section that provides additional context to the question and how it relates to the relevant logistics core competency. After the capability level, the next section is ―Approach‖. The approach provides suggestions and helpful advice that you can consider when answering the question. Lastly, the ―Reference‖ lists the appropriate guidance that the question is based on.

1. Logistics Planning

1.1 Plans Development

1.1.1 (Q1) Has your local jurisdiction identified the most likely catastrophic disaster scenario and its impacts?

Intent: Identifying impacts of catastrophic (worst case) disasters helps define resource and commodity requirements for specific hazards, as well as identify those resources that are common to all hazards.

Capability:

Static	The local jurisdiction has not identified a catastrophic disaster scenario.
Functional	The local jurisdiction has identified the most likely catastrophic disaster scenario.
Horizontal Integration	The local jurisdiction has included inputs from local govt. agencies for catastrophic scenario and its impacts.
External Collaboration	The local jurisdiction has included input from local and tribal, private-vendor partners, and other government and nongovernment organizations.
Synchronized	The local jurisdiction has coordinated catastrophic disaster scenario and impacts with the state to ensure coordinated efforts to address the scenario and impacts through proper planning.

Approach: It is recommended that you collect historical data, current incidents, and hazardous analysis for the local emergency planning committee within the jurisdiction. From this data call, you should be able to perform a risk assessment for your jurisdiction. However, remember the unexpected. Logistics planning must consider all hazards and threats. The threats may vary but many of the effects are similar. Logistics planners need to plan for common commodity and equipment requirements and determine resources needed to address specific hazards.

The planning process should identify resource requirements based on the jurisdiction's most likely worst case threats and vulnerabilities and develop standard and redundant strategies to obtain needed resources. There are a number of methods that can be used for identifying risks, but all methods should:

Identify possible kinds of incidents and their related threats, risks, or consequences. (What might happen?)

Quantify the likelihood of an incident occurring. (How likely is it to happen?)
Assess the most likely magnitude of an incident. (How bad is it likely to be?)
Assess the percent of the population at risk from a hazard. (How many people might be injured or killed?)
Assess impact severity or likely consequences of an incident. (How much damage is there likely to be?)

A comprehensive risk assessment will provide a picture of the most likely incidents, their potential consequences, and needed resources.

Resources should fall into seven general categories:

Personnel: Incident Command System (ICS) overhead or management staff, technical specialists, Emergency Operations Center (EOC) staff, operations staff, etc.
Facilities: Office space, shelters, warehouses, etc.
Equipment: Equipment, with or without the personnel needed to operate them.
Vehicles: Automobiles, buses, etc.
Teams: Groups of specially trained and equipped personnel, including needed equipment and supplies.
Aircraft: Surveillance platforms, medical evacuation, or cargo configurations.
Supplies: Wide range of items, from potable water to plywood. It may not be possible to develop and maintain complete lists, but specific items you identify can facilitate the planning and response processes.

Reference: National Incident Management System (NIMS), 2008, p. 35; National Preparedness Goal, 1st ed., 2011, p. 9; National Preparedness Guidelines (NPG), 2007, pp. 2, 21

1.1.2 (Q2) Does your local jurisdiction have a current formal logistics plan?

Intent: The local logistics plan should be uniform, consistent, and understood by partners throughout the local jurisdiction, state, and the FEMA Region. This can be accomplished when the jurisdiction reviews, and exercises the plan.

Capability:

Static	The local jurisdiction has not developed a logistics plan.
Functional	The EOP has a logistics component, but the logistics section has not been updated within the past 24 months.
Horizontal Integration	The local jurisdiction has a comprehensive logistics plan that has been adopted throughout the local emergency management agency (EMA) and has been updated within the last 24 months.
External Collaboration	The local jurisdiction has a comprehensive logistics plan that has been adopted throughout the jurisdiction and coordinated with regional, state, private, and federal partners. The plan has been reviewed and updated within the last 24 months.

Synchronized	The local jurisdiction has a comprehensive logistics plan that has been adopted throughout the jurisdiction and coordinated with regional, state, federal, and private partners. It has been reviewed, updated, and exercised within the last 12 months.

Approach: It is recommended that your logistics plan systematically identify resource requirements, shortfalls, and inventories consistent with the Threat Hazard Identification Risk Assessment (THIRA).

Your logistics plan should include objectives and implement procedures that address how to identify, locate, acquire, store, maintain, test, distribute, and account for services and materials needed to address the hazards identified by your jurisdiction.

Objectives should be established by conducting periodic gap analyses and exercises. The logistics plan is exercised to identify shortfalls or changes within various agencies that are responsible for responding to situations requiring the plan be activated.

After the plan has been exercised or activated for an actual incident, all participants should provide after action input to be reviewed and used to update and improve your plan.

Resource requirements can be prioritized and addressed through a variety of initiatives that include the budgeting, buy-in from senior leaders, mutual aid agreements, memoranda of understanding (MOU), contractual service agreements, or business partnerships and the steps necessary to overcome any shortfalls.

The logistics plan includes procedures that address the following:

> Activating appropriate processes prior to and during an emergency.
> Dispatching resources prior to and during an emergency, including plans for logistics staging areas (LSA), warehouses, and points of distribution (POD) for commodities.
> Deactivating or recalling resources during or after an emergency.
> Maintaining a system and a plan for obtaining internal and external resources through mutual aid, federal assistance, contracts, and donations.

Logistics plans should also include donations management and address accepting, managing, and distributing solicited or unsolicited donated goods, materials, services, personnel, financial resources, and facilities.

Following plan reviews and exercise, and changes to correct problems and shortfalls, plans should be formally approved by an appropriate level of jurisdiction emergency management leadership.

Reference: Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101, 2010, pp. 3-14, 3-15, C-11; EMAP, Emergency Management Standard (EMS), 2010, p. 9

1.1.5 (Q5) How is (are) your local jurisdiction's logistics plan(s) reviewed?

Intent: Logistics plans should be reviewed and updated annually and following any incidents for which the plans apply.

Capability:

Static	The plans are not or are infrequently reviewed or updated for logistics support feasibility.
Functional	The plans are reviewed periodically.
Horizontal Integration	The local jurisdiction EMA and Logistics Section Chiefs established a recurring timeline to review the plan(s).
External Collaboration	The local jurisdiction Logistics Section Chiefs include input from local, tribal, private partners, and other governmental and nongovernmental agencies during logistics plans reviews.
Synchronized	The local jurisdiction logistics plan(s) is reviewed for compliance with governmental regulations and policies at least annually or as required by local protocol. The plan(s) is evaluated through exercises, training, real-world incidents, or after action reports and coordinated with the state and FEMA Regional office.

Approach: It is recommended that you review the logistics plans to ensure that they are current and feasible and that they meet internal and external stakeholders requirements.

Training and exercises should be conducted to evaluate the plans. After an incident, AAR should be developed based on feedback from incident participants. AARs should identify areas of strengths and areas for improvement and include recommendations based on the identified areas.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 4-26; National Preparedness Goal, 1st ed., 2011, p. 10

1.1.6 (Q6) How does the local jurisdiction exercise its logistics support plans?

Intent: Jurisdictions conduct exercises to determine the level of operational knowledge, expertise, and experience within the agency. It is the jurisdiction's responsibility to determine whether or not it has adequately assessed logistics capabilities.

Capability:

Static	The logistics concept of the support plans are not exercised.
Functional	The logistics concept of the support plans are exercised minimally.
Horizontal Integration	The logistics concept of the support plans are exercised regularly at the local level via tabletop, functional, or some other form of exercise.
External	The logistics plans are exercised with state, local, and tribal EM authorities,

Collaboration	private vendors and other outside partner participation.
Synchronized	The logistics plans are exercised routinely on a recurring and documented schedule and include state and FEMA Regional participation. After action reports and lessons learned are produced and used to update and improve plan.

Approach: Logistics support plan exercises validate planning assumptions, processes, procedures, and provide the practical experience required to support a disaster response operation without the consequences associated with a real incident.

Employing the Homeland Security Exercise and Evaluation Program (HSEEP) model to conduct exercises should be beneficial. Conducting exercises can increase confidence and can be used as a basis to update and improve the logistics support plans.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-25, 4-26; NPG, 2007, pp. 5-6; National Preparedness Goal, 1st ed., 2011, p. 14

1.1.8 (Q8) How does the local jurisdiction's EOP meet requirements outlined in Comprehensive Planning Guidance (CPG) 101?

Intent: CPG 101 (FEMA, 2010) provides guidance for developing EOPs. It promotes a common understanding of risk, informed planning, and decision making fundamentals to help planners examine a hazard or threat and produce integrated, coordinated, and synchronized plans. CPG 101 standardizes the planning process across all phases of EM and homeland security mission areas to develop and maintain comprehensive all-hazards, all-threats emergency plans.

Capability:

Static	The local jurisdiction is not aware of the CPG 101.
Functional	The local jurisdiction is aware of the CPG 101 and has developed an EOP.
Horizontal Integration	The local jurisdiction has established response functions that support its CONOPS, government functions, policies, and resource base.
External Collaboration	The local EOP includes organizational tasking and instructions to accomplish agreed upon actions in various MOUs.
Synchronized	The local EOP addresses how logistics concept, plans, and procedures support operations.

Approach: CPG 101 integrates key concepts from national preparedness policies and doctrines, and lessons learned from disasters, major incidents, national assessments, and grant programs. The guidance emphasizes that the process of planning is as important as the resulting document. Plans are not scripts to be followed to the letter, but should be flexible and adaptable to the actual situation. Effective plans convey the goals and objectives of the intended operation and the actions needed to achieve them. Successful operations occur when organizations and individuals know their roles, understand how they fit into the overall plan, and are able to execute the plan.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010

1.1.9 (Q9) How does the local jurisdiction capture logistics response requirements for a catastrophic disaster?

Intent: Jurisdictions establish resource management procedures and policies that are applicable to all levels of emergencies within their jurisdiction, including routine emergencies. A catastrophic (worst case) incident does not mean just working faster and harder. Catastrophic logistics planning incorporates joint, multi-jurisdictional, and regional operations.

To plan for and assess logistics support required to respond to a catastrophic incident, operational areas or emergency support functions (ESF) should identify requirements to accomplish their missions during the incident or scenario. Logistics planners should ensure that to the greatest extent possible, missions are logistically feasible. Exercises should include ESFs, nongovernmental agencies, volunteers, donations, private vendors, and state and FEMA Regional personnel.

Capability:

Static	The local jurisdiction logistics organization is unaware of the catastrophic scenario response requirements.
Functional	The local jurisdiction has identified some catastrophic incident logistics response requirements.
Horizontal Integration	The local jurisdiction has received logistics support requirements input from operational areas or ESFs to support a catastrophic planning scenario.
External Collaboration	The local jurisdiction has received input from operational areas on required logistics support for a catastrophic planning scenario and coordinated the support plan with external source providers, including private vendor partners, government and nongovernment agencies, and state and FEMA Region.
Synchronized	The local jurisdiction's logistics organization has developed a support plan and exercised this support plan with the neighboring jurisdictions, state, and FEMA Region.

Approach: It is recommended that you evaluate the resource requirements in the catastrophic scenarios based on your hazard analysis. The logistics planning staff needs operational input to determine logistics support requirements, such as equipment, commodities, and when and where the support is required.

You could coordinate with external resource providers including private vendor partners, government and nongovernmental agencies including your state and FEMA Region. You cannot accomplish everything at one time you have to be able to apply resources as they are needed and available. Developing a time-phased deployment plan lays out when resources are needed, when to order resources to meet the requirement, and should be incorporated into the catastrophic plan. The logistics planning staff should participate in any regional or catastrophic planning efforts.

Logistics planning should encompass regional cooperation, regional and inter-local mutual aid, federal support, pre-incident contracting, and private-public partnerships to meet catastrophic resource needs.

Conduct various levels of training and exercises from tabletop to full-scale exercises involving various ESFs, regional partners, nongovernmental agencies, volunteers and donations (VOAD), private vendors, state, and FEMA Regional personnel using information learned to update plans and responsibilities.

Reference: NPG, 2007, p. 21

1.1.10 (Q10) If the local jurisdiction has considered a catastrophic disaster scenario(s) and its impact, what type of catastrophic scenario response planning is accomplished?

Intent: The jurisdiction should determine logistics requirements for catastrophic (worst case) scenarios and determine the effectiveness of the catastrophic disaster plan by coordinating with adjacent jurisdictions and regional partners, conducting various levels of exercises, and utilizing lessons learned from exercises to update and improve the plans.

Capability:

Static	A catastrophic scenario was not defined.
Functional	A catastrophic scenario was developed, but no response plan was constructed.
Horizontal Integration	A catastrophic scenario response plan was developed and coordinated with the local jurisdiction all-hazards plan.
External Collaboration	A catastrophic scenario response plan was developed with collaboration among local and tribal agencies, private partners, and other government and nongovernment organizations.
Synchronized	A catastrophic scenario response plan was developed with collaboration among local and tribal agencies, private partners, and other government and nongovernment organizations. The plan is exercised.

Approach: Logistics planning is a deliberate process and includes a time-phased deployment plan. It is recommended that you evaluate resource requirements for catastrophic scenarios based on a hazard analysis. The logistics planning staff should have operational input to determine logistics support requirements needed to support a catastrophic planning scenario.

It is recommended that you coordinate with external resource providers, private vendor partners, government organizations, NGOs, state and FEMA Region. The Red Cross, Salvation Army, and National Guard are examples of organizations with which you should coordinate.

The logistics planning staff should consider regional cooperation, regional and inter-local mutual aid, state and federal support, pre-incident contracting and private-public partnerships to meet the catastrophic resource needs.

The logistics planning staff should participate in any regional or catastrophic planning efforts. Conduct various levels of training and exercises from tabletop to full-scale exercises. ESFs, regional partners, NGOs, VOADs, private vendors, the state, and FEMA Regional personnel should be involved, using the information learned to update plans and responsibilities.

Reference: National Preparedness Goal, 1st ed., 2011, p. 9

1.1.11 (Q11) How does the local jurisdiction determine the quantities and types of critical commodities needed to support affected populations during the first 72 hours of a likely catastrophic scenario?

Intent: This question should prompt you to consider requirements for life sustaining commodities, such as water and shelf stable meals, and the supporting staff and equipment that could be required to meet the requirements of the affected population.

When incidents occur, whether they are no notice incidents such as earthquakes or events that provide some lead time such as hurricanes, the time it takes for the logistics supply chain to catch up to the levels required to meet the needs forecasted can be a few days. Through planning, logisticians determine the quantity required to provide initial commodities. There are various methods logisticians can use to meet initial requirements, such as stockpiling or warehousing initial quantities of commodities, mutual aid commodities from neighboring jurisdictions, vendor managed inventories from private vendors, coordination with state or FEMA logistics, or a combination of all.

Capability:

Static	Commodity requirements to support a population have not been determined for a likely scenario.
Functional	Commodity requirements have been calculated based on the impacted population of a likely scenario.
Horizontal Integration	Commodity requirements to support population in likely scenario have been calculated and validated throughout the jurisdiction.
External Collaboration	Commodity requirements have been calculated with the aid of a recognized tool (e.g., FEMA Gap Analysis Program, USACE modeling, etc.) to support an expected population using catastrophic modeling. Results have been shared with private vendors and other involved local agencies.
Synchronized	Commodity requirements have been calculated to support populations using a recognized tool (e.g., FEMA Gap Analysis Program, USACE modeling, etc.) and based on likely scenario catastrophic modeling. The plan has been synchronized with the state and results have been shared with private sector and other involved local agencies.

Approach: You should determine the jurisdiction's hazards and risks and use modeling to determine how populations could be- affected-. USACE modeling can be used to determine resource requirements for the first 72 hours. Consider the capacity or ability to warehouse all or

a portion of the initial requirement. Coordinate pre-incident contracts with commercial providers and identify and plan for the requirements and shortfalls that your jurisdiction cannot support.

To determine whether or not the jurisdiction has adequately addressed the procurement of supplies and commodities in your jurisdiction, consider the following:

Identify the hazards and threats facing the jurisdiction.
Determine the affected or potentially affected population.
Determine immediate resource requirements for the first 72 hours and for the long term.
Determine requirements for warehousing commodities ahead of time.
Identify resources by coordinating with internal and external sources, to include commercial resources.
Identify and consider how the state plans to provide supplies and commodities.

It is recommended that you identify vendors and suppliers for critically needed commodities to cover all all-hazard situations and have the capability to engage in ordering and securing purchases. You should be fully prepared to provide necessary commodities in all-hazards scenarios, and have pre-identified sources for required commodities.

It is recommended that you address logistics staging and all required resource support personnel and equipment additionally. Identify PODs and required resource support personnel and equipment that your jurisdiction could require.

Reference: EMAP, EMS, 2010, p. 9

1.1.12 (Q12) How does the local jurisdiction's emergency operations and/or logistics plans address donated goods and resources management?

Intent: After a significant incident occurs, the public often looks for ways to help. Effectively managing unsolicited goods, services, and cash donations is important. These unsolicited donations are resources that can either be added to the recovery effort or could overwhelm the jurisdiction and cause storage problems. A detailed donations management plan is essential to the planning process.

Capability:

Static	Plans do not address unsolicited donations.
Functional	Plans identify some means of dealing with unsolicited donations.
Horizontal Integration	Plans include basic steps to manage donations at the local level.
External Collaboration	Plans for handling donated goods are coordinated with local and tribal governments, as well as private vendors and nongovernment partners.
Synchronized	Plans describe a detailed process used to manage unsolicited donations at all levels and include the use of the national Aidmatrix or an equivalent system.

Approach: It is recommended that voluntary organizations manage their donations. Form a planning team including voluntary agencies (VOLAG), NGOs, and other stakeholders to develop a Volunteer and Donations Management Support Annex, which includes functions to facilitate collection and track offers for effective matching of offers and requirements. Incorporate the annex into the overall logistics support plan.

The plan should:

- Identify and describe actions required to collect, sort, manage, and distribute in-kind contributions, including methods for disposing of or refusing unacceptable goods.
- Identify and describe actions required to coordinate donation management issues with neighboring districts and the local jurisdiction's donations management system.
- Describe the process used to tell the general public about the donations program, instructions on items to bring and not to bring, scheduled drop-off sites and times, how to donate cash, and a process for issuing routine updates.
- Identify and describe actions required to handle the influx of spontaneous volunteers.
- Identify and describe how to receive, manage, and distribute cash contributions.
- Pre-identify sites that could be used to sort and manage in-kind contributions, such as, private warehouses or government facilities.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. C-19, C-26; EMAP, EMS, 2010, p. 9

1.1.13 (Q13) How do the local jurisdiction's logistics plans address the use of walk-in volunteers?

Intent: As with unsolicited donations, walk-in, spontaneous and unaffiliated volunteers can interfere with recovery if not properly managed and integrated into the recovery. Proper planning can be essential in managing unaffiliated and spontaneous volunteers.

Capability:

Static	Logistics plans do not include volunteer identification or management.
Functional	Logistics plans include how volunteers are identified.
Horizontal Integration	Logistics plans describe the how to identify and utilize volunteers and the concept for their support.
External Collaboration	The local jurisdiction works with external volunteer organizations to plan how to incorporate volunteer support.
Synchronized	Logistics plans describe the process to identify, deploy, utilize, support, and demobilize affiliated and spontaneous unaffiliated volunteers.

Approach: The donations and volunteer plans should be combined into one document. The jurisdiction should have a method to manage unsolicited donations at all levels and could include the use of the National Aidmatrix system to manage unaffiliated volunteers and organizations and how to apply their resources to incident response and recovery activities.

Identify and describe actions required to establish and manage volunteers to include, setting up toll-free hotlines, creating data bases, and appointing a liaison.
Identify and describe actions that could verify and/or vet individual volunteers and volunteer organizations (i.e., local churches and civic or social groups).

Having volunteers complete a detailed sign-in sheet listing their past disaster response experiences assists in identifying capabilities within the potential volunteer pool. Assigning volunteers that have proven experience could be helpful in meeting additional staffing needs. However, volunteers should be monitored by trained staff.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19

1.1.14 (Q14) Have safety equipment and procedures been addressed in logistics plans and operational activities?

Intent: Maintain a safe work environment for all staff and volunteers at the various POD and LSA locations. Train a cadre of personnel to serve as safety officers. Review federal, state, and local Occupational Safety and Health Administration (OSHA) safety requirements and ensure all safety requirements are met. Provide training and licensing renewal as recommended and required.

Capability:

Static	Safety procedures and equipment have not been accounted for in local jurisdiction's plans and operational activities.
Functional	Local jurisdiction uses informal methods to assure appropriate safety equipment is available. Informal safety procedures have been established and safety officers are assigned on an ad hoc basis.
Horizontal Integration	Local jurisdiction has formal plans and methods for distributing safety equipment to distribution sites. Safety procedures have been formalized and documented. Local jurisdiction has identified a cadre of Safety Officers.
External Collaboration	Local jurisdiction conducts training for distribution site personnel and exercises with local and tribal organizations to assure safety equipment and other items are available and accounted for at distribution sites. Safety procedures are followed. Safety officers are formally trained to accomplish their tasks.
Synchronized	Local jurisdiction conducts regular safety training and exercises for distribution site personnel and safety officers using established safety procedures. Conducts regular reviews of safety equipment available to distribution sites.

Approach: It is recommended that you evaluate the risks associated with logistics facilities and determine the level of training needed for staff to safely operate equipment. Training can include equipment operating handouts to formal certification and licensing for certain types of equipment, such as forklifts and certified personal protective equipment (PPE), self-contained breathing apparatuses and scanners.

The FEMA Independent Study Course, IS 26 and the FEMA/USACE Guide to Points of Distribution provides instructions for POD operations.

Reference: National Preparedness Goal, 1st ed., 2011, p. 13

1.1.15 (Q15) What security provisions are made for distribution points?

Intent: POD security should be a local responsibility. Security is important, especially following an incident. Some people may see an opportunity for self gain or profit from those that are affected by the incident. Unsecured commodities could be open to theft and pilfering that can lead to more serious problems, such as panic in a population that incorrectly perceives that supplies will run out or that certain people are getting favorable treatment over others.

The disaster incident may be severe enough that local security resources could be inadequate. Therefore, local jurisdictions should be prepared to request additional security resources when POD operation commences, if needed.

PODs are established to provide immediate life sustaining commodities following an incident that leaves the infrastructure incapable of providing water and/or food to the affected population. The intent of this question is to determine whether the jurisdiction is operating a secure location using local and deployed security resources.

Capability:

Static	The local jurisdiction does not ensure that distribution points are protected.
Functional	The local jurisdiction has an informal review process to ensure that personnel are available to protect distribution sites.
Horizontal Integration	Local police are on hand in the event they are needed to protect distribution points.
External Collaboration	Local police, contracted security officers, and other security personnel have been identified and vetted with the local and tribal organizations, possibly the state.
Synchronized	The local jurisdiction conducts regular training and exercises to ensure local police, contracted security personnel, and other security personnel understand their roles in protecting distribution sites. These personnel have been vetted with the local and tribal organizations, as well as the state.

Approach: It is recommended that the local jurisdiction complete a security assessment to address security and traffic concerns in their plans as evaluated by local law enforcement. You could then determine shortfalls as they are identified. As the situation unfolds security should be continually evaluated and security resources reassigned or additional security resources requested from the state.

Reference: National Preparedness Goal, 1st ed., 2011, p. 9

1.1.16 (Q16) How are logistics requirements identified for evacuating local residents and visitors, and receiving evacuees from other jurisdictions or areas?

Intent: The jurisdiction should be prepared for logistical challenges associated with catastrophic mass evacuations to include, but not be limited to sheltering, mass feeding, and transportation. Ensure there are processes and resources to evacuate individuals from your jurisdiction or to accept disaster survivors from another jurisdiction into yours.

Capability:

Static	There are no evacuation logistics requirements identified for evacuating citizens or receiving disaster survivors from other jurisdictions.
Functional	Logistics requirements have been identified for evacuating residents and visitors and receiving disaster survivors from other jurisdictions are identified but not sourced.
Horizontal Integration	Logistics requirements for evacuating residents and visitors and receiving disaster survivors from other jurisdictions are identified in evacuation plans.
External Collaboration	Logistics requirements for evacuating residents and visitors and receiving disaster survivors from other jurisdictions and sources of support are identified in evacuation plans.
Synchronized	Logistics requirements for evacuation and survivor reception are identified, contracts are in place, and the plan has been exercised.

Approach: Remembering that there are two types of evacuees, self evacuees and government-assisted evacuees. Therefore, the jurisdiction should be prepared to handle an influx of both. By working with local and tribal governments, the private sector, other government organizations, NGOs, the state, VOADs and FEMA Regions consider using a task force concept to identify and exercise, a mass evacuation plan and support requirements for evacuees and survivors. Consult the identified logistics requirements based on population protection annex of CPG 101, v. 2.0, pg. C-24.

Develop a long term strategy for sheltering mass evacuees following a catastrophic incident within your jurisdiction or in another jurisdiction with your jurisdiction acting as host.

Identify the projected number of evacuees that you will expect to move and the number that will require care.

Identify the projected number of evacuees from other jurisdictions that could be expected to arrive in your state and the number that will care.

Pre-identify locations to stage required resources to support the evacuees and survivors.

Conduct route planning.

Pre-identify staging and mobilization areas and determine how to inform the public of these locations.

Identify transportation requirements, route planning, and providers.

Identify fuel requirements for evacuation vehicles.

Identify feeding resources (food service or supplies), shelter supplies (cots or blankets), and equipment.

Identify staff and support requirements.

Reference: National Preparedness Goal, 1st ed., 2011, pp. 12, 14

1.2 Contingency Planning

1.2.1 (Q17) How are risks associated with the local jurisdiction's logistics plans addressed?

Intent: Local jurisdictions should address the risks associated with executing logistics plans. Some examples of risks are: contractor non-performance, warehouses in the impacted area, critical infrastructure failure. inaccessible pre-identified POD locations, and communication challenges. Local jurisdictions should identify and evaluate similar potential risks prior to an incident and base plans on credible threats, hazards, vulnerabilities, and consequences. Local jurisdictions should use risk reduction strategies to minimize exposure to risks.

Capability:

Static	No risks associated with logistics planning factors are identified.
Functional	Some risks associated with logistics planning factors are identified.
Horizontal Integration	Foreseeable local jurisdiction logistics planning factor risks are identified and workarounds established.
External Collaboration	Logistics planning risks for local, tribal, private sector, government and nongovernmental partners are identified and workarounds established and exercised.
Synchronized	Logistics planning has taken an all-hazards approach to identifying risks and has identified contingency workarounds with all local, regional and state partners.

Approach: The DHS Lessons Learned Information Sharing Website provides information about best practices and lessons learned. It is recommended that you work with subject matter experts for each risk scenario, consider alternate and backup actions, and address those actions in your logistics plans. Actions to mitigate risk could be used as interim solutions until primary capability shortfalls or limiting factors are resolved.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-7, 4-11; NPG, 2007, p. 6

1.2.2 (Q18) How does the local jurisdiction identify logistics resource shortfalls?

Intent: Few, if any, jurisdictions can afford to acquire every piece of equipment or commodity needed in all incidents. Evaluate resource requirements that might be needed for the hazards recognized in the THIRA, Comprehensive Emergency Management Plan (CEMP) EOP and the eight key scenarios outlined in the NRF.

Capability:

Static	Logistics shortfalls are not identified.

Functional	Some logistics shortfalls are identified.
Horizontal Integration	The local jurisdiction has identified equipment (generators) and commodity (water, meals, ice, or tarps) shortfalls.
External Collaboration	The local jurisdiction coordinates with local and tribal jurisdictions, private sector, and government and nongovernment agencies to identify shortfalls and address filling shortfalls or developing workarounds.
Synchronized	Local jurisdiction works with state to identify disaster response logistics shortfalls and develops an action plan to meet shortfall needs. Local jurisdiction also utilizes the Hazard Mitigation Grant Program as a funding avenue for mitigation planning.

Approach: It is recommended that logisticians identify jurisdiction capabilities using mutual aid and pre-incident contractors, identify required resources, and determine the shortfalls. From the difference, the logistician can try to procure required resources from federal agencies, mutual aid, VOLAGs, or through private sector.

Reference: Local Multi-hazard Mitigation Planning Guidance, 2008, pp. 3-5; EMAP, EMS, 2010, p. 9

1.2.3 (Q19) How has the local jurisdiction developed plans to establish and maintain logistics support for recovering a significant number of fatalities?

Intent: Fatality management services, including body recovery and victim identification, require state and local authorities working together to provide logistics support. Such support might include refrigeration and storage capabilities; interment equipment, and recovery equipment.

Capability:

Static	The local jurisdiction has not determined planning requirements.
Functional	The local jurisdiction has completed an analysis of requirements to establish and maintain operations to recover a significant number of fatalities.
Horizontal Integration	The local jurisdiction has developed plans to establish and maintain operations to recover a significant number of fatalities.
External Collaboration	The local jurisdiction has coordinated plans and SOPs with other state, local, tribal governments, external partner agencies, organizations, and private vendors.
Synchronized	The local jurisdiction has clearly identified all requirements. All plans and SOPs have been documented and exercised regularly with all participants.

Approach: At a minimum, involve medical examiner or coroner, EM, public health, hospitals, and funeral directors in developing plans and procedures. Consider law enforcement partners who might be concerned with evidence preservation.

Develop plans, procedures, protocols, and systems for: scene operations, morgue operations, ante- and post-mortem data management, victim identification, final disposition, and fatality surge.

Develop and implement training and exercise programs for fatality management.

Reference: National Preparedness Goal, 1st ed., 2011

1.3 Distribution Planning

1.3.1 (Q20) What access to information on post-disaster damage to transportation infrastructure does the local jurisdiction logistics team have?

Intent: Logisticians must be aware of the disaster effect on the transportation and distribution infrastructure (roads, rail, ports, and air facilities) in order to bring in the required resources and commodities. Having a COP offers a standard overview of an incident and provides incident information that enables logisticians to make effective, consistent, and timely decisions. This information also allows logisticians to forecast delays, communicate with incoming vendors, and establish alternative delivery or transportation modes. Working with ESFs can help set priorities for clearing roads and restoring transportation infrastructure.

Capability:

Static	The local jurisdiction does not have visibility of transportation infrastructure post-incident reconnaissance or assessments.
Functional	The local jurisdiction has a POC or knows where to access post-incident transportation infrastructure information.
Horizontal Integration	The local jurisdiction can access information on main artery infrastructure availability, e.g., interstates, U.S. highways, and local surface arterials.
External Collaboration	Transportation infrastructure post-incident assessment information is accessible for all transportation and distribution capabilities and workarounds, and re-routing processes are available.
Synchronized	Transportation infrastructure post-incident assessment capabilities are assessable using GIS technology and data is coordinated with disaster logistics operations and distribution management organizations.

Approach: Jurisdiction logistics staff should have access to the COP and should train and conduct exercises to ensure that they understand how it operates.

The Planning Section is typically responsible for ensuring that appropriate information is presented to the EOC leadership, so the best decisions can be made regarding post-incident transportation and distribution infrastructure reconnaissance and assessment. Overlaying road hazards on GIS technology and data could be helpful.

Additionally, you can coordinate with local public works, or the state Department of Transportation (DOT) or Port Authority, which often have live cameras or other technology that

can view damage or flow impediments and monitor congestion. DOT crews in the field can physically assess the transportation infrastructure, determine what is safe, and report accordingly. Incorporating this data, as well as any data gathered from sensors and other reported status of roads or facilities should provide a more accurate COP.

Traditionally, the Planning Section prepares maps with various symbols to show the resource locations and other relevant information. The COP should be an electronic information management technology system.

Reference: National Preparedness Goal, 1st ed., 2011, p. 13

1.3.4 (Q23) How are the local jurisdiction staff and material requirements for local LSA operations identified?

Intent: Identify who will staff the staging area, equipment required to operate it, and operations shortfalls so they can be mitigated prior to an incident.

Capability:

Static	Staffing and material requirements are not pre-identified.
Functional	Some staffing and material requirements and sourcing are pre-identified.
Horizontal Integration	Expected requirements for supplies and material are identified and sourced.
External Collaboration	If staffing is done through local partners, those organizations have provided specific units and equipment they will assign to execute the local LSA mission.
Synchronized	Staffing and material requirements have been identified and sourced in advance.

Approach: It is recommended that you assign responsibility for LSA operations to an agency and identify the resources and services required to conduct LSA operations.

Establish MOUs and pre-incident contracts as needed. Where shortfalls exist identify additional resource requirements such as mutual aid with local or tribal agencies, private vendors, other government and non-government organizations, VOADs, and identified trained volunteers or Community Emergency Response Teams (CERT).

Reference: EMAP, EMS, 2010, p. 9

1.3.6 (Q25) How are PODs identified and typed in the local jurisdiction's logistics plan?

Intent: PODs are established to provide immediate life sustaining commodities following an incident that leaves the infrastructure incapable of providing water and/or food to the affected population. The intent of this question is to determine the level of POD planning throughout the

jurisdiction. At a minimum, the need for PODs is acknowledged and incorporated into plans. At the highest level, PODs are not only been identified and typed but they are fully integrated, detailed planning has been conducted, on site planning is complete and they have either exercised the plan and/or have gone through a physical setup of the site.

Capability:

Static	PODs have not been identified in plans.
Functional	PODs have been identified in localities under the highest probable threat and captured in plans.
Horizontal Integration	PODs have been typed/classified (Type I, II, III) for localities under the highest threat probability.
External Collaboration	PODs have been identified and typed throughout the entire jurisdiction.
Synchronized	PODs identified and typed throughout local jurisdiction, coordinated with external agencies including the state, and exercised and/or demonstrated to verify formation, layout, organization and staffing responsibility.

Approach: To determine whether or not you have adequately addressed PODs in your jurisdiction, consider the following questions:

Have you identified PODs in your plan? How detailed is the planning?
Is planning for PODs in an annex to the EOP or a separate plan?
Does your plan acknowledge all hazards or only the most probable threat?
Have you typed your PODs as Type I, II, or III using the USACE model?
Have you made modifications to the standard PODs?
Are POD sites identified throughout your jurisdiction and are they identified or typed as Type I, II, and III?
Have you coordinated your identified PODs with external agencies such as law enforcement and VOLAGs?
Have you incorporated the ―Adopt a POD‖ program?
Have you provided the state with a copy of your resource management plan?
Or, if you are at the local level, have jurisdictions in your state identified their PODs for your plan?

Has detailed planning been completed for each POD?

- Developed site sketches of the layout?
- Identified the staff and equipment requirements for the site?
- Identified the organization that could provide leadership and staffing of each site?
- Identified the source of material handling equipment (MHE) and other support resources?
- Are they reliant on requesting state resources?
- Have POD operations been incorporated in exercises or have POD exercises been conducted?

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19; IS-26 U.S. Army Corps of Engineers Guide to Points of Distribution, 2008

1.3.8 (Q27) How has the local jurisdiction captured the POD concept of support in plans?

Intent: The concept of support cannot be established ad hoc during an incident. Concepts of support to PODs should be established in plans so that agencies can identify, coordinate, and exercise personnel and equipment requirements. The concept of support should be coordinated with the state and FEMA Region to support their POD CONOPS planning.

Capability:

Static	POD support (management, communication, commodity flow) has not been established.
Functional	POD support concepts for most likely threat captured in plans for local and tribal areas.
Horizontal Integration	POD support concepts captured in plans for all areas throughout the local jurisdiction.
External Collaboration	POD support concepts coordinated with local and tribal organizations and responsibility for management and operations of each POD included in logistics plans.
Synchronized	POD support captured throughout the local jurisdiction, coordinated with the state, and operational concepts validated through exercises or other processes.

Approach: It is recommended that you:

Identify POD requirements.
Identify support requirements that will be fulfilled by the local jurisdiction.
Identify shortfalls.
Address shortfall requirements that must be filled from state resources or contracts.
Develop POD reporting and coordination protocols.

The jurisdiction should exercise the POD plan by conducting various types of exercises, from tabletop to full-scale operational exercises in order to identify shortfalls, potential problems with equipment, site locations, staffing or partners, and vendor.

Staff and partner familiarization with each other's capabilities and requirements could assist in establishing or enhancing partnerships relationships by having a shared understanding of processes and providing training.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19

1.3.9 (Q28) How has the local jurisdiction identified staff and material requirements for POD operations?

Intent: Staffing and equipment requirements can be intensive for incidents that would require the use of PODs. Those who could actually staff the PODs need to understand the concept, be trained in how to conduct POD operations, as well as the safe operation of the equipment such as forklifts. Sourcing equipment can be intensive as well.

Capability:

Static	Staffing and material requirements are not pre-identified.
Functional	Some staffing and material requirements are pre-identified.
Horizontal Integration	All staffing and material requirements and sourcing are pre-identified.
External Collaboration	Staffing is done through local partners whose organizations will provide specific units and equipment to be assigned to execute the POD mission.
Synchronized	Staffing and material requirements are sourced and identified according to common protocols region-wide in advance to individual POD level.

Approach: POD operations are a local requirement. The following steps are recommended:

Identify POD sites in your jurisdiction(s).
Type the POD as Type I, II or III.
Use modeling to identify staffing and equipment requirements.
Identify an agency to provide staff at each site and coordinate procedures in an MOU.
Consider city, county, or tribal agencies, VOLAGs, or the ―Adopt a POD‖ program.
Identify MHE providers. Establish pre-incident contracts or MOUs.
Provide or procure a POD kit in accordance with IS 26.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

1.3.10 (Q29) How has the local jurisdiction worked within its area to identify or determine capabilities of other agencies or the private sector to support food distribution?

Intent: There are agencies that maintain food stocks on a daily basis that could be utilized in disasters to provide feeding support. School programs under the U.S. Department of Agriculture (USDA) are one of the sources. Access to these stocks could support shelter operations. VOLAGs such as food banks provide food to their clients on a daily basis. These same clients are more likely to be impacted by the incident. The food bank could be utilized as a source to provide food to their normal client base and others after an incident. Grocery chains and big box stores have established transportation and distribution capabilities that provide food and other commodities to the stores they support on a recurring basis. Work to either get them back in business, which relieves jurisdiction support requirements or to support the jurisdiction's operation.

Capability:

Static	The local jurisdiction has not considered other agency partners or the

	private sector in its food distribution plans.
Functional	The local jurisdiction has informal agreements in place with agencies, such as the USDA Food and Nutrition Services (FNS) program or other partner programs, to support food distribution, but has not coordinated those plans with county or tribal jurisdictions.
Horizontal Integration	The local jurisdiction has informal agreements in place with agencies (e.g. USDA FNS program), to support food distribution and has coordinated those plans with county, and/or tribal jurisdictions.
External Collaboration	The local jurisdiction has formal MOUs in place with other agencies such as USDA FNS program or other partner programs, volunteer groups, and contractors in support of food distribution efforts and has coordinated those plans with county, and tribal jurisdictions.
Synchronized	The local jurisdiction has formal MOUs in place with other agencies such as the USDA FNS program or other partner programs, volunteer groups, and contractors to provide complete food distribution support coverage and has coordinated those plans with county, and tribal jurisdictions, as well as the state.

Approach: The following steps are recommended:

Coordinate with VOADs to work with local food banks and bulk commodity suppliers to support food distribution.
Develop food bank protocols for the plan.
Develop private-public partnerships with local grocery and big box store providers to provide resources or work to get them back into business.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

1.3.11 (Q30) How extensive is transportation planning for commodities and assets during an incident?

Intent: Visibility of commodities is important. Lost, delayed, and misdirected shipments are costly and add to the impacted population's suffering. Knowing where the commodities are en-route from distribution or mobilization through to staging and delivery provides accountability and saves money in the long run. Transportation planning should include sources to track asset movement, movement command and control, and receipt by the end user. You should ensure that the proper MHE is available to load and off-load shipments when they arrive at their destinations. Having the correct type MHE for off-loading shipments can reduce transportation vehicle down time and overall cost.

Capability:

Static	The local jurisdiction does not have a transportation plan for resource distribution.
Functional	The local jurisdiction transportation plan is developed on the fly.
Horizontal	The local jurisdiction has developed a written resource transportation plan.

Integration	
External Collaboration	The local jurisdiction transportation plan includes sources for resource movement, movement command and control, tracking, and receipt verification and has been coordinated with participating agencies.
Synchronized	The local jurisdiction transportation plan has been coordinated with state and validated through exercises or another method.

Approach: The following steps are recommended:

Develop request, reporting, and receipt protocols.
Require vendor reporting.
Consider utilizing a transportation vendor to conduct shipment tracking.
Consider providing radio frequency identification (RFID) or satellite tracking.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19

1.3.12 (Q31) How do your local jurisdiction's plans address transporting materials through restricted areas?

Intent: Commodities have to move from their point of origin, to the state, to the LSA, and then to the end user, whether the end user is an agency or a POD. When the infrastructure is disrupted or congested (e.g. roads closed due to flooding or damage, traffic signals out, etc.), then the flow of resources is restricted, disrupted, and delayed. This delays the response and recovery. Plans should address prioritizing transportation assets into the area and directing convoys and escorts through areas having such restrictions. Restrictions are not limited to geographical locations and could include local road or bridge restrictions associated with the weight, height or width of the transport vehicles. Some local or state laws require specific markings, determine convoy size, and escort requirements. Similar restrictions could also include those for the private sector.

Capability:

Static	The logistics plans do not address transportation of resources through areas having restrictions or checkpoints.
Functional	The concepts for transportation of resources through restricted areas have been addressed but are not included in plans.
Horizontal Integration	The logistics plans include processes for resource transportation through areas having restrictions.
External Collaboration	The transportation plans for resources through areas having restrictions have been coordinated with affected agencies and processes to communicate these requirements to transportation providers have been developed.
Synchronized	The logistics plans describe strategies for transporting resources through areas having restrictions, quarantine lines, law enforcement checkpoints, etc. and have been agreed upon by all affected parties and exercised to some degree.

Approach: The following steps are recommended:

Develop a concept to transport resources through restricted areas, including quarantine lines and law enforcement checkpoints, and designate primary and alternate routing.
Develop priority protocols to get most needed resources in first.
Coordinate this plan with affected agencies and transportation providers.
Develop communication protocols.
Develop escort protocols and identify escort resources.
Coordinate with private businesses to include them in the priority queue so they can begin to facilitate their return to normal operations and relieve some of your burden.
Coordinate with jurisdictional law enforcement and transportation compliance officials to ensure that local and state restrictions are considered when issuing a governor's emergency declarations and allowing certain restrictions to be temporarily lifted or suspended following an incident.

References: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-20; National Preparedness Goal, 1st ed., 2011, p. 14

1.4 Training and Compliance

1.4.2 (Q34) Have the local jurisdiction logistics planners completed NIMS Incident Command System (ICS) training?

Intent: All logistics partners should have a basic understanding of NIMS ICS operations and procedures, and all managers should have completed the Independent Study Program (ISP) Professional Development Series (PDS) and should be certified in ICS management.

Capability:

Static	The local jurisdiction logistics planners have not completed NIMS ICS, or completion has not been documented.
Functional	The local jurisdiction logistics planners have completed Emergency Management Institute (EMI) ISP courses.
Horizontal Integration	Local jurisdiction has developed in-house training plans and requirements and training objectives are tied to each position.
External Collaboration	Local jurisdiction emergency managers have completed NIMS ICS compliant courses.
Synchronized	Emergency managers have completed the EMI ISP PDS courses and received certificates of completion.

Approach: By utilizing the NIMS training program to identify NIMS required training that is job specific to logistics and resources management. Providing in-house training enables the agency to verify that all participants have received the proper levels and understanding of ICS. Providing this training opportunity to outside partners helps improve working relations between agencies, provides additional non-standard training to outside agencies and increases the available additional staff in a disaster response incident.

Determine ICS levels for each position.
Provide ICS training as determined for all logistics staff and partners.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 2-1, 2-2; National Preparedness Goal, 1st ed., 2011, p. 14; NIMS Training Program, 2011, pp. 11-16, 51-52

1.4.3 (Q35) How does the local jurisdiction sponsor or provide LSA and/or POD training?

Intent: Determine training requirements for staff to safely and efficiently operate LSAs and PODs and make training available to all staff and other government agencies.

Capability:

Static	The local jurisdiction does not sponsor LSA and/or POD training or guidance programs.
Functional	The local jurisdiction uses just-in-time training to train some staff on local LSA and POD operations.
Horizontal Integration	The local jurisdiction LSA or POD training is required for all employees and volunteers staffing LSAs or PODs at local and tribal levels.
External Collaboration	The local jurisdiction LSA or POD training is required for all employees and volunteers staffing LSAs or PODs. Training program has been socialized with the state and certificates are provided upon completion.
Synchronized	The local jurisdiction LSA or POD training is required for all employees and volunteers staffing LSAs or PODs. Training program includes the FEMA Logistics Management Directorate national POD training video, and a full training regimen has been socialized with state and FEMA Region. Certificates are provided upon completion of coursework.

Approach: By providing in-house training the agency is able to verify that all participants and partners have a consistency of training information, received the proper levels and have an overall understanding of LSA and POD Operations. Providing this training opportunity to outside partners helps improve working relations between agencies, provides additional non-standard training to outside agencies and increases the available additional staff in a disaster response incident.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

1.4.4 (Q36) How does the local jurisdiction plan for exercises?

Intent: Develop a strategy and a schedule of various types of exercises over a multi-year plan. Pre-scheduling these various exercises enables the jurisdiction to provide additional training and reduce operational costs for exercises and live incidents. Exercise should be used to identify

possible shortfalls in the plans and provide an opportunity to correct shortfalls before they affect operations or possibly delay critical commodities and equipment deliveries.

Capability:

Static	The local jurisdiction does not conduct logistics exercises.
Functional	The local jurisdiction periodically conducts exercises that require logistics participation at least annually.
Horizontal Integration	The local jurisdiction exercises logistics capabilities and/or plans at least semi-annually.
External Collaboration	The local jurisdiction uses a combination of information from capability assessments and training exercises to identify shortfalls. Local jurisdiction has developed a strategy to remedy shortfalls through a multi-year training and exercise plan.
Synchronized	The local jurisdiction plans identify exercises that will be conducted over the next 2-3 years focusing on testing plans, capturing lessons learned, identifying areas for improvement, and follow-on actions aimed at building the knowledge, skills, and abilities to perform the critical tasks. Local jurisdiction has coordinated this plan with all affected agencies including state.

Approach: It is recommended that the jurisdiction have a focused, long term exercise program and ensure the program is HSEEP compliant as defined in HSEEP-mandated practices for exercise program management, design, development, conduct, evaluation, and improvement planning. These exercises should cover a 2-3 year timeframe and include multiple tabletop and functional exercises that specialize in certain aspects of the overall plans for each section and its partners within the agency and develop and execute at least one full-scale exercise every two years.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-25, 4-26, C-4; National Preparedness Goal, 1st ed., 2011, p. 7

1.5 Provider Qualifications

1.5.1 (Q37) What standard operating procedures (SOP) are in place for vetting potential commodity and service providers in the local jurisdiction?

Intent: A vetting process for potential vendors and service providers helps to eliminate those that do not have the capacity or capability to meet your disaster response needs and schedule. Consider their past performance and if they perform as required by the contract.

Capability:

Static	No formal procedures are put in place for identifying and vetting potential vendors and service providers.
Functional	Developed and implemented SOPs for identifying and vetting all potential vendors and service providers.

Horizontal Integration	SOPs are established and socialized across the EMA.
External Collaboration	SOPs are established, implemented, and socialized to all local EM functions, and incorporated into local logistics planning and training functions.
Synchronized	SOPs are in place and potential commodity and service providers in-state have been vetted with local chambers of commerce, business bureaus, trade associations, state, and FEMA Region.

Approach: All contracts should include a noncompliance clause with detailed steps to track and notify vendors of performance that does not meet stated and agreed upon requirements. Following all incidents, including an exercise, a detailed report of a vendor's performance needs to be maintained in their files.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14; Universal Task List (UTL), 2007

1.5.2 (Q38) Do the local jurisdiction's logistics plans include public-private partnerships?

Intent: No government can afford to provide all the resources and services needed in a disaster. Logisticians should include support provided by the private sector resources and services in planning and document agreements in pre-incident MOUs and contracts. Involving the private sector providers as part of the planning and exercise program enhances the response and can affect the cost effectiveness.

Capability:

Static	The logistics plans do not include public-private partnerships.
Functional	The logistics plans include some mention of public-private partnerships.
Horizontal Integration	The logistics plans describe the process used to identify private agencies/contractors that will support resource management issues (e.g., waste haulers, spill contractors, landfill operators).
External Collaboration	The logistics plans list current private partners and the support they are able to provide.
Synchronized	The logistics plans include methods to engage private partners and identify existing MOAs or MOUs and contingency contracts with these organizations.

Approach: If pre-disaster contracts are legal within your jurisdiction, it is advisable that they be utilized as much as possible, because these contracts can be written so that exercises are included in the deliverables ensuring that the contractors are kept up to date on any changes in the plans or procedures. The Logistics Section should keep these vendors informed of pending exercises and include them in training and planning or any exercises that could involve their services.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-11

1.6 Procurement Procedures and Protocols

1.6.1 (Q40) How does the local jurisdiction minimize risk of nonperformance by vendors and service providers?

Intent: To avoid underperforming vendors, vendors should be vetted and there should be multiple vendors that provide similar services and commodities, if possible. Procedures to eliminate or mitigate under or nonperforming vendors should be established. This saves money and time in the long run.

Capability:

Static	There is no contingency plan in place for risk mitigation of nonperformance by vendors or other external agencies.
Functional	The local jurisdiction has multiple contracts in place for key resources and services, but has not considered inherent risks associated with private sector contract execution.
Horizontal Integration	The local jurisdiction has considered the types of risks associated with private sector contracts and delivery and has observed lessons learned from historical performance records, in an attempt to contract with multiple providers with reliable reputations. Additionally, the local jurisdiction has added a nonperformance and underperformance clause in contract.
External Collaboration	The local jurisdiction has considered the types of risks associated with private sector contracts and delivery and has observed lessons learned from other jurisdictions' historical performance records in an attempt to contract with multiple providers with reliable reputations. The local jurisdiction has procedures in place to address underperformance.
Synchronized	There is a contingency plan in place that addresses the risk of private sector or other external agencies' underperformance through lessons learned and best practice information sharing. The local jurisdiction has contracted with multiple best-in-class providers for each commodity and service. The local jurisdiction keeps a list of contractor performance and underperformance and shares it with the state.

Approach: The following guidelines are recommended when identifying and selecting vendors:

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

Review past performance. The vendors should have a proven history of providing the requested goods and services and have a good plan for ensuring that they will be able to meet the requirements of the contract. By conferring with other states and jurisdictions you can develop a vendor historical profile.

Review vendors' contingency plans. The vendors should demonstrate how they will ensure the availability of adequate resources to fulfill the contract and have appropriate backups. Please note that even with a pre-incident contract, unless there is a full guarantee, jurisdictions may still have to act quickly or risk losing the resource. The

jurisdiction should review and fully understand any assumptions or constraints the vendor is including in the contract. The vendor should also be able to explain how they will address deployment and order and services receipts.

Use NIMS resource typing where available. NIMS typed resources ensure that there is no miscommunication about what is being requested.

Consider adding a contract clause allowing other authorized users. Adding a clause that allows other jurisdictional entities to access the goods and services provided may mean there are fewer burdens on EM to procure the goods and services on behalf of these organizations.

Use local vendors and service providers. Consider whether or not a clause requiring the use of local hires is feasible. Using local hires can help stimulate the local economy after a disaster, encourage people to return, and reduce overall cost by reducing contractor per diem and travel costs.

Use turnkey systems where possible. Turnkey systems provide comprehensive solutions with one vendor and include the actual equipment, personnel, assembly, maintenance, disassembly, and transportation of the resources and equipment. A one-stop solution is easier and possibly more cost-effective.

Reference: Interagency Incident Business Management Handbook 2, 2009

1.6.2 (Q41) What standard operating procedures (SOP) are in place for ordering and acquiring resources and services?

Intent: Assigned staff may have little experience in emergency purchasing and any repetitive action to be performed by personnel with varying levels of experience and training during disaster incidents should benefit from having SOPs. This is particularly true in purchasing where normal daily ordering and acquisition, including purchasing procedures can be complex. Disasters or emergencies usually require procedures different from the day to day operations.

Capability:

Static	There are no established plans and procedures to order and acquire required resources.
Functional	Plans, procedures, and decision channels vary based on the service or commodity required.
Horizontal Integration	Standardized protocols and approval layers communicated across the local jurisdiction emergency preparedness organization for ordering and acquiring resources.
External Collaboration	Does not apply.
Synchronized	Highly formal process protocols and approval layers are implemented for ordering and acquiring resources and include reconciliation, accounting, auditing, and inventory processes.

Approach: The following guidelines are recommended for creating SOPs to acquire resources and services:

Appoint a SOP writing team to include ordering and acquiring of resources, purchasing, logistics, and public assistance specialists.
Develop a comprehensive purchasing SOP that includes day to day and emergency specific ordering, acquiring, and purchasing procedures.
Develop job aids to include position descriptions, forms, and procedures for information management technology systems (e.g., WebEOC).
Conduct training on the SOP to include personnel assigned to the Purchasing Section.
Include acquisitions in the jurisdiction's training and exercise program.
Look for ways to reduce the possibility of major errors occurring during disasters or emergency operations.
Use the same SOPs throughout the staff, to ensure consistency, expenditure tracking is maintained, and overall cost is reduced.
Use SOPs to ensure that duplication of services is reduced.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

1.6.4 (Q43) How are contracts and emergency purchase procedures linked to local jurisdiction accounting practices and procedures?

Intent: It is recommended that you do not form an ad hoc accounting practice for disasters. Linking approval, ordering, receipt, and integration with accounting or contracts and emergency purchases to standard accounting and audit practices from the beginning of an incident helps with recovery and acquiring reimbursement from FEMA, the state, and other agency audits.

Capability:

Static	No standard practices in place for approval, ordering, receipt, and integration with accounting.
Functional	SOPs in place and integrated into inventory management and fixed asset accounting.
Horizontal Integration	Logistics collaborates with other disaster management departments and ensures proper invoicing, cost/performance validation, and reimbursement.
External Collaboration	Does not apply.
Synchronized	Logistics collaborates with other disaster management functions and ensures an audit trail for commodities issued and left over.

Approach: The following actions are recommended:

Develop procedures that incorporate state purchasing practices and procedures with emergency contracts and purchase procedures.
Include in the purchasing SOP.
Conduct training on procedures.
Include procedures in exercises.

Reference: NIMS, 2008, pp. 113-114

1.6.5 (Q44) If applicable, how does the local jurisdiction utilize General Services Administration (GSA) sourcing and contracts with private sector?

Intent: GSA provides government pricing for certain resources. These prices are negotiated as the best price for the government. However, when using a GSA schedule if the service or commodities are over $1,000,000 or for an extended period of time for services the price is negotiable.

Capability:

Static	The local jurisdiction does not (or cannot) utilize GSA for contract negotiation and agreements or cooperative purchasing agreements are not available.
Functional	The local jurisdiction occasionally utilizes GSA, or cooperative purchasing agreements, for private sector contracts.
Horizontal Integration	The local jurisdiction regularly directly contracts with GSA, or cooperative purchasing agreements, for private sector service and/or commodity acquisitions.
External Collaboration	The local jurisdiction regularly directly contracts through GSA, or cooperative purchasing agreements, for private sector service and/or commodity acquisitions. Local jurisdiction coordinates sourcing requirements with local vendors prior to engaging GSA.
Synchronized	The local jurisdiction regularly directly contracts with GSA, or cooperative purchasing agreements, for private sector service and/or commodity acquisitions. Local jurisdiction coordinates sourcing requirements with local vendors prior to engaging GSA and coordinates contracts with state.

Approach: If you cannot use the GSA schedule you can still utilize GSA scheduling as a guide for establishing pricing with contractors. Other options are addressing the jurisdiction statutes or laws that pertain to the contracting process and considering ―cooperative purchasing agreements.‖

What products and services do you require under the GSA schedule? It is recommended that you develop pre-incident contracts for those services with approved GSA providers.

Reference: EMAP, EMS, 2010, p. 9

1.7 Solicitation

1.7.1 (Q45) What is the local jurisdiction's process for issuing requests for proposals (RFP) or other offers for pre-incident contracts?

Intent: Competition between suppliers offers a simple and effective opportunity for savings by allowing a number of suppliers to compete over a given range of equipment and commodities. Issues can arise if there are not clear processes or information on how to issue RFPs.

Capability:

Static	The local jurisdiction has no formal solicitation process or protocol.
Functional	Statements of work and sole source solicitations are developed on an ad hoc basis.
Horizontal Integration	There is limited Request For Proposal (RFP) issuance for pre-incident contracts; largely ad hoc negotiation and contracting.
External Collaboration	There is a standardized Request For Information (RFI) and RFP process for pre-incident contracts, including detailed statements of work, bid evaluation, and pricing.
Synchronized	The RFI and RFP processes for pre-incident contracts are standardized and (if not proprietary) information is shared with state.

Approach: The local jurisdiction should issue a RFI for supplies in advance of an incident, if possible. This enables the local jurisdiction to review the market place and invite potential candidates to apply before measuring key supplier requirements such as capability, quality, and process.

This stage requires that a questionnaire be sent to suppliers before qualification. The questionnaire should be targeted, concise, and relevant to the requirement being tendered.

Tenders often hinge on disaster requirements, so it is crucial that requirements are clear and precise. Ambiguity can result different interpretations making the evaluation and award far more complicated than it should be.

Provide feedback and create a list of frequently asked questions (FAQ). Ensure that the local jurisdiction has suitable points of contact available for questions and issues that might arise. Ensuring that the local jurisdiction has the correct support structure in place to clarify any details is vital to the RFP success.

Selection criteria should be considered at the beginning of the process – ideally, ensure that your suppliers complete their proposals in a standard format that can be easily scored and compared. Requirements should be broken down into appropriate sections (e.g., materials and services) so that they can be considered and weighted appropriately.

Reference: EMAP, EMS, 2010, p. 5

1.7.2 (Q46) How does the local jurisdiction balance its portfolio of vendor contracts, to include local, regional, and national/enterprise level providers?

Intent: Having a balance of local, regional, and national vendors gives the logistician options. For instance, in a small incident the use of local vendors may provide a quicker response, less

transportation costs, and a boost to the local economy. In a larger incident the number of vendors should be greater as requirements grow and supersede local vendor capabilities. In catastrophic incidents the pool of vendors grows even larger as federal government and multiple states compete for resources.

Capability:

Static	Existing contracts do not take into account a need to balance the vendor list.
Functional	Contracts are in place with multiple local or regional vendors, to account for the risk of nonperformance.
Horizontal Integration	Established contracts are in place with local, regional, and national providers, but not vetted for risk of nonperformance.
External Collaboration	Established local, regional, and national contracts are in place, and vendor capability to support has been vetted or proven through a review process.
Synchronized	The local emergency management agency is ideally positioned in terms of sourcing contracts that include national, regional, and local vendors.

Approach: When extending RFPs for commodities and equipment, it is recommended that the local jurisdiction include appropriate local, regional, and national providers.

It is also advisable to establish priority lists with a goal to utilize the closest and most cost effective resource provider first. The objective is to work outward from local, to regional, then national. The further away a resource is the more expensive is the cost.

Reference: EMAP, EMS, 2010, p. 5

1.8 Existing Contracts

1.8.1 (Q47) What process is used to make private sector liaisons easily accessible to local jurisdiction logistics personnel?

Intent: The logistician can acquire a more accurate assessment of private resource availability from the private sector. This could save money, time, and perhaps reduce or eliminate wasted resources.

Capability:

Static	There are no public-private liaisons available.
Functional	Primary vendor liaisons assist in sourcing, identifying, and coordinating store openings, available supplies, and relevant PODs in those areas.
Horizontal Integration	Consistent POCs exist to consult with during incidents.
External Collaboration	Liaisons are available for existing contracts for opportunity identification and coordination with store openings, available supplies, and relevant PODs in those areas.
Synchronized	Liaisons assist in sourcing, identifying, and coordinating store openings, available supplies, and relevant PODs in those areas; information is shared

	with the state.

Approach: Establish a private sector ESF or liaison(s) with business and industry. Include contracted vendors in the logistics section (if not physically in the EOC) and establish 24/7 communications.

Ready access to public sector representatives with knowledge of business activities e.g., the local Chamber of Commerce, can help the logistician decide if PODs are warranted or if it is time to demobilize them, and facilitates detailed planning and coordinating.

Reference: EMAP, EMS, 2010, p. 5

1.8.2 (Q48) How does the local jurisdiction use performance-based contracting (PBC) for goods and services?

Intent: Performance-based contracts identify expected deliverables, performance measures or outcomes, and payment is contingent on their successful delivery. Performance-based contracts may include consequences and/or incentives to ensure that agreed upon value to the local jurisdiction is received.

Capability:

Static	Existing contracts are not performance-based.
Functional	Existing contracts have a few performance incentives.
Horizontal Integration	Some existing contracts with vendors consider performance and quality.
External Collaboration	Existing contracts are measured for performance and quality, and measurements are vetted against existing contracts with other jurisdictions and states.
Synchronized	Existing vendors are continuously quality measured, and contracts are routinely evaluated for performance and compared with other jurisdictions and states.

Approach: PBC has been identified as an effective means to acquire goods and services. PBC is contracting for results and involves structuring aspects of an acquisition around the purpose of the work to be performed. The essential elements of PBC include: developing effective work statements, performance standards, and quality assurance plans, as well as,

Describing the task to be performed in terms of measurable outcomes rather than by prescriptive actions to be performed, expressed in either a performance work statement (PWS) or statement of objective (SOO).

Developing measures of performance and defining acceptable performance.

Developing processes for handling performance that exceeds or fails to meet acceptable performance standards.

Defining how the contractor's performance should be measured and assessed against the performance standards (consider a Quality Assurance Plan or Quality Assurance Surveillance Plan).

Reference: EMAP, EMS, 2010, p. 5

2. Logistics Operations

2.1 Identify Requirements

2.1.1 (Q51) How are POD requirements generated through an ad hoc or formal process based on established and accepted planning factors?

Intent: The need to pre-identify requirements ensures the logistics section can respond to the incident requirements. Using formal planning factors, such as the USACE model and historical and U.S. Department of Commerce census data, assists in avoiding over ordering to a point that valuable commodities that cannot be distributed are wasted or not available to other jurisdictions that need them.

Capability:

Static	The local jurisdiction uses ad hoc requirements generation.
Functional	The local jurisdiction uses generic USACE population planning factors.
Horizontal Integration	The local jurisdiction utilizes population based planning factors, such as USACE factors adjusted by historical data.
External Collaboration	The local jurisdiction uses current commodity burn rates to determine requirements.
Synchronized	The local jurisdiction uses USACE factors adjusted by historical data initially, and later current burn rates synchronized to distribution throughput to determine final requirements.

Approach: It is recommended that you estimate the number of people a jurisdiction might need to serve through a POD. Several models can be used to calculate the potential number of people that would be without commercial power. You could use the USACE model to identify the number of persons potentially affected by a catastrophic incident. U.S. Department of Commerce census data can also be helpful in determining affected populations.

Use the USACE model to identify the number of persons potentially affected by a catastrophic incident and the number of Type III PODs needed to support that population where 5,000 is the number of people served by a Type III POD.

(approximate affected population) / 5,000 = (number of PODs needed)

Identify the general locations of PODs. POD models predict the number of people in need. This fact is very important for determining the amount of commodities that may be required. However, what is important is getting commodities into the survivors' hands in a timely manner.

The general locations of PODs can be determined by population density and how commodities should be distributed in the jurisdiction. Use GIS to produce a dot density map that provides a visual dot for a selected density of population. A dot density map should be produced based on a density of 1 dot for every 12,500 people (40 percent of 12,500 = 5,000 – the number of people served by a Type III POD).

Consider adding additional POD general locations. It is also important to consider any factors such as tribal communities, isolated rural communities, and concentrations of population (for example, high-rise apartments and apartment complexes) that might require additional PODs.

Identify potential POD sites within each general location. After general locations have been identified through GIS mapping, the POD planning team should identify and review potential sites for the POD within that general location. Use jurisdiction parcel-level maps and neighborhood planning details to identify the following types of sites within each of the identified general locations.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14; NIMS, 2008, pp. 35-36

2.1.5 (Q55) How are estimated shelter support requirements included in the local jurisdiction's overall commodity requirements?

Intent: In conjunction with the local agency responsible for ESF-6 operations, the American Red Cross with other partners provides local shelter locations and capacities with the logistics section. ESF-6 agencies and partners are included in the EOP and participate in local and statewide exercises and training.

Capability:

Static	The commodity requirements are not adjusted to support shelters.
Functional	The local jurisdiction, in conjunction with ESF-6 representatives, has scenario-based methodology to determine shelter population commodity requirements.
Horizontal Integration	The local jurisdiction uses a scenario-based methodology to determine shelter population and exercises this capability.
External Collaboration	Does not apply.
Synchronized	Local jurisdiction uses a scenario-based methodology to determine shelter population and has adjusted commodity requirements and distribution requirements accordingly.

Approach: Adjust commodity ordering based on the number of reported, expected, or open shelter residents and staff. Plan for distributing commodities to shelters, whether it is a pickup by shelter operators or delivery to the shelter locations. Have disaster contracts in place to assist ESF-6 personnel and partners with resources (i.e., cots, bulk food, blankets, laundry, etc.) that may be needed to operate shelters during and following major incidents.

Reference: EMAP, EMS, 2010, p. 9

2.1.6 (Q56) How are generator requirements determined by the local jurisdiction?

Intent: Generators are critical requirements in almost any significant incident. However, generators require significant preliminary work before they can be installed. Key critical facilities that may require generators have to be assessed prior to their installation. Assessing facilities for the proper power requirements and establishing hook ups is time consuming and should be accomplished prior to an incident.

Capability:

Static	The local jurisdiction uses ad hoc methods requirements for generation.
Functional	The local jurisdiction uses USACE/HAZUS modeling to determine power requirements, and to identify key infrastructure (e.g. hospitals) that will require generators.
Horizontal Integration	Key infrastructure and requirements for power during response phase are identified. The local jurisdiction coordinates a survey with USACE to determine exact requirements.
External Collaboration	Generator requirements thoroughly assessed and locations verified for sufficient pads, hook-ups, exact specifications, and maintenance.
Synchronized	Generators are tested periodically and proper connections to critical infrastructure are ensured. Generator requirements are addressed through local level contracts and/or coordination with the state through a formal method.

Approach: In the long term, it is advisable to consider laws requiring identified critical facilities to have generators installed as part of facility improvement or new construction. Pre-identify critical infrastructure that may require generators and survey those locations for required size and hook up. Include commercial generator providers in determining power assessments. Facility managers may look to have contracts in place with commercial providers. The survey should also determine power and hook up requirements. You may also need to establish turnkey contracts which include installation, maintenance, fueling, and demobilization. Jurisdictions attempting to acquire generators following a major incident should expect delays in locating, delivering, and installing the generators and increased costs. Identifying contract support requirements before an incident could alleviate these problems.

Reference: EMAP, EMS, 2010, p. 9

2.2 Activate Critical Resource Logistics and Distribution

2.2.1 (Q57) What documented SOPs does the local jurisdiction have for local LSA operations?

Intent: The LSA SOP or standard operating guide (SOG) should be a complete reference document that provides the purpose, authorities, duration, and details of the preferred method for performing a number of LSA functions in a uniform manner. LSA SOPs and SOGs may include: set up, concept of operations, demobilization, equipment and staffing requirements, roles and responsibilities, position descriptions, job aids, checklists, forms, contact rosters, safety, resource listings, maps, and charts.

Capability:

Static	The local jurisdiction has no policies or procedures for local LSA management.
Functional	There are written policies and procedures for local LSA management.
Horizontal Integration	The local jurisdiction's local LSA policies and procedures are developed in cooperation with partners.
External Collaboration	The local jurisdiction's local LSA policies and procedures are part of ongoing process improvement effort, which is done in conjunction with the state, FEMA Region, and USACE.
Synchronized	The local jurisdiction's local LSA policies and procedures are designed to maximize receiving and distribution operations and are accomplished in conjunction with the state, FEMA Region, and USACE.

Approach: Develop local jurisdiction SOPs or SOGs that:

Designate the agency or organization responsible for the command and control structure that oversees receiving, accounting for, securing, storing, and distributing supplies, equipment, and commodities and include procedures to distribute emergency relief supplies at the local level to disaster survivors.

Describe roles and responsibilities.

Include job aids to receive, inventory, store, and dispatch commodities and equipment, which were developed for each position within the LSA.

Integrate the jurisdictional agency stakeholder (including vendors) capabilities into procedures.

Include demobilization procedures for reducing or ending LSA operations when they are no longer needed. These demobilization procedures should address unused supplies, surplus commodities, and the return of accountable property.

Procedures should be the basis for annual review and maintenance.

Reference: EMAP, EMS, 2010, p. 9; National Preparedness Goal, 1st ed., 2011, p. 14

2.2.2 (Q58) What does your local jurisdiction have as documented SOPs for POD operations?

Intent: The POD SOP or SOG should be a complete reference document that provides the purpose, authorities, duration, and details of the preferred method for uniformly performing POD functions. LSA SOPs and/or SOGs may include: set up, concept of operations, demobilization,

equipment and staffing requirements, roles and responsibilities, position descriptions, job aids, checklists, forms, call-down rosters, safety, resource listings, maps, and charts.

Capability:

Static	The local jurisdiction has no policies or procedures for POD operations.
Functional	The local jurisdiction has written policies and procedures for POD operations.
Horizontal Integration	The local jurisdiction has POD policies and procedures developed in cooperation with partners.
External Collaboration	Local jurisdiction POD policies and procedures are part of an ongoing process improvement effort and done in conjunction with state, FEMA Region, and USACE.
Synchronized	Local jurisdiction POD policies and procedures are designed to maximize receiving and distribution operations and are accomplished in conjunction with state, FEMA Region, and USACE.

Approach: The following is suggested:

SOPs for state POD operations should be developed, utilizing IS-26 as a guide. These SOPs should provide a command and control structure to oversee receiving, accounting for, securing, storing, and distributing supplies, equipment, and commodities and include procedures to distribute emergency relief supplies to disaster survivors at the local level.

Include job aids, to receive, inventory, store, and dispatch commodities and equipment, which were developed for each position within the LSA.

Integrate the jurisdictional agencies stakeholder (including vendors) capabilities into these procedures.

Include demobilization procedures for reducing or ending LSA operations when no longer needed. These demobilization procedures should address unused supplies, surplus commodities, and the return of accountable property.

Procedures should provide for an annual review and maintenance.

Reference: EMAP, EMS, 2010, p.9; National Preparedness Goal, 1st ed., 2011, p. 14

2.2.3 (Q59) How does your local jurisdiction demobilize PODs?

Intent: POD demobilization planning assists in effectively managing resources. As power is restored stores begin to open and drinking water becomes available, then POD operations should be reduced and incidentally brought to a close. Remaining commodities should be returned to local warehouses and/or restaged for redistribution to remaining open PODs or distributed to voluntary agencies.

Capability:

Static	The local jurisdiction has no method to determine when PODs are no longer needed.
Functional	The local jurisdiction continues to push commodities to PODs until

	commodities are no longer needed.
Horizontal Integration	The local jurisdiction receives forecast input from POD manager to determine need.
External Collaboration	The local jurisdiction works with local POD manager to determine POD need and commodity forecast and informs outside support agencies (Red Cross, Salvation Army, etc.) of decreasing POD need.
Synchronized	The local jurisdiction forecasts POD demand based on information and usage data from POD managers and works to cross level remaining POD assets. The local jurisdiction works with state to ensure that inbound commodities reflect POD need.

Approach: Ensure a demobilized plan or annex is incorporated into the LSA and POD SOPs.

Coordinate with private sector entities and voluntary agencies. Develop a detailed checklist to follow when demobilizing to ensure all aspects of the operation are covered, it should include, but not be limited to:

Who needs to be notified,
When do they need to be notified,
To where is equipment returned,
Who is responsible for non-utilized commodities,
Where do they go, and
When to release staff.

Reference: EMAP, EMS, 2010, p. 9; National Preparedness Goal, 1st ed., 2011, p. 14

2.3 Acquire Resources

2.3.1 (Q60) How does the local jurisdiction pre-identify mission requirements?

Intent: Disaster consequences are usually predictable. Response and recovery components can be pre-identified to ensure quality and consistency, ensure adequate quantities of resources, and build in efficiency. Pre-identified requirements facilitate a rapid and standardized response. Pre-determine deployment costs and geo-code the inventory.

Capability:

Static	The local jurisdiction has no pre-identification of mission requirements.
Functional	Local jurisdiction shortfall analysis completed.
Horizontal Integration	Local jurisdiction pre-identified mission requirements are being developed.
External Collaboration	Local jurisdiction pre-identified mission requirements are complete.
Synchronized	Local jurisdiction pre-identified mission requirements are completed and vetted with assigned agencies and jurisdiction adheres to resource management and logistics standards.

Approach: The local jurisdiction has identified the need for pre-identified mission requirements and has developed the EMAC Resource Typed Mission Ready Packages (MRP) or pre-identified them. This is an established method for building capacity.

MRPs are: Specific response and recovery resource capabilities organized, developed, trained, and exercised prior to an emergency or disaster. Based on—and the next logical step after—NIMS Resource Typing developed in cooperation with Resource Providers and coordinated with state EMAs.

Components of MRPs are:

NIMS-typed resource (if applicable)
Pre-scripted mission statement(s) (What is the scope of the mission that is to be accomplished?)
Limitations (What can the resource not do or a time limitation, etc.?)
Required support (Do these resources require refueling capability or feeding, etc.?)
Footprint needed (For instance what kind of space would they need to conduct their mission at the LSA?)
Time to readiness (How long does it take to get this resource? Mobilization, travel, etc.)
Estimated cost (A good cost estimate results in a good reimbursement package! Also one can make an informed decision, if the resource is cost effective to the real mission for which it is requested.)

Detailed information is available at the EMAC Website: http://www.emacweb.org/?1555.

Reference: EMAP, EMS, 2010, p. 9; National Preparedness Goal, 1st ed., 2011, p. 14

2.3.2 (Q61) What standard typing protocols does your local jurisdiction use to identify required logistics resources by capability?

Intent: Resource typing enhances emergency readiness and response at all levels of government through a system that allows an overwhelmed jurisdiction to augment its response resources during an incident. Standard resource typing definitions help responders request and deploy the resources they need through the use of common terminology. They allow emergency management personnel to identify, locate, request, order, and track outside resources quickly and effectively and facilitate the movement of these resources to the jurisdiction that needs them.

Capability:

Static	The local jurisdiction does not type or identify required logistics resources by capability.
Functional	The local jurisdiction types or identifies some critical resources, but the process is not standardized.
Horizontal Integration	The local jurisdiction uses standardized typing or identifying for critical resource capabilities only.

External Collaboration	The local jurisdiction uses standardized typing and identifying for all required logistics resources.
Synchronized	Does not apply.

Approach: It is advisable that you appoint a committee to type, or classify your resources according to FEMA standards. Resources that have been previously typed should be re-evaluated.

Reference: NIMS, 2008, pp. 41-42; National Preparedness Goal, 1st ed., 2011, p. 14

2.3.3 (Q62) How does the local jurisdiction comply with documented intrastate mutual aid agreements, including request policies, procedures, and information technology tools?

Intent: The National Emergency Management Association developed Model Intrastate Mutual Aid Legislation that allows states, counties, and municipalities to assist one another in responding to natural and manmade disasters. Your jurisdiction should clearly define policies and procedures to utilize intrastate mutual aid and incorporate information management technology tools to facilitate time requests, tracking, and updates.

Capability:

Static	The local jurisdiction has no policies or procedures for intrastate requests.
Functional	The local jurisdiction has clearly defined policies, procedures, roles and responsibilities for intrastate requests.
Horizontal Integration	The local jurisdiction has clearly defined policies, procedures, roles and responsibilities for intrastate requests with some information management technology tools.
External Collaboration	The local jurisdiction has clearly defined policies, procedures, roles and responsibilities for intrastate requests fully enabled by information management technology (e.g., WebEOC or similar application).
Synchronized	Intrastate assistance procedures and tools are optimized to ensure the fast flow of requests, tracking of requests, and real time updating of status.

Approach: The model legislation is well documented on the EMAC Website (www.emacweb.org). Use the model legislation to adopt in your state statutes, if you don't already have such language. Use EMAC-type standards to incorporate them into your SOPs, plans and information technology management. Ensure that all partners within the jurisdiction have at least a basic understanding of your state's intrastate mutual aid system and its procedures.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

2.3.4 (Q63) What organization is defined as the local jurisdiction's lead agency coordinator for logistics?

Intent: Logistics should not be arbitrarily assigned to an agency or an individual during a disaster. Even the most detailed SOPs and plans cannot replace the experience and knowledge of an assigned and dedicated Logistics Chief and agency.

Capability:

Static	The local jurisdiction does not have a logistics coordinator identified.
Functional	The local jurisdiction has a logistics coordinator and backup identified and the local logistics needs are defined.
Horizontal Integration	The local jurisdiction has established a logistics coordinator who has clearly defined assets and procedures to coordinate local logistics requirements during a disaster response.
External Collaboration	During a disaster response, the logistics coordinator directs and controls all local logistics requirements.
Synchronized	The local jurisdiction's logistics coordinator has worked with external partners and private vendors to meet local requirements during a disaster response.

Approach: A lead agency and/or chief for logistics should be identified, such as, the EMA or an agency with either a mission to manage logistics or procurement. At the jurisdiction level the true time commitment for developing logistics SOPs, pre-incident contracts, resources, and working with private vendors and external partners, etc. is a full-time responsibility not just a disaster requirement. Also consider the need for additional staff.

Reference: Task Book for the Position of Logistics Section Chief Type 1 and Type 2, 1993

2.3.5 (Q64) What are the local jurisdiction's resource management processes and procedures?

Intent: You should have SOPs and/or SOGs in place and personnel identified and trained to carry out the logistics function, particularly commodity management.

Capability:

Static	The local jurisdiction does not have commodity management processes, procedures, or personnel identified.
Functional	The local jurisdiction identifies logistics action officers who are familiar with commodity management processes and procedures.
Horizontal Integration	The local jurisdiction identifies logistics action officers who are familiar with state procurement procedures, commodity management procedures, and sources of supply.
External Collaboration	The local jurisdiction logistics action officers establish working relationships with key stakeholders in the regional and state disaster logistics community, suppliers, and other key partners.
Synchronized	Common protocols exist for stakeholders to use. Exceptions can be resolved through an established process and results are communicated

	horizontally and vertically.

Approach: Resource management should be part of your overall logistics procedures. Develop procedures, job aids, forms, job descriptions, and a training program. Identify personnel to fill logistics positions. Finally, exercise with other state and federal partners, vendors, and other key stakeholders to develop working relationships.

Reference: NIMS, 2008, pp. 33-34

2.3.6 (Q65) How does the local jurisdiction document commodity or equipment orders?

Intent: Use manual or automated standard documentation, processes, standard forms, and formats.

Capability:

Static	The local jurisdiction does not have commodity management processes, procedures, or personnel identified.
Functional	Orders require an initial order form, but shipment legs are not documented through formal approvals, orders processes, receiving, invoicing, and payment.
Horizontal Integration	Orders for key resources and equipment are usually documented manually end to end, but neither the documents nor the processes are standardized.
External Collaboration	Orders are documented and standardized end to end and integrated with external stakeholders processes and/or systems.
Synchronized	Orders follow a standard set of processes for completion and submission of standard forms. Some or all forms are submitted and/or received electronically.

Approach: Ensure that the staff is familiar with procedures for ordering key resources and equipment. Purchase orders should be documented manually and/or electronically end to end and processes should be standardized. Ordering procedures are integrated with external stakeholders' processes and/or systems. Some or all forms should be submitted and/or received electronically and integrated into the information management technology systems.

Reference: EMAP, EMS, 2010, p. 9

2.3.7 (Q66) What automated information technology does your local jurisdiction use to facilitate order status updates?

Intent: Ensure that you have highly trained personnel familiar with automated informational technologies and able to track resource orders and updates in real time. They should be knowledgeable of written contracts with private sector vendors, thereby reducing shortfalls during an incident.

Capability:

Static	The local jurisdiction does not utilize automated information technology (AIT).
Functional	Some AIT is utilized for tracking of logistics assets.
Horizontal Integration	AIT is utilized for tracking logistics assets.
External Collaboration	AIT requirements are written into contracts with private sector suppliers.
Synchronized	AIT technologies provide real time status updates that are used in logistics decision making during a disaster response.

Approach: Develop training and maintain a trained staff familiar with automated technologies for placing vender orders, and tracking delivery of those orders. Exercise this training during local and statewide exercise(s) to identify shortfalls in the system and correct any shortfalls prior to an incident.

Reference: EMAP, EMS, 2010, p. 9

2.3.8 (Q67) If the local jurisdiction does not use automated information technologies, (e.g., RFID or satellite), how is information management used to facilitate order status updates?

Intent: Highly trained personnel should be familiar with non-automated informational technologies and able to track resource orders and updates in real time. Personnel should be knowledgeable of the written contracts with private sector vendors, therefore reducing possible shortfall during a real incident.

Capability:

Static	No management processes exist for order status updates.
Functional	Some management processes exist for order status updates.
Horizontal Integration	Local logistics personnel maintain tools such as order logs to maintain and update status of orders and shipments.
External Collaboration	Order status notification requirements written into contracts with private sector suppliers.
Synchronized	All parties involved in the disaster logistics supply chain provide near real time status updates that are used in logistics decision making during a disaster response.

Approach: Develop a knowledgeable and trained staff familiar with written contracts for placing vender orders and tracking delivery of those orders. Some examples are telephone calls, sending e-mails, or using a manual T-card system. The staff should be able to track expenditures by agency during an incident and able to manage expenditures. Exercise training during local and statewide exercises to identify any shortfall in the system and correct those identified prior to a live incident.

Reference: EMAP, EMS, 2010, p. 9

2.4 Common Operating Picture

2.4.1 (Q68) What is the process for ensuring that local jurisdiction logistics personnel have access to the common operational picture (COP) so that they have appropriate situational awareness?

Intent: A COP offers a standard overview of an incident, thereby providing incident information that enables the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions. Compiling data from multiple sources and disseminating the collaborative information facilitates situational awareness. Situational awareness gained through a COP ensures that responding entities have the same understanding and awareness. WebEOC and other methods can build the information base needed for a COP. The logistics staff should train and conduct exercises to ensure that they understand and are familiar with COP. Jurisdiction logistics personnel should have access to the COP to facilitate logistics operations situational awareness on distribution nodes such as rail, air, and ground transportation that may affect resupply. They should also have visibility of commodity inventory on hand in warehouses and LSAs to assist with real-time decision making.

Capability:

Static	The local jurisdiction does not provide access to the common operation picture for situational awareness.
Functional	Personnel obtain situational awareness on a mission-by-mission basis.
Horizontal Integration	The local jurisdiction provides partial situational awareness (e.g., road closures only).
External Collaboration	The local jurisdiction provides full situational awareness for distribution nodes.
Synchronized	The local jurisdiction provides for situational awareness to be integrated into logistics decision making in real time.

Approach: Develop communications connectivity and interoperability protocols to maintain a COP for real time information sharing with participating entities at all levels.

Reference: NIMS, 2008, p. 23

2.4.2 (Q69) How does the local jurisdiction integrate purchasing information into the logistics COP?

Intent: Purchasing information should be integrated into the logistics COP to provide visibility of materials and services orders, critical commodities on hand, due-in via procurement, and available-to-promise balances. Automation and data bases can be used to provide this information real time.

Visibility of commodities, services, and other resources, and status if on hand, procurement status if ordered, en-route, received, due out, etc., is particular to a logistics COP.

Capability:

Static	The local jurisdiction has no visibility over ordered materials or services.
Functional	The local jurisdiction manually maintains some visibility of ordered materials or services.
Horizontal Integration	The local jurisdiction logistics personnel have visibility of critical commodities on hand, due-in via procurement, and available-to-promise balances.
External Collaboration	The local jurisdiction logistics personnel have visibility of all commodities on hand, due-in via procurement, and available-to-promise balances.
Synchronized	The local jurisdiction maintains a data base with real-time information of on hand, due-in via procurement, and available-to-promise balances.

Approach: Conduct a needs assessment to determine visibility requirements. Analyze requirements and create goals and objectives to meet the data and user requirements. Develop a business case with process steps to accomplish collective requirements. Validate the business case through workshops and tabletop exercises. Establish a pilot program, train stakeholders, and run a functional exercise to validate assumptions and processes. Implement corrective actions and lessons learned. Conduct a full scale exercise to assess the status of the program. Incorporate lessons learned and complete a corrective action implementation plan.

Reference: EMAP, EMS, 2010, p. 9

2.5 Procurement

2.5.1 (Q70) How is purchasing training incorporated into the local jurisdiction's disaster logistics process?

Intent: To incorporate best practice purchase ideas when training logistics staff on locating and securing resources during an incident, develop SOPs and/or SOGs to pre-identify vendors and maintain an up-to-date listing of possible vendors and materials available. Purchasing training should be incorporated into the local jurisdiction's disaster logistics program. Training based on the purchasing SOP should increase understanding of purchasing procedures during disasters, as well as day-to-day, for vendor identification and resource acquisition of key resources is advised.

Capability:

Static	No purchasing training is required for logistics personnel.
Functional	A purchasing overview is incorporated into other logistics training.
Horizontal Integration	Training on purchasing SOPs for vendor identification and resource acquisition is required for key resources.
External Collaboration	Does not apply.

Synchronized	Training on purchasing SOPs for vendor identification and resource acquisition is required for all logistics resources involved in the procurement process.

Approach: Identify possible and potential vendors and their resources. Survey these identified stakeholders for training needs at various credentialing and qualification levels. Develop the training curricula in cooperation with stakeholder groups. Conduct and evaluate training for stakeholders on how to identify these resources by kind and type and maintain a current listing of materials, possible equipment, and reliability. Exercise resources during the scheduled statewide and local exercises.

Reference: EMAP, EMS, 2010, p. 11

2.5.2 (Q71) How do lead time standards affect the local jurisdiction mission assignments process?

Intent: The local jurisdiction should incorporate lead time standards for mission assignments and include these standards in vendor contracts. Lead time standards give the logistics staff and customers realistic expectations of when supplies and resources can be delivered to points throughout the supply chain.

Capability:

Static	The local jurisdiction has no lead time standards for completing of mission assignments.
Functional	The local jurisdiction has generally accepted standards for completing mission assignments, but they are not written into contract SOPs.
Horizontal Integration	The local jurisdiction has mission assignment lead time standards for organic and sourced commodities.
External Collaboration	Established and documented mission assignment lead time standards for organic and sourced commodities are included in contract performance requirements.
Synchronized	Lead time SOPs are incorporated into logistics management decision-making.

Approach: Lead time standards cannot be created in a vacuum. Assemble the necessary stakeholders to identify and reconcile vendor capabilities with recipient desires. Survey any contractual requirements that might already exist. Evaluate existing processes for warehouse handling and LSA activities, taking into account ultimate consumer receipt. Draft lead time standards and conduct orientation seminars and tabletop exercises to validate assumptions. Further, conduct and evaluate functional and full-scale exercises to refine and update the standards based on actual performance.

Reference: EMAP, EMS, 2010, p. 9

2.5.3 (Q72) What first-in, first-out (FIFO) commodity sharing and visibility structure does your local jurisdiction use with neighboring counties and jurisdictions?

Intent: Employ a FIFO commodity sharing and visibility structure with neighboring counties and jurisdictions to ensure that commodities that have been in the inventory the longest are the first to be consumed.

Capability:

Static	The local jurisdiction does not use FIFO inventory management.
Functional	The local jurisdiction maintains a FIFO inventory system at locally-run facilities and LSAs.
Horizontal Integration	The local jurisdiction encourages counties to maintain visibility into on-hand inventories.
External Collaboration	The local jurisdiction has agreements in place with neighboring jurisdictions to ensure visibility of existing inventories and employ FIFO paradigm.
Synchronized	The local jurisdiction has real time visibility into county, state, and intrastate systems.

Approach: It is important to use FIFO or some other standardized process for minimizing loss through expiration thus ensuring that consumable supplies are used before they lose their value. Using FIFO in mutual aid with other jurisdictions is a technique where states or counties that maintain stocks of consumables provide supplies to each other with the agreement that the first in will be sent to the state or county they are assisting and they will in turn replenish the providing jurisdiction with a new inventory. This process ensures that a fresh inventory is maintained. The key to FIFO is maintaining visibility of existing inventories. Maintaining visibility in real time for county, state, and intrastate systems should be the ultimate goal.

Reference: EMAP, EMS, 2010, p. 9

2.6 Transportation

2.6.1 (Q73) To what extent has the local jurisdiction determined transportation requirements for commodity distribution?

Intent: The jurisdiction should conduct an analysis of transportation requirements to deliver critical commodities in the initial response phase (first 72 hours) and beyond. The analysis should ensure enough government or contractual transportation assets have been identified to accomplish delivery of all local support and meet additional surge requirements.

Capability:

Static	The local jurisdiction did not determine transportation requirements.
Functional	The local jurisdiction completes an analysis of transportation requirements.
Horizontal Integration	The local jurisdiction has enough transportation assets identified to accomplish delivery of critical commodities in the initial response phase

	(first 72 hours).
External Collaboration	The local jurisdiction has enough transportation assets identified to accomplish delivery of all commodities beyond the first 72 hours.
Synchronized	The local jurisdiction identifies all required transportation assets to support the response mission with additional contracts in place to meet additional surge requirements.

Approach: It is suggested that you:

Determine the number of internal assets available.
Use USACE modeling to determine transportation requirements.
Evaluate other trucking and transportation needs, such as smaller trucks (26 ft.) and vans.
Prepare pre-incident contracts to meet unmet transportation requirements.
Continually evaluate transportation requirements during an incident.

Reference: EMAP, EMS, 2010, pp. 9-10

2.6.2 (Q74) To what extent has the local jurisdiction determined ground evacuation transportation requirements?

Intent: By identifying at-risk populations, the jurisdiction should be able to estimate the required transportation needs to evacuate an affected population prior to a real incident.

Capability:

Static	Requirements not determined.
Functional	A shortfall analysis of transportation requirements completed.
Horizontal Integration	Enough transportation assets (e.g., buses, vehicles) identified to accomplish evacuation of access and functional needs populations.
External Collaboration	Enough transportation assets identified to evacuate all impacted population unable to self-evacuate.
Synchronized	All required transportation assets identified to support evacuation mission with additional contracts in place to meet unexpected surge requirements.

Approach: Determine whether your local jurisdiction has adequate means of transporting an impacted population from a threatened area within the jurisdiction to a safe location and to determine what internal transportation resources you can utilize. Develop pre-disaster contracts with transportation and special transportation (i.e., medical) vendors to meet unmet requirements. Conduct exercises with local and state government agencies to identify potential and possible shortfalls prior to a real incident. Coordinate requirements with other jurisdictions, the state and FEMA Region to establish priorities and de-conflict resources.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 4-19

2.6.3 (Q75) To what extent have logistics support requirements for the ground evacuation mission been established?

Intent: An analysis of transportation requirements is conducted in order to determine ground support requirements such as fuel, evacuee processing facilities, and other support required to accomplish the ground evacuation mission.

Capability:

Static	The local jurisdiction did not determine requirements for the ground evacuation mission.
Functional	A preliminary survey is completed of available LSAs for buses, fueling sites along the evacuation route, and facilities for processing of evacuees.
Horizontal Integration	The local jurisdiction thoroughly assessed available LSAs for buses, and developed detailed equipment and personnel requirements for fueling sites along evacuation route(s), facilities for processing of evacuees, and the provision of water and meals to evacuees.
External Collaboration	The local jurisdiction identifies all logistics requirements and coordinates with appropriate agencies for staffing and equipment to support the ground evacuation mission.
Synchronized	The local jurisdiction shares all relevant requirements and plans with all of the appropriate agencies providing air assets and has pre-existing contracts in place for use of facilities, ground transportation, fuel, meals, and water to support the ground evacuation mission.

Approach: Support requirements could include:

Fuel,
LSAs for buses,
Debarkation sites,
Reception and processing facilities, and
Support services such as feeding, drinking water, portable toilets, first aid, etc.

Determine staffing requirements and:

Assign responsibilities to agencies.
Establish pre-incident contracts as required.
Establish MOUs with facility owners.

Conduct operational exercises of the proposed locations to be used to process evacuees, identify shortfalls or potential hazards associated with mass evacuation, ensuring that pre-disaster contracts are in place, and that location(s) are adequate for safe operations. Ensure that the vendors can provide the required ground transportation, fuel, meals, water, and other requirements to support the operations.

Reference: National Preparedness Goal, 1st ed., 2011, p. 12

2.6.4 (Q76) How does your local jurisdiction measure transportation utilization?

Intent: Measuring transportation usage is recommended to save money. Often trucks sit idle for long periods of time or are deployed with partial loads. This wastes money and ties up resources that could be utilized elsewhere.

Capability:

Static	Transportation utilization is not tracked by the local jurisdiction.
Functional	The local jurisdiction measures rudimentary utilization statistics (e.g., number of deliveries made).
Horizontal Integration	Planning and operations are conducted in a manner to facilitate high utilization.
External Collaboration	High utilization is an organizational priority.
Synchronized	Transportation utilization drives operational decisions.

Approach: The following steps are recommended:

Develop tracking procedures,
Maintain check-in and departure logs,
Quantify deliveries made, and
Look into using systems to track vehicle use and assignments.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3. Distribution Management

3.1 Order Tracking

3.1.2 (Q78) How does your local jurisdiction receive order status updates?

Intent: Part of the resource tracking process is to receive order status updates. It helps provide a picture of where resources are located in the pipeline, helps staff prepare to receive them, and facilitates other decision making requirements. Real-time information should be displayed in a central data base allowing total visibility of assets.

Capability:

Static	The local jurisdiction does not receive updates on order status.
Functional	The local jurisdiction receives manual updates on order status.
Horizontal Integration	The local jurisdiction uses semi-automated (spreadsheet) updates on order status that are available to local logistics personnel.
External Collaboration	Some suppliers provide real time updates on order status, and information is shared with state authorities as well.
Synchronized	Real time order status tracking supports informed logistics management decisions.

Approach: Pre-incident contracts could include status updating requirements and require provider points of contact to call in status updates.

Develop tracking spreadsheets or automated formats for use in the LSA to manage order status.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.1.3 (Q79) How are orders closed out upon delivery in your local jurisdiction?

Intent: Closing out deliveries is key to resource management and can affect ordering, purchasing, and accountability wherever the final delivery is accomplished, at the LSA, POD, or for another end user.

Capability:

Static	Delivery confirmation not available.
Functional	Some PODs or local LSAs can provide notice of delivery upon request.
Horizontal Integration	All PODs and local LSAs can provide notice of delivery upon request.
External Collaboration	Delivery confirmations are routinely provided to the local logistics manager.
Synchronized	Delivery confirmations are provided by all locations and actions are closed out. Confirmation information is integrated with inventory systems to inform on-hand, due-in, and available-to-promise balances as well as upcoming orders.

Approach: Reporting protocols should be developed to ensure that all end users report delivery, sign for and secure invoices, bills of lading, and other documentation indicating delivery. The documentation should be provided to the purchasing and contracting unit.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2 Transportation Coordination

3.2.1 (Q81) How are multi-factor criteria used to select transportation providers (carriers) in the local jurisdiction?

Intent: Transportation providers (carriers) should be selected using multi-factor criteria such as capability, availability, types of trailers, tractors, buses, etc.

Capability:

Static	Carrier selection is ad hoc with no documented criteria for selection.
Functional	Selection is availability and a data base of carriers exists.
Horizontal	Carrier selection criteria are defined and an attempt is made to apply them.

Integration	
External Collaboration	Single carrier selection criteria is defined and applied in a systematic and routine fashion.
Synchronized	Multiple carrier selection criteria and data driven carrier selection from a list of pre-identified transportation carriers.

Approach: You could consider having multiple pre-incident transportation carrier contracts available to increase the available transportation capabilities (i.e., a trusted and proven primary carrier that is utilized immediately following an incident with a secondary carrier on standby in case the primary becomes overloaded).

Reference: EMAP, EMS, 2010, p. 9, sec 4.8.1

3.2.2 (Q82) What organization is defined as the local jurisdiction's lead agency coordinator for transportation?

Intent: Transportation is a complicated profession where experience is valuable. A clearly defined lead agency and/or coordinator for transportation should be identified and the transportation coordinator's role defined.

Capability:

Static	The local jurisdiction transportation coordinator is not identified (movement control cell).
Functional	The local jurisdiction transportation coordinator and backup are identified and local jurisdiction transportation needs are defined.
Horizontal Integration	The transportation coordinator has clearly defined assets and procedures to coordinate local jurisdiction movement requirements during a disaster response.
External Collaboration	The transportation coordinator works with external partners and private vendors to meet local requirements during a disaster response.
Synchronized	During a disaster response, the transportation coordinator directs and controls all local jurisdiction movement requirements.

Approach: Having one person or one agency representative as the lead reduces confusion, standardizes operations, and follows the NIMS objectives for managing large or small incidents.

Assign a lead agency such as the emergency management agency or an agency with a mission to manage transportation such as the DOT, a National Guard transportation unit, or a commercial carrier. Also assign a dedicated transportation coordinator.

Additional staff could be required for a dedicated agency or agencies to fulfill that requirement. Consider conducting training and providing opportunities for professional development for all staff.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010 p. 2-4

3.2.3 (Q83) What function best describes the role of the transportation coordinator?

Intent: The transportation coordinator monitors shipments and looks at the immediate transportation needs during the first 72 hours and the long term needs during later phases of the incident.

Capability:

Static	Shipment monitoring and control does not exist.
Functional	Shipment monitoring and control are reactive.
Horizontal Integration	The local jurisdiction has some anticipatory planning.
External Collaboration	Tactical planning is accomplished for a 6 to 24 hour time period.
Synchronized	Incident action planning is accomplished for a 24 to 48 hour time period.

Approach: It is important to establish roles and responsibilities for the transportation coordinator who as a minimum:

Monitor and control transportation.
Conduct tactical transportation planning for the first 72 hour period and incident action planning for later response phases as required.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.4 (Q84) How does the local jurisdiction establish contracts or agreements with transportation providers, public or private?

Intent: Establish jurisdiction contracts or agreements with public or private transportation providers, if legally permissible.

Capability:

Static	The local jurisdiction does not conduct an analysis of its potential requirements for transportation.
Functional	The local jurisdiction has no pre-existing contracts or agreements with transportation providers.
Horizontal Integration	The local jurisdiction has some pre-existing contracts or agreements with transportation vendors.
External Collaboration	The local jurisdiction has pre-existing contracts or agreements for all anticipated transportation needs.
Synchronized	The local jurisdiction has additional contingency contracts in place to account for major disaster surge requirements.

Approach: It is recommended that you establish pre-incident contracts with transportation providers.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.5 (Q85) How do transportation carriers provide status/location updates?

Intent: Determine when transportation assets should provide a status and location update.

Capability:

Static	No status updates are provided.
Functional	Only dispatch updates are provided.
Horizontal Integration	Dispatch and delivery notifications are provided.
External Collaboration	Dispatch, en-route, and delivery notifications are provided.
Synchronized	Real time order status and location updates inform ongoing decision making and enhance anticipatory planning.

Approach: As a minimum, transportation carriers should provide you with real time dispatch and delivery notifications. They could call in to your transportation coordinator or at check-in at the POD or LSA site.

Additionally, you could require them to provide status and location or delay updates and notification on arrival at the end point. This would provide the flexibility to redirect shipments en-route to alternate or priority locations.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.6 (Q86) How does your local jurisdiction manage and assign loads to carriers?

Intent: It is important to determine how carrier load assignments should be managed.

Capability:

Static	Loads are assigned manually by phone with no documentation.
Functional	Loads assigned via fax or phone with some limited documentation.
Horizontal Integration	Load tendering is accomplished via email with complete documentation.
External Collaboration	Private vendor systems are updated with load requirements and assigned electronically.
Synchronized	The local jurisdiction uses real time, shared information and data capture for load assignments with logistics partners.

Approach: You could develop either a manual system to assign loads to assigned vehicles or develop and use an automated system. The LSA manager or the warehouse manager should be responsible for assigning loads. Here is an example of an assignment flow:

EOC personnel assign the mission.
Warehouse personnel assign the load and prepare the pickers list.
Pickers select the products.
Dispatch assigns an appropriate vehicle and the vehicle is loaded.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.7 (Q87) How does your local jurisdiction gain in-transit visibility capability?

Intent: The jurisdiction should have in-transit visibility capability and consider, when required, whether or not security escorts should be utilized for critical loads.

Capability:

Static	The local jurisdiction has no in-transit positional monitoring or reporting requirements.
Functional	The carrier provides a position report on request.
Horizontal Integration	Most loads are tracked.
External Collaboration	All loads are tracked.
Synchronized	In transit visibility allows for rescheduling or diversion based on operational priorities.

Approach: You could either develop a manual system to track in-transit loads by having drivers and/or dispatchers report in periodically or develop and use an automated system using positional monitoring technology.

Many transport companies have owner-operated global positioning system (GPS)/RFID systems that track vehicle locations during movement. When utilizing these companies consider requesting access to their systems. One strategy for gaining access could be to invite them to designate a representative to be part of your logistics function.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.8 (Q88) How does the local jurisdiction determine when security escorts will be used to protect critical loads?

Intent: Commodities have value and should not be wasted. If the situation warrants, shipments should be escorted to mitigate loss and misdirection.

Capability:

Static	The local jurisdiction makes no provisions for shipment and/or convoy security.
Functional	A security decision is included in transportation planning and dispatches.
Horizontal Integration	A local jurisdiction law enforcement liaison is assigned to logistics and is accessible in the EOC.
External Collaboration	Local jurisdiction law enforcement and security planning is integrated with distribution planning.
Synchronized	Local, state, and tribal law enforcement organizations contribute to regional escorting functions, plan together, and conduct validation exercises.

Approach: It is possible to work with multiple law enforcement agencies within the ESF system to call upon numerous non-standard security escort personnel when needed (i.e., Corrections, Public Service Commission, Forestry, Local Sheriff Offices, available local police departments, or EMAC resources).

Conducting tabletop exercises with an ever-increasing level of critical loads enables the agency to determine a saturation point and plan accordingly to increase that point and determine how to support such situations with additional resources from outside agencies.

Reference: National Preparedness Goal, 1st ed., 2011

3.3 Inbound Shipments

3.3.1 (Q89) How are distribution location inbound and outbound shipment schedules coordinated?

Intent: There should be a measure of coordination between inbound and outbound shipment scheduling to take advantage of transportation assets at a majority of the distribution locations. Inbound shipments could be scheduled or managed to control the flow into distribution points to prevent queues and backlogs.

Capability:

Static	The local jurisdiction has no visibility of reverse logistics opportunities and does not balance inbound and outbound shipment scheduling.
Functional	The local jurisdiction has limited visibility to reverse logistics opportunities; inbound and outbound shipments scheduled independently.
Horizontal Integration	Some balancing of inbound and outbound shipments exists.
External Collaboration	Inbound/reverse logistics to outbound planning is part of the distribution process.
Synchronized	Inbound and outbound planning (e.g., loads in, backhaul of empties) is a synchronized process.

Approach: Consider developing a process to maximize outbound transportation (such as returning bad products or pallets to the shipper) or to transfer commodities from their current location to where they are needed. If a truck arrives and the commodity or part of a shipment is not needed, have the material sent to where it is needed rather than allowing the driver to return to dispatch.

Reference: National Preparedness Goal, 1st ed., 2011, p. 12

3.3.2 (Q90) How are inbound shipments to your local jurisdiction scheduled or managed to control distribution flow into distribution points?

Intent: To manage amounts of loads arriving at the LSA, warehouse, or POD and to ensure that multiple loads of material do not exceed the location's capability, causing excessive processing and unloading backlogs and delays.

Capability:

Static	The local jurisdiction does not use inbound scheduling (i.e., when the load arrives, it arrives) and there is no consideration of distribution point throughput.
Functional	Some inbound loads are scheduled and distribution point throughput capability is known.
Horizontal Integration	Most major inbound shipments are scheduled.
External Collaboration	All inbound shipments are scheduled.
Synchronized	Inbound shipments are scheduled based on throughput capacity of individual distribution point to prevent queues and backlogs.

Approach: It is important to coordinate with carriers to have loads arrive spaced over a period of time or to arrive at designated times.

Reference: EMAP, EMS, 2010, p. 9

4. Organizational Functions

4.1 Reporting Structure and Alignments

4.1.1 (Q91) What is the status of state disaster logistics personnel staffing?

Intent: A well developed and staffed logistics section facilitates the agency's ability to conduct day-to-day and emergency logistics operations.

Capability:

Static	Logistics functions are assigned as an ad hoc duty.
Functional	The local jurisdiction has dedicated resources, but is understaffed to fulfill

	all anticipated needs. There is no staffing plan in place.
Horizontal Integration	There is a staffing diagram, which is based on scale of incidents.
External Collaboration	The local jurisdiction has trained and dedicated logistics cadre with a staffing schedule. The local jurisdiction has a plan to incorporate logistics personnel from other local jurisdiction agencies.
Synchronized	The local jurisdiction staffing schedule and requirements are integrated with the state.

Approach: It is suggested that you:

Assign staff to the logistics section based on your intended level of operations.
Assign external staff to positions that cannot be filled by agency staff.
Train logistics personnel in all aspects of logistics operations, to include, purchasing, resources tracking, and mission assignment.

Do not limit yourself to those people within logistics, look to other agencies to expand staffing resources, such as, procurement, personnel, and facility management departments. Offer non-traditional training to staff that may not normally work in the logistics environment.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 4-25

4.1.3 (Q93) What is the status of the local communications plan and does it include horizontal and vertical reporting (local and state)?

Intent: You should communicate vertically with the state and horizontally with adjacent and nonadjacent jurisdictions. You can promote this level of communications with a written plan and redundant communications systems.

Capability:

Static	The local jurisdiction does not have a communications plan in place for reporting at all levels.
Functional	The local jurisdiction EOC has an ad hoc communications plan with the joint field office (JFO). The local jurisdiction LSAs receive ad hoc requests from PODs, and communication of requirements up the logistics chain is conducted on an as needed basis.
Horizontal Integration	SOPs are in place and implemented for communications between the local jurisdiction EOC and JFO, as well as with local jurisdiction LSAs and PODs. Communication Unit Leader functions are in place.
External Collaboration	Communication Unit Leader SOPs are in place and implemented for communications between the local jurisdiction EOC and JFO, as well as with local jurisdiction LSAs and PODs and integrated into overall communications plan with the state, FEMA, private sector, and other external agencies.
Synchronized	Communication Unit Leader SOPs are in place and implemented for

	communications between the local jurisdiction EOC and JFO, as well as with local jurisdiction LSAs and PODs and integrated into overall communications plan with the state, FEMA, private sector, and other external agencies and vendors.

Approach: It is advised to develop a communication plan that allows the logistics staff to communicate with other counties and cities and up to the state, as well as, with adjacent jurisdictions.

The plan would be the main guide for establishing communications from the field operations (LSA) to PODs to the local EOC. Constant communication ensures that everyone is knowledgeable of current incidents and facilitates managing expectations (no surprises). The plan should address a primary means of communications, a secondary backup system, and in an ideal situation, a tertiary system.

During disasters cell phone systems can fail early. Be prepared by having multiple systems available for field staff and ensure that deployed staffs are familiar with the equipment with which they deploy.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

4.2 Credentialing and Cross Functional Team Structure

4.2.1 (Q94) What roles and standard processes and procedures are established for local jurisdiction logistics personnel?

Intent: An experienced, comprehensive and well trained logistics staff increases the jurisdiction's ability to respond disasters. Providing in-house training to assigned staff (internal and external), SOPs, and guides ensure consistency and interoperability with partners.

Capability:

Static	The local jurisdiction does not have standards in place for logistics roles.
Functional	The local jurisdiction identifies roles for critical logistics personnel.
Horizontal Integration	The local jurisdiction identifies roles and associated processes and procedures for all logistics personnel.
External Collaboration	The local jurisdiction has training requirements and a –job book‖ available for each role. Resources have been identified to meet those requirements.
Synchronized	All logistics personnel have completed training or a certification program as part of the prerequisites for their role.

Approach: It is suggested that you:

Develop logistics SOPs or SOGs, job books, and job aids.
Develop roles and responsibilities.
Provide training for new staff and recurring training as new procedures are provided.

Participate in exercises to increase experience and identify shortfalls.

Reference: NIMS, 2008, pp. 19-20

4.3 Logistics Quality Management

4.3.2 (Q97) How does your local jurisdiction assess disaster logistics preparedness and capabilities?

Intent: Assess local jurisdiction capabilities to ensure that the logistics personnel can accomplish their logistics mission.

Capability:

Static	The local jurisdiction has limited ability to assess logistics preparedness levels through self assessment, outside review, compliance monitoring, or actual major incidents.
Functional	The local jurisdiction conducts occasional self assessment, but does not have a formal methodology.
Horizontal Integration	The local jurisdiction conducts self assessments to evaluate logistics preparedness level on a regular basis.
External Collaboration	Self assessment and other state or FEMA peer reviews to assess logistics preparedness levels are conducted on a regular basis.
Synchronized	The local jurisdiction combines internal and external preparedness assessments with risk assessments and resource prioritization in order to meet local jurisdiction needs.

Approach: It is suggested that you conduct a self assessment of your capabilities and take advantage of assessment opportunities that the LCAT and EMAP processes provide. Additionally, by conducting various levels of exercises throughout the year and one major exercise at least annually, the local jurisdiction should be able to gauge staff readiness and preparedness levels. Invite other agencies to participate as evaluators during exercises. Also, identify areas of concern, which could indicate that additional training is needed and schedule needed training to improve those areas. This should be an ongoing process.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

4.3.4 (Q99) What institutional procedures does your local jurisdiction have in place to incorporate lessons learned and shortfalls into logistics planning?

Intent: Assess local jurisdiction capabilities by using lessons learned and AARs to determine where to focus improvement efforts.

Capability:

Static	The local jurisdiction does not have a formal continuous improvement plan in place.

Functional	The local jurisdiction conducts informal evaluations of past performance and best practices captured from past incidents and exercises.
Horizontal Integration	The local jurisdiction utilizes lessons learned, evaluations, and exercises to identify areas needing improvement.
External Collaboration	The local jurisdiction utilizes lessons learned, evaluations, and exercises and external local jurisdictions lessons to identify areas for improvement.
Synchronized	The local jurisdiction utilizes lessons learned, best practices, self and peer evaluations, continuous training, credentialing, and exercises to identify and take corrective actions on areas of improvement. The local jurisdiction has the capability for real time adjustments to plans during an actual incident response.

Approach: All participants and observers should provide feedback on exercises or assessments that they participate in or observe. Feedback can be in the form of critiques, AARs, participate in hot washes, and complete lessons learned statements following incidents and exercises. Documenting, analyzing, and distributing results and statistics from the lessons learned and AARs allows you, your partners, and the state to make improvements to the plans and procedures utilized during disasters.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 4-25

4.4 Logistics Knowledge, Skills, and Training

4.4.1 (Q100) What ongoing logistics training and exercise plan does your location jurisdiction have

Intent: Determine the level of logistics staff expertise and training needed.

Capability:

Static	The local jurisdiction does not have a training and exercise plan in place to build and assess logistics capabilities.
Functional	The local jurisdiction has cursory training and exercise programs with some emphasis on rudimentary logistics functions.
Horizontal Integration	The local jurisdiction has established a training and exercise plan specifically designed for building and assessing logistics capabilities.
External Collaboration	The local jurisdiction has jurisdiction benchmarks with other organizations.
Synchronized	The local jurisdiction has an established and implemented training and exercise plan for building and assessing logistics capabilities. Shortfalls are identified and incorporated into the local jurisdiction's budget.

Approach: Having a skilled and comprehensive training and exercise section should increase the agency's ability to conduct internal and external training. The section should identify shortfalls and provide information to the training section that could improve staff knowledge and capabilities during exercise. Utilizing HSEEP-mandated practices for exercise program

management, design, development, conduct, evaluation, and improvement of planning should be a standard for the jurisdiction.

Reference: National Preparedness Goal, 1st ed., 2011, p. 7

4.4.2 (Q101) What standard methodology does the local jurisdiction have in place for collecting and storing logistics data from past incidents and exercises?

Intent: Collecting, storing, and analyzing data from previous exercises and real incidents prevents the agency from repeating mistakes and provides training materials for the agency staff and partners. Storing and making this data available electronically allows for easier data access and sharing with partners, other states, and agencies.

Capability:

Static	The local jurisdiction does not capture lessons learned from real-world incidents or exercises.
Functional	Key local jurisdiction personnel attend after action reviews and hot washes from past incidents and exercises and maintain documentation.
Horizontal Integration	Meeting notes or briefs from incidents and exercises are created, collected, and documented in a common, shared location accessible by other logistics personnel.
External Collaboration	Meeting notes or briefs from incidents and exercises are created, collected, and documented in a paper-based shared location accessible by other logistics personnel and other department personnel and are shared with other federal, states, and local disaster agencies.
Synchronized	The local jurisdiction's electronic repository of incident and exercise lessons learned information is maintained in a system that accessible by logistics and other department personnel and is shared with other federal, state, and local disaster agencies.

Approach: Developing the capacity and capability to electronically catalog and store documents gathered following exercises and real world incidents is recommended. This enables you to retrieve and disseminate information faster and easier, identify patterns in incidents, and effectively make changes resulting in improvements.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-25, 4-26

4.4.4 (Q103) How has your local jurisdiction logistics organization adopted the guidelines and principles communicated in the following documents?

- DHS National Preparedness Guidelines (NPG)
- DHS National Response Framework (NRF)
- FEMA National Incident Management System (NIMS)

Intent: Determine the state disaster logistics organization's level of NPG, NRF, and NIMS familiarity, experience, and training.

Capability:

Static	The local jurisdiction disaster logistics organization is not familiar with state, FEMA, and DHS doctrinal documents.
Functional	The local jurisdiction disaster logistics key planning and strategy personnel have a basic understanding of concepts and guidelines outlined in state, FEMA, and DHS documents.
Horizontal Integration	The local jurisdiction disaster logistics personnel adopted state, FEMA, and DHS doctrine, and key personnel are trained and educated on existing documents, updated versions of existing documents, and newly published documents.
External Collaboration	The local jurisdiction disaster logistics personnel are HSEEP Train-the-Trainer certified and deliver training to cooperating organizations.
Synchronized	All local jurisdiction logistics personnel are trained on the appropriate principles and guidelines.

Approach: The logistics section staff, whether they are field, warehouse, or EOC staff, should understand principles and guidelines set forth in the NPG and NRF. They also should have an understanding of NIMS logistics operations. Consider opportunities for in-house and formal training and encourage the staff to take independent study courses offered by FEMA and other reputable providers.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-25, 4-26

4.5 Administrative Burden

4.5.1 (Q104) What is the level of disaster logistics technology automation used in the local jurisdiction?

Intent: Ideally logistics information management would be automated with secondary and tertiary backup systems. However, in real life this may not be the case. Each local jurisdiction should improve and modernize computer and logistics systems and programs to the extent that it can. Exercises should test automated system effectiveness and how to respond if those systems fail.

Capability:

Static	The local jurisdiction uses paper-based, manual processes for orders, tracking, billing, reimbursement, etc.
Functional	Some tasks are automated, but in most cases processes are manual.
Horizontal Integration	Most processes use an electronic exchange of information. Most automated processes required a high degree of re-keying and redundancy.
External	External stakeholders integrated with local jurisdiction information systems.

Collaboration	
Synchronized	Internal and external stakeholders are highly integrated through automated, electronic information exchange with end-to-end shipment visibility and little redundancy.

Approach: Depending on the level of automation, jurisdictions should work toward implementing cost effective improvements and upgrades. With each new upgrade the agency should continue to emphasize basic manual order recording, processing, billing and tracking. In the event of a worst case scenario, the staff should be able to manually complete assigned tasks. Often new staff members are trained only on automated systems but are not trained to operate during power outages.

Reference: EMAP, EMS, 2010, p. 9

5. Property Management

5.1 Property Management Personnel

5.1.1 (Q106) What is the local jurisdiction capability to warehouse and distribute commodities to impacted populations using vendor managed inventory (VMI) and/or jurisdiction-owned commodities?

Intent: Be prepared to distribute commodities during the first 72 hours after an incident. The local jurisdiction could consider using either a VMI stock of commodities or maintaining its own commodities. In this case a warehouse facility and operation should be considered.

Capability:

Static	The local jurisdiction does not have warehouse capability or personnel.
Functional	The local jurisdiction has limited warehouse capabilities to store and manage critical commodities.
Horizontal Integration	The local jurisdiction has a staff of trained warehouse personnel that manage commodities. Commodities can be moved to impacted populations using jurisdiction transportation or transportation contracts. The local jurisdiction has visibility of load arrival to PODs and LSAs
External Collaboration	The local jurisdiction has a staff of trained warehouse personnel that manage commodities drawn from the region and in accordance with MOUs and MOAs.
Synchronized	The local jurisdiction has real time, in-transit visibility and scalability of operations to support catastrophic incidents and has coordinated with state and FEMA Region.

Approach: Staff experienced and trained in commodity warehousing and distribution can come from within the agency, from non-logistics sections, or from agencies outside the emergency management community. MOUs would ensure that the staff could be deployed to assist with or run warehouse operations during an incident. However, not all jurisdictions can afford a staff to manage warehousing operations. Actions for consideration include:

Determine warehouse requirements.
Select a location that supports the local jurisdiction or state. Determine if more than one is required and where it should be strategically located.
Develop a source of funding and staffing.
Look into the sharing of the facility with the private sector, other state agencies, or federal facilities.
Establish leases.
Identify and ensure proper training to internal and additional staff that could be available to operate warehousing and commodity distribution during an incident.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

5.1.2 (Q107) Does the local jurisdiction have an Accountable Property Manager (APM) responsible for local jurisdiction owned commodities and equipment?

Intent: Accountability of non-consumable equipment, leased, rented or state-owned property such as radios, vehicles, and generators is essential. Equipment that is not accounted for can be lost or misdirected and increases response and recovery costs. Having an APM and procedures is the key to maintaining accountability.

Capability:

Static	The jurisdiction does not have an APM.
Functional	The jurisdiction does not have an APM, but other local jurisdiction EM employee(s) has (have) received informal training on property procedures.
Horizontal Integration	The jurisdiction has trained an APM who also has other responsibilities.
External Collaboration	The local jurisdiction depends on regional partners to provide trained APMs available during disaster responses.
Synchronized	The jurisdiction has full-time, dedicated APMs in logistics EM organization(s) that have coordinated processes, training, and exercises.

Approach: The local jurisdiction should:

Determine which agency has either statutory responsibility or designated APMs as part of its organization.
Task responsibility for receiving and distribution to the appropriate agency.
Develop emergency procedures or adapt daily property accountability procedures for disaster operations.
Train personnel in property accountability procedures.
Incorporate property accountability in exercises.

Reference: Task Book for the Position of Logistics Section Chief Type 1 and Type 2, 1993

5.2 Warehouse and Facility Management

5.2.1 (Q108) What warehousing requirements has your local jurisdiction determined are needed to support impacted population?

Intent: Local jurisdictions should be prepared to distribute commodities in the first 72 hours, as well as maintain sustained commodity warehousing throughout response and recovery. The jurisdiction should consider warehouse facilities and operations. One or more facilities should be established based on the critical commodity identification and prioritization modeling.

Capability:

Static	The local jurisdiction has not determined required warehouse needs, nor has it selected a warehouse location.
Functional	The local jurisdiction has determined warehouse locations for its warehouse, but does not have a lease or ownership of the warehouse.
Horizontal Integration	The local jurisdiction has leased warehouse space available in a location that was selected based on operational requirements. The lease (or ownership) is funded through life cycles of commodities.
External Collaboration	The local jurisdiction has available leased (or owns) warehouse space that can sufficiently store critical commodities. The lease is funded through the life cycles of commodities. The site was selected based on ease of moving commodities to high risk and/or high population density zones using available transportation assets.
Synchronized	The local jurisdiction has sufficient warehouses to store required commodities. Warehouse locations were selected based on high risk and/or dense population, transportation modes, etc., as well as size needs and estimated costs. Lease (or ownership) of facilities are periodically reviewed with the state and are funded through the life cycles of the commodities.

Approach: Recommended actions:

Determine warehouse requirements.
Determine one or more locations that support the local jurisdiction or state.
Determine whether more than one warehouse is required and the optimum strategic location.
Develop a source of funding and staffing.
Look into sharing a facility with private sector, other state agencies, or federal facilities.
Establish leases.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

5.3.2 (Q110) What level of visibility does the local jurisdiction have of organic logistics equipment?

Intent: Equipment tracking needs to be a standardized, integrated process conducted on a daily basis and throughout the life cycle of an incident. It provides a clear picture of where resources

are located, who is operating the equipment, and its usage. Procedures to track organic equipment continuously from mobilization through demobilization should be established and real time information should be displayed in a centralized data base allowing total asset visibility.

Capability:

Static	The local jurisdiction does not have a process to track local jurisdiction-owned equipment.
Functional	The local jurisdiction's equipment management is accomplished on an ad hoc basis using spreadsheets.
Horizontal Integration	Either organically or through contractor support, equipment management processes are documented and standardized and provide the general location of jurisdiction-owned equipment to local jurisdiction logistics personnel.
External Collaboration	Either organically or through contractor support, equipment management processes are documented. A COP is provided to appropriate local jurisdiction personnel.
Synchronized	Either organically or through contractor support, equipment management processes are documented, standardized, and provide specific locations of local jurisdiction owned equipment. A COP is provided to local jurisdiction personnel and the state.

Approach: The following methods and systems can be used to collect, update, and process data, track organic equipment and display the readiness status of resources:

Any requirements for check in (by time, by location, etc.),
GIS,
Resource tracking systems,
RFID or GPS tracking systems, and
Reporting systems.

If the jurisdiction does not have the necessary equipment on hand they can, if legally allowed, have pre-disaster contracts in place and ready to be activated immediately following an incident, reducing the time normally associated with locating, contracting, and mobilizing equipment required to handle and deploy commodities.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

5.3.4 (Q112) What level of visibility does your local jurisdiction have of leased (contracted) logistics equipment?

Intent: Develop a process that addresses an appropriate level of visibility over leased (contracted) logistics equipment. Leased and contracted logistics equipment operational and maintenance status should be a standardized, integrated process conducted on a daily basis and throughout the life cycle of an incident. It provides a clear picture of where resources are located, who is operating the equipment, and its usage. during a response, contractors should be required by contract or procedure to report required status information periodically, but at least daily. Procedures to monitor and track contracted equipment continuously from mobilization

through demobilization should be established, and real-time information should be displayed in a central data base allowing total asset visibility.

Capability:

Static	The local jurisdiction does not have visibility over leased equipment.
Functional	The local jurisdiction's visibility of leased equipment is stovepiped and provided by vendors, only when requested.
Horizontal Integration	All leased equipment is visible to local jurisdiction personnel through a comprehensive system and vendors "push" changes to the local jurisdiction.
External Collaboration	The local jurisdiction's equipment visibility data is centralized and shared with state and local jurisdiction partners. A COP is shared with all partners.
Synchronized	The local jurisdiction's equipment visibility data is centralized and shared with state and local jurisdiction partners. A COP is shared with all partners and is updated in real time.

Approach: The following methods and systems can be used to collect, update, and process data, track organic equipment, and display the readiness status of resources:

Any requirements for check in (by time, by location, etc.),
GIS,
Resource tracking systems,
RFID or GPS tracking systems, and
Reporting systems.

Reference: NIMS: IRIS User Guide, 2008, pp. 78-79

5.3 Logistics Equipment Management and Maintenance

5.3.10 (Q118) What level of scalability does the local jurisdiction have for equipment management and maintenance capabilities?

Intent: It is desirable to be able to transition from daily organic equipment management and maintenance to expanded capabilities during an incident and still maintain accurate, reliable, and timely data.

Capability:

Static	Capabilities cannot be expanded (scaled) to meet post-incident requirements.
Functional	Capabilities are sufficient to adequately manage and maintain equipment pre-incident and post-incident for minor hazard responses.
Horizontal Integration	Capabilities are sufficient to adequately manage and maintain equipment pre-incident and post-incident for all but major hazard responses.
External Collaboration	Capabilities are sufficient to adequately manage and maintain equipment pre-incident and post-incident for all hazard responses with some degradation in the accuracy, reliability, and timeliness of data in the event of a major or catastrophic response.

Synchronized	Capabilities are fully scalable so that accurate, reliable, and timely data is available to decision makers post-incident of a major or catastrophic hazard response.

Approach: It is important to develop plans and procedures and assign roles and responsibilities to internal and external agencies. Consider pre-incident maintenance and fuel service contracts and incorporate information technology management.

Reference: EMAP, EMS, 2010, p. 9

5.4 Commodity Inventory Management Processes and Enablers

5.4.1 (Q119) What level of visibility does the local jurisdiction have of organic commodity inventory?

Intent: Without knowing how many resources are readily available, particularly at facilities used for PODs and LSAs, emergency managers cannot accurately determine how much state or federal support, if any, is necessary. All resources available for deployment should be entered into a resource data base and the data should be made available to 9-1-1 centers, EOCs, and multi-agency coordination entities.

Capability:

Static	The local jurisdiction does not have visibility of inventory.
Functional	Inventory visibility is stovepiped.
Horizontal Integration	Local jurisdiction owned inventory is visible to local jurisdiction personnel through a comprehensive system.
External Collaboration	Integrated inventory management is shared with local and state partners through a comprehensive system. A COP is shared with all partners.
Synchronized	Integrated inventory management is shared with local and state partners through a comprehensive system. A COP is shared with all partners and is updated in real time.

Approach: Commodity inventory information should be integrated into the logistics COP. It should provide visibility of critical commodities on-hand, due-in via procurement, and available-to-promise balances. Automation and data bases can provide real time information of on hand, ordered, due-in via procurement, en-route, received, due-out, and available-to-promise balance, etc.

Reference: NIMS: IRIS User Guide, 2008

5.4.3 (Q121) How scalable are the local jurisdiction's commodity management capabilities?

Intent: It is important to be able to expand from daily commodity management to expanded capabilities during an incident and still maintain accurate, reliable and timely data.

Capability:

Static	Local jurisdiction capabilities cannot be expanded (scaled) to meet post-incident requirements.
Functional	Local jurisdiction capabilities are sufficient to adequately manage and maintain inventory pre-incident and post-incident for minor hazard responses.
Horizontal Integration	Capabilities are sufficient to adequately manage and maintain inventory pre-incident and post-incident for all but major hazard responses.
External Collaboration	Capabilities are sufficient to adequately manage and maintain inventory pre-incident and post-incident for all hazard responses with some degradation in the accuracy, reliability, and timeliness of data in the event of a major or catastrophic response.
Synchronized	Capabilities are fully scalable so that accurate, reliable, and timely data is available to decision makers post-incident for a major or catastrophic hazard response.

Approach: Develop plans and procedures, and assign roles and responsibilities to internal and external agencies, and incorporate them in the information technology management system.

Reference: EMAP, EMS, 2010, p. 9

9.0 CAPSTONE LOCAL CONTENT QUESTIONS

This section addresses questions related to a highly proficient disaster logistics response capability. After each question there is an –Intent‖ section that provides additional context to the question and how it relates to the relevant logistics core competency. After the capability level, the next section is –Approach.‖ The approach provides suggestions and helpful advice that you can consider when answering the question. Lastly, the –Reference‖ section lists the appropriate guidance that relates to the question.

1. Logistics Planning

1.1 Plans Development

1.1.1 (Q1) Has your local jurisdiction identified the most likely catastrophic disaster scenario and its impacts?

Intent: Identifying impacts of catastrophic (worst case) disasters helps define resource and commodity requirements for specific hazards, as well as identify those resources that are common to all hazards.

Capability:

Static	The local jurisdiction has not identified a catastrophic disaster scenario.
Functional	The local jurisdiction has identified the most likely catastrophic disaster scenario.
Horizontal Integration	The local jurisdiction has included inputs from local govt. agencies for catastrophic scenario and its impacts.
External Collaboration	The local jurisdiction has included input from local and tribal, private-vendor partners, and other government and nongovernment organizations.
Synchronized	The local jurisdiction has coordinated catastrophic disaster scenario and impacts with the state to ensure coordinated efforts to address the scenario and impacts through proper planning.

Approach: It is recommended that you collect historical data, current incidents, and hazardous analysis for the local emergency planning committee within the jurisdiction. From this data call, you should be able to perform a risk assessment for your jurisdiction. However, remember the unexpected. Logistics planning must consider all hazards and threats. The threats may vary but many of the effects are similar. Logistics planners need to plan for common commodity and equipment requirements and determine resources needed to address specific hazards.

The planning process should identify resource requirements based on the jurisdiction's most likely worst case threats and vulnerabilities and develop standard and redundant strategies to obtain needed resources. There are a number of methods that can be used for identifying risks, but all methods should:

Identify possible kinds of incidents and their related threats, risks, or consequences. (What might happen?)

Quantify the likelihood of an incident occurring. (How likely is it to happen?)
Assess the most likely magnitude of an incident. (How bad is it likely to be?)
Assess the percent of the population at risk from a hazard. (How many people might be injured or killed?)
Assess impact severity or likely consequences of an incident. (How much damage is there likely to be?)

A comprehensive risk assessment will provide a picture of the most likely incidents, their potential consequences, and needed resources.

Resources should fall into seven general categories:

Personnel: Incident Command System (ICS) overhead or management staff, technical specialists, Emergency Operations Center (EOC) staff, operations staff, etc.
Facilities: Office space, shelters, warehouses, etc.
Equipment: Equipment, with or without the personnel needed to operate them.
Vehicles: Automobiles, buses, etc.
Teams: Groups of specially trained and equipped personnel, including needed equipment and supplies.
Aircraft: Surveillance platforms, medical evacuation, or cargo configurations.
Supplies: Wide range of items, from potable water to plywood. It may not be possible to develop and maintain complete lists, but specific items you identify can facilitate the planning and response processes.

Reference: National Incident Management System (NIMS), 2008, p. 35; National Preparedness Goal, 1st ed., 2011, p. 9; National Preparedness Guidelines (NPG), 2007, pp. 2, 21

1.1.2 (Q2) Does your local jurisdiction have a current formal logistics plan?

Intent: The local logistics plan should be uniform, consistent, and understood by partners throughout the local jurisdiction, state, and the FEMA Region. This can be accomplished when the jurisdiction reviews, and exercises the plan.

Capability:

Static	The local jurisdiction has not developed a logistics plan.
Functional	The EOP has a logistics component, but the logistics section has not been updated within the past 24 months.
Horizontal Integration	The local jurisdiction has a comprehensive logistics plan that has been adopted throughout the local emergency management agency (EMA) and has been updated within the last 24 months.
External Collaboration	The local jurisdiction has a comprehensive logistics plan that has been adopted throughout the jurisdiction and coordinated with regional, state, private, and federal partners. The plan has been reviewed and updated within the last 24 months.

Synchronized	The local jurisdiction has a comprehensive logistics plan that has been adopted throughout the jurisdiction and coordinated with regional, state, federal, and private partners. It has been reviewed, updated, and exercised within the last 12 months.

Approach: It is recommended that your logistics plan systematically identify resource requirements, shortfalls, and inventories consistent with the Threat and Hazard Identification Risk Assessment (THIRA).

Your logistics plan should include objectives and implement procedures that address how to identify, locate, acquire, store, maintain, test, distribute, and account for services and materials needed to address the hazards identified by your jurisdiction.

Objectives should be established by conducting periodic gap analyses and exercises. The logistics plan is exercised to identify shortfalls or changes within various agencies that are responsible for responding to situations requiring the plan be activated.

After the plan has been exercised or activated for an actual incident, all participants should provide after action input to be reviewed and used to update and improve your plan.

Resource requirements can be prioritized and addressed through a variety of initiatives that include the budgeting, buy-in from senior leaders, mutual aid agreements, memoranda of understanding (MOU), contractual service agreements, or business partnerships and the steps necessary to overcome any shortfalls.

The logistics plan includes procedures that address the following:

> Activating appropriate processes prior to and during an emergency.
> Dispatching resources prior to and during an emergency, including plans for logistics staging areas (LSA), warehouses, and points of distribution (POD) for commodities.
> Deactivating or recalling resources during or after an emergency.
> Maintaining a system and a plan for obtaining internal and external resources through mutual aid, federal assistance, contracts, and donations.

Logistics plans should also include donations management and address accepting, managing, and distributing solicited or unsolicited donated goods, materials, services, personnel, financial resources, and facilities.

Following plan reviews and exercise, and changes to correct problems and shortfalls, plans should be formally approved by an appropriate level of jurisdiction emergency management leadership.

Reference: Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101, 2010, pp. 3-14, 3-15, C-11; EMAP, Emergency Management Standard (EMS), 2010, p. 9

1.1.3 (Q3) How does the local jurisdiction use modeling and/or geographic information system (GIS) analysis to determine logistics support requirements?

Intent: You should determine the amount of commodities (i.e., water and shelf stable meals), supporting staff, and equipment required to meet affected population needs. FEMA does not endorse a specific model to determine how many LSAs should be established during an incident. However, the logistics section should plan for LSAs to support each area of operation.

Capability:

Static	The local jurisdiction does not utilize modeling to support identifying logistics support requirements.
Functional	The local jurisdiction has used modeling sources to identify logistics support requirements.
Horizontal Integration	The local jurisdiction uses modeling to determine logistics support requirements and identify and prioritize critical commodities. The results are coordinated within the local EMA.
External Collaboration	The local jurisdiction logistics support requirement factors and prioritized critical commodities are based on modeling and collaboration with external partners, including local and tribal jurisdictions, private partners, and nongovernment organizations.
Synchronized	The local jurisdiction uses modeling analysis such as Hazards U.S. (HAZUS) or U.S. Army Corps of Engineers (USACE) tools to determine planning factors (such as identification and prioritization of critical commodities), and to coordinate results and planning factors with the state and FEMA Region.

Approach: To assess whether the local jurisdiction can adequately determine the amount of commodities and support required to meet affected population needs consider the following:

Determine what resources, such as bottled water or shelf stable meals, are required. These requirements should be based on current or historical data.

Determine which modeling source you should use to determine the amount of commodities that may be required during a disaster response.

The modeling source should allow you to determine support requirements, such as the number of LSAs and PODs that may need to be established and the support personnel and equipment required to operate them.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 4-9

1.1.4 (Q4) Does your local jurisdiction's logistics plan support an all-hazards EOP that addresses the eight key scenarios described in National Response Framework (NRF)? The eight key scenarios are explosive attack, nuclear

attack, radiological attack, biological attack, chemical attack, natural disaster, cyber attack and pandemic influenza.

Intent: Using the eight key scenarios as a basis for planning should help identify and define resource and commodity requirements and identify resources that are common to all scenarios.

Capability:

Static	The local jurisdiction does not consider the eight scenarios when developing plans.
Functional	The local jurisdiction logistics plan addresses one or more of the eight key scenarios.
Horizontal Integration	The logistics plan addresses or can support all eight key scenarios.
External Collaboration	The local jurisdiction support plan identifies other organization, agency, region, or state plans that can be a basis of planning integration or mutual support.
Synchronized	The local jurisdiction support plan includes an established collaboration process with other regional plan holders at the local and state level in order to integrate with those plans.

Approach: The jurisdiction should conduct various levels of exercises to determine plan comprehensiveness. These exercises should include the assigned staff, required resources, and concepts for deployment, sustainment, and demobilization. The exercises should also address timelines and criteria for achieving the jurisdiction's objectives.

Using participant feedback, the jurisdiction should update and improve the overall plan by developing training based on lessons learned. The training should result in improved response consistency, interoperability, and collaboration for all partners involved.

It is not necessary to have multiple plans specific to each scenario; your logistics plan should be comprehensive enough to address unique and basic aspects of the planning scenarios. The result should be an all-hazards plan.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 1-6; NPG, 2007; National Response Framework (NRF), 2008, pp. 74-75

1.1.5 (Q5) How is (are) your local jurisdiction's logistics plan(s) reviewed?

Intent: Logistics plans should be reviewed and updated annually and following any incidents for which the plans apply.

Capability:

Static	The plans are not or are infrequently reviewed or updated for logistics support feasibility.
Functional	The plans are reviewed periodically.

Horizontal Integration	The local jurisdiction EMA and Logistics Section Chiefs established a recurring timeline to review the plan(s).
External Collaboration	The local jurisdiction Logistics Section Chiefs include input from local, tribal, private partners, and other governmental and nongovernmental agencies during logistics plans reviews.
Synchronized	The local jurisdiction logistics plan(s) is reviewed for compliance with governmental regulations and policies at least annually or as required by local protocol. The plan(s) is evaluated through exercises, training, real-world incidents, or after action reports and coordinated with the state and FEMA Regional office.

Approach: It is recommended that you review the logistics plans to ensure that they are current and feasible and that they meet internal and external stakeholders requirements.

Training and exercises should be conducted to evaluate the plans. After an incident, AAR should be developed based on feedback from incident participants. AARs should identify areas of strengths and areas for improvement and include recommendations based on the identified areas.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 4-26; National Preparedness Goal, 1st ed., 2011, p. 10

1.1.6 (Q6) How does the local jurisdiction exercise its logistics support plans?

Intent: Jurisdictions conduct exercises to determine the level of operational knowledge, expertise, and experience within the agency. It is the jurisdiction's responsibility to determine whether or not it has adequately assessed logistics capabilities.

Capability:

Static	The logistics concept of the support plans are not exercised.
Functional	The logistics concept of the support plans are exercised minimally.
Horizontal Integration	The logistics concept of the support plans are exercised regularly at the local level via tabletop, functional, or some other form of exercise.
External Collaboration	The logistics plans are exercised with state, local, and tribal EM authorities, private vendors and other outside partner participation.
Synchronized	The logistics plans are exercised routinely on a recurring and documented schedule and include state and FEMA Regional participation. After action reports and lessons learned are produced and used to update and improve plan.

Approach: Logistics support plan exercises validate planning assumptions, processes, procedures, and provide the practical experience required to support a disaster response operation without the consequences associated with a real incident.

Employing the Homeland Security Exercise and Evaluation Program (HSEEP) model to conduct exercises should be beneficial. Conducting exercises can increase confidence and can be used as a basis to update and improve the logistics support plans.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-25, 4-26; NPG, 2007, pp. 5-6; National Preparedness Goal, 1st ed., 2011, p. 14

1.1.7 (Q7) How is your local jurisdiction's logistics plan incorporated into the overall EOP? Is the plan feasible?

Intent: Incorporating logistics planning with operational planning ensures that operational end states are logistically feasible, supportable, and cost effective.

As an example, an operational objective may be to provide three hot meals per day. However, it may be feasible to provide two MREs per day due to a lack of resources such as kitchens and transportation.

Capability:

Static	Logistics considerations not incorporated into operations planning.
Functional	Operations staff is aware of logistics considerations, shortfalls, gaps, and workarounds.
Horizontal Integration	Operations staff considers logistics planning factors such as logistics capabilities, shortfalls, or workarounds, when developing response plans. Logistics capabilities are exercised to ensure plan feasibility.
External Collaboration	The EOP considers logistics factors from local, tribal, and private, government, and nongovernment support partners. The EOP also evaluates these factors during routine plan reviews.
Synchronized	Logistics aspects of the EOP are exercised in conjunction with the overall operations plan and include external partner and state participation. Exercise results are captured and used as the basis to update EOP.

Approach: It is recommended that your logistics plan be evaluated in context of operational plan objectives to determine the gap between what the plan requires and actual internal and external resource requirement availability. This review should be completed on a recurring basis.

Identify requirements and shortfalls by conducting periodic comprehensive assessments. As an example, requirements could include feeding the affected population and determining if the logistics approach is feasible. For instance, if the objective is to feed an affected population, can you accomplish this goal by establishing an LSA and supporting local PODs with water and shelf-stable meals after the first 24 hours?

Resource requirements and shortfalls should be prioritized, considering a variety of initiatives. Can you buy commodities ahead of time and store them for use? Can you get it through mutual aid such as the Emergency Management Assistance Compact (EMAC)? Can you contract for it

or develop private partnerships? Can you rely on nongovernment organizations (NGOs) to leverage additional resources?

Conduct various levels of exercises from tabletop to full scale, and utilize lessons learned and participant feedback to update and improve the plans to test the effectiveness of the overall EOP. It should also identify shortfalls and opportunities to correct problems or shortfalls.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 3-14, 3-15, C-11; EMAP, EMS, 2010, p. 9

1.1.8 (Q8) How does the local jurisdiction's EOP meet requirements outlined in Comprehensive Planning Guidance (CPG) 101?

Intent: CPG 101 (FEMA, 2010) provides guidance for developing EOPs. It promotes a common understanding of risk, informed planning, and decision making fundamentals to help planners examine a hazard or threat and produce integrated, coordinated, and synchronized plans. CPG 101 standardizes the planning process across all phases of EM and homeland security mission areas to develop and maintain comprehensive all-hazards, all-threats emergency plans.

Capability:

Static	The local jurisdiction is not aware of the CPG 101.
Functional	The local jurisdiction is aware of the CPG 101 and has developed an EOP.
Horizontal Integration	The local jurisdiction has established response functions that support its CONOPS, government functions, policies, and resource base.
External Collaboration	The local EOP includes organizational tasking and instructions to accomplish agreed upon actions in various MOUs.
Synchronized	The local EOP addresses how logistics concept, plans, and procedures support operations.

Approach: CPG 101 integrates key concepts from national preparedness policies and doctrines, and lessons learned from disasters, major incidents, national assessments, and grant programs. The guidance emphasizes that the process of planning is as important as the resulting document. Plans are not scripts to be followed to the letter, but should be flexible and adaptable to the actual situation. Effective plans convey the goals and objectives of the intended operation and the actions needed to achieve them. Successful operations occur when organizations and individuals know their roles, understand how they fit into the overall plan, and are able to execute the plan.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010

1.1.9 (Q9) How does the local jurisdiction capture logistics response requirements for a catastrophic disaster?

Intent: Jurisdictions establish resource management procedures and policies that are applicable to all levels of emergencies within their jurisdiction, including routine emergencies. A catastrophic (worst case) incident does not mean just working faster and harder. Catastrophic logistics planning incorporates joint, multi-jurisdictional, and regional operations.

To plan for and assess logistics support required to respond to a catastrophic incident, operational areas or emergency support functions (ESF) should identify requirements to accomplish their missions during the incident or scenario. Logistics planners should ensure that to the greatest extent possible, missions are logistically feasible. Exercises should include ESFs, nongovernmental agencies, volunteers, donations, private vendors, and state and FEMA Regional personnel.

Capability:

Static	The local jurisdiction logistics organization is unaware of the catastrophic scenario response requirements.
Functional	The local jurisdiction has identified some catastrophic incident logistics response requirements.
Horizontal Integration	The local jurisdiction has received logistics support requirements input from operational areas or ESFs to support a catastrophic planning scenario.
External Collaboration	The local jurisdiction has received input from operational areas on required logistics support for a catastrophic planning scenario and coordinated the support plan with external source providers, including private vendor partners, government and nongovernment agencies, and state and FEMA Region.
Synchronized	The local jurisdiction's logistics organization has developed a support plan and exercised this support plan with the neighboring jurisdictions, state, and FEMA Region.

Approach: It is recommended that you evaluate the resource requirements in the catastrophic scenarios based on your hazard analysis. The logistics planning staff needs operational input to determine logistics support requirements, such as equipment, commodities, and when and where the support is required.

You could coordinate with external resource providers including private vendor partners, government and nongovernmental agencies including your state and FEMA Region. You cannot accomplish everything at one time you have to be able to apply resources as they are needed and available. Developing a time-phased deployment plan lays out when resources are needed, when to order resources to meet the requirement, and should be incorporated into the catastrophic plan. The logistics planning staff should participate in any regional or catastrophic planning efforts.

Logistics planning should encompass regional cooperation, regional and inter-local mutual aid, federal support, pre-incident contracting, and private-public partnerships to meet catastrophic resource needs.

Conduct various levels of training and exercises from tabletop to full-scale exercises involving various ESFs, regional partners, nongovernmental agencies, voluntary organizations active in

disasters (VOADs), private vendors, state, and FEMA Regional personnel using information learned to update plans and responsibilities.

Reference: NPG, 2007, p. 21

1.1.10 (Q10) If the local jurisdiction has considered a catastrophic disaster scenario(s) and its impact, what type of catastrophic scenario response planning is accomplished?

Intent: The jurisdiction should determine logistics requirements for catastrophic (worst case) scenarios and determine the effectiveness of the catastrophic disaster plan by coordinating with adjacent jurisdictions and regional partners, conducting various levels of exercises, and utilizing lessons learned from exercises to update and improve the plans.

Capability:

Static	A catastrophic scenario was not defined.
Functional	A catastrophic scenario was developed, but no response plan was constructed.
Horizontal Integration	A catastrophic scenario response plan was developed and coordinated with the local jurisdiction all-hazards plan.
External Collaboration	A catastrophic scenario response plan was developed with collaboration among local and tribal agencies, private partners, and other government and nongovernment organizations.
Synchronized	A catastrophic scenario response plan was developed with collaboration among local and tribal agencies, private partners, and other government and nongovernment organizations. The plan is exercised.

Approach: Logistics planning is a deliberate process and includes a time-phased deployment plan. It is recommended that you evaluate resource requirements for catastrophic scenarios based on a hazard analysis. The logistics planning staff should have operational input to determine logistics support requirements needed to support a catastrophic planning scenario.

It is recommended that you coordinate with external resource providers, private vendor partners, government organizations, NGOs, state and FEMA Region. The Red Cross, Salvation Army, and National Guard are examples of organizations with which you should coordinate.

The logistics planning staff should consider regional cooperation, regional and inter-local mutual aid, state and federal support, pre-incident contracting and private-public partnerships to meet the catastrophic resource needs.

The logistics planning staff should participate in any regional or catastrophic planning efforts. Conduct various levels of training and exercises from tabletop to full-scale exercises. ESFs, regional partners, NGOs, VOADs, private vendors, the state, and FEMA Regional personnel should be involved, using the information learned to update plans and responsibilities.

Reference: National Preparedness Goal, 1st ed., 2011, p. 9

1.1.11 (Q11) How does the local jurisdiction determine the quantities and types of critical commodities needed to support affected populations during the first 72 hours of a likely catastrophic scenario?

Intent: This question should prompt you to consider requirements for life sustaining commodities, such as water and shelf stable meals, and the supporting staff and equipment that could be required to meet the requirements of the affected population.

When incidents occur, whether they are no notice incidents such as earthquakes or events that provide some lead time such as hurricanes, the time it takes for the logistics supply chain to catch up to the levels required to meet the needs forecasted can be a few days. Through planning, logisticians determine the quantity required to provide initial commodities. There are various methods logisticians can use to meet initial requirements, such as stockpiling or warehousing initial quantities of commodities, mutual aid commodities from neighboring jurisdictions, vendor managed inventories from private vendors, coordination with state or FEMA logistics, or a combination of all.

Capability:

Static	Commodity requirements to support a population have not been determined for a likely scenario.
Functional	Commodity requirements have been calculated based on the impacted population of a likely scenario.
Horizontal Integration	Commodity requirements to support population in likely scenario have been calculated and validated throughout the jurisdiction.
External Collaboration	Commodity requirements have been calculated with the aid of a recognized tool (e.g., USACE modeling, etc.) to support an expected population using catastrophic modeling. Results have been shared with private vendors and other involved local agencies.
Synchronized	Commodity requirements have been calculated to support populations using a recognized tool (e.g., USACE modeling, etc.) and based on likely scenario catastrophic modeling. The plan has been synchronized with the state and results have been shared with private sector and other involved local agencies.

Approach: You should determine the jurisdiction's hazards and risks and use modeling to determine how populations could be affected. USACE modeling can be used to determine resource requirements for the first 72 hours. Consider the capacity or ability to warehouse all or a portion of the initial requirement. Coordinate pre-incident contracts with commercial providers and identify and plan for the requirements and shortfalls that your jurisdiction cannot support.

To determine whether or not the jurisdiction has adequately addressed the procurement of supplies and commodities in your jurisdiction, consider the following:

Identify the hazards and threats facing the jurisdiction.
Determine the affected or potentially affected population.
Determine immediate resource requirements for the first 72 hours and for the long term.
Determine requirements for warehousing commodities ahead of time.
Identify resources by coordinating with internal and external sources, to include commercial resources.
Identify and consider how the state plans to provide supplies and commodities.

It is recommended that you identify vendors and suppliers for critically needed commodities to cover all all-hazard situations and have the capability to engage in ordering and securing purchases. You should be fully prepared to provide necessary commodities in all-hazards scenarios, and have pre-identified sources for required commodities.

It is recommended that you address logistics staging and all required resource support personnel and equipment additionally. Identify PODs and required resource support personnel and equipment that your jurisdiction could require.

Reference: EMAP, EMS, 2010, p. 9

1.1.12 (Q12) How does the local jurisdiction's emergency operations and/or logistics plans address donated goods and resources management?

Intent: After a significant incident occurs, the public often looks for ways to help. Effectively managing unsolicited goods, services, and cash donations is important. These unsolicited donations are resources that can either be added to the recovery effort or could overwhelm the jurisdiction and cause storage problems. A detailed donations management plan is essential to the planning process.

Capability:

Static	Plans do not address unsolicited donations.
Functional	Plans identify some means of dealing with unsolicited donations.
Horizontal Integration	Plans include basic steps to manage donations at the local level.
External Collaboration	Plans for handling donated goods are coordinated with local and tribal governments, as well as private vendors and nongovernment partners.
Synchronized	Plans describe a detailed process used to manage unsolicited donations at all levels and include the use of the national Aidmatrix or an equivalent system.

Approach: It is recommended that voluntary organizations manage their donations. Form a planning team including voluntary agencies (VOLAG), NGOs, and other stakeholders to develop a Volunteer and Donations Management Support Annex, which includes functions to facilitate collection and track offers for effective matching of offers and requirements. Incorporate the annex into the overall logistics support plan.

The plan should:

Identify and describe actions required to collect, sort, manage, and distribute in-kind contributions, including methods for disposing of or refusing unacceptable goods.
Identify and describe actions required to coordinate donation management issues with neighboring districts and the local jurisdiction's donations management system.
Describe the process used to tell the general public about the donations program, instructions on items to bring and not to bring, scheduled drop-off sites and times, how to donate cash, and a process for issuing routine updates.
Identify and describe actions required to handle the influx of spontaneous volunteers.
Identify and describe how to receive, manage, and distribute cash contributions.
Pre-identify sites that could be used to sort and manage in-kind contributions, such as, private warehouses or government facilities.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. C-19, C-26; EMAP, EMS, 2010, p. 9

1.1.13 (Q13) How do the local jurisdiction's logistics plans address the use of walk-in volunteers?

Intent: As with unsolicited donations, walk-in, spontaneous and unaffiliated volunteers can interfere with recovery if not properly managed and integrated into the recovery. Proper planning can be essential in managing unaffiliated and spontaneous volunteers.

Capability:

Static	Logistics plans do not include volunteer identification or management.
Functional	Logistics plans include how volunteers are identified.
Horizontal Integration	Logistics plans describe the how to identify and utilize volunteers and the concept for their support.
External Collaboration	The local jurisdiction works with external volunteer organizations to plan how to incorporate volunteer support.
Synchronized	Logistics plans describe the process to identify, deploy, utilize, support, and demobilize affiliated and spontaneous unaffiliated volunteers.

Approach: The donations and volunteer plans should be combined into one document. The jurisdiction should have a method to manage unsolicited donations at all levels and could include the use of the National Aidmatrix system to manage unaffiliated volunteers and organizations and how to apply their resources to incident response and recovery activities.

Identify and describe actions required to establish and manage volunteers to include, setting up toll-free hotlines, creating data bases, and appointing a liaison.
Identify and describe actions that could verify and/or vet individual volunteers and volunteer organizations (i.e., local churches and civic or social groups).

Having volunteers complete a detailed sign-in sheet listing their past disaster response experiences assists in identifying capabilities within the potential volunteer pool. Assigning

volunteers that have proven experience could be helpful in meeting additional staffing needs. However, volunteers should be monitored by trained staff.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19

1.1.14 (Q14) Have safety equipment and procedures been addressed in logistics plans and operational activities?

Intent: Maintain a safe work environment for all staff and volunteers at the various POD and LSA locations. Train a cadre of personnel to serve as safety officers. Review federal, state, and local Occupational Safety and Health Administration (OSHA) safety requirements and ensure all safety requirements are met. Provide training and licensing renewal as recommended and required.

Capability:

Static	Safety procedures and equipment have not been accounted for in local jurisdiction's plans and operational activities.
Functional	Local jurisdiction uses informal methods to assure appropriate safety equipment is available. Informal safety procedures have been established and safety officers are assigned on an ad hoc basis.
Horizontal Integration	Local jurisdiction has formal plans and methods for distributing safety equipment to distribution sites. Safety procedures have been formalized and documented. Local jurisdiction has identified a cadre of Safety Officers.
External Collaboration	Local jurisdiction conducts training for distribution site personnel and exercises with local and tribal organizations to assure safety equipment and other items are available and accounted for at distribution sites. Safety procedures are followed. Safety officers are formally trained to accomplish their tasks.
Synchronized	Local jurisdiction conducts regular safety training and exercises for distribution site personnel and safety officers using established safety procedures. Conducts regular reviews of safety equipment available to distribution sites.

Approach: It is recommended that you evaluate the risks associated with logistics facilities and determine the level of training needed for staff to safely operate equipment. Training can include equipment operating handouts to formal certification and licensing for certain types of equipment, such as forklifts and certified personal protective equipment (PPE), self-contained breathing apparatuses and scanners.

The FEMA Independent Study Course, IS 26 and the FEMA/USACE Guide to Points of Distribution provides instructions for POD operations.

Reference: National Preparedness Goal, 1st ed., 2011, p. 13

1.1.15 (Q15) What security provisions are made for distribution points?

Intent: POD security should be a local responsibility. Security is important, especially following an incident. Some people may see an opportunity for self gain or profit from those that are affected by the incident. Unsecured commodities could be open to theft and pilfering that can lead to more serious problems, such as panic in a population that incorrectly perceives that supplies will run out or that certain people are getting favorable treatment over others.

The disaster incident may be severe enough that local security resources could be inadequate. Therefore, local jurisdictions should be prepared to request additional security resources when POD operation commences, if needed.

PODs are established to provide immediate life sustaining commodities following an incident that leaves the infrastructure incapable of providing water and/or food to the affected population. The intent of this question is to determine whether the jurisdiction is operating a secure location using local and deployed security resources.

Capability:

Static	The local jurisdiction does not ensure that distribution points are protected.
Functional	The local jurisdiction has an informal review process to ensure that personnel are available to protect distribution sites.
Horizontal Integration	Local police are on hand in the event they are needed to protect distribution points.
External Collaboration	Local police, contracted security officers, and other security personnel have been identified and vetted with the local and tribal organizations, possibly the state.
Synchronized	The local jurisdiction conducts regular training and exercises to ensure local police, contracted security personnel, and other security personnel understand their roles in protecting distribution sites. These personnel have been vetted with the local and tribal organizations, as well as the state.

Approach: It is recommended that the local jurisdiction complete a security assessment to address security and traffic concerns in their plans as evaluated by local law enforcement. You could then determine shortfalls as they are identified. As the situation unfolds security should be continually evaluated and security resources reassigned or additional security resources requested from the state.

Reference: National Preparedness Goal, 1st ed., 2011, p. 9

1.1.16 (Q16) How are logistics requirements identified for evacuating local residents and visitors, and receiving evacuees from other jurisdictions or areas?

Intent: The jurisdiction should be prepared for logistical challenges associated with catastrophic mass evacuations to include, but not be limited to sheltering, mass feeding, and transportation.

Ensure there are processes and resources to evacuate individuals from your jurisdiction or to accept disaster survivors from another jurisdiction into yours.

Capability:

Static	There are no evacuation logistics requirements identified for evacuating citizens or receiving disaster survivors from other jurisdictions.
Functional	Logistics requirements have been identified for evacuating residents and visitors and receiving disaster survivors from other jurisdictions are identified but not sourced.
Horizontal Integration	Logistics requirements for evacuating residents and visitors and receiving disaster survivors from other jurisdictions are identified in evacuation plans.
External Collaboration	Logistics requirements for evacuating residents and visitors and receiving disaster survivors from other jurisdictions and sources of support are identified in evacuation plans.
Synchronized	Logistics requirements for evacuation and survivor reception are identified, contracts are in place, and the plan has been exercised.

Approach: Remembering that there are two types of evacuees, self evacuees and government-assisted evacuees. Therefore, the jurisdiction should be prepared to handle an influx of both. By working with local and tribal governments, the private sector, other government organizations, NGOs, the state, VOADs and FEMA Regions consider using a task force concept to identify and exercise, a mass evacuation plan and support requirements for evacuees and survivors. Consult the identified logistics requirements based on population protection annex of CPG 101, v. 2.0, pg. C-24.

Develop a long term strategy for sheltering mass evacuees following a catastrophic incident within your jurisdiction or in another jurisdiction with your jurisdiction acting as host.

Identify the projected number of evacuees that you will expect to move and the number that will require care.

Identify the projected number of evacuees from other jurisdictions that could be expected to arrive in your state and the number that will care.

Pre-identify locations to stage required resources to support the evacuees and survivors.

Conduct route planning.

Pre-identify staging and mobilization areas and determine how to inform the public of these locations.

Identify transportation requirements, route planning, and providers.

Identify fuel requirements for evacuation vehicles.

Identify feeding resources (food service or supplies), shelter supplies (cots or blankets), and equipment.

Identify staff and support requirements.

Reference: National Preparedness Goal, 1st ed., 2011, pp. 12, 14

1.2 Contingency Planning

1.2.1 (Q17) How are risks associated with the local jurisdiction's logistics plans addressed?

Intent: Local jurisdictions should address the risks associated with executing logistics plans. Some examples of risks are: contractor non-performance, warehouses in the impacted area, critical infrastructure failure, inaccessible pre-identified POD locations, and communication challenges. Local jurisdictions should identify and evaluate similar potential risks prior to an incident and base plans on credible threats, hazards, vulnerabilities, and consequences. Local jurisdictions should use risk reduction strategies to minimize exposure to risks.

Capability:

Static	No risks associated with logistics planning factors are identified.
Functional	Some risks associated with logistics planning factors are identified.
Horizontal Integration	Foreseeable local jurisdiction logistics planning factor risks are identified and workarounds established.
External Collaboration	Logistics planning risks for local, tribal, private sector, government and nongovernmental partners are identified and workarounds established and exercised.
Synchronized	Logistics planning has taken an all-hazards approach to identifying risks and has identified contingency workarounds with all local, regional and state partners.

Approach: The DHS Lessons Learned Information Sharing Website provides information about best practices and lessons learned. It is recommended that you work with subject matter experts for each risk scenario, consider alternate and backup actions, and address those actions in your logistics plans. Actions to mitigate risk could be used as interim solutions until primary capability shortfalls or limiting factors are resolved.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-7, 4-11; NPG, 2007, p. 6

1.2.2 (Q18) How does the local jurisdiction identify logistics resource shortfalls?

Intent: Few, if any, jurisdictions can afford to acquire every piece of equipment or commodity needed in all incidents. Evaluate resource requirements that might be needed for the hazards recognized in the THIRA, Comprehensive Emergency Management Plan (CEMP) EOP and the eight key scenarios outlined in the NRF.

Capability:

Static	Logistics shortfalls are not identified.
Functional	Some logistics shortfalls are identified.
Horizontal Integration	The local jurisdiction has identified equipment (generators) and commodity (water, meals, ice, or tarps) shortfalls.
External	The local jurisdiction coordinates with local and tribal jurisdictions, private

Collaboration	sector, and government and nongovernment agencies to identify shortfalls and address filling shortfalls or developing workarounds.
Synchronized	The local jurisdiction works with state to identify disaster response logistics shortfalls and develops an action plan to meet shortfall needs. Local jurisdiction also utilizes the Hazard Mitigation Grant Program as a funding avenue for mitigation planning.

Approach: It is recommended that logisticians identify jurisdiction capabilities using mutual aid and pre-incident contractors, identify required resources, and determine the shortfalls. From the difference, the logistician can try to procure required resources from federal agencies, mutual aid, VOLAGs, or through private sector.

Reference: Local Multi-hazard Mitigation Planning Guidance, 2008, pp. 3-5; EMAP, EMS, 2010, p. 9

1.2.3 (Q19) How has the local jurisdiction developed plans to establish and maintain logistics support for recovering a significant number of fatalities?

Intent: Fatality management services, including body recovery and victim identification, require state and local authorities working together to provide logistics support. Such support might include refrigeration and storage capabilities; interment equipment, and recovery equipment.

Capability:

Static	The local jurisdiction has not determined planning requirements.
Functional	The local jurisdiction has completed an analysis of requirements to establish and maintain operations to recover a significant number of fatalities.
Horizontal Integration	The local jurisdiction has developed plans to establish and maintain operations to recover a significant number of fatalities.
External Collaboration	The local jurisdiction has coordinated plans and SOPs with other state, local, tribal governments, external partner agencies, organizations, and private vendors.
Synchronized	The local jurisdiction has clearly identified all requirements. All plans and SOPs have been documented and exercised regularly with all participants.

Approach: At a minimum, involve medical examiner or coroner, EM, public health, hospitals, and funeral directors in developing plans and procedures. Consider law enforcement partners who might be concerned with evidence preservation.

Develop plans, procedures, protocols, and systems for: scene operations, morgue operations, ante- and post-mortem data management, victim identification, final disposition, and fatality surge.

Develop and implement training and exercise programs for fatality management.

Reference: National Preparedness Goal, 1st ed., 2011

1.3 Distribution Planning

1.3.1 (Q20) What access to information on post-disaster damage to transportation infrastructure does the local jurisdiction logistics team have?

Intent: Logisticians must be aware of the disaster effect on the transportation and distribution infrastructure (roads, rail, ports, and air facilities) in order to bring in the required resources and commodities. Having a COP offers a standard overview of an incident and provides incident information that enables logisticians to make effective, consistent, and timely decisions. This information also allows logisticians to forecast delays, communicate with incoming vendors, and establish alternative delivery or transportation modes. Working with ESFs can help set priorities for clearing roads and restoring transportation infrastructure.

Capability:

Static	The local jurisdiction does not have visibility of transportation infrastructure post-incident reconnaissance or assessments.
Functional	The local jurisdiction has a POC or knows where to access post-incident transportation infrastructure information.
Horizontal Integration	The local jurisdiction can access information on main artery infrastructure availability, e.g., interstates, U.S. highways, and local surface arterials.
External Collaboration	Transportation infrastructure post-incident assessment is accessible for all transportation and distribution capabilities and workarounds, and re-routing processes are available.
Synchronized	Transportation infrastructure post-incident assessment capabilities are assessable using GIS technology and data is coordinated with disaster logistics operations and distribution management organizations.

Approach: Jurisdiction logistics staff should have access to the COP and should train and conduct exercises to ensure that they understand how it operates.

The Planning Section is typically responsible for ensuring that appropriate information is presented to the EOC leadership, so the best decisions can be made regarding post-incident transportation and distribution infrastructure reconnaissance and assessment. Overlaying road hazards on GIS technology and data could be helpful.

Additionally, you can coordinate with local public works, or the state Department of Transportation (DOT) or Port Authority, which often have live cameras or other technology that can view damage or flow impediments and monitor congestion. DOT crews in the field can physically assess the transportation infrastructure, determine what is safe, and report accordingly. Incorporating this data, as well as any data gathered from sensors and other reported status of roads or facilities should provide a more accurate COP.

Traditionally, the Planning Section prepares maps with various symbols to show the resource locations and other relevant information. The COP should be an electronic information management technology system.

Reference: National Preparedness Goal, 1st ed., 2011, p. 13

1.3.2 (Q21) How are local jurisdiction's LSAs addressed in plans?

Intent: Finding open ground areas with prepared surfaces for storing material, warehousing, administration, and transportation infrastructure that can support the affected areas.

Capability:

Static	Local jurisdiction LSAs are not identified in plans.
Functional	Local jurisdiction LSAs are informally identified.
Horizontal Integration	Local jurisdiction LSAs are identified and codified in plans and can support local jurisdiction requirements.
External Collaboration	Local jurisdiction LSAs are identified and management responsibility is assigned and coordinated with affected agencies. Requirements include personnel, equipment, and communication processes.
Synchronized	Local jurisdiction LSAs are identified. Throughput needs and site layout and operations are verified and exercised include state participation.

Approach: Pre-identifying LSAs enables logisticians to plan for site support requirements, establish local contacts and contracts to equip and staff staging areas, establish communications plans, determine types of hazards, and develop facility use agreements with owners. Other actions to consider are:

Identify possible areas of operation (AO).
Identify possible LSAs within each AO.
Conduct site surveys to determine suitability.
Prepare memorandums of agreement (MOA) with property owners.
Develop site plans that include possible staffing and equipment requirements.
Identify responsible agencies and providers.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19; National Preparedness Goal, 1st ed., 2011, p. 14

1.3.3 (Q22) How are operational requirements used to select local jurisdiction LSA sites?

Intent: LSAs should be selected based on operational requirements and located where they can do the most good. Historical records should also be considered for determining suitability and vulnerability.

Capability:

Static	Local jurisdiction LSA locations are chosen arbitrarily.
Functional	Local jurisdiction LSA locations are selected based on geographical considerations.
Horizontal Integration	Local jurisdiction LSA locations are selected based on operational requirements and the capability to project forward to any affected area. Locations are socialized with local and tribal jurisdictions.
External Collaboration	Local jurisdiction LSA locations are selected based on operational requirements and historical infrastructure and transportation route damage information. Pre-identified locations are validated with local, tribal, and state organizations.
Synchronized	Local jurisdiction LSA locations are selected based on operational requirements and historical records for infrastructure and transportation route damage. Pre-identified locations have been validated with local, tribal, and state and are exercised to validate site feasibility.

Approach: You should consider selecting a location based on proximity to historically affected areas. The footprint of the LSA selected must accommodate the quantity of trucks and commodities needed to support the anticipated affected population. The amount of site preparation (electricity, phone, fencing, toilet facilities) required and the road network capacity to facilitate the flow and anticipated volume should be considered.

Reference: EMAP, EMS, 2010, p. 9

1.3.4 (Q23) How are the local jurisdiction staff and material requirements for local LSA operations identified?

Intent: Identify who will staff the staging area, equipment required to operate it, and operations shortfalls so they can be mitigated prior to an incident.

Capability:

Static	Staffing and material requirements are not pre-identified.
Functional	Some staffing and material requirements and sourcing are pre-identified.
Horizontal Integration	Expected requirements for supplies and material are identified and sourced.
External Collaboration	If staffing is done through local partners, those organizations have provided specific units and equipment they will assign to execute the local LSA mission.
Synchronized	Staffing and material requirements have been identified and sourced in advance.

Approach: It is recommended that you assign responsibility for LSA operations to an agency and identify the resources and services required to conduct LSA operations.

Establish MOUs and pre-incident contracts as needed. Where shortfalls exist identify additional resource requirements such as mutual aid with local or tribal agencies, private vendors, other government and non-government organizations, VOADs, and identified trained volunteers or Community Emergency Response Teams (CERT).

Reference: EMAP, EMS, 2010, p. 9

1.3.5 (Q24) To what extent have minimum commodity buffer (safety) stock levels and restock protocols been established for local jurisdiction LSAs?

Intent: Establishing stocking levels provides planning data that can be used to economically order resources at appropriate levels to support the affected population. Excess ordering is avoided which lessens the burden on the supply chain and decreases chances of ordering too many commodities. Stocking levels also provide a reasonable buffer inventory for resupplying or establishing PODs without delay.

Capability:

Static	Predetermined minimum levels of supply and commodity inventory are not established.
Functional	Predetermined minimum levels are set based on forecasted staging area resource demands.
Horizontal Integration	Predetermined minimum levels of resources and restocking protocols for LSAs are established, but not exercised or implemented.
External Collaboration	Predetermined minimum levels of resources and restocking protocols for LSAs are established and implemented in accordance with National Incident Management System (NIMS) guidelines.
Synchronized	Minimum buffer stock levels and restocking protocols are established and validated through modeling victim populations and burn rates from historical disasters.

Approach: Using the data from your jurisdiction hazard analysis and the eight key scenarios develop a stocking level for initial requirements for the first 72 hours. USACE modeling can provide this data. Next, determine how much buffer to establish based on modeling, historical data, situational analysis, or potential for change. An example would be, having 20 Type III PODs operating. That means that in the first 72 hours you should need 60 trailers of water and 30 trailers of shelf stable meals. Each day after that, you would likely need 20 trailers of water and 10 trailers of shelf stable meals. However, opening another POD or other requirements could change your requirements so you should have some resources on hand to meet that need. Use historical data to determine how many additional resources are required. For example, would a two POD buffer or 10% be sufficient? Requirements are reduced based on how incidents progress.

Reference: NIMS, 2008, pp. 32-33

1.3.6 (Q25) How are PODs identified and typed in the local jurisdiction's logistics plans?

Intent: PODs are established to provide immediate life sustaining commodities following an incident that leaves the infrastructure incapable of providing water and/or food to the affected population. The intent of this question is to determine the level of POD planning throughout the jurisdiction. At a minimum, the need for PODs is acknowledged and incorporated into plans. At the highest level, PODs are not only been identified and typed but they are fully integrated, detailed planning has been conducted, on site planning is complete and they have either exercised the plan and/or have gone through a physical setup of the site.

Capability:

Static	PODs have not been identified in plans.
Functional	PODs have been identified in localities under the highest probable threat and captured in plans.
Horizontal Integration	PODs have been typed/classified (Type I, II, III) for localities under the highest threat probability.
External Collaboration	PODs have been identified and typed throughout the entire jurisdiction.
Synchronized	PODs identified and typed throughout local jurisdiction, coordinated with external agencies including the state, and exercised and/or demonstrated to verify formation, layout, organization and staffing responsibility.

Approach: To determine whether or not you have adequately addressed PODs in your jurisdiction, consider the following questions:

Have you identified PODs in your plan? How detailed is the planning?
Is planning for PODs in an annex to the EOP or a separate plan?
Does your plan acknowledge all hazards or only the most probable threat?
Have you typed your PODs as Type I, II, or III using the USACE model?
Have you made modifications to the standard PODs?
Are POD sites identified throughout your jurisdiction and are they identified or typed as Type I, II, and III?
Have you coordinated your identified PODs with external agencies such as law enforcement and VOLAGs?
Have you incorporated the ―Adopt a POD‖ program?
Have you provided the state with a copy of your resource management plan?
Or, if you are at the local level, have jurisdictions in your state identified their PODs for your plan?

Has detailed planning been completed for each POD?

- Developed site sketches of the layout?
- Identified the staff and equipment requirements for the site?
- Identified the organization that could provide leadership and staffing of each site?
- Identified the source of material handling equipment (MHE) and other support resources?
- Are they reliant on requesting state resources?

- Have POD operations been incorporated in exercises or have POD exercises been conducted?

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19; IS-26 U.S. Army Corps of Engineers Guide to Points of Distribution, 2008

1.3.7 (Q26) Does the local jurisdiction have a methodology in place to identify POD locations?

Intent: Ensure that POD sites are established where they will best meet the needs of the impacted population. Ensure the locations and types of required PODs are functional and can be operated in a safe manner. Through POD exercises, the jurisdiction should be able to identify and correct shortfalls and reduce the possibility of operational conflicts.

Capability:

Static	POD locations are chosen arbitrarily.
Functional	POD locations are selected based on modeling of population density.
Horizontal Integration	POD locations are selected based on population density modeling and historical records are addressed for infrastructure damage. Local and tribal organizations are aware of possible site locations.
External Collaboration	POD locations are selected based on population density modeling and historical records are addressed for infrastructure and transportation route damage. Pre-identified locations are passed to neighboring local, tribal, and state organizations as appropriate.
Synchronized	POD locations are selected based on population density modeling and historical records are addressed for infrastructure and transportation route damage. Pre-identified locations are coordinated with the state and shared with FEMA Region. Locations have been exercised to validate site feasibility.

Approach: Estimate the number of people that a POD might need to serve so that the number of POD sites can also be identified. Several models, such as the USACE model, can be used to calculate the potential number of people who do not have access to commercial power and the number of PODs that might be needed. As an example, to identify the number of Type III PODs needed to support that, the following could be used: population (approximate affected population)/5,000 = (number of PODs needed).

Identify the general locations of PODs. The general locations of PODs can be determined by population density and how commodities should be distributed in the jurisdiction. Use GIS to produce a dot density map that provides a visual dot for a selected density of population. A dot density map should be produced based on a density of 1 dot for every 12,500 people (40 percent of 12,500 = 5,000 – the number of people served by a Type III POD).

Consider adding additional general POD locations. It is important to consider any factors such as tribal communities, isolated rural communities, and concentrations of population (high-rise apartments and apartment complexes) that might require additional PODs.

Identify potential POD sites within each general location. Once the general location is identified through GIS mapping, the POD planning team should identify and review potential sites for the POD within that general location. Use jurisdiction parcel-level maps and neighborhood planning details to identify the types of sites within each of the identified general locations.

Coordinate with local and tribal contacts and share the proposed locations of PODs to reduce the possibility of a site being selected that could become problematic during a live incident. One point to keep in mind is that planning is not beneficial if commodities cannot be placed into the survivors' hands in a timely manner.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19

1.3.8 (Q27) How has the local jurisdiction captured the POD concept of support in plans?

Intent: An ad hoc concepts of support should not be established during an incident. POD concepts of support should be established in plans so that agencies can identify and coordinate staffing and equipment requirements and exercise the plan. The concept of support should be coordinated with the state and, ideally, with the FEMA Region.

Capability:

Static	POD support (management, communication, commodity flow, etc.) is not established.
Functional	POD support concepts are captured in local and tribal jurisdiction plans for the highest probable threat.
Horizontal Integration	POD support concepts are captured in plans for local and tribal areas throughout the local jurisdiction.
External Collaboration	POD support concepts are coordinated with local and tribal organizations and the responsibility for management and operations of each POD is included in logistics plans.
Synchronized	POD support is captured throughout the local jurisdiction and coordinated with the state. Operational concepts are validated through exercises or other processes.

Approach: It is recommended that you:

Identify POD requirements.
Identify support requirements that will be fulfilled by the local jurisdiction.
Identify shortfalls.
Address shortfall requirements that must be filled from state resources or contracts.
Develop POD reporting and coordination protocols.

The jurisdiction should exercise the POD plan by conducting various types of exercises, from tabletop to full scale operational exercises in order to identify shortfalls, potential problems with equipment, site locations, staffing or partners, and vendors. Staff and partner familiarization with each other's capabilities and requirements could assist in establishing or enhancing partnerships through shared understandings of processes and through training.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19

1.3.9 (Q28) How has the local jurisdiction identified staff and material requirements for POD operations?

Intent: Staffing and equipment requirements can be intensive for incidents that would require the use of PODs. Those who could actually staff the PODs need to understand the concept, be trained in how to conduct POD operations, as well as the safe operation of the equipment such as forklifts. Sourcing equipment can be intensive as well.

Capability:

Static	Staffing and material requirements are not pre-identified.
Functional	Some staffing and material requirements are pre-identified.
Horizontal Integration	All staffing and material requirements and sourcing are pre-identified.
External Collaboration	Staffing is done through local partners whose organizations will provide specific units and equipment to be assigned to execute the POD mission.
Synchronized	Staffing and material requirements are sourced and identified according to common protocols region-wide in advance to individual POD level.

Approach: POD operations are a local requirement. The following steps are recommended:

Identify POD sites in your jurisdiction(s).
Type the POD as Type I, II or III.
Use modeling to identify staffing and equipment requirements.
Identify an agency to provide staff at each site and coordinate procedures in an MOU.
Consider city, county, or tribal agencies, VOLAGs, or the ―Adopt a POD‖ program.
Identify MHE providers. Establish pre-incident contracts or MOUs.
Provide or procure a POD kit in accordance with IS 26.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

1.3.10 (Q29) How has the local jurisdiction worked within its area to identify or determine capabilities of other agencies or the private sector to support food distribution?

Intent: There are agencies that maintain food stocks on a daily basis that could be utilized in disasters to provide feeding support. School programs under the U.S. Department of Agriculture (USDA) are one of the sources. Access to these stocks could support shelter operations. VOLAGs such as food banks provide food to their clients on a daily basis. These same clients are more likely to be impacted by the incident. The food bank could be utilized as a source to provide food to their normal client base and others after an incident. Grocery chains and big box stores have established transportation and distribution capabilities that provide food and other commodities to the stores they support on a recurring basis. Work to either get them back in business, which relieves jurisdiction support requirements or to support the jurisdiction's operation.

Capability:

Static	The local jurisdiction has not considered other agency partners or the private sector in its food distribution plans.
Functional	The local jurisdiction has informal agreements in place with agencies, such as the USDA Food and Nutrition Services (FNS) program or other partner programs, to support food distribution, but has not coordinated those plans with county or tribal jurisdictions.
Horizontal Integration	The local jurisdiction has informal agreements in place with agencies (e.g. USDA FNS program), to support food distribution and has coordinated those plans with county, and/or tribal jurisdictions.
External Collaboration	The local jurisdiction has formal MOUs in place with other agencies such as USDA FNS program or other partner programs, volunteer groups, and contractors in support of food distribution efforts and has coordinated those plans with county, and tribal jurisdictions.
Synchronized	The local jurisdiction has formal MOUs in place with other agencies such as the USDA FNS program or other partner programs, volunteer groups, and contractors to provide complete food distribution support coverage and has coordinated those plans with county, and tribal jurisdictions, as well as the state.

Approach: The following steps are recommended:

Coordinate with VOADs to work with local food banks and bulk commodity suppliers to support food distribution.
Develop food bank protocols for the plan.
Develop private-public partnerships with local grocery and big box store providers to provide resources or work to get them back into business.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

1.3.11 (Q30) How extensive is transportation planning for commodities and resources during an incident?

Intent: Visibility of commodities is important. Lost, delayed, and misdirected shipments are costly and add to the impacted population's suffering. Knowing where the commodities are en-route from distribution or mobilization through to staging and delivery provides accountability and saves money in the long run. Transportation planning should include sources to track asset movement, movement command and control, and receipt by the end user. You should ensure that the proper MHE is available to load and off-load shipments when they arrive at their destinations. Having the correct type MHE for off-loading shipments can reduce transportation vehicle down time and overall cost.

Capability:

Static	The local jurisdiction does not have a transportation plan for resource distribution.
Functional	The local jurisdiction transportation plan is ad hoc.
Horizontal Integration	The local jurisdiction develops a written resource transportation plan.
External Collaboration	The local jurisdiction transportation plan includes sources for resource movement, movement command and control, tracking, and receipt verification and has been coordinated with participating agencies.
Synchronized	The local jurisdiction transportation plan is coordinated with state and validated through exercises or another method.

Approach: The following steps are recommended:

Develop request, reporting, and receipt protocols.
Require vendor reporting.
Consider utilizing a transportation vendor to conduct shipment tracking.
Consider providing radio frequency identification (RFID) or satellite tracking.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-19

1.3.12 (Q31) How do local jurisdiction plans address transporting materials through restricted areas?

Intent: Commodities have to move from their point of origin, to the state, to the LSA, and then to the end user, whether the end user is an agency or a POD. When the infrastructure is disrupted or congested (e.g. roads closed due to flooding or damage, traffic signals out, etc.), then the flow of resources is restricted, disrupted, and delayed. This delays the response and recovery. Plans should address prioritizing transportation assets into the area and directing convoys and escorts through areas having such restrictions. Restrictions are not limited to geographical locations and could include local road or bridge restrictions associated with the weight, height or width of the transport vehicles. Some local or state laws require specific markings, determine convoy size, and escort requirements. Similar restrictions could also include those for the private sector.

Capability:

Static	The logistics plans do not address transportation of resources through areas having restrictions or checkpoints.
Functional	The concepts for transportation of resources through restricted areas have been addressed but are not included in plans.
Horizontal Integration	The logistics plans include processes for resource transportation through areas having restrictions.
External Collaboration	The transportation plans for resources through areas having restrictions have been coordinated with affected agencies and processes to communicate these requirements to transportation providers have been developed.
Synchronized	The logistics plans describe strategies for transporting resources through areas having restrictions, quarantine lines, law enforcement checkpoints, etc. and have been agreed upon by all affected parties and exercised to some degree.

Approach: The following steps are recommended:

Develop a concept to transport resources through restricted areas, including quarantine lines and law enforcement checkpoints, and designate primary and alternate routing.
Develop priority protocols to get most needed resources in first.
Coordinate this plan with affected agencies and transportation providers.
Develop communication protocols.
Develop escort protocols and identify escort resources.
Coordinate with private businesses to include them in the priority queue so they can begin to facilitate their return to normal operations and relieve some of your burden.
Coordinate with jurisdictional law enforcement and transportation compliance officials to ensure that local and state restrictions are considered when issuing a governor's emergency declarations and allowing certain restrictions to be temporarily lifted or suspended following an incident.

References: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-20; National Preparedness Goal, 1st ed., 2011, p. 14

1.3.13 (Q32) How do local jurisdiction plans address transporting materials through restricted areas?

Intent: Communities may have resident capacities to deal with the public needs locally for some incidents. Catastrophic incidents will require a broader set of partners to accomplish capability targets for core response capabilities. Establishing physical access will be critical to immediately delivering life saving and support resources.

Commodities move from their points of origin, through the state to the LSA, to the end user, which can be an agency or POD. When critical infrastructure is disrupted or damaged, roads closed due to flooding or damage, traffic signals out, etc., the resource flow can be disrupted or delayed. In turn, response and recovery efforts may also be delayed. Plans should address

prioritizing transportation assets flow into the area and developing a concept for convoys and escorts through restricted areas.

Some restrictions may be geographical or related to physical limitations or restrictions such as local road or bridge restriction associated with the weight, height, or width of the transport vehicles. Local or state laws require specific markings for certain size conveys and have established escort requirements. This should not be limited to state and federal resources, but include resources of the private sector, such as grocery stores and home improvements stores, to help them get operational, relieve some of the pressure on the jurisdiction, and get back to normal operations as soon as possible.

Capability:

Static	The local jurisdiction does not determine planning requirements.
Functional	The local jurisdiction completes an analysis of physical access, transportation, and delivery requirements.
Horizontal Integration	The local jurisdiction develops plans to establish physical access to deliver required resources.
External Collaboration	The local jurisdiction trains responders to deliver required resources. The jurisdiction coordinates plans and SOPs with other state, local, and tribal jurisdictions and external partners.
Synchronized	The local jurisdiction identifies all requirements and plans and SOPs are documented and exercised regularly with all stakeholders. e.

Approach: Develop a concept to transport material through restricted areas, including quarantine lines and law enforcement checkpoints, and designate primary and alternate routing. Develop priority protocols to get most needed resources in first. Coordinate this plan with affected agencies and transportation providers and develop communication protocols.

Develop and identify escort resources. Coordinate with private businesses to include them into the priority queue so they can begin to get back to normal and relieve some of your burden. Coordinate with jurisdictional law enforcement

Reference: National Preparedness Goal, 1st ed., 2011

1.4 Training and Compliance

1.4.1 (Q33) How does the local jurisdiction participate in the Emergency Management Accreditation Program (EMAP)?

Intent:
The EMAP Emergency Management Standard (EMS) is a tool for continuous improvement as part of a voluntary accreditation process for state and local EM programs. The EMAP process can be used by emergency response stakeholders and is a means for strategic improvement to EM program, culminating in accreditation.

Capability:

Static	The local jurisdiction does not participate in EMAP.
Functional	The local jurisdiction is in the process of registering, conducting self assessments, and applying for EMAP.
Horizontal Integration	The local jurisdiction hosted the on-site EMAP assessor team and is addressing highlighted issues.
External Collaboration	The local jurisdiction successfully completed all six EMAP standards identified for logistics.
Synchronized	The local jurisdiction received EMAP accreditation.

Approach: It is recommended that the jurisdiction get the local executive branch of government (i.e., chief executive official) to determine the interest level in EMAP. The EMAP process is resource intensive and requires considerable hours to accomplish. All agencies are required to participate. Therefore, approval to seek accreditation will require executive approval and prioritization. It is suggested that you:

Appoint an accreditation team to oversee the process.
Provide training and resource support for the EMAP process.
Gather and review pertinent documentation.

Reference: EMAP, EMS, 2010 pp. 1, 9

1.4.2 (Q34) Have the local jurisdiction logistics planners completed NIMS Incident Command System (ICS) training?

Intent: All logistics partners should have a basic understanding of NIMS ICS operations and procedures, and all managers should have completed the Independent Study Program (ISP) Professional Development Series (PDS) and should be certified in ICS management.

Capability:

Static	The local jurisdiction logistics planners does not complete NIMS ICS training or completion is not documented.
Functional	The local jurisdiction logistics planners complete Emergency Management Institute (EMI) ISP courses.
Horizontal Integration	The local jurisdiction developed in-house training plans and requirements and training objectives are tied to each position.
External Collaboration	The local jurisdiction emergency managers complete NIMS ICS compliant courses.
Synchronized	The local jurisdiction emergency managers complete the EMI ISP PDS courses and received certificates of completion.

Approach: By utilizing the NIMS training program to identify NIMS required training that is job specific to logistics and resources management. Providing in-house training enables the agency to verify that all participants have received the proper levels and understanding of ICS. Providing this training opportunity to outside partners helps improve working relations between

agencies, provides additional non-standard training to outside agencies and increases the available additional staff in a disaster response incident.

Determine ICS levels for each position.
Provide ICS training as determined for all logistics staff and partners.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 2-1, 2-2; National Preparedness Goal, 1st ed., 2011, p. 14; NIMS Training Program, 2011, pp. 11-16, 51-52

1.4.3 (Q35) How does the local jurisdiction sponsor or provide LSA and/or POD training?

Intent: Determine training requirements for staff to safely and efficiently operate LSAs and PODs and make training available to all staff and other government agencies.

Capability:

Static	The local jurisdiction does not sponsor LSA and/or POD training or guidance programs.
Functional	The local jurisdiction uses just-in-time training to train some staff on local LSA and POD operations.
Horizontal Integration	LSA and POD training is required for all employees and volunteers staffing LSAs or PODs at local and tribal jurisdiction levels.
External Collaboration	LSA and POD training is required for all employees and volunteers. Training program is socialized with the state and certificates are provided upon completion.
Synchronized	The local jurisdiction LSA and POD training is required for all employees and volunteers. Training program includes the FEMA LMD national POD training video, and a full training regimen is socialized with state and FEMA Region. Certificates are provided upon completion of coursework.

Approach: By providing in-house training the agency is able to verify that all participants and partners have a consistency of training information, received the proper levels and have an overall understanding of LSA and POD Operations. Providing this training opportunity to outside partners helps improve working relations between agencies, provides additional non-standard training to outside agencies and increases the available additional staff in a disaster response incident.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

1.4.4 (Q36) How does the local jurisdiction plan for exercises?

Intent: Develop a strategy and a schedule of various types of exercises over a multi-year plan. Pre-scheduling these various exercises enables the jurisdiction to provide additional training and

reduce operational costs for exercises and live incidents. Exercise should be used to identify possible shortfalls in the plans and provide an opportunity to correct shortfalls before they affect operations or possibly delay critical commodities and equipment deliveries.

Capability:

Static	The local jurisdiction does not conduct logistics exercises.
Functional	The local jurisdiction periodically conducts exercises that require logistics participation at least annually.
Horizontal Integration	The local jurisdiction exercises logistics capabilities and/or plans at least semi-annually.
External Collaboration	The local jurisdiction uses a combination of information from capability assessments and training exercises to identify shortfalls. Local jurisdiction has developed a strategy to remedy shortfalls through a multi-year training and exercise plan.
Synchronized	The local jurisdiction plans identify exercises that will be conducted over the next 2-3 years focusing on testing plans, capturing lessons learned, identifying areas for improvement, and follow-on actions aimed at building the knowledge, skills, and abilities to perform the critical tasks. Local jurisdiction has coordinated this plan with all affected agencies including state.

Approach: It is recommended that the jurisdiction have a focused, long term exercise program and ensure the program is HSEEP compliant as defined in HSEEP-mandated practices for exercise program management, design, development, conduct, evaluation, and improvement planning. These exercises should cover a 2-3 year timeframe and include multiple tabletop and functional exercises that specialize in certain aspects of the overall plans for each section and its partners within the agency and develop and execute at least one full-scale exercise every two years.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-25, 4-26, C-4; National Preparedness Goal, 1st ed., 2011, p. 7

1.5 Provider Qualifications

1.5.1 (Q37) What standard operating procedures (SOP) are in place for vetting potential commodity and service providers in the local jurisdiction?

Intent: A vetting process for potential vendors and service providers helps to eliminate those that do not have the capacity or capability to meet your disaster response needs and schedule. Consider their past performance and if they perform as required by the contract.

Capability:

Static	No formal procedures are in place to identify and vet potential vendors and service providers.
Functional	The local jurisdiction developed and implemented SOPs to identify and vet

	potential vendors and service providers.
Horizontal Integration	SOPs are established and socialized across the EMA.
External Collaboration	SOPs are established, implemented, and socialized with local EM functions, and incorporated into local logistics planning and training functions.
Synchronized	SOPs are in place and potential commodity and service providers are vetted with local chambers of commerce, business bureaus, trade associations, the state, and the FEMA Region.

Approach: All contracts should include a noncompliance clause with detailed steps to track and notify vendors of performance that does not meet stated and agreed upon requirements. Following all incidents, including an exercise, a detailed report of a vendor's performance needs to be maintained in their files.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14; Universal Task List (UTL), 2007

1.5.2 (Q38) Do the local jurisdiction's logistics plans include public-private partnerships?

Intent: No government can afford to provide all the resources and services needed in a disaster. Logisticians should include support provided by the private sector resources and services in planning and document agreements in pre-incident MOUs and contracts. Involving the private sector providers as part of the planning and exercise program enhances the response and can affect the cost effectiveness.

Capability:

Static	Logistics plans do not include public-private partnerships.
Functional	Logistics plans include some mention of public-private partnerships.
Horizontal Integration	Logistics plans describe the process used to identify private agencies/contractors that will support resource management issues (e.g., waste haulers, spill contractors, landfill operators).
External Collaboration	Logistics plans list current private partners and the support they are able to provide.
Synchronized	Logistics plans include methods to engage private partners and identify existing MOAs, MOUs, and contingency contracts with these organizations.

Approach: If pre-disaster contracts are legal within your jurisdiction, it is advisable that they be utilized as much as possible, because these contracts can be written so that exercises are included in the deliverables ensuring that the contractors are kept up to date on any changes in the plans or procedures. The Logistics Section should keep these vendors informed of pending exercises and include them in training and planning or any exercises that could involve their services.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. C-11

1.5.3 (Q39) How has the local jurisdiction identified potential providers for commodities, trucking, and evacuee transport?

Intent: In incidents that are widespread or catastrophic, the requirements on commercial trucking and passenger transportation, such as buses, will be heavy. There may be multiple jurisdictions vying for the same resources. Waiting to order resources when they are needed could result in not having enough resources to meet requirements. Pre-planning can de-conflict providers and prioritize who needs what and when.

Capability:

Static	The local jurisdiction does not identify potential vendors or service providers.
Functional	The local jurisdiction identifies potential providers for critical resource acquisition and transportation, and identifies bus service providers for disaster evacuees.
Horizontal Integration	The local jurisdiction identifies vendors for resource needs and evacuee transport requirements and has coordinated with other emergency management functions to ensure coverage. Additionally, the local jurisdiction has budgeted yearly to maintain contracts.
External Collaboration	The local jurisdiction logistics planners identify required potential providers of commodities and services, including jurisdictional priorities, and have de-conflicted the vendor list with neighboring jurisdictions, in order to avoid potential overlaps and conflicts with those vendors. Lists are updated on a regular basis.
Synchronized	The local jurisdiction logistics planners identify required potential providers of commodities and services, including jurisdictional priorities and have de-conflicted vendor list with the state and FEMA Regions to avoid overlaps and conflicts with vendors.

Approach: It is recommended that you complete the following actions:

Identify resources needed to conduct response operations, such as bus transportation, commodities, and commercial trucking.

Vet contractors for capability and capacity and have them identify conflicting or competing commitments. In some cases, vendors have contracted with multiple jurisdictions assuming that their resources would not be called upon by these jurisdictions at the same time, only to be shorthanded when both jurisdictions had simultaneous requirements.

De-conflict vendors with other jurisdictions.

Coordinate priorities with the state, FEMA, and other jurisdictions.

Exercise your plan with outside jurisdictions, sharing information about possible vendors and identifying possible shortfalls of deliverables from vendors.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14; UTL, 2007

1.6 Procurement Procedures and Protocols

1.6.1 (Q40) How does the local jurisdiction minimize risk of nonperformance by vendors and service providers?

Intent: To avoid contracts with underperforming vendors, vendors should be vetted and there should be multiple vendors that provide similar services and commodities, if possible. Procedures to eliminate or mitigate under or non-performing vendors should be established. This saves money and time in the long run.

Capability:

Static	There is no contingency plan in place for risk mitigation of nonperformance by vendors or other external agencies.
Functional	The local jurisdiction has multiple contracts in place for key resources and services, but does not consider inherent risks associated with private sector contract execution.
Horizontal Integration	The local jurisdiction considers the types of risks associated with private sector contracts and delivery and observes lessons learned from historical performance records in an attempt to contract with multiple providers with reliable reputations. Additionally, the local jurisdiction adds a nonperformance and underperformance clause in contracts.
External Collaboration	The local jurisdiction considers the types of risks associated with private sector contracts and delivery and observes lessons learned from other jurisdictions' historical performance records in an attempt to contract with multiple providers with reliable reputations. The local jurisdiction has procedures in place to address underperformance.
Synchronized	There is a contingency plan in place that addresses the risk of private sector or other external agency underperformance through lessons learned and best practice information sharing. The local jurisdiction contracts with multiple best-in-class providers for each commodity and service and maintains a list of contractor performance and underperformance and shares it with the state.

Approach: The following guidelines are recommended when identifying and selecting vendors:

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

Review past performance. The vendors should have a proven history of providing the requested goods and services and have a good plan for ensuring that they will be able to meet the requirements of the contract. By conferring with other states and jurisdictions you can develop a vendor historical profile.

Review vendors' contingency plans. The vendors should demonstrate how they will ensure the availability of adequate resources to fulfill the contract and have appropriate backups. Please note that even with a pre-incident contract, unless there is a full guarantee, jurisdictions may still have to act quickly or risk losing the resource. The jurisdiction should review and fully understand any assumptions or constraints the vendor

is including in the contract. The vendor should also be able to explain how they will address deployment and order and services receipts.

Use NIMS resource typing where available. NIMS typed resources ensure that there is no miscommunication about what is being requested.

Consider adding a contract clause allowing other authorized users. Adding a clause that allows other jurisdictional entities to access the goods and services provided may mean there are fewer burdens on EM to procure the goods and services on behalf of these organizations.

Use local vendors and service providers. Consider whether or not a clause requiring the use of local hires is feasible. Using local hires can help stimulate the local economy after a disaster, encourage people to return, and reduce overall cost by reducing contractor per diem and travel costs.

Use turnkey systems where possible. Turnkey systems provide comprehensive solutions with one vendor and include the actual equipment, personnel, assembly, maintenance, disassembly, and transportation of the resources and equipment. A one-stop solution is easier and possibly more cost-effective.

Reference: Interagency Incident Business Management Handbook 2, 2009

1.6.2 (Q41) What standard operating procedures (SOP) are in place for ordering and acquiring resources and services?

Intent: Any action that is repetitive and may have to be performed by personnel with varying levels of experience and training during disaster incidents should benefit from having access to SOPs. This is particularly true for purchasing. The normal process for ordering and acquiring resources is complex. Disaster or emergencies usually require procedures that differ from day-to-day procedures. SOPs should provide assistance to staff that may have minimum experience in emergency purchasing.

Capability:

Static	There are no established plans and procedures to order and acquire required resources.
Functional	Plans, procedures, and decision channels vary based on the service or commodity required.
Horizontal Integration	Standardized protocols and approval layers communicated across the local jurisdiction emergency preparedness organization for ordering and acquiring resources.
External Collaboration	Does not apply.
Synchronized	Formal process protocols and approvals are implemented for ordering and acquiring resources and include reconciliation, accounting, auditing, and inventory processes.

Approach: The following guidelines are recommended for creating SOPs to acquire resources and services:

Appoint a SOP writing team to include ordering and acquiring of resources, purchasing, logistics, and public assistance specialists.
Develop a comprehensive purchasing SOP that includes day to day and emergency specific ordering, acquiring, and purchasing procedures.
Develop job aids to include position descriptions, forms, and procedures for information management technology systems (e.g., WebEOC).
Conduct training on the SOP to include personnel assigned to the Purchasing Section.
Include acquisitions in the jurisdiction's training and exercise program.
Look for ways to reduce the possibility of major errors occurring during disasters or emergency operations.
Use the same SOPs throughout the staff, to ensure consistency, expenditure tracking is maintained, and overall cost is reduced.
Use SOPs to ensure that duplication of services is reduced.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

1.6.3 (Q42) How are the sourcing decisions tied to a resource management plan?

Intent: Sourcing decisions should involve the pre-disaster, systematic identification of resource requirements, shortfalls, and inventories to support the objective. To provide the most cost effective, closest, and most readily attainable resources utilize standing contracts as well as emergency purchasing procedures for quick access and known pricing.

Capability:

Static	The jurisdiction does not have a resource management plan in place.
Functional	Personnel with resource management responsibilities consider the urgency of needs for particular equipment, supplies, and commodities and whether resources can be produced and delivered quickly enough to meet anticipated need.
Horizontal Integration	The resource management plan in established and integrated in overall EM organization with some standing contracts for service or commodities.
External Collaboration	A well established resource management plan in place and is supported by standing contracts and emergency purchase mechanisms (e.g., debit and credit cards). The plan is shared with the state.
Synchronized	The resource management plan is well established with local and state partners, and includes modeling, historical burn-rates, delivery lead times, and emergency purchasing powers. The resource plans are updated regularly based on lessons learned.

Approach: The following guidelines are recommended for your critical resource management plan:

Establish a critical resource management plan.
Integrate it with overall EM organization.

Develop standing contracts and emergency purchase mechanisms (e.g., debit/credit cards).
Coordinate and share the plan with local and state partners and FEMA Region.
Use and include modeling, historical burn-rates, known delivery lead times, and emergency purchasing powers.
Update guidelines regularly, at least annually, and after incidents.

Reference: EMAP, EMS, 2010, p. 9

1.6.4 (Q43) How are contracts and emergency purchase procedures linked to local jurisdiction accounting practices and procedures?

Intent: It is recommended that you do not form an ad hoc accounting practice for disasters. Linking approval, ordering, receipt, and integration with accounting or contracts and emergency purchases to standard accounting and audit practices from the beginning of an incident helps with recovery and acquiring reimbursement from FEMA, the state, and other agency audits.

Capability:

Static	No standard practices in place for approval, ordering, receipt, and integration with accounting.
Functional	SOPs in place and integrated into inventory management and fixed asset accounting.
Horizontal Integration	Logistics collaborates with other disaster management departments and ensures proper invoicing, cost/performance validation, and reimbursement.
External Collaboration	Does not apply.
Synchronized	Logistics collaborates with other disaster management functions and ensures an audit trail for commodities issued and left over.

Approach: The following actions are recommended:

Develop procedures that incorporate state purchasing practices and procedures with emergency contracts and purchase procedures.
Include in the purchasing SOP.
Conduct training on procedures.
Include procedures in exercises.

Reference: NIMS, 2008, pp. 113-114

1.6.5 (Q44) If applicable, how does the local jurisdiction utilize General Services Administration (GSA) sourcing and contracts with private sector?

Intent: GSA provides government pricing for certain resources. These prices are negotiated as the best price for the government. However, when using a GSA schedule if the service or

commodities are over $1,000,000 or for an extended period of time for services the price is negotiable.

Capability:

Static	The local jurisdiction does not or cannot utilize GSA for contract negotiation and agreements or cooperative purchasing agreements are not available.
Functional	The local jurisdiction occasionally utilizes GSA, or cooperative purchasing agreements, for private sector contracts.
Horizontal Integration	The local jurisdiction regularly directly contracts with GSA, or cooperative purchasing agreements, for private sector service and/or commodity acquisitions.
External Collaboration	The local jurisdiction regularly directly contracts through GSA, or cooperative purchasing agreements, for private sector service and/or commodity acquisitions. Local jurisdiction coordinates sourcing requirements with local vendors prior to engaging GSA.
Synchronized	The local jurisdiction regularly directly contracts with GSA, or cooperative purchasing agreements, for private sector service and/or commodity acquisitions. Local jurisdiction coordinates sourcing requirements with local vendors prior to engaging GSA and coordinates contracts with state.

Approach:
If you cannot use the GSA schedule you can still utilize GSA scheduling as a guide for establishing pricing with contractors. Other options are addressing the jurisdiction statutes or laws that pertain to the contracting process and considering –cooperative purchasing agreements.‖

What products and services do you require under the GSA schedule? It is recommended that you develop pre-incident contracts for those services with approved GSA providers.

Reference: EMAP, EMS, 2010, p. 9

1.7 Solicitation

1.7.1 (Q45) What is the local jurisdiction's process for issuing requests for proposals (RFP) or other offers for pre-incident contracts?

Intent: Competition between suppliers offers a simple and effective opportunity for savings by allowing a number of suppliers to compete over a given range of equipment and commodities. Issues can arise if there are not clear processes or information on how to issue RFPs.

Capability:

Static	The local jurisdiction has no formal solicitation process or protocol.
Functional	Statements of work and sole source solicitations are developed on an ad hoc basis.

Horizontal Integration	There is limited Request For Proposal (RFP) issuance for pre-incident contracts; largely ad hoc negotiation and contracting.
External Collaboration	There is a standardized Request For Information (RFI) and RFP process for pre-incident contracts, including detailed statements of work, bid evaluation, and pricing.
Synchronized	The RFI and RFP processes for pre-incident contracts are standardized and (if not proprietary) information is shared with state.

Approach:
The local jurisdiction should issue a RFI for supplies in advance of an incident, if possible. This enables the local jurisdiction to review the market place and invite potential candidates to apply before measuring key supplier requirements such as capability, quality, and process.

This stage requires that a questionnaire be sent to suppliers before qualification. The questionnaire should be targeted, concise, and relevant to the requirement being tendered.

Tenders often hinge on disaster requirements, so it is crucial that requirements are clear and precise. Ambiguity can result different interpretations making the evaluation and award far more complicated than it should be.

Provide feedback and create a list of frequently asked questions (FAQ). Ensure that the local jurisdiction has suitable points of contact available for questions and issues that might arise. Ensuring that the local jurisdiction has the correct support structure in place to clarify any details is vital to the RFP success.

Selection criteria should be considered at the beginning of the process – ideally, ensure that your suppliers complete their proposals in a standard format that can be easily scored and compared. Requirements should be broken down into appropriate sections (e.g., materials and services) so that they can be considered and weighted appropriately.

Reference: EMAP, EMS, 2010, p. 5

1.7.2 (Q46) How does the local jurisdiction balance its portfolio of vendor contracts, to include local, regional, and national/enterprise level providers?

Intent: Having a balance of local, regional, and national vendors provides options. For instance, in a small incident the use of local vendors may provide a quicker response, less transportation costs, and a boost to the local economy. In a larger incident the number of vendors should be greater as requirements grow and supersede local vendor capabilities. In catastrophic incidents the pool of vendors grows even larger as federal government and multiple states compete for resources.

Capability:

Static	Existing contracts do not take into account a need to balance the vendor list.
Functional	Contracts are in place with multiple local or regional vendors.

Horizontal Integration	Established contracts are in place with local, regional, and national providers, but not vetted for risk of nonperformance.
External Collaboration	Established local, regional, and national contracts are in place, and vendor capability to support has been vetted or proven through a review process.
Synchronized	The local emergency management agency is ideally positioned in terms of sourcing contracts that include national, regional, and local vendors.

Approach: When extending RFPs for commodities and equipment, it is recommended that the local jurisdiction include appropriate local, regional, and national providers.

It is also advisable to establish priority lists with a goal to utilize the closest and most cost effective resource provider first. The objective is to work outward from local, to regional, then national. The further away a resource is, the more expensive is the cost.

Reference: EMAP, EMS, 2010, p. 5

1.8 Existing Contracts

1.8.1 (Q47) What process is used to make private sector liaisons easily accessible to local jurisdiction logistics personnel?

Intent: Having direct access to the private sector is important to providing the logistician with a clear picture of the situation affecting resource requirements. This could save money, time, and perhaps reduce or eliminate wasted resources.

Capability:

Static	There are no public-private liaisons available.
Functional	Primary vendor liaisons assist in sourcing, identifying, and coordinating store openings, available supplies, and relevant PODs in those areas.
Horizontal Integration	Consistent POCs exist to consult with during incidents.
External Collaboration	Liaisons are available for existing contracts for opportunity identification and coordination with store openings, available supplies, and relevant PODs in those areas.
Synchronized	Liaisons assist in sourcing, identifying, and coordinating store openings, available supplies, and relevant PODs in those areas; information is shared with the state.

Approach: Identify a private sector ESF or liaison(s) with business and industry. Include contracted vendors in the logistics section (if not physically in the EOC) and establish 24/7 communications. Ready access to public sector representatives with knowledge of business activities e.g., the local Chamber of Commerce, can help the logistician decide if PODs are warranted or if it is time to demobilize them, and facilitates detailed planning and coordinating.

Reference: EMAP, EMS, 2010, p. 5

1.8.2 (Q48) How does the local jurisdiction use performance-based contracting (PBC) for goods and services?

Intent: Performance-based contracts identify expected deliverables, performance measures or outcomes, and payment is contingent on their successful delivery. Performance-based contracts may include, but are not limited to, consequences and/or incentives to ensure that agreed upon value to the local jurisdiction is received.

Capability:

Static	Existing contracts are not performance-based.
Functional	Existing contracts have a few performance incentives.
Horizontal Integration	Some existing contracts with vendors consider performance and quality.
External Collaboration	Existing contracts are measured for performance and quality, and measurements are vetted against existing contracts with other jurisdictions and states.
Synchronized	Existing vendors are continuously quality measured, and contracts are routinely evaluated for performance and compared with other jurisdictions and states.

Approach: PBC has been identified as an effective means to acquire goods and services. PBC is contracting for results and involves structuring aspects of an acquisition around the purpose of the work to be performed. The essential elements of PBC include: developing effective work statements, performance standards, and quality assurance plans, as well as,

Describing the task to be performed in terms of measurable outcomes rather than by prescriptive actions to be performed, expressed in either a performance work statement (PWS) or statement of objective (SOO).

Developing measures of performance and defining acceptable performance.

Developing processes for handling performance that exceeds or fails to meet acceptable performance standards.

Defining how the contractor's performance should be measured and assessed against the performance standards (consider a Quality Assurance Plan or Quality Assurance Surveillance Plan).

Reference: EMAP, EMS, 2010, p. 5

1.8.3 (Q49) How are existing trucking contracts linked to a forecasted distribution model and/or do the contracts have provisions for demand scalability throughout the local jurisdiction?

Intent: Trucking contracts should be scalable. Truck requirements can be intense in the first hours of an incident, decrease as the incident proceeds, and then increase when recovering

supplies. It may not be cost effective to order a set number of assets for a fixed time period because you will have to pay for idle assets. Coordinating truck requirements with the distribution model gives the logistician a picture of what trucking assets may be needed over different periods of time.

Capability:

Static	The contracts are not linked to a distribution model; no provisions exist for scalability.
Functional	The local jurisdiction has a distribution model, but does not synchronize support with transportation providers.
Horizontal Integration	Existing contracts are linked to a high level distribution model and include provisions for demand scalability.
External Collaboration	The local jurisdiction has integrated commodity distribution models coordinated with trucker capabilities, and existing contracts in place with provision for demand scalability.
Synchronized	The contracts are aligned with commodity distribution models, coordinated with trucker capabilities and have been shared with the state.

Approach: It is recommended that you perform the following steps:

Develop contracts that are aligned with your commodity distribution model.
Include contract provisions for scalable requirements.
Include provisions for the trucking contractor to provide a liaison to work with the logistics section.
Coordinate requirements for trucking assets.
Coordinate this plan with local, regional, tribal, and state agencies, and the FEMA Region.

Reference: UTL, 2007

1.8.4 (Q50) How are contracts evaluated in conjunction with periodic logistics plans reviews?

Intent: Vendor contracts should be evaluated after they are implemented and at least annually. They should be evaluated for capability and ability to perform and pricing. Vendor support agreements should be reviewed and included in exercises that validate the logistics plan whenever possible to ensure that vendors are aware of changes in procedures or policies and to verify that the vendors are capable of fulfilling contractual requirements.

Capability:

Static	Current providers are not risk assessed or tested for the capability to meet performance and quality requirements set forth in contracts.
Functional	The local jurisdiction has limited tabletop, scenario based capability testing of commodity vendors and transport providers.
Horizontal	Vendors have proven delivery capability and have been recently assessed

Integration	for risk of inability to perform.
External Collaboration	Field-tested vendors with proven track records of satisfactory delivery within the state and/or within similar scenarios in other states.
Synchronized	Full performance of contractors is shared with the state.

Approach: At a minimum, it is recommended that contracts be reviewed annually, validating current capability or changes, to include price changes, with vendors. Include vendors in exercises whenever possible.

Reference: EMAP, EMS, 2010, p. 9

2. Logistics Operations

2.1 Identify Requirements

2.1.1 (Q51) How are POD requirements generated through an ad hoc or formal process based on established and accepted planning factors?

Intent: The need to pre-identify requirements ensures the logistics section can respond to the incident requirements. Using formal planning factors, such as the USACE model and historical and U.S. Department of Commerce census data, assists in avoiding over ordering to a point that valuable commodities that cannot be distributed are wasted or not available to other jurisdictions that need them.

Capability:

Static	The local jurisdiction uses ad hoc requirements generation.
Functional	The local jurisdiction uses generic USACE population planning factors.
Horizontal Integration	The local jurisdiction utilizes population based planning factors, such as USACE factors adjusted by historical data.
External Collaboration	The local jurisdiction uses current commodity burn rates to determine requirements.
Synchronized	The local jurisdiction uses USACE factors adjusted by historical data initially, and later current burn rates synchronized to distribution throughput to determine final requirements.

Approach: It is recommended that you estimate the number of people a jurisdiction might need to serve through a POD. Several models can be used to calculate the potential number of people that would be without commercial power. You could use the USACE model to identify the number of persons potentially affected by a catastrophic incident. U.S. Department of Commerce census data can also be helpful in determining affected populations.

Use the USACE model to identify the number of persons potentially affected by a catastrophic incident and the number of Type III PODs needed to support that population where 5,000 is the number of people served by a Type III POD.

(approximate affected population) / 5,000 = (number of PODs needed)

Identify the general locations of PODs. POD models predict the number of people in need. This fact is very important for determining the amount of commodities that may be required. However, what is important is getting commodities into the survivors' hands in a timely manner. The general locations of PODs can be determined by population density and how commodities should be distributed in the jurisdiction. Use GIS to produce a dot density map that provides a visual dot for a selected density of population. A dot density map should be produced based on a density of 1 dot for every 12,500 people (40 percent of 12,500 = 5,000 – the number of people served by a Type III POD).

Consider adding additional POD general locations. It is also important to consider any factors such as tribal communities, isolated rural communities, and concentrations of population (for example, high-rise apartments and apartment complexes) that might require additional PODs.

Identify potential POD sites within each general location. After general locations have been identified through GIS mapping, the POD planning team should identify and review potential sites for the POD within that general location. Use jurisdiction parcel-level maps and neighborhood planning details to identify the following types of sites within each of the identified general locations.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14; NIMS, 2008, pp. 35-36

2.1.2 (Q52) What is the local jurisdiction's structured logistics situation reporting process?

Intent: Logistics status and situation reporting is important to provide the overall logistics situational awareness. Using standardized formats provides data in a consistent form that assists logistics planners in developing requirements and making distribution and logistics decisions. Providing a regularly scheduled reporting time assists logistics planners in establishing timetables to complete those logistics functions, such as ordering, distribution, and meeting the reporting requirements of the state.

Capability:

Static	The local jurisdiction uses ad hoc reporting.
Functional	The local jurisdiction uses standardized report formats and time.
Horizontal Integration	Logistics reports are shared with regional and state partners.
External Collaboration	Logistics status reporting is integrated with regional and state logistics operations. The local jurisdiction ensures that state authorities provide status reports and requirements to FEMA 24-48 hours prior to required delivery date.
Synchronized	Data collected in the logistics situation reports are used to determine requirements and make distribution and/or logistics decisions.

Approach: The following are general recommendations for logistics situation reporting:

Determine the kinds of information needed to manage logistics information such as inventory, due outs, mission requests, mission status, current on hand, and facility locations..
Determine reporting times or frequency.
Develop forms and formats that meet these information needs.
Use information technology (IT) management systems and procedures such as WebEOC.
Develop SOPs.
Conduct training.
Exercise procedures.
Update procedures, policies, and training utilizing lessons learned from incidents and exercises.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

2.1.3 (Q53) How are commodity requirements adjusted to reflect post-evacuation population?

Intent: If the population is expected to evacuate before or because of an incident, then the initial requirement for commodities in that area may be considerably less. Also, consider the tourist population, if applicable.

Capability:

Static	Commodity requirements are not adjusted for post-evacuation population.
Functional	The local jurisdiction uses a scenario-based methodology to determine the post-evacuation population.
Horizontal Integration	The local jurisdiction uses a scenario-based methodology to determine the post-evacuation population and has exercised this capability.
External Collaboration	The local jurisdiction uses a scenario-based methodology to determine the post-evacuation populations and identifies external commodity requirements.
Synchronized	The local jurisdiction uses a scenario-based methodology to determine the post-evacuation population and adjusts PODs and distribution requirements accordingly.

Approach: In addition to the standard POD planning steps, determine the transient population, tourists, and commuters in addition to residents. Determine scenarios that would change the population.

Reference: EMAP, EMS, 2010, p. 9

2.1.4 (Q54) How are commodity requirements adjusted to reflect first responder and base camp populations?

Intent: Additional resources should be factored in to account for the influx of first responders and mutual aid resources. Commercial providers for responder support camps (RSC), if contracted, should provide bottled water to support meal service and the lunch meal (which is usually a shelf-stable meal or bag lunch issued with the breakfast meal).

Capability:

Static	Commodity requirements not adjusted for first responder/incident base operations and support.
Functional	The local jurisdiction uses a scenario-based methodology to determine first responder and base camp population.
Horizontal Integration	The local jurisdiction uses a scenario-based methodology to determine first responder and base camp population and has exercised camp capabilities.
External Collaboration	The local jurisdiction uses a scenario-based methodology to determine first responder and base camp populations and identifies external commodity requirements.
Synchronized	The local jurisdiction uses a scenario-based methodology to determine first responder and base camp populations and adjusts PODs and distribution requirements accordingly.

Approach: Based on the numbers of reported, expected, or fielded first responders, adjust commodity ordering appropriately. Plan to distribute commodities to first responders, by pickup by a first responder or by delivery to RSC or other locations.

Reference: EMAP, EMS, 2010, p. 9

2.1.5 (Q55) How are estimated shelter support requirements included in the local jurisdiction's overall commodity requirements?

Intent: In conjunction with the local agency responsible for ESF-6 operations, the American Red Cross with other partners provides local shelter locations and capacities with the logistics section. ESF-6 agencies and partners are included in the EOP and participate in local and statewide exercises and training.

Capability:

Static	The commodity requirements are not adjusted to support shelters.
Functional	The local jurisdiction, in conjunction with ESF-6 representatives, has scenario-based methodology to determine shelter population commodity requirements.
Horizontal Integration	The local jurisdiction uses a scenario-based methodology to determine shelter population and exercises this capability.
External Collaboration	Does not apply.
Synchronized	Local jurisdiction uses a scenario-based methodology to determine shelter population and has adjusted commodity requirements and distribution

	requirements accordingly.

Approach: Adjust commodity ordering based on the number of reported, expected, or open shelter residents and staff. Plan for distributing commodities to shelters, whether it is a pickup by shelter operators or delivery to the shelter locations. Have disaster contracts in place to assist ESF-6 personnel and partners with resources (i.e., cots, bulk food, blankets, laundry, etc.) that may be needed to operate shelters during and following major incidents.

Reference: EMAP, EMS, 2010, p. 9

2.1.6 (Q56) How are generator requirements determined by the local jurisdiction?

Intent: Generators are critical requirements in almost any significant incident. However, generators require significant preliminary work before they can be installed. Key critical facilities that may require generators have to be assessed prior to their installation. Assessing facilities for the proper power requirements and establishing hook ups is time consuming and should be accomplished prior to an incident.

Capability:

Static	The local jurisdiction uses ad hoc methods requirements for generation.
Functional	The local jurisdiction uses USACE/HAZUS modeling to determine power requirements, and to identify key infrastructure (e.g. hospitals) that will require generators.
Horizontal Integration	Key infrastructure and requirements for power during response phase are identified. The local jurisdiction coordinates a survey with USACE to determine exact requirements.
External Collaboration	Generator requirements thoroughly assessed and locations verified for sufficient pads, hook-ups, exact specifications, and maintenance.
Synchronized	Generators are tested periodically and proper connections to critical infrastructure are ensured. Generator requirements are addressed through local level contracts and/or coordination with the state through a formal method.

Approach: In the long term, it is advisable to consider laws requiring identified critical facilities to have generators installed as part of facility improvement or new construction. Pre-identify critical infrastructure that may require generators and survey those locations for required size and hook up. Include commercial generator providers in determining power assessments. Facility managers may look to have contracts in place with commercial providers. The survey should also determine power and hook up requirements. You may also need to establish turnkey contracts which include installation, maintenance, fueling, and demobilization. Jurisdictions attempting to acquire generators following a major incident should expect delays in locating, delivering, and installing the generators and increased costs. Identifying contract support requirements before an incident could alleviate these problems.

Reference: EMAP, EMS, 2010, p. 9

2.2 Activate Critical Resource Logistics and Distribution

2.2.1 (Q57) What documented SOPs does the local jurisdiction have for local LSA operations?

Intent: The LSA SOP or standard operating guide (SOG) should be a complete reference document that provides the purpose, authorities, duration, and details of the preferred method for performing a number of LSA functions in a uniform manner. LSA SOPs and SOGs may include: set up, concept of operations, demobilization, equipment and staffing requirements, roles and responsibilities, position descriptions, job aids, checklists, forms, contact rosters, safety, resource listings, maps, and charts.

Capability:

Static	The local jurisdiction has no policies or procedures for local LSA management.
Functional	There are written policies and procedures for local LSA management.
Horizontal Integration	The local jurisdiction's local LSA policies and procedures are developed in cooperation with partners.
External Collaboration	The local jurisdiction's local LSA policies and procedures are part of ongoing process improvement effort, which is done in conjunction with the state, FEMA Region, and USACE.
Synchronized	The local jurisdiction's local LSA policies and procedures are designed to maximize receiving and distribution operations and are accomplished in conjunction with the state, FEMA Region, and USACE.

Approach: Develop local jurisdiction SOPs or SOGs that:

Designate the agency or organization responsible for the command and control structure that oversees receiving, accounting for, securing, storing, and distributing supplies, equipment, and commodities and include procedures to distribute emergency relief supplies at the local level to disaster survivors.

Describe roles and responsibilities.

Include job aids to receive, inventory, store, and dispatch commodities and equipment, which were developed for each position within the LSA.

Integrate the jurisdictional agency stakeholder (including vendors) capabilities into procedures.

Include demobilization procedures for reducing or ending LSA operations when they are no longer needed. These demobilization procedures should address unused supplies, surplus commodities, and the return of accountable property.

Procedures should be the basis for annual review and maintenance.

Reference: EMAP, EMS, 2010, p. 9; National Preparedness Goal, 1st ed., 2011, p. 14

2.2.2 (Q58) What does your local jurisdiction have as documented SOPs for POD operations?

Intent: The POD SOP or SOG should be a complete reference document that provides the purpose, authorities, duration, and details of the preferred method for uniformly performing POD functions. LSA SOPs and/or SOGs may include: set up, concept of operations, demobilization, equipment and staffing requirements, roles and responsibilities, position descriptions, job aids, checklists, forms, call-down rosters, safety, resource listings, maps, and charts.

Capability:

Static	The local jurisdiction has no policies or procedures for POD operations.
Functional	The local jurisdiction has written policies and procedures for POD operations.
Horizontal Integration	The local jurisdiction has POD policies and procedures developed in cooperation with partners.
External Collaboration	Local jurisdiction POD policies and procedures are part of an ongoing process improvement effort and done in conjunction with state, FEMA Region, and USACE.
Synchronized	Local jurisdiction POD policies and procedures are designed to maximize receiving and distribution operations and are accomplished in conjunction with state, FEMA Region, and USACE.

Approach: The following is suggested:

SOPs for state POD operations should be developed, utilizing IS-26 as a guide. These SOPs should provide a command and control structure to oversee receiving, accounting for, securing, storing, and distributing supplies, equipment, and commodities and include procedures to distribute emergency relief supplies to disaster survivors at the local level.

Include job aids, to receive, inventory, store, and dispatch commodities and equipment, which were developed for each position within the LSA.

Integrate the jurisdictional agencies stakeholder (including vendors) capabilities into these procedures.

Include demobilization procedures for reducing or ending LSA operations when no longer needed. These demobilization procedures should address unused supplies, surplus commodities, and the return of accountable property.

Procedures should provide for an annual review and maintenance.

Reference: EMAP, EMS, 2010, p.9; National Preparedness Goal, 1st ed., 2011, p. 14

2.2.3 (Q59) How does your local jurisdiction demobilize PODs?

Intent: POD demobilization planning assists in effectively managing resources. As power is restored stores begin to open and drinking water becomes available, then POD operations should be reduced and incidentally brought to a close. Remaining commodities should be returned to

local warehouses and/or restaged for redistribution to remaining open PODs or distributed to voluntary agencies.

Capability:

Static	The local jurisdiction has no method to determine when PODs are no longer needed.
Functional	The local jurisdiction continues to push commodities to PODs until commodities are no longer needed.
Horizontal Integration	The local jurisdiction receives forecast input from POD manager to determine need.
External Collaboration	The local jurisdiction works with local POD manager to determine POD need and commodity forecast and informs outside support agencies (Red Cross, Salvation Army, etc.) of decreasing POD need.
Synchronized	The local jurisdiction forecasts POD demand based on information and usage data from POD managers and works to cross level remaining POD assets. The local jurisdiction works with state to ensure that inbound commodities reflect POD need.

Approach: Ensure a demobilized plan or annex is incorporated into the LSA and POD SOPs.

Coordinate with private sector entities and voluntary agencies. Develop a detailed checklist to follow when demobilizing to ensure all aspects of the operation are covered, it should include, but not be limited to:

Who needs to be notified,
When do they need to be notified,
To where is equipment returned,
Who is responsible for non-utilized commodities,
Where do they go, and
When to release staff.

Reference: EMAP, EMS, 2010, p. 9; National Preparedness Goal, 1st ed., 2011, p. 14

2.3 Acquire Resources

2.3.1 (Q60) How does the local jurisdiction pre-identify mission requirements?

Intent: Disaster consequences are usually predictable. Response and recovery components can be pre-identified to ensure quality and consistency, ensure adequate quantities of resources, and build in efficiency. Pre-identified requirements facilitate a rapid and standardized response. Pre-determine deployment costs and geo-code the inventory.

Capability:

Static	The local jurisdiction has no pre-identification of mission requirements.
Functional	Local jurisdiction shortfall analysis completed.

Horizontal Integration	Local jurisdiction pre-identified mission requirements are being developed.
External Collaboration	Local jurisdiction pre-identified mission requirements are complete.
Synchronized	Local jurisdiction pre-identified mission requirements are completed and vetted with assigned agencies and jurisdiction adheres to resource management and logistics standards.

Approach: The local jurisdiction has identified the need for pre-identified mission requirements and has developed the EMAC Resource Typed Mission Ready Packages (MRP) or pre-identified them. This is an established method for building capacity.

MRPs are: Specific response and recovery resource capabilities organized, developed, trained, and exercised prior to an emergency or disaster. Based on—and the next logical step after—NIMS Resource Typing developed in cooperation with Resource Providers and coordinated with state EMAs.

Components of MRPs are:

NIMS-typed resource (if applicable)
Pre-scripted mission statement(s) (What is the scope of the mission that is to be accomplished?)
Limitations (What can the resource not do or a time limitation, etc.?)
Required support (Do these resources require refueling capability or feeding, etc.?)
Footprint needed (For instance what kind of space would they need to conduct their mission at the LSA?)
Time to readiness (How long does it take to get this resource? Mobilization, travel, etc.)
Estimated cost (A good cost estimate results in a good reimbursement package! Also one can make an informed decision, if the resource is cost effective to the real mission for which it is requested.)

Detailed information is available at the EMAC Website: http://www.emacweb.org/?1555.

Reference: EMAP, EMS, 2010, p. 9; National Preparedness Goal, 1st ed., 2011, p. 14

2.3.2 (Q61) What standard typing protocols does your local jurisdiction use to identify required logistics resources by capability?

Intent: Resource typing enhances emergency readiness and response at all levels of government through a system that allows an overwhelmed jurisdiction to augment its response resources during an incident. Standard resource typing definitions help responders request and deploy the resources they need through the use of common terminology. They allow emergency management personnel to identify, locate, request, order, and track outside resources quickly and effectively and facilitate the movement of these resources to the jurisdiction that needs them.

Capability:

Static	The local jurisdiction does not type or identify required logistics resources by capability.
Functional	The local jurisdiction types or identifies some critical resources, but the process is not standardized.
Horizontal Integration	The local jurisdiction uses standardized typing or identifying for critical resource capabilities only.
External Collaboration	The local jurisdiction uses standardized typing and identifying for all required logistics resources.
Synchronized	Does not apply.

Approach: It is advisable that you appoint a committee to type, or classify your resources according to FEMA standards. Resources that have been previously typed should be re-evaluated.

Reference: NIMS, 2008, pp. 41-42; National Preparedness Goal, 1st ed., 2011, p. 14

2.3.3 (Q62) How does the local jurisdiction comply with documented intrastate mutual aid agreements, including request policies, procedures, and information technology tools?

Intent: The National Emergency Management Association developed Model Intrastate Mutual Aid Legislation that allows states, counties, and municipalities to assist one another in responding to natural and manmade disasters. Your jurisdiction should clearly define policies and procedures to utilize intrastate mutual aid and incorporate information management technology tools to facilitate time requests, tracking, and updates.

Capability:

Static	The local jurisdiction has no policies or procedures for intrastate requests.
Functional	The local jurisdiction has clearly defined policies, procedures, roles and responsibilities for intrastate requests.
Horizontal Integration	The local jurisdiction has clearly defined policies, procedures, roles and responsibilities for intrastate requests with some information management technology tools.
External Collaboration	The local jurisdiction has clearly defined policies, procedures, roles and responsibilities for intrastate requests fully enabled by information management technology (e.g., WebEOC or similar application).
Synchronized	Intrastate assistance procedures and tools are optimized to ensure the fast flow of requests, tracking of requests, and real time updating of status.

Approach: The model legislation is well documented on the EMAC Website (www.emacweb.org). Use the model legislation to adopt in your state statutes, if you don't already have such language. Use EMAC-type standards to incorporate them into your SOPs, plans and information technology management. Ensure that all partners within the jurisdiction

have at least a basic understanding of your state's intrastate mutual aid system and its procedures.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

2.3.4 (Q63) What organization is defined as the local jurisdiction's lead agency coordinator for logistics?

Intent: Logistics should not be arbitrarily assigned to an agency or an individual during a disaster. Even the most detailed SOPs and plans cannot replace the experience and knowledge of an assigned and dedicated Logistics Chief and agency.

Capability:

Static	The local jurisdiction does not have a logistics coordinator identified.
Functional	The local jurisdiction has a logistics coordinator and backup identified and the local logistics needs are defined.
Horizontal Integration	The local jurisdiction has established a logistics coordinator who has clearly defined assets and procedures to coordinate local logistics requirements during a disaster response.
External Collaboration	During a disaster response, the logistics coordinator directs and controls all local logistics requirements.
Synchronized	The local jurisdiction's logistics coordinator has worked with external partners and private vendors to meet local requirements during a disaster response.

Approach: A lead agency and/or chief for logistics should be identified, such as, the EMA or an agency with either a mission to manage logistics or procurement. At the jurisdiction level the true time commitment for developing logistics SOPs, pre-incident contracts, resources, and working with private vendors and external partners, etc. is a full-time responsibility not just a disaster requirement. Also consider the need for additional staff.

Reference: Task Book for the Position of Logistics Section Chief Type 1 and Type 2, 1993

2.3.5 (Q64) What are the local jurisdiction's resource management processes and procedures?

Intent: You should have SOPs and/or SOGs in place and personnel identified and trained to carry out the logistics function, particularly commodity management.

Capability:

Static	The local jurisdiction does not have commodity management processes, procedures, or personnel identified.
Functional	The local jurisdiction identifies logistics action officers who are familiar with commodity management processes and procedures.

Horizontal Integration	The local jurisdiction identifies logistics action officers who are familiar with state procurement procedures, commodity management procedures, and sources of supply.
External Collaboration	The local jurisdiction logistics action officers establish working relationships with key stakeholders in the regional and state disaster logistics community, suppliers, and other key partners.
Synchronized	Common protocols exist for stakeholders to use. Exceptions can be resolved through an established process and results are communicated horizontally and vertically.

Approach: Resource management should be part of your overall logistics procedures. Develop procedures, job aids, forms, job descriptions, and a training program. Identify personnel to fill logistics positions. Finally, exercise with other state and federal partners, vendors, and other key stakeholders to develop working relationships.

Reference: NIMS, 2008, pp. 33-34

2.3.6 (Q65) How does the local jurisdiction document commodity or equipment orders?

Intent: Use manual or automated standard documentation, processes, standard forms, and formats.

Capability:

Static	The local jurisdiction does not have commodity management processes, procedures, or personnel identified.
Functional	Orders require an initial order form, but shipment legs are not documented through formal approvals, orders processes, receiving, invoicing, and payment.
Horizontal Integration	Orders for key resources and equipment are usually documented manually end to end, but neither the documents nor the processes are standardized.
External Collaboration	Orders are documented and standardized end to end and integrated with external stakeholders processes and/or systems.
Synchronized	Orders follow a standard set of processes for completion and submission of standard forms. Some or all forms are submitted and/or received electronically.

Approach: Ensure that the staff is familiar with procedures for ordering key resources and equipment. Purchase orders should be documented manually and/or electronically end to end and processes should be standardized. Ordering procedures are integrated with external stakeholders' processes and/or systems. Some or all forms should be submitted and/or received electronically and integrated into the information management technology systems.

Reference: EMAP, EMS, 2010, p. 9

2.3.7 (Q66) What automated information technology does your local jurisdiction use to facilitate order status updates?

Intent: Ensure that you have highly trained personnel familiar with automated informational technologies and able to track resource orders and updates in real time. They should be knowledgeable of written contracts with private sector vendors, thereby reducing shortfalls during an incident.

Capability:

Static	The local jurisdiction does not utilize automated information technology (AIT).
Functional	Some AIT is utilized for tracking of logistics assets.
Horizontal Integration	AIT is utilized for tracking logistics assets.
External Collaboration	AIT requirements are written into contracts with private sector suppliers.
Synchronized	AIT technologies provide real time status updates that are used in logistics decision making during a disaster response.

Approach: Develop training and maintain a trained staff familiar with automated technologies for placing vender orders, and tracking delivery of those orders. Exercise this training during local and statewide exercise(s) to identify shortfalls in the system and correct any shortfalls prior to an incident.

Reference: EMAP, EMS, 2010, p. 9

2.3.8 (Q67) If the local jurisdiction does not use automated information technologies, (e.g., RFID or satellite), how is information management used to facilitate order status updates?

Intent: Highly trained personnel should be familiar with non-automated informational technologies and able to track resource orders and updates in real time. Personnel should be knowledgeable of the written contracts with private sector vendors, therefore reducing possible shortfall during a real incident.

Capability:

Static	No management processes exist for order status updates.
Functional	Some management processes exist for order status updates.
Horizontal Integration	Local logistics personnel maintain tools such as order logs to maintain and update status of orders and shipments.
External Collaboration	Order status notification requirements written into contracts with private sector suppliers.
Synchronized	All parties involved in the disaster logistics supply chain provide near real time status updates that are used in logistics decision making during a

	disaster response.

Approach: Develop a knowledgeable and trained staff familiar with written contracts for placing vender orders and tracking delivery of those orders. Some examples are telephone calls, sending e-mails, or using a manual T-card system. The staff should be able to track expenditures by agency during an incident and able to manage expenditures. Exercise training during local and statewide exercises to identify any shortfall in the system and correct those identified prior to a live incident.

Reference: EMAP, EMS, 2010, p. 9

2.4 Common Operating Picture

2.4.1 (Q68) What is the process for ensuring that local jurisdiction logistics personnel have access to the common operational picture (COP) so that they have appropriate situational awareness?

Intent: A COP offers a standard overview of an incident, thereby providing incident information that enables the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions. Compiling data from multiple sources and disseminating the collaborative information facilitates situational awareness. Situational awareness gained through a COP ensures that responding entities have the same understanding and awareness. WebEOC and other methods can build the information base needed for a COP. The logistics staff should train and conduct exercises to ensure that they understand and are familiar with COP. Jurisdiction logistics personnel should have access to the COP to facilitate logistics operations situational awareness on distribution nodes such as rail, air, and ground transportation that may affect resupply. They should also have visibility of commodity inventory on hand in warehouses and LSAs to assist with real-time decision making.

Capability:

Static	The local jurisdiction does not provide access to the common operation picture for situational awareness.
Functional	Personnel obtain situational awareness on a mission-by-mission basis.
Horizontal Integration	The local jurisdiction provides partial situational awareness (e.g., road closures only).
External Collaboration	The local jurisdiction provides full situational awareness for distribution nodes.
Synchronized	The local jurisdiction provides for situational awareness to be integrated into logistics decision making in real time.

Approach: Develop communications connectivity and interoperability protocols to maintain a COP for real time information sharing with participating entities at all levels.

Reference: NIMS, 2008, p. 23

2.4.2 (Q69) How does the local jurisdiction integrate purchasing information into the logistics COP?

Intent: Purchasing information should be integrated into the logistics COP to provide visibility of materials and services orders, critical commodities on hand, due-in via procurement, and available-to-promise balances. Automation and data bases can be used to provide this information real time.

Visibility of commodities, services, and other resources, and status if on hand, procurement status if ordered, en-route, received, due out, etc., is particular to a logistics COP.

Capability:

Static	The local jurisdiction has no visibility over ordered materials or services.
Functional	The local jurisdiction manually maintains some visibility of ordered materials or services.
Horizontal Integration	The local jurisdiction logistics personnel have visibility of critical commodities on hand, due-in via procurement, and available-to-promise balances.
External Collaboration	The local jurisdiction logistics personnel have visibility of all commodities on hand, due-in via procurement, and available-to-promise balances.
Synchronized	The local jurisdiction maintains a data base with real-time information of on hand, due-in via procurement, and available-to-promise balances.

Approach: Conduct a needs assessment to determine visibility requirements. Analyze requirements and create goals and objectives to meet the data and user requirements. Develop a business case with process steps to accomplish collective requirements. Validate the business case through workshops and tabletop exercises. Establish a pilot program, train stakeholders, and run a functional exercise to validate assumptions and processes. Implement corrective actions and lessons learned. Conduct a full scale exercise to assess the status of the program. Incorporate lessons learned and complete a corrective action implementation plan.

Reference: EMAP, EMS, 2010, p. 9

2.5 Procurement

2.5.1 (Q70) How is purchasing training incorporated into the local jurisdiction's disaster logistics process?

Intent: To incorporate best practice purchase ideas when training logistics staff on locating and securing resources during an incident, develop SOPs and/or SOGs to pre-identify vendors and maintain an up-to-date listing of possible vendors and materials available. Purchasing training should be incorporated into the local jurisdiction's disaster logistics program. Training based on the purchasing SOP should increase understanding of purchasing procedures during disasters, as well as day-to-day, for vendor identification and resource acquisition of key resources is advised.

Capability:

Static	No purchasing training is required for logistics personnel.
Functional	A purchasing overview is incorporated into other logistics training.
Horizontal Integration	Training on purchasing SOPs for vendor identification and resource acquisition is required for key resources.
External Collaboration	Does not apply.
Synchronized	Training on purchasing SOPs for vendor identification and resource acquisition is required for all logistics resources involved in the procurement process.

Approach: Identify possible and potential vendors and their resources. Survey these identified stakeholders for training needs at various credentialing and qualification levels. Develop the training curricula in cooperation with stakeholder groups. Conduct and evaluate training for stakeholders on how to identify these resources by kind and type and maintain a current listing of materials, possible equipment, and reliability. Exercise resources during the scheduled statewide and local exercises.

Reference: EMAP, EMS, 2010, p. 11

2.5.2 (Q71) How do lead time standards affect the local jurisdiction mission assignments process?

Intent: The local jurisdiction should incorporate lead time standards for mission assignments and include these standards in vendor contracts. Lead time standards give the logistics staff and customers realistic expectations of when supplies and resources can be delivered to points throughout the supply chain.

Capability:

Static	The local jurisdiction has no lead time standards for completing of mission assignments.
Functional	The local jurisdiction has generally accepted standards for completing mission assignments, but they are not written into contract SOPs.
Horizontal Integration	The local jurisdiction has mission assignment lead time standards for organic and sourced commodities.
External Collaboration	Established and documented mission assignment lead time standards for organic and sourced commodities are included in contract performance requirements.
Synchronized	Lead time SOPs are incorporated into logistics management decision-making.

Approach: Lead time standards cannot be created in a vacuum. Assemble the necessary stakeholders to identify and reconcile vendor capabilities with recipient desires. Survey any contractual requirements that might already exist. Evaluate existing processes for warehouse

handling and LSA activities, taking into account ultimate consumer receipt. Draft lead time standards and conduct orientation seminars and tabletop exercises to validate assumptions. Further, conduct and evaluate functional and full-scale exercises to refine and update the standards based on actual performance.

Reference: EMAP, EMS, 2010, p. 9

2.5.3 (Q72) What first-in, first-out (FIFO) commodity sharing and visibility structure does your local jurisdiction use with neighboring counties and jurisdictions?

Intent: Employ a FIFO commodity sharing and visibility structure with neighboring counties and jurisdictions to ensure that commodities that have been in the inventory the longest are the first to be consumed.

Capability:

Static	The local jurisdiction does not use FIFO inventory management.
Functional	The local jurisdiction maintains a FIFO inventory system at locally-run facilities and LSAs.
Horizontal Integration	The local jurisdiction encourages counties to maintain visibility into on-hand inventories.
External Collaboration	The local jurisdiction has agreements in place with neighboring jurisdictions to ensure visibility of existing inventories and employ FIFO paradigm.
Synchronized	The local jurisdiction has real time visibility into county, state, and intrastate systems.

Approach: It is important to use FIFO or some other standardized process for minimizing loss through expiration thus ensuring that consumable supplies are used before they lose their value. Using FIFO in mutual aid with other jurisdictions is a technique where states or counties that maintain stocks of consumables provide supplies to each other with the agreement that the first in will be sent to the state or county they are assisting and they will in turn replenish the providing jurisdiction with a new inventory. This process ensures that a fresh inventory is maintained. The key to FIFO is maintaining visibility of existing inventories. Maintaining visibility in real time for county, state, and intrastate systems should be the ultimate goal.

Reference: EMAP, EMS, 2010, p. 9

2.6 Transportation

2.6.1 (Q73) To what extent has the local jurisdiction determined transportation requirements for commodity distribution?

Intent: The jurisdiction should conduct an analysis of transportation requirements to deliver critical commodities in the initial response phase (first 72 hours) and beyond. The analysis

should ensure enough government or contractual transportation assets have been identified to accomplish delivery of all local support and meet additional surge requirements.

Capability:

Static	The local jurisdiction did not determine transportation requirements.
Functional	The local jurisdiction completes an analysis of transportation requirements.
Horizontal Integration	The local jurisdiction has enough transportation assets identified to accomplish delivery of critical commodities in the initial response phase (first 72 hours).
External Collaboration	The local jurisdiction has enough transportation assets identified to accomplish delivery of all commodities beyond the first 72 hours.
Synchronized	The local jurisdiction identifies all required transportation assets to support the response mission with additional contracts in place to meet additional surge requirements.

Approach: It is suggested that you:

Determine the number of internal assets available.
Use USACE modeling to determine transportation requirements.
Evaluate other trucking and transportation needs, such as smaller trucks (26 ft.) and vans.
Prepare pre-incident contracts to meet unmet transportation requirements.
Continually evaluate transportation requirements during an incident.

Reference: EMAP, EMS, 2010, pp. 9-10

2.6.2 (Q74) To what extent has the local jurisdiction determined ground evacuation transportation requirements?

Intent: By identifying at-risk populations, the jurisdiction should be able to estimate the required transportation needs to evacuate an affected population prior to a real incident.

Capability:

Static	Requirements not determined.
Functional	A shortfall analysis of transportation requirements completed.
Horizontal Integration	Enough transportation assets (e.g., buses, vehicles) identified to accomplish evacuation of access and functional needs populations.
External Collaboration	Enough transportation assets identified to evacuate all impacted population unable to self-evacuate.
Synchronized	All required transportation assets identified to support evacuation mission with additional contracts in place to meet unexpected surge requirements.

Approach: Determine whether your local jurisdiction has adequate means of transporting an impacted population from a threatened area within the jurisdiction to a safe location and to determine what internal transportation resources you can utilize. Develop pre-disaster contracts with transportation and special transportation (i.e., medical) vendors to meet unmet

requirements. Conduct exercises with local and state government agencies to identify potential and possible shortfalls prior to a real incident. Coordinate requirements with other jurisdictions, the state and FEMA Region to establish priorities and de-conflict resources.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 4-19

2.6.3 (Q75) To what extent have logistics support requirements for the ground evacuation mission been established?

Intent: An analysis of transportation requirements is conducted in order to determine ground support requirements such as fuel, evacuee processing facilities, and other support required to accomplish the ground evacuation mission.

Capability:

Static	The local jurisdiction did not determine requirements for the ground evacuation mission.
Functional	A preliminary survey is completed of available LSAs for buses, fueling sites along the evacuation route, and facilities for processing of evacuees.
Horizontal Integration	The local jurisdiction thoroughly assessed available LSAs for buses, and developed detailed equipment and personnel requirements for fueling sites along evacuation route(s), facilities for processing of evacuees, and the provision of water and meals to evacuees.
External Collaboration	The local jurisdiction identifies all logistics requirements and coordinates with appropriate agencies for staffing and equipment to support the ground evacuation mission.
Synchronized	The local jurisdiction shares all relevant requirements and plans with all of the appropriate agencies providing air assets and has pre-existing contracts in place for use of facilities, ground transportation, fuel, meals, and water to support the ground evacuation mission.

Approach: Support requirements could include:

Fuel,
LSAs for buses,
Debarkation sites,
Reception and processing facilities, and
Support services such as feeding, drinking water, portable toilets, first aid, etc.

Determine staffing requirements and:

Assign responsibilities to agencies.
Establish pre-incident contracts as required.
Establish MOUs with facility owners.

Conduct operational exercises of the proposed locations to be used to process evacuees, identify shortfalls or potential hazards associated with mass evacuation, ensuring that pre-disaster contracts are in place, and that location(s) are adequate for safe operations. Ensure that the vendors can provide the required ground transportation, fuel, meals, water, and other requirements to support the operations.

Reference: National Preparedness Goal, 1st ed., 2011, p. 12

2.6.4 (Q76) How does your local jurisdiction measure transportation utilization?

Intent: Measuring transportation usage is recommended to save money. Often trucks sit idle for long periods of time or are deployed with partial loads. This wastes money and ties up resources that could be utilized elsewhere.

Capability:

Static	Transportation utilization is not tracked by the local jurisdiction.
Functional	The local jurisdiction measures rudimentary utilization statistics (e.g., number of deliveries made).
Horizontal Integration	Planning and operations are conducted in a manner to facilitate high utilization.
External Collaboration	High utilization is an organizational priority.
Synchronized	Transportation utilization drives operational decisions.

Approach: The following steps are recommended:

Develop tracking procedures,
Maintain check-in and departure logs,
Quantify deliveries made, and
Look into using systems to track vehicle use and assignments.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3. Distribution Management

3.1 Order Tracking

3.1.1 (Q77) What order/commodity tracking system does your local jurisdiction have in place?

Intent: Resource tracking is a standardized, integrated process conducted throughout the life cycle of an incident. It provides a clear picture of where resources are located and helps staff prepare to receive them. Procedures to track resources continuously from mobilization through

demobilization should be established, and real time information should be displayed in a central data base allowing total asset visibility.

Capability:

Static	The local jurisdiction has no tracking system for on-hand stocks, due-in quantities, due-out quantities and available-to-promise stocks.
Functional	Commodity data is tracked manually.
Horizontal Integration	Commodity data is tracked with technology enablers (e.g., Excel spreadsheet of on-hand, due-in, and due-outs).
External Collaboration	Near real time tracking information is shared by external partners (e.g., local government, private suppliers) and local logistics personnel.
Synchronized	The local jurisdiction has real time tracking of commodity and order data across the local jurisdiction's supply chain.

Approach: The following methods and systems can be used to collect, update, and process data, track resources, and display the readiness status of resources:

Any requirements for en-route check-in (by time, by location, etc.),
GIS,
Resource tracking systems,
Transportation tracking systems,
Inventory management systems, and
Reporting systems.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14; NIMS, 2008, pp. 37-38

3.1.2 (Q78) How does your local jurisdiction receive order status updates?

Intent: Part of the resource tracking process is to receive order status updates. It helps provide a picture of where resources are located in the pipeline, helps staff prepare to receive them, and facilitates other decision making requirements. Real-time information should be displayed in a central data base allowing total visibility of assets.

Capability:

Static	The local jurisdiction does not receive updates on order status.
Functional	The local jurisdiction receives manual updates on order status.
Horizontal Integration	The local jurisdiction uses semi-automated (spreadsheet) updates on order status that are available to local logistics personnel.
External Collaboration	Some suppliers provide real time updates on order status, and information is shared with state authorities as well.
Synchronized	Real time order status tracking supports informed logistics management decisions.

Approach: Pre-incident contracts could include status updating requirements and require provider points of contact to call in status updates.

Develop tracking spreadsheets or automated formats for use in the LSA to manage order status.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.1.3 (Q79) How are orders closed out upon delivery in your local jurisdiction?

Intent: Closing out deliveries is key to resource management and can affect ordering, purchasing, and accountability wherever the final delivery is accomplished, at the LSA, POD, or for another end user.

Capability:

Static	Delivery confirmation not available.
Functional	Some PODs or local LSAs can provide notice of delivery upon request.
Horizontal Integration	All PODs and local LSAs can provide notice of delivery upon request.
External Collaboration	Delivery confirmations are routinely provided to the local logistics manager.
Synchronized	Delivery confirmations are provided by all locations and actions are closed out. Confirmation information is integrated with inventory systems to inform on-hand, due-in, and available-to-promise balances as well as upcoming orders.

Approach: Reporting protocols should be developed to ensure that all end users report delivery, sign for and secure invoices, bills of lading, and other documentation indicating delivery. The documentation should be provided to the purchasing and contracting unit.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.1.4 (Q80) What transportation scheduling system does the local jurisdiction use; push driven (a fixed delivery schedule of a set quantity to a set location), pull driven (demand), or a combination of both?

Intent: Push is defined as a fixed delivery scheduled for a set quantity to a set location as determined by the supplier, while pull is providing support based on the schedule provided by the end user. A push schedule can get resources into the disaster area quickly. As requirements change, a pull demand driven schedule can be utilized.

Capability:

Static	Transportation scheduling is conducted on an ad hoc basis.
Functional	Transportation schedules are routine varying little from day to day.
Horizontal Integration	Transportation schedules will begin to vary based upon daily volumes.
External	Transportation schedules are dynamic and vary based upon daily volumes

Collaboration	and demand requirements.
Synchronized	Transportation schedules are push driven early on in a disaster, but later demand driven, based on POD on-hand inventory and projected demand balancing.

Approach: Working with local partners enables you to identify those items most commonly needed following the first 72 hours after an incident. By having these items pre-identified you should be able to order, stage, and push them into an effected area quicker. It is easier to return unneeded items than it is to locate, order, and deploy them.

After initial response is accomplished and the situation has begun to stabilize or as PODs have developed burn rates, scheduling can revert to demand driven or pull requests.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2 Transportation Coordination

3.2.1 (Q81) How are multi-factor criteria used to select transportation providers (carriers) in the local jurisdiction?

Intent: Transportation providers (carriers) should be selected using multi-factor criteria such as capability, availability, types of trailers, tractors, buses, etc.

Capability:

Static	Carrier selection is ad hoc with no documented criteria for selection.
Functional	Selection is availability and a data base of carriers exists.
Horizontal Integration	Carrier selection criteria are defined and an attempt is made to apply them.
External Collaboration	Single carrier selection criteria is defined and applied in a systematic and routine fashion.
Synchronized	Multiple carrier selection criteria and data driven carrier selection from a list of pre-identified transportation carriers.

Approach: You could consider having multiple pre-incident transportation carrier contracts available to increase the available transportation capabilities (i.e., a trusted and proven primary carrier that is utilized immediately following an incident with a secondary carrier on standby in case the primary becomes overloaded).

Reference: EMAP, EMS, 2010, p. 9, sec 4.8.1

3.2.2 (Q82) What organization is defined as the local jurisdiction's lead agency coordinator for transportation?

Intent: Transportation is a complicated profession where experience is valuable. A clearly defined lead agency and/or coordinator for transportation should be identified and the transportation coordinator's role defined.

Capability:

Static	The local jurisdiction transportation coordinator is not identified (movement control cell).
Functional	The local jurisdiction transportation coordinator and backup are identified and local jurisdiction transportation needs are defined.
Horizontal Integration	The transportation coordinator has clearly defined assets and procedures to coordinate local jurisdiction movement requirements during a disaster response.
External Collaboration	The transportation coordinator works with external partners and private vendors to meet local requirements during a disaster response.
Synchronized	During a disaster response, the transportation coordinator directs and controls all local jurisdiction movement requirements.

Approach: Having one person or one agency representative as the lead reduces confusion, standardizes operations, and follows the NIMS objectives for managing large or small incidents.

Assign a lead agency such as the emergency management agency or an agency with a mission to manage transportation such as the DOT, a National Guard transportation unit, or a commercial carrier. Also assign a dedicated transportation coordinator.

Additional staff could be required for a dedicated agency or agencies to fulfill that requirement. Consider conducting training and providing opportunities for professional development for all staff.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010 p. 2-4

3.2.3 (Q83) What function best describes the role of the transportation coordinator?

Intent: The transportation coordinator monitors shipments and looks at the immediate transportation needs during the first 72 hours and the long term needs during later phases of the incident.

Capability:

Static	Shipment monitoring and control does not exist.
Functional	Shipment monitoring and control are reactive.
Horizontal Integration	The local jurisdiction has some anticipatory planning.
External Collaboration	Tactical planning is accomplished for a 6 to 24 hour time period.
Synchronized	Incident action planning is accomplished for a 24 to 48 hour time period.

Approach: It is important to establish roles and responsibilities for the transportation coordinator who as a minimum:

Monitor and control transportation.
Conduct tactical transportation planning for the first 72 hour period and incident action planning for later response phases as required.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.4 (Q84) How does the local jurisdiction establish contracts or agreements with transportation providers, public or private?

Intent: Establish jurisdiction contracts or agreements with public or private transportation providers, if legally permissible.

Capability:

Static	The local jurisdiction does not conduct an analysis of its potential requirements for transportation.
Functional	The local jurisdiction has no pre-existing contracts or agreements with transportation providers.
Horizontal Integration	The local jurisdiction has some pre-existing contracts or agreements with transportation vendors.
External Collaboration	The local jurisdiction has pre-existing contracts or agreements for all anticipated transportation needs.
Synchronized	The local jurisdiction has additional contingency contracts in place to account for major disaster surge requirements.

Approach: It is recommended that you establish pre-incident contracts with transportation providers.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.5 (Q85) How do transportation carriers provide status/location updates?

Intent: Determine when transportation assets should provide a status and location update.

Capability:

Static	No status updates are provided.
Functional	Only dispatch updates are provided.
Horizontal Integration	Dispatch and delivery notifications are provided.
External Collaboration	Dispatch, en-route, and delivery notifications are provided.

Synchronized	Real time order status and location updates inform ongoing decision making and enhance anticipatory planning.

Approach: As a minimum, transportation carriers should provide you with real time dispatch and delivery notifications. They could call in to your transportation coordinator or at check-in at the POD or LSA site.

Additionally, you could require them to provide status and location or delay updates and notification on arrival at the end point. This would provide the flexibility to redirect shipments en-route to alternate or priority locations.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.6 (Q86) How does your local jurisdiction manage and assign loads to carriers?

Intent: It is important to determine how carrier load assignments should be managed.

Capability:

Static	Loads are assigned manually by phone with no documentation.
Functional	Loads assigned via fax or phone with some limited documentation.
Horizontal Integration	Load tendering is accomplished via email with complete documentation.
External Collaboration	Private vendor systems are updated with load requirements and assigned electronically.
Synchronized	The local jurisdiction uses real time, shared information and data capture for load assignments with logistics partners.

Approach: You could develop either a manual system to assign loads to assigned vehicles or develop and use an automated system. The LSA manager or the warehouse manager should be responsible for assigning loads. Here is an example of an assignment flow:

EOC personnel assign the mission.
Warehouse personnel assign the load and prepare the pickers list.
Pickers select the products.
Dispatch assigns an appropriate vehicle and the vehicle is loaded.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.7 (Q87) How does your local jurisdiction gain in-transit visibility capability?

Intent: The jurisdiction should have in-transit visibility capability and consider, when required, whether or not security escorts should be utilized for critical loads.

Capability:

Static	The local jurisdiction has no in-transit positional monitoring or reporting requirements.
Functional	The carrier provides a position report on request.
Horizontal Integration	Most loads are tracked.
External Collaboration	All loads are tracked.
Synchronized	In transit visibility allows for rescheduling or diversion based on operational priorities.

Approach: You could either develop a manual system to track in-transit loads by having drivers and/or dispatchers report in periodically or develop and use an automated system using positional monitoring technology.

Many transport companies have owner-operated global positioning system (GPS)/RFID systems that track vehicle locations during movement. When utilizing these companies consider requesting access to their systems. One strategy for gaining access could be to invite them to designate a representative to be part of your logistics function.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

3.2.8 (Q88) How does the local jurisdiction determine when security escorts will be used to protect critical loads?

Intent: Commodities have value and should not be wasted. If the situation warrants, shipments should be escorted to mitigate loss and misdirection.

Capability:

Static	The local jurisdiction makes no provisions for shipment and/or convoy security.
Functional	A security decision is included in transportation planning and dispatches.
Horizontal Integration	A local jurisdiction law enforcement liaison is assigned to logistics and is accessible in the EOC.
External Collaboration	Local jurisdiction law enforcement and security planning is integrated with distribution planning.
Synchronized	Local, state, and tribal law enforcement organizations contribute to regional escorting functions, plan together, and conduct validation exercises.

Approach: It is possible to work with multiple law enforcement agencies within the ESF system to call upon numerous non-standard security escort personnel when needed (i.e., Corrections, Public Service Commission, Forestry, Local Sheriff Offices, available local police departments, or EMAC resources).

Conducting tabletop exercises with an ever-increasing level of critical loads enables the agency to determine a saturation point and plan accordingly to increase that point and determine how to support such situations with additional resources from outside agencies.

Reference: National Preparedness Goal, 1st ed., 2011

3.3 Inbound Shipments

3.3.1 (Q89) How are distribution location inbound and outbound shipment schedules coordinated?

Intent: There should be a measure of coordination between inbound and outbound shipment scheduling to take advantage of transportation assets at a majority of the distribution locations. Inbound shipments could be scheduled or managed to control the flow into distribution points to prevent queues and backlogs.

Capability:

Static	The local jurisdiction has no visibility of reverse logistics opportunities and does not balance inbound and outbound shipment scheduling.
Functional	The local jurisdiction has limited visibility to reverse logistics opportunities; inbound and outbound shipments scheduled independently.
Horizontal Integration	Some balancing of inbound and outbound shipments exists.
External Collaboration	Inbound/reverse logistics to outbound planning is part of the distribution process.
Synchronized	Inbound and outbound planning (e.g., loads in, backhaul of empties) is a synchronized process.

Approach: Consider developing a process to maximize outbound transportation (such as returning bad products or pallets to the shipper) or to transfer commodities from their current location to where they are needed. If a truck arrives and the commodity or part of a shipment is not needed, have the material sent to where it is needed rather than allowing the driver to return to dispatch.

Reference: National Preparedness Goal, 1st ed., 2011, p. 12

3.3.2 (Q90) How are inbound shipments to your local jurisdiction scheduled or managed to control distribution flow into distribution points?

Intent: To manage amounts of loads arriving at the LSA, warehouse, or POD and to ensure that multiple loads of material do not exceed the location's capability, causing excessive processing and unloading backlogs and delays.

Capability:

Static	The local jurisdiction does not use inbound scheduling (i.e., when the load arrives, it arrives) and there is no consideration of distribution point throughput.
Functional	Some inbound loads are scheduled and distribution point throughput capability is known.
Horizontal Integration	Most major inbound shipments are scheduled.
External Collaboration	All inbound shipments are scheduled.
Synchronized	Inbound shipments are scheduled based on throughput capacity of individual distribution point to prevent queues and backlogs.

Approach: It is important to coordinate with carriers to have loads arrive spaced over a period of time or to arrive at designated times.

Reference: EMAP, EMS, 2010, p. 9

4. Organizational Functions

4.1 Reporting Structure and Alignments

4.1.1 (Q91) What is the status of state disaster logistics personnel staffing?

Intent: A well developed and staffed logistics section facilitates the agency's ability to conduct day-to-day and emergency logistics operations.

Capability:

Static	Logistics functions are assigned as an ad hoc duty.
Functional	The local jurisdiction has dedicated resources, but is understaffed to fulfill all anticipated needs. There is no staffing plan in place.
Horizontal Integration	There is a staffing diagram, which is based on scale of incidents.
External Collaboration	The local jurisdiction has trained and dedicated logistics cadre with a staffing schedule. The local jurisdiction has a plan to incorporate logistics personnel from other local jurisdiction agencies.
Synchronized	The local jurisdiction staffing schedule and requirements are integrated with the state.

Approach: It is suggested that you:

Assign staff to the logistics section based on your intended level of operations.
Assign external staff to positions that cannot be filled by agency staff.
Train logistics personnel in all aspects of logistics operations, to include, purchasing, resources tracking, and mission assignment.

Do not limit yourself to those people within logistics, look to other agencies to expand staffing resources, such as, procurement, personnel, and facility management departments. Offer non-traditional training to staff that may not normally work in the logistics environment.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 4-25

4.1.2 (Q92) Overall, how is disaster logistics strategically positioned within your local jurisdiction's emergency management organization?

Intent: An experienced and comprehensive logistics staff should increase the agency's ability to respond to various levels of incidents and disasters (e.g., distributing bottled water to a single community, or to multiple LSA sites supporting a large number of POD locations).

Capability:

Static	Logistics and supply chain management not addressed at the local jurisdiction level.
Functional	The local jurisdiction has modest recognition of logistics within the EM structure.
Horizontal Integration	The local jurisdiction is beginning to recognize emergency logistics and supply chain management from a strategic viewpoint.
External Collaboration	The local jurisdiction has a recognized and dedicated disaster logistics staff.
Synchronized	Local jurisdiction disaster logistics has a strategic role in overall local jurisdiction EM planning and execution with linkage to the state.

Approach: Executive approval and support is required to establish and maintain a logistics section. An effective logistics section is comprised of people that are fully trained and established as a team. Logistics teams should understand the multiple responsibilities necessary for successful disaster support through exercise and training as a cohesive unit. The more training the logistics section or group has the better they should be able to work together as a team towards a common goal. The logistics team should depend on each other and understand how multiple responsibilities interact to successfully support disaster response. The team concept can be codified by training, working together, and exercising to form a team.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

4.1.3 (Q93) What is the status of the local communications plan and does it include horizontal and vertical reporting (local and state)?

Intent: You should communicate vertically with the state and horizontally with adjacent and nonadjacent jurisdictions. You can promote this level of communications with a written plan and redundant communications systems.

Capability:

Static	The local jurisdiction does not have a communications plan in place for reporting at all levels.
Functional	The local jurisdiction EOC has an ad hoc communications plan with the joint field office (JFO). The local jurisdiction LSAs receive ad hoc requests from PODs, and communication of requirements up the logistics chain is conducted on an as needed basis.
Horizontal Integration	SOPs are in place and implemented for communications between the local jurisdiction EOC and JFO, as well as with local jurisdiction LSAs and PODs. Communication Unit Leader functions are in place.
External Collaboration	Communication Unit Leader SOPs are in place and implemented for communications between the local jurisdiction EOC and JFO, as well as with local jurisdiction LSAs and PODs and integrated into overall communications plan with the state, FEMA, private sector, and other external agencies.
Synchronized	Communication Unit Leader SOPs are in place and implemented for communications between the local jurisdiction EOC and JFO, as well as with local jurisdiction LSAs and PODs and integrated into overall communications plan with the state, FEMA, private sector, and other external agencies and vendors.

Approach: It is advised to develop a communication plan that allows the logistics staff to communicate with other counties and cities and up to the state, as well as, with adjacent jurisdictions.

The plan would be the main guide for establishing communications from the field operations (LSA) to PODs to the local EOC. Constant communication ensures that everyone is knowledgeable of current incidents and facilitates managing expectations (no surprises). The plan should address a primary means of communications, a secondary backup system, and in an ideal situation, a tertiary system.

During disasters cell phone systems can fail early. Be prepared by having multiple systems available for field staff and ensure that deployed staffs are familiar with the equipment with which they deploy.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

4.2 Credentialing and Cross Functional Team Structure

4.2.1 (Q94) What roles and standard processes and procedures are established for local jurisdiction logistics personnel?

Intent: An experienced, comprehensive and well trained logistics staff increases the jurisdiction's ability to respond disasters. Providing in-house training to assigned staff (internal and external), SOPs, and guides ensure consistency and interoperability with partners.

Capability:

Static	The local jurisdiction does not have standards in place for logistics roles.
Functional	The local jurisdiction identifies roles for critical logistics personnel.
Horizontal Integration	The local jurisdiction identifies roles and associated processes and procedures for all logistics personnel.
External Collaboration	The local jurisdiction has training requirements and a –job book‖ available for each role. Resources have been identified to meet those requirements.
Synchronized	All logistics personnel have completed training or a certification program as part of the prerequisites for their role.

Approach: It is suggested that you:

Develop logistics SOPs or SOGs, job books, and job aids.
Develop roles and responsibilities.
Provide training for new staff and recurring training as new procedures are provided.
Participate in exercises to increase experience and identify shortfalls.

Reference: NIMS, 2008, pp. 19-20

4.2.2 (Q95) How does your local logistics organization generate requirements for staffing (roles and number of personnel)?

Intent: Ensure that your agency has the appropriate level of staff to meet the logistics staffing requirements for an incident.

Capability:

Static	The local jurisdiction has no standard process for generating personnel requirements.
Functional	Local jurisdiction personnel requirements are notional and not based on real world incidents.
Horizontal Integration	Local jurisdiction personnel requirements and responsibilities are based on mission requirements.
External Collaboration	Regional plans describe the components of the logistics section requirements.
Synchronized	Local jurisdiction personnel requirements are based on the DHS NPG and lessons learned from local jurisdiction historical incidents, modeling, exercises, and best practices from other local jurisdictions.

Approach: You should consider the following:

Consider historical requirements for personnel and modify accordingly.
Validate staffing requirements using various levels of exercises from tabletop to full scale, to test and verify staffing requirements.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

4.3 Logistics Quality Management

4.3.1 (Q96) What routine measures does your local jurisdiction have to assess the training levels of logistics personnel to drive continuous improvement and education?

Intent: Ensure logistics personnel are trained and able to complete their assignments.

Capability:

Static	The local jurisdiction has no methodology in place to measure the level of personnel training.
Functional	The local jurisdiction occasionally tests personnel logistics skill, such as demand forecasting, ordering, tracking, recording, inventory management, warehouse management, and distribution planning.
Horizontal Integration	The local jurisdiction routinely tests logistics personnel on job functions associated with their role(s).
External Collaboration	The local jurisdiction requires minimum training assessments for state, local, and tribal jurisdiction personnel and other external partners.
Synchronized	The local jurisdiction conducts comprehensive testing of training levels for all roles and responsibilities of personnel. Testing and continuing education is administered at least every 18 months.

Approach: Following all incidents and exercises the jurisdiction has participants and partners provide critiques, lessons learned comments, and AARS, and to participate in hot washes. By compiling and analyzing this feedback the jurisdiction should be able to identify areas for improvement, staff training requirements, and to update the parts of the plans that did not yield the expected results.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14; UTL, 2007

4.3.2 (Q97) How does your local jurisdiction assess disaster logistics preparedness and capabilities?

Intent: Assess local jurisdiction capabilities to ensure that the logistics personnel can accomplish their logistics mission.

Capability:

Static	The local jurisdiction has limited ability to assess logistics preparedness levels through self assessment, outside review, compliance monitoring, or actual major incidents.
Functional	The local jurisdiction conducts occasional self assessment, but does not have a formal methodology.

Horizontal Integration	The local jurisdiction conducts self assessments to evaluate logistics preparedness level on a regular basis.
External Collaboration	Self assessment and other state or FEMA peer reviews to assess logistics preparedness levels are conducted on a regular basis.
Synchronized	The local jurisdiction combines internal and external preparedness assessments with risk assessments and resource prioritization in order to meet local jurisdiction needs.

Approach: It is suggested that you conduct a self assessment of your capabilities and take advantage of assessment opportunities that the LCAT and EMAP processes provide. Additionally, by conducting various levels of exercises throughout the year and one major exercise at least annually, the local jurisdiction should be able to gauge staff readiness and preparedness levels. Invite other agencies to participate as evaluators during exercises. Also, identify areas of concern, which could indicate that additional training is needed and schedule needed training to improve those areas. This should be an ongoing process.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

4.3.3 (Q98) How does your local jurisdiction capture logistics best practices and lessons learned?

Intent: Assess local jurisdiction capabilities by using lessons learned and AARs to determine where to focus improvement efforts.

Capability:

Static	The local jurisdiction does not have a system to capture local jurisdiction emergency logistics management best practices.
Functional	The local jurisdiction uses a manual system to capture results of recent historical incidents and includes lessons learned from other similar incidents.
Horizontal Integration	The local jurisdiction uses a mostly manual system to capture results of recent historical incidents and includes lessons learned from other similar incidents profiled as high risk to the local jurisdiction, hot washes and after action reviews. Aspects of the system are automated.
External Collaboration	The local jurisdiction uses an automated system to capture results of recent historical incidents and includes lessons learned from similar incidents, hot washes, and after action reviews. State, local, and tribal jurisdictions and external partners participate in the process and have system access.
Synchronized	The local jurisdiction has an established automated system for capturing feedback and lessons learned and integrating results into logistics and overall state emergency management planning and operations functions. State, local, and tribal jurisdictions and external partners have access. FEMA and DHS systems, such as Lessons Learned Information Sharing, are used to gain access to a broader range of best practices.

Approach: All participants and observers should provide feedback on exercises or assessments that they participate in or observe. Feedback can be in the form of critiques, AARs, participate in hot washes, and complete lessons learned statements following incidents and exercises. The local jurisdiction should establish a process or program to capture the feedback, determine appropriate actions to take based on the feedback, implement appropriate changes, and provide feedback to those that submitted input. Documenting, analyzing, and distributing results and statistics from the lessons learned and AARs allows you, your partners, and FEMA to make improvements to the plans and procedures utilized during disasters. The Department of Homeland Security FEMA also provides tools such as Lessons Learned Information Sharing (http://www.llis.gov) to facilitate this process.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 1-3

4.3.4 (Q99) What institutional procedures does your local jurisdiction have in place to incorporate lessons learned and shortfalls into logistics planning?

Intent: Assess local jurisdiction capabilities by using lessons learned and AARs to determine where to focus improvement efforts.

Capability:

Static	The local jurisdiction does not have a formal continuous improvement plan in place.
Functional	The local jurisdiction conducts informal evaluations of past performance and best practices captured from past incidents and exercises.
Horizontal Integration	The local jurisdiction utilizes lessons learned, evaluations, and exercises to identify areas needing improvement.
External Collaboration	The local jurisdiction utilizes lessons learned, evaluations, and exercises and external local jurisdictions lessons to identify areas for improvement.
Synchronized	The local jurisdiction utilizes lessons learned, best practices, self and peer evaluations, continuous training, credentialing, and exercises to identify and take corrective actions on areas of improvement. The local jurisdiction has the capability for real time adjustments to plans during an actual incident response.

Approach: All participants and observers should provide feedback on exercises or assessments that they participate in or observe. Feedback can be in the form of critiques, AARs, participate in hot washes, and complete lessons learned statements following incidents and exercises. Documenting, analyzing, and distributing results and statistics from the lessons learned and AARs allows you, your partners, and the state to make improvements to the plans and procedures utilized during disasters.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, p. 4-25

4.4 Logistics Knowledge, Skills, and Training

4.4.1 (Q100) What ongoing logistics training and exercise plan does your location jurisdiction have?

Intent: Determine the level of logistics staff expertise and training needed.

Capability:

Static	The local jurisdiction does not have a training and exercise plan in place to build and assess logistics capabilities.
Functional	The local jurisdiction has cursory training and exercise programs with some emphasis on rudimentary logistics functions.
Horizontal Integration	The local jurisdiction has established a training and exercise plan specifically designed for building and assessing logistics capabilities.
External Collaboration	The local jurisdiction has jurisdiction benchmarks with other organizations.
Synchronized	The local jurisdiction has an established and implemented training and exercise plan for building and assessing logistics capabilities. Shortfalls are identified and incorporated into the local jurisdiction's budget.

Approach: Having a skilled and comprehensive training and exercise section should increase the agency's ability to conduct internal and external training. The section should identify shortfalls and provide information to the training section that could improve staff knowledge and capabilities during exercise. Utilizing HSEEP-mandated practices for exercise program management, design, development, conduct, evaluation, and improvement of planning should be a standard for the jurisdiction.

Reference: National Preparedness Goal, 1st ed., 2011, p. 7

4.4.2 (Q101) What standard methodology does the local jurisdiction have in place for collecting and storing logistics data from past incidents and exercises?

Intent: Collecting, storing, and analyzing data from previous exercises and real incidents prevents the agency from repeating mistakes and provides training materials for the agency staff and partners. Storing and making this data available electronically allows for easier data access and sharing with partners, other states, and agencies.

Capability:

Static	The local jurisdiction does not capture lessons learned from real-world incidents or exercises.
Functional	Key local jurisdiction personnel attend after action reviews and hot washes from past incidents and exercises and maintain documentation.
Horizontal Integration	Meeting notes or briefs from incidents and exercises are created, collected, and documented in a common, shared location accessible by other logistics personnel.
External	Meeting notes or briefs from incidents and exercises are created, collected,

Collaboration	and documented in a paper-based shared location accessible by other logistics personnel and other department personnel and are shared with other federal, states, and local disaster agencies.
Synchronized	The local jurisdiction's electronic repository of incident and exercise lessons learned information is maintained in a system that accessible by logistics and other department personnel and is shared with other federal, state, and local disaster agencies.

Approach: Developing the capacity and capability to electronically catalog and store documents gathered following exercises and real world incidents is recommended. This enables you to retrieve and disseminate information faster and easier, identify patterns in incidents, and effectively make changes resulting in improvements.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-25, 4-26

4.4.3 (Q102) What types of disaster logistics exercises does your local jurisdiction conduct?

Intent: The agency should conduct a variety of exercises, from tabletop to full scale exercises. The exercises should include the various ESF agencies, nongovernment organizations, VOADs, private vendors, the state, and FEMA Regional personnel.

Capability:

Static	The local jurisdiction does not conduct logistics exercises.
Functional	The local jurisdiction conducts occasional planning and/or tabletop exercises of the resource logistics and distribution plan.
Horizontal Integration	The local jurisdiction conducts periodic functional exercises of the resource logistics and distribution plans.
External Collaboration	The local jurisdiction conducts periodic tabletop, functional, and full scale exercises of the resource logistics and distribution plans and includes local, state, federal and external disaster response personnel.
Synchronized	The local jurisdiction validates resource logistics, distribution plans, and training programs using tabletop and full scale exercises at least annually.

Approach: Conducting a wide range of exercises should test and improve logistics plans and staff performance. Different types of exercises should be conducted to train the staff on how to respond to different scenarios.

Reference: UTL, 2007

4.4.4 (Q103) How has your local jurisdiction logistics organization adopted the guidelines and principles communicated in the following documents?

- DHS National Preparedness Guidelines (NPG)
- DHS National Response Framework (NRF)
- FEMA National Incident Management System (NIMS)

Intent: Determine the state disaster logistics organization's level of NPG, NRF, and NIMS familiarity, experience, and training.

Capability:

Static	The local jurisdiction disaster logistics organization is not familiar with state, FEMA, and DHS doctrinal documents.
Functional	The local jurisdiction disaster logistics key planning and strategy personnel have a basic understanding of concepts and guidelines outlined in state, FEMA, and DHS documents.
Horizontal Integration	The local jurisdiction disaster logistics personnel adopted state, FEMA, and DHS doctrine, and key personnel are trained and educated on existing documents, updated versions of existing documents, and newly published documents.
External Collaboration	The local jurisdiction disaster logistics personnel are HSEEP Train-the-Trainer certified and deliver training to cooperating organizations.
Synchronized	All local jurisdiction logistics personnel are trained on the appropriate principles and guidelines.

Approach: The logistics section staff, whether they are field, warehouse, or EOC staff, should understand principles and guidelines set forth in the NPG and NRF. They also should have an understanding of NIMS logistics operations. Consider opportunities for in-house and formal training and encourage the staff to take independent study courses offered by FEMA and other reputable providers.

Reference: Developing and Maintaining Emergency Operations Plans: CPG 101, 2010, pp. 4-25, 4-26

4.5 Administrative Burden

4.5.1 (Q104) What is the level of disaster logistics technology automation used in the local jurisdiction?

Intent: Ideally logistics information management would be automated with secondary and tertiary backup systems. However, in real life this may not be the case. Each local jurisdiction should improve and modernize computer and logistics systems and programs to the extent that it can. Exercises should test automated system effectiveness and how to respond if those systems fail.

Capability:

Static	The local jurisdiction uses paper-based, manual processes for orders,

	tracking, billing, reimbursement, etc.
Functional	Some tasks are automated, but in most cases processes are manual.
Horizontal Integration	Most processes use an electronic exchange of information. Most automated processes required a high degree of re-keying and redundancy.
External Collaboration	External stakeholders integrated with local jurisdiction information systems.
Synchronized	Internal and external stakeholders are highly integrated through automated, electronic information exchange with end-to-end shipment visibility and little redundancy.

Approach: Depending on the level of automation, jurisdictions should work toward implementing cost effective improvements and upgrades. With each new upgrade the agency should continue to emphasize basic manual order recording, processing, billing and tracking. In the event of a worst case scenario, the staff should be able to manually complete assigned tasks. Often new staff members are trained only on automated systems but are not trained to operate during power outages.

Reference: EMAP, EMS, 2010, p. 9

4.5.2 (Q105) To what extent do local jurisdiction laws restrict pre-incident private vendor contracts for commodities and/or logistics services, early commodity acquisition, and warehousing?

Intent: Identify those laws that restrict pre-disaster contracting with vendors. Work with local and state officials to conduct market research and identify vendors and their capabilities. Additionally, it is important to develop timelines for vendor response.

Capability:

Static	Local jurisdiction laws prevent pre-incident private vendor contracts for commodities and/or logistics services, early commodity acquisition, and warehousing.
Functional	Does not apply.
Horizontal Integration	Local jurisdiction laws limit pre-incident private vendor contracts for commodities and/or logistics services, early commodity acquisition, and warehousing.
External Collaboration	Does not apply.
Synchronized	The local jurisdiction has no laws that constrain pre-incident private sector engagement or stockpiling of commodities.

Approach: Educate elected officials on the advantages of no cost pre-disaster contracting that can be activated immediately following a disaster, decreasing the time required to respond within the first 72 hours following an incident. Ensure that safety precautions are in place to prevent accidentally activating contracts that are not needed or ending contracts that are still needed.

Reference: EMAP, EMS, 2010, p. 5

5. Property Management

5.1 Property Management Personnel

5.1.1 (Q106) What is the local jurisdiction capability to warehouse and distribute commodities to impacted populations using vendor managed inventory (VMI) and/or jurisdiction-owned commodities?

Intent: Be prepared to distribute commodities during the first 72 hours after an incident. The local jurisdiction could consider using either a VMI stock of commodities or maintaining its own commodities. In this case a warehouse facility and operation should be considered.

Capability:

Static	The local jurisdiction does not have warehouse capability or personnel.
Functional	The local jurisdiction has limited warehouse capabilities to store and manage critical commodities.
Horizontal Integration	The local jurisdiction has a staff of trained warehouse personnel that manage commodities. Commodities can be moved to impacted populations using jurisdiction transportation or transportation contracts. The local jurisdiction has visibility of load arrival to PODs and LSAs
External Collaboration	The local jurisdiction has a staff of trained warehouse personnel that manage commodities drawn from the region and in accordance with MOUs and MOAs.
Synchronized	The local jurisdiction has real time, in-transit visibility and scalability of operations to support catastrophic incidents and has coordinated with state and FEMA Region.

Approach: Staff experienced and trained in commodity warehousing and distribution can come from within the agency, from non-logistics sections, or from agencies outside the emergency management community. MOUs would ensure that the staff could be deployed to assist with or run warehouse operations during an incident. However, not all jurisdictions can afford a staff to manage warehousing operations. Actions for consideration include:

Determine warehouse requirements.
Select a location that supports the local jurisdiction or state. Determine if more than one is required and where it should be strategically located.
Develop a source of funding and staffing.
Look into the sharing of the facility with the private sector, other state agencies, or federal facilities.
Establish leases.
Identify and ensure proper training to internal and additional staff that could be available to operate warehousing and commodity distribution during an incident.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

5.1.2 (Q107) Does the local jurisdiction have an Accountable Property Manager (APM) responsible for local jurisdiction owned commodities and equipment?

Intent: Accountability of non-consumable equipment, leased, rented or state-owned property such as radios, vehicles, and generators is essential. Equipment that is not accounted for can be lost or misdirected and increases response and recovery costs. Having a APM and procedures is the key to maintaining accountability.

Capability:

Static	The jurisdiction does not have an APM.
Functional	The jurisdiction does not have an APM, but other local jurisdiction EM employee(s) has (have) received informal training on property procedures.
Horizontal Integration	The jurisdiction has trained an APM who also has other responsibilities.
External Collaboration	The local jurisdiction depends on regional partners to provide a trained APMs available during disaster responses.
Synchronized	The jurisdiction has full-time, dedicated APMs in logistics EM organization(s) that have coordinated processes, training, and exercises.

Approach: The local jurisdiction should:

Determine which agency has either statutory responsibility or designated APMs as part of its organization.
Task responsibility for receiving and distribution to the appropriate agency.
Develop emergency procedures or adapt daily property accountability procedures for disaster operations.
Train personnel in property accountability procedures.
Incorporate property accountability in exercises.

Reference: Task Book for the Position of Logistics Section Chief Type 1 and Type 2, 1993

5.2 Warehouse and Facility Management

5.2.1 (Q108) What warehousing requirements has your local jurisdiction determined are needed to support impacted population?

Intent: Local jurisdictions should be prepared to distribute commodities in the first 72 hours, as well as maintain sustained commodity warehousing throughout response and recovery. The jurisdiction should consider warehouse facilities and operations. One or more facilities should be established based on the critical commodity identification and prioritization modeling.

Capability:

Static	The local jurisdiction has not determined required warehouse needs, nor has

	it selected a warehouse location.
Functional	The local jurisdiction has determined warehouse locations for its warehouse, but does not have a lease or ownership of the warehouse.
Horizontal Integration	The local jurisdiction has leased warehouse space available in a location that was selected based on operational requirements. The lease (or ownership) is funded through life cycles of commodities.
External Collaboration	The local jurisdiction has available leased (or owns) warehouse space that can sufficiently store critical commodities. The lease is funded through the life cycles of commodities. The site was selected based on ease of moving commodities to high risk and/or high population density zones using available transportation assets.
Synchronized	The local jurisdiction has sufficient warehouses to store required commodities. Warehouse locations were selected based on high risk and/or dense population, transportation modes, etc., as well as size needs and estimated costs. Lease (or ownership) of facilities are periodically reviewed with the state and are funded through the life cycles of the commodities.

Approach: Recommended actions:

Determine warehouse requirements.
Determine one or more locations that support the local jurisdiction or state.
Determine whether more than one warehouse is required and the optimum strategic location.
Develop a source of funding and staffing.
Look into sharing a facility with private sector, other state agencies, or federal facilities.
Establish leases.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

5.3 Logistics Equipment Management and Maintenance

5.3.1 (Q109) What equipment and material handling equipment capability does the local jurisdiction have to warehouse and distribute commodities to impacted populations within the first 72 hours post-incident?

Intent: The local jurisdiction should have the equipment necessary (including MHE) for day-to-day operations, as well as to manage warehouses and deploy commodities to impacted populations for the first 72 hours after an incident and to sustain operations throughout response and recovery. Consider using government-owned equipment or vendor-provided MHE in activated facilities.

Capability:

Static	The local jurisdiction does not own or lease equipment or contract for capabilities.
Functional	The local jurisdiction has equipment and/or contracted capabilities to

	support limited warehouse and distribution functions.
Horizontal Integration	The local jurisdiction has sufficient equipment and/or contracted capabilities to support warehouse and distribution functions primarily for day-to-day operations, but not sufficient for disaster distribution operations associated with a major incident response. Contracts are in place to perform regular maintenance on equipment based on requirements to keep them operational.
External Collaboration	The local jurisdiction has sufficient equipment and/or contracted capabilities to support warehouse and distribution functions for all levels of incident or response. Contracts are in place to provide regular maintenance on equipment based on requirements to keep them operational. Limitations are addressed with the state.
Synchronized	The local jurisdiction has sufficient equipment and/or contracted capabilities to support warehouse and distribution functions. Contracts are in place to perform regular maintenance on equipment based on requirements to keep them operational. Capabilities are scalable and can support likely disaster scenarios. Capabilities have been shared with the state. There are no known limiting factors.

Approach: If the jurisdiction does not have the necessary equipment on hand it could, if legally allowed, have pre-disaster contracts in place that could activate immediately after an incident, reducing the time normally associated with locating, contracting, and mobilizing equipment required to handle and deploy commodities.

It is suggested that you:

Determine warehouse MHE and other distribution equipment requirements.
Develop a source of funding.
Procure government property or establish leases and/or pre-incident contracts.
Establish maintenance program.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

5.3.2 (Q110) What level of visibility does the local jurisdiction have of organic logistics equipment?

Intent: Equipment tracking needs to be a standardized, integrated process conducted on a daily basis and throughout the life cycle of an incident. It provides a clear picture of where resources are located, who is operating the equipment, and its usage. Procedures to track organic equipment continuously from mobilization through demobilization should be established and real time information should be displayed in a centralized data base allowing total asset visibility.

Capability:

Static	The local jurisdiction does not have a process to track local jurisdiction-owned equipment.
Functional	The local jurisdiction's equipment management is accomplished on an ad

	hoc basis using spreadsheets.
Horizontal Integration	Either organically or through contractor support, equipment management processes are documented and standardized and provide the general location of jurisdiction-owned equipment to local jurisdiction logistics personnel.
External Collaboration	Either organically or through contractor support, equipment management processes are documented. A COP is provided to appropriate local jurisdiction personnel.
Synchronized	Either organically or through contractor support, equipment management processes are documented, standardized, and provide specific locations of local jurisdiction owned equipment. A COP is provided to local jurisdiction personnel and the state.

Approach: The following methods and systems can be used to collect, update, and process data, track organic equipment and display the readiness status of resources:

Any requirements for check in (by time, by location, etc.),
GIS,
Resource tracking systems,
RFID or GPS tracking systems, and
Reporting systems.

If the jurisdiction does not have the necessary equipment on hand they can, if legally allowed, have pre-disaster contracts in place and ready to be activated immediately following an incident, reducing the time normally associated with locating, contracting, and mobilizing equipment required to handle and deploy commodities.

Reference: National Preparedness Goal, 1st ed., 2011, p. 14

5.3.3 (Q111) How is local jurisdiction-owned equipment maintenance and operational status documented and monitored in your local jurisdiction?

Intent: MHE operational and maintenance status reporting needs to be a standardized, integrated process conducted on a daily basis and throughout the life cycle of an incident. It provides a clear picture of where resources are located, who is operating the equipment, and its usage. Procedures to monitor and track organic equipment continuously from mobilization through demobilization should be established, and real time information should be displayed in a central data base allowing total asset visibility.

Capability:

Static	The local jurisdiction does not have visibility of availability and/or status of local jurisdiction-owned equipment.
Functional	The status and/or availability of equipment is on a case-by-case basis.
Horizontal Integration	The status and/or availability of equipment is tracked in a comprehensive system that is updated regularly.
External	The status and/or availability is tracked in a comprehensive system and is

Collaboration	shared with local, state and private partners.
Synchronized	The status and/or availability is documented for all equipment and is shared with local, state, private and federal partners.

Approach: The following methods and systems can be used to collect, update, and process data, track organic equipment, and display the readiness status of resources:

Any requirements for check in (by time, by location, etc.),
GIS,
Resource tracking systems,
RFID or GPS tracking systems, and
Reporting systems.

By documenting state-owned equipment operation you should be able to maintain the operational status and readiness of the equipment. Determine when maintenance is needed and required to maintain the equipment at peak performance levels. Track reoccurring problems to improve equipment maintenance and reduce life cycle costs.

Reference: NIMS: Incident Resource Inventory System (IRIS) User Guide, 2008, pp. 78-79

5.3.4 (Q112) What level of visibility does your local jurisdiction have of leased (contracted) logistics equipment?

Intent: Develop a process that addresses an appropriate level of visibility over leased (contracted) logistics equipment. Leased and contracted logistics equipment operational and maintenance status should be a standardized, integrated process conducted on a daily basis and throughout the life cycle of an incident. It provides a clear picture of where resources are located, who is operating the equipment, and its usage. during a response, contractors should be required by contract or procedure to report required status information periodically, but at least daily. Procedures to monitor and track contracted equipment continuously from mobilization through demobilization should be established, and real-time information should be displayed in a central data base allowing total asset visibility.

Capability:

Static	The local jurisdiction does not have visibility over leased equipment.
Functional	The local jurisdiction's visibility of leased equipment is stovepiped and provided by vendors, only when requested.
Horizontal Integration	All leased equipment is visible to local jurisdiction personnel through a comprehensive system and vendors ―push‖ changes to the local jurisdiction.
External Collaboration	The local jurisdiction's equipment visibility data is centralized and shared with state and local jurisdiction partners. A COP is shared with all partners.
Synchronized	The local jurisdiction's equipment visibility data is centralized and shared with state and local jurisdiction partners. A COP is shared with all partners and is updated in real time.

Approach: The following methods and systems can be used to collect, update, and process data, track organic equipment, and display the readiness status of resources:

Any requirements for check in (by time, by location, etc.),
GIS,
Resource tracking systems,
RFID or GPS tracking systems, and
Reporting systems.

Reference: NIMS: IRIS User Guide, 2008, pp. 78-79

5.3.5 (Q113) What are the local jurisdiction's maintenance requirements for leased (contracted) logistics equipment?

Intent: Equipment contracts should include provisions for equipment maintenance.

Capability:

Static	The local jurisdiction does not have maintenance requirements.
Functional	Contracts require that equipment is operational upon receipt by the location.
Horizontal Integration	Contracts require that the equipment be maintained periodically by the contractor during post-incident operations.
External Collaboration	Contracts require that equipment be maintained periodically during post-incident operations by the contractor with provisions made for emergency maintenance. Contracts specify the time period in which the contractor must rely on a service and/or maintenance call.
Synchronized	The local jurisdiction has instituted performance-based contracting in which the contractor is required to maintain a pre-negotiated level of operational availability for the equipment covered in the contract (e.g., maintain 95% operational availability for all forklifts provided within the contract).

Approach: It is recommended that you address the status of operational equipment, use a turnkey approach in pre-incident contracting, and require vendors to maintain contracted equipment through the life cycle of the lease. Areas to focus on are installation, maintenance, fueling, uninstalling, and removal of all equipment.

Reference: EMAP, EMS, 2010, p. 9

5.3.6 (Q114) How does your local jurisdiction track organic (local jurisdiction owned) fixed generator scheduling and maintenance and operational status?

Intent: Fixed generators are essential to continuity of operations during power outages. Organic fixed generator scheduling, maintenance status, and operational status should be tracked. Preventive maintenance insures equipment is ready and operational when needed.

Capability:

Static	The local jurisdiction does not have a system in place to track regular or preventive maintenance of local jurisdiction owned fixed generators.
Functional	Tracking occurs on a case by case basis, either organically or through contractor support and is documented post-maintenance.
Horizontal Integration	Maintenance is tracked for all local jurisdiction owned fixed generators on a case by case basis organically or through contractor support, records are updated in real time and can be viewed by all local jurisdiction personnel.
External Collaboration	Maintenance is tracked for all local jurisdiction owned fixed generators, either organically or through contractor support. Maintenance records are updated in real time and can be viewed by all local jurisdiction and state personnel.
Synchronized	Maintenance is tracked for all local jurisdiction owned fixed generators, either organically or through contractor support. Maintenance records are updated in real time and can be viewed by all local jurisdictions and state personnel.

Approach: You could assign someone to be responsible for ensuring that generators are operational. Establish a schedule for load testing, maintenance, and refueling in accordance with equipment technical specifications.

Reference: NIMS: IRIS User Guide, 2008

5.3.7 (Q115) How does your local jurisdiction track scheduling and maintenance and operational status of organic (local jurisdiction owned) portable generators?

Intent: As with fixed generators, mobile generators are essential to restoring emergency power to identified facilities and critical infrastructure during power outages. Organic mobile generator scheduling, maintenance status, and operational status should be tracked. Preventative maintenance ensures equipment is ready and operational when needed. Mobile generator operational and maintenance status should be a standardized, integrated process conducted on a daily basis in storage and throughout the life cycle of an incident. It provides a clear picture of where resources are located, who is operating the equipment, usage, and availability. Procedures to monitor and track organic equipment continuously from mobilization through demobilization should be established, and real time information should be displayed in a central data base allowing total asset visibility.

Capability:

Static	The local jurisdiction does not have a process or system to track regular or preventive maintenance of local jurisdiction owned portable generators.
Functional	Tracking occurs on a case by case basis, organically or through contractor support, and is documented post-maintenance.
Horizontal Integration	Maintenance is tracked for all local jurisdiction owned portable generators on a case by case basis, either organically or through contractor support,

	records are updated in real time and can be viewed by all local jurisdiction personnel.
External Collaboration	Maintenance is tracked for all local jurisdiction owned portable generators, either organically or through contractor support. Maintenance records are updated in real time and can be viewed by all local jurisdiction and local personnel.
Synchronized	Maintenance is tracked for all local jurisdiction owned portable generators, either organically or through contractor support. Maintenance records are updated in real time and can be viewed by all local jurisdiction and state personnel.

Approach: You could assign a responsible party to maintain mobile generators while they are in storage. Train personnel on how to maintain mobile generators. Assign accountability and maintenance responsibility to personnel that deploy, install, and operate mobile generators. Establish a schedule for load testing and maintaining generators while they are in storage. Establish a daily field schedule for maintenance and refueling in accordance with equipment technical specifications.

The following methods and systems can be used to collect, update, and process data, track organic equipment, and display the readiness status of resources:

Any requirements for check in (by time, by location, etc.),
GIS,
Resource tracking systems,
RFID or GPS tracking systems, and
Reporting systems.

Reference: NIMS: IRIS User Guide, 2008

5.3.8 (Q116) What level of visibility does your state have of leased (contracted) generators?

Intent: Develop a process that ensures an appropriate level of visibility over leased (contracted) generators. Maintaining leased and contracted generator operational and maintenance status should be a standard, integrated process conducted on a daily basis and throughout the life cycle of an incident. It provides a clear picture of where resources are located, who is operating the equipment, and its usage. Contractors could be required to report specified status information periodically, on a daily basis at a minimum during an incident. Procedures to monitor and track contracted equipment continuously from mobilization through demobilization should be established, and real time information should be displayed in a central data base allowing total asset visibility.

Capability:

Static	The local jurisdiction does not have a process or system in place to track regular or preventive maintenance of generators.

Functional	Tracking occurs on a case by case basis, organically or through contractor support, and is documented post-maintenance.
Horizontal Integration	Maintenance on all leased generators is tracked on a case by case basis, organically or through contractor support. Records are updated in real time and can be viewed by all local jurisdiction personnel.
External Collaboration	Maintenance on all leased generators is tracked organically or through contractor support. Maintenance records are updated in real time and can be viewed by all local jurisdiction and state personnel.
Synchronized	Does not apply.

Approach: Determine what contract requirements for maintenance are. Ensure there is a responsible party for maintaining mobile generators while in storage. The following methods and systems can be used to collect, update, and process data, track organic equipment, and display the readiness status of resources:

Any requirements for check in (by time, by location, etc.),
GIS,
Resource tracking systems,
RFID or GPS tracking systems, and
Reporting systems.

Reference: NIMS: IRIS User Guide, 2008

5.3.9 (Q117) What are the maintenance requirements for leased (contracted) generators?

Intent: Contracted generator scheduling, maintenance status, and operational status should be tracked by the contractor and reported to the logistics section. Contracted generator operational and maintenance status should be reported on a daily basis throughout the life cycle of an incident. It provides a clear picture of where resources are located, who is operating the equipment, and its usage and availability. Contractors should be required to monitor and track equipment continuously, from mobilization through demobilization, and provide real time information to the logistics section as required. This information should be displayed in a central data base allowing total asset visibility.

Capability:

Static	The local jurisdiction does not have maintenance requirements.
Functional	Contracts require that generators be operational upon receipt by the local jurisdiction.
Horizontal Integration	Contracts require that the equipment be maintained periodically during post-incident operations by the contractor.
External Collaboration	Contracts require that the contractor maintain generators periodically during post-incident operations, with provisions made for emergency maintenance. Contracts specify the time period during which the contractor must reply for a service or maintenance call.

Synchronized	The local jurisdiction uses performance-based contracting and requires contractors to maintain a pre-negotiated level of operational availability for generators covered in the contract (e.g., maintain 95% operational availability for all generators provided within the contract).

Approach: It is suggested that you:

Require that equipment be operational upon receipt.
Use a turnkey approach in pre-incident contracting to require vendors to maintain contracted equipment through the life cycle of the lease. Areas to consider for turnkey operations are installation, maintenance, fueling, uninstalling, and removing all equipment.
Develop and require contractors to adhere to established reporting schedules.
Relegate maintenance responsibility to the contractor that deploys, installs, and operates mobile generators.
Require contractors to adhere to a daily field schedule for maintenance and refueling in accordance with equipment technical specifications.

The following methods and systems can be used to collect, update, and process data, track organic equipment, and display the readiness status of resources:

Any requirements for check in (by time, by location, etc.),
GIS,
Resource tracking systems,
RFID or GPS tracking systems, and
Reporting systems.

Reference: EMAP, EMS, 2010, p. 9

5.3.10 (Q118) What level of scalability does the local jurisdiction have for equipment management and maintenance capabilities?

Intent: It is desirable to be able to transition from daily organic equipment management and maintenance to expanded capabilities during an incident and still maintain accurate, reliable, and timely data.

Capability:

Static	Capabilities cannot be expanded (scaled) to meet post-incident requirements.
Functional	Capabilities are sufficient to adequately manage and maintain equipment pre-incident and post-incident for minor hazard responses.
Horizontal Integration	Capabilities are sufficient to adequately manage and maintain equipment pre-incident and post-incident for all but major hazard responses.
External Collaboration	Capabilities are sufficient to adequately manage and maintain equipment pre-incident and post-incident for all hazard responses with some

	degradation in the accuracy, reliability, and timeliness of data in the event of a major or catastrophic response.
Synchronized	Capabilities are fully scalable so that accurate, reliable, and timely data is available to decision makers post-incident of a major or catastrophic hazard response.

Approach: It is important to develop plans and procedures and assign roles and responsibilities to internal and external agencies. Consider pre-incident maintenance and fuel service contracts and incorporate information technology management.

Reference: EMAP, EMS, 2010, p. 9

5.4 Commodity Inventory Management Processes and Enablers

5.4.1 (Q119) What level of visibility does the local jurisdiction have of organic commodity inventory?

Intent: Without knowing how many resources are readily available, particularly at facilities used for PODs and LSAs, emergency managers cannot accurately determine how much state or federal support, if any, is necessary. All resources available for deployment should be entered into a resource data base and the data should be made available to 9-1-1 centers, EOCs, and multi-agency coordination entities.

Capability:

Static	The local jurisdiction does not have visibility of inventory.
Functional	Inventory visibility is stovepiped.
Horizontal Integration	Local jurisdiction owned inventory is visible to local jurisdiction personnel through a comprehensive system.
External Collaboration	Integrated inventory management is shared with local and state partners through a comprehensive system. A COP is shared with all partners.
Synchronized	Integrated inventory management is shared with local and state partners through a comprehensive system. A COP is shared with all partners and is updated in real time.

Approach: Commodity inventory information should be integrated into the logistics COP. It should provide visibility of critical commodities on-hand, due-in via procurement, and available-to-promise balances. Automation and data bases can provide real time information of on hand, ordered, due-in via procurement, en-route, received, due-out, and available-to-promise balance, etc.

Reference: NIMS: IRIS User Guide, 2008

5.4.2 (Q120) How is inventory availability reflected in your local jurisdiction's commodity inventory management data base?

Intent: When determining what resources should be kept on hand consider the urgency of need inherent with a disaster, whether the commodity can be produced quickly, and inventory shelf life or maintenance requirements. When storing resources, there should be sufficient funding in the budget for replenishments, preventive maintenance, and capital improvement. Property belonging to a specific agency should be accounted for during the inventory process in accordance with local property management regulations and policies.

Capability:

Static	The local jurisdiction has no inventory data base to capture on-hand, due-in, due-out, and promised-out inventory.
Functional	The local jurisdiction's inventory data base is updated periodically with the status of the inventory.
Horizontal Integration	On-hand inventory, due-out, and some due-in data are updated regularly and are visible and shared throughout the local jurisdiction.
External Collaboration	On-hand inventory, due-out, and some due-in data are updated regularly and are visible and shared with the local jurisdiction, state, and private partner.
Synchronized	On-hand inventory, due-out, and some due-in data are updated regularly and are visible and shared with the local jurisdiction, state, and private partners.

Approach: Commodity inventory information is integrated into the logistics COP. It should provide visibility of critical commodities on-hand, due-in via procurement, and available-to-promise balances. Automation and data bases can provide real time on-hand, ordered, due-in via procurement, en route, received, due-out, and available-to-promise balance, etc.

Reference: NIMS: IRIS User Guide, 2008

5.4.3 (Q121) How scalable are the local jurisdiction's commodity management capabilities?

Intent: It is important to be able to expand from daily commodity management to expanded capabilities during an incident and still maintain accurate, reliable and timely data.

Capability:

Static	Local jurisdiction capabilities cannot be expanded (scaled) to meet post-incident requirements.
Functional	Local jurisdiction capabilities are sufficient to adequately manage and maintain inventory pre-incident and post-incident for minor hazard responses.
Horizontal Integration	Capabilities are sufficient to adequately manage and maintain inventory pre-incident and post-incident for all but major hazard responses.
External Collaboration	Capabilities are sufficient to adequately manage and maintain inventory pre-incident and post-incident for all hazard responses with some degradation in the accuracy, reliability, and timeliness of data in the event of a major or catastrophic response.

Synchronized	Capabilities are fully scalable so that accurate, reliable, and timely data is available to decision makers post-incident for a major or catastrophic hazard response.

Approach: Develop plans and procedures, and assign roles and responsibilities to internal and external agencies, and incorporate them in the information technology management system.

Reference: EMAP, EMS, 2010, p. 9

5.4.4 (Q122) How does your local jurisdiction conduct periodic/routine inventories and shelf life inspections of commodities?

Intent: It is important to have a system of inventory and stock rotation to ensure that commodities are not lost due to expiration or spoilage. Reference the FIFO concept in question 2.5.3.

Capability:

Static	The local jurisdiction does not conduct routine inspections.
Functional	The local jurisdiction conducts annual inventories of on-hand commodities.
Horizontal Integration	The local jurisdiction conducts semi-annual inventories and shelf life inspection of on-hand commodities and ensures rotation of stock.
External Collaboration	The local jurisdiction conducts quarterly inventories and shelf life inspection of on-hand commodities and ensures rotation of stock.
Synchronized	The local jurisdiction conducts monthly or random inventories, manages shelf life and rotates stock or requires vendor to do the same.

Approach: Commodities should be stored in warehouses using the FIFO design using an inventory data base, which is based on delivery and expiration.

Consider establishing a barcode system that alerts the staff when a product is approaching its expiration date. Products that are approaching their expiration date should be the first commodity utilized. There could be other jurisdictions that need the warehoused stock so your local jurisdiction could sell the stock at cost through an intrastate agreement or through the state via an EMAC agreement during an incident.

Reference: EMAP, EMS, 2010, p.9

APPENDIX A: ACRONYMS, TERMS, DEFINITIONS, AND ABBREVIATIONS

A.1 Acronyms

The following acronyms were used in creating this document.

Acronym or Abbreviation	Term or Definition
AIT	Automated Information Technology
APM	Accountable Property Manager
AO	Areas of Operation
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
CONOPS	Concept of Operations
COP	Common Operating Picture
CPOD	Community Points of Distribution
CPG	Comprehensive Preparedness Guide
DHS	Department of Homeland Security
DOT	Department of Transportation
EM	Emergency Management
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMI	Emergency Management Institute
EMS	Emergency Management Standard
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FIFO	First-in, First-out
FNS	Food and Nutrition Services
FY	Fiscal Year
GIS	Geographic Information System

Acronym or Abbreviation	Term or Definition
GSA	General Services Administration
HAZUS	Hazards United States
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
ISP	Independent Study Program
JFO	Joint Field Office
LCAT	Logistics Capability Assistance Tool
LMD	Logistics Management Directorate
LSA	Logistics Staging Area
MHE	Material Handling Equipment
MOA	Memoranda of Agreement
MOU	Memoranda of Understanding
MRE	Meals Ready to Eat
MRP	Mission Ready Package
NGO	Non-governmental Organization
NIMS	National Incident Management System
NPG	National Preparedness Guidelines
NRF	National Response Framework
NWCG	National Wildfire Coordinating Group
OSHA	Occupational Safety and Health Administration
PBC	Performance-Based Contracting
PDS	Professional Development Series
POC	Point of Contact
POD	Point of Distribution
PPE	Personal Protective Equipment
RFI	Request for Information
RFID	Radio Frequency Identification

Acronym or Abbreviation	Term or Definition
RFP	Request for Proposal
RSC	Responder Support Camp
SCBA	Self-contained Breathing Apparatus
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures
TCL	Target Capabilities List
THIRA	Threat Hazard Identification Risk Assessment
USACE	US Army Corps of Engineers
USDA	US Department of Agriculture
UTL	Universal Task List
VMI	Vendor Managed Inventory
VOAD	Volunteer and Donations
VOLAG	Voluntary Agencies

A.2 Glossary

The following terms were used in this document.

Term	Definition
Aerial Port of Debarkation	An airfield that has been designated for the sustained air movement of personnel and material, to serve as an authorized port for entrance into the state in which it is located. The place to disembark or leave an aircraft or to unload resources.
Aerial Port of Embarkation	An airfield for sustained air movement at which personnel and material board or are loaded aboard aircraft to initiate aerial movement.
Aidmatrix	A national, computer-based application, administered by the Aidmatrix Foundation, Inc., a 501 (c) 3 nonprofit headquartered in Dallas, Texas. It consists of modules that work together or independently to assist in the procurement, management, and delivery of humanitarian relief.
Area of Operations	An overarching term encompassing NIMS descriptive terms for geographic areas, branches and divisions, in which emergency operations take place.
Capability	The means to accomplish a mission and achieve desired outcomes by performing critical tasks, under specified conditions, to target levels of performance.
Catastrophic Incident	A sudden incident, which results in massive casualties and a large volume of evacuees; overwhelms the response capabilities and resources of the state and local jurisdictions; with characteristics that could severely aggravate the response strategy and further tax the capabilities and resources available to the area; requires life saving support from outside the area with time of the essence; and, likely to have long-term impacts within the Incident area as well as, to a lesser extent, on the Nation. A catastrophic incident is any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national

Term	Definition
	morale, and/or government functions.
Collaborative Planning Team	A group of stakeholders that helps organizations define the roles they will play during emergency operations.
Commodities	Include, but are not limited to, shelf stable food, bottled water, and limited amounts of ice, tarps, and blankets.
Common Operating Picture (COP)	A continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated systems for communication, information management, and intelligence and information sharing.
Concept of Operations	A description of the flow of the emergency management strategy for accomplishing a mission or set of objectives in order to reach a desired end-state. It identifies special coordination structures, specialized response teams or resources needed, and other considerations unique to the type of incident or hazard.
Concept of Support	A description of resource management that is flexible and scalable in order to support any incident and be adaptable to changes; includes the efficient and effective deployment of resources using resource management concepts and principles in all phases of emergency management and incident response.
Credentialing	The objective evaluation and documentation of an individual’s current certification, license, or degree; training and experience; and competence or proficiency to meet nationally accepted standards, provide particular services and/or functions, or perform specific tasks under specific conditions.
Critical	Issues and concerns of decisive importance with respect to the outcome; indispensable.
Exception	An instance or case that does not conform to the general rule.
External Collaboration	The local jurisdiction has coordinated plans and SOPs with other state, local or tribal, and external partner agencies, organizations, and private vendors.

Term	Definition
Functional	The local jurisdiction has implemented informal plans or processes, but standard operating procedures (SOP) have not been defined or adopted.
Hazard	An actual or potential natural or man-made source or cause of harm or difficulty.
Horizontal Integration	The local jurisdiction has developed and implemented formalized, integrated SOPs across its emergency management (EM) organization.
Incident	An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
Logistics	Providing resources and other services to support incident management.
Logistics Organization	The group, which is responsible for providing facilities, services, and materials for the incident.
Logistics Staging Area (LSA)	A location established where resources can be placed while awaiting a transfer to assignments.
Material handling equipment (MHE)	Mechanical devices for handling supplies with greater ease and economy; facilitates the movement and storage of materials within a facility or at a site.
Memorandum of Agreement (MOA)	A formal business document used to outline an agreement made between two separate entities, groups or individuals. A MOA usually precedes a more detailed contract or agreement

Term	Definition
	between the parties.
Memorandum of Understanding (MOU)	A document that expresses mutual accord between two or more parties on a specific issue.
Modeling	A simplified reflection of reality that represents objects, phenomena, and physical processes in a logical and objective way that produces theoretical consequences which are not contrary to what occurs normally.
Mutual Aid Agreement	A written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, material, equipment, and/or expertise in a specified manner during an incident.
Order	An instruction that something be done or supplied.
Point of Distribution (POD)	A centralized point where supplies are delivered and to which the public travels to pick up the commodities.
Pull	Provide logistics response to support ongoing sustainment for a jurisdiction.
Push	Provide logistics response as an initial surge of support to a jurisdiction.
Region	A district without respect to boundaries or extent, not merely local. Also an organizational unit that ensures FEMA policies, programs, administrative and management guidance are implemented in its constituent states in a manner consistent with the Agency's overall goals.
Request	The act or form used for asking for something to be given or done.
Resources	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Term	Definition
Restricted	Roads, bridges, tunnels, and other transportation nodes where travel is limited or confined by ordinances, height, width, weight or obstructions. It can also include those locations not accessible to the general public because of security provisions.
Risk	The potential for an unwanted outcome resulting from an incident or occurrence, as determined by its likelihood of occurrence and the associated consequences.
Scalable	The ability to expand or contract to cope with increased or decrease use.
Situational Awareness	The perception of environmental elements within an area of operation's time and space, the comprehension of their meaning, and the projection of their status in the near future.
Static	The local jurisdiction has not yet developed and/or implemented a viable strategy within the functional area.
Synchronized	All local, state, and private partners have fully integrated and synchronized plans, procedures, and operations. All plans and SOPs have been documented and exercised regularly with all participants. The local jurisdiction has demonstrated mastery of this capability.
Type	A classification of resources in NIMS and ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or, in the case of Incident Management Teams, experience and qualifications.
Vet	To subject to thorough examination and evaluation, investigate carefully, and pass as satisfactory.
Vulnerability	Physical feature or operational attribute that renders an entity open to exploitation or susceptible to a given hazard.

APPENDIX B: RESOURCES AND REFERENCES

To effectively respond to the questions in LCAT, you should be familiar with general logistics resources and disaster response guidance. The following documents should be helpful in preparing for your assessment.

Emergency Management Accreditation Program (EMAP), Emergency Management Standard (EMS), 2010. http://www.emaponline.org/index.php?option=com_pollydoc&format=raw&id=136&view=doc.

Federal Emergency Management Agency. Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101 Version 2.0., 2010. http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf.

Federal Emergency Management Agency. IS-26 U.S. Army Corps of Engineers Guide to Points of Distribution, 2008. http://www.training.fema.gov/EMIWeb/IS/is26.asp.

Federal Emergency Management Agency. Local Multi-hazard Mitigation Planning Guidance, 2008. http://www.fema.gov/library/viewRecord.do?id=3336.

Federal Emergency Management Agency. NIMS: Incident Resource Inventory System (IRIS) User Guide, 2008. http://www.fema.gov/emergency/nims/ResourceMngmnt.shtm#item5.

National Wildfire Coordinating Group. Interagency Incident Business Management Handbook 2, 2009. http://www.nwcg.gov/pms/pubs/iibmh2/pms902_iibmh.pdf

National Wildfire Coordinating Group. Task Book for the Position of Logistics Section Chief Type 1 and Type 2, 1993. http://www.osha.gov/SLTC/etools/ics/pdf/lsc12.pdf

U.S. Department of Homeland Security. National Incident Management System (NIMS), 2008. http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf.

U.S. Department of Homeland Security. National Preparedness Goal, 1st ed., 2011. http://www.fema.gov/pdf/prepared/npg.pdf.

U.S. Department of Homeland Security. National Preparedness Guidelines (NPG), 2007. http://www.dhs.gov/xlibrary/assets/National_Preparedness_Guidelines.pdf.

U.S. Department of Homeland Security. National Response Framework (NRF), 2008. http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf.

U.S. Department of Homeland Security. Universal Task List (UTL), 2007. https://www.rkb.us/contentdetail.cfm?content_id=185590