Module 1 Objectives

- Describe the course objectives, approach, and schedule
- Familiarize participants with the course instructors and each other
- Establish expectations for participation
- Conduct a Pre-Test
Course Instructors

**Instructor 1**

**Instructor 2**

**Instructor 3**

Participant Introductions

**Name**

**Dept./Agency/Org.**

**EOC Position or Relationship with EOC**

Terminal Learning Objectives: Process- Oriented

1. Define the formal resource ordering process, for emergency situations or pre-planned events, in the City of Los Angeles
   - From the Field to Department Operations Centers (DOCs) and/or Departments/DOCs to the Emergency Operations Center (EOC)
2. Determine the available avenues for satisfying resource requests and the Logistics Section’s role, procedures, and authorities for each
3. Identify the priorities of the Logistics Section upon initial activation, and how these priorities translate into action
4. Delineate the roles and responsibilities for resource mobilization, tracking, status reporting (Section- and Department-specific), and demobilization at all levels of the City
Terminal Learning Objectives: Process-Oriented (Cont.)

5. Familiarize participants with the National Incident Management System (NIMS) resource management lifecycle, its application to the Logistics Section and City of Los Angeles EOC, and provide opportunities to rehearse associated Logistics Section roles.

Terminal Learning Objectives: Leadership

6. Develop an understanding of the leadership characteristics and management styles of successful Section Coordinators and Unit Leaders.

7. Describe how the responsibilities of the Logistics Section Coordinator and each Unit Leader contribute to the overall goals of the Section.

8. Define the role of the Logistics Section in achieving EOC objectives, including coordination with other Sections, and development of the EOC Coordination Plan.
Terminal Learning Objectives: Practical Application

9. Explore best practices/lessons learned for essential Logistics Section functions
10. Explore the Section- and position-specific materials/tools to support functionality
11. Provide participants an opportunity to rehearse their skills and understanding with each curriculum topic
12. Demonstrate through activities, exercises, and a Post-Test an understanding of the duties, responsibilities, and capabilities of an effective Logistics Section

Course Methodology

• Modules follow NIMS Resource Management Lifecycle
  – Understand the entire resource management process not just your role
  – Rather than focus on individual positions (addressed in EOC 301 Course), we’ll explore the role of each position in each phase
  – Activities during each module to increase engagement and familiarity

Course Schedule – Day 1

<table>
<thead>
<tr>
<th>Module/Topic</th>
<th>Timeframe</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction and Pre-Test</td>
<td>08:00 - 08:45</td>
<td></td>
</tr>
<tr>
<td>2. EOC/Section Activation</td>
<td>08:45 - 09:15</td>
<td>3</td>
</tr>
<tr>
<td>3. Section/Unit Management, Leadership, and Coordination Process (Part 1)</td>
<td>09:15 - 10:30</td>
<td>6, 7, 8, 9 - 12</td>
</tr>
<tr>
<td>Break</td>
<td>10:30 - 10:40</td>
<td></td>
</tr>
<tr>
<td>3. Section/Unit Management, Leadership, and Coordination Process (Part 2)</td>
<td>10:40 - 12:00</td>
<td>6, 7, 8, 9 - 12</td>
</tr>
<tr>
<td>Lunch Break</td>
<td>12:00 - 13:00</td>
<td></td>
</tr>
<tr>
<td>4. Resource Inventory</td>
<td>13:00 - 14:30</td>
<td>1, 5, 9 - 12</td>
</tr>
<tr>
<td>5. Identify Resource Requirements (Part 1)</td>
<td>14:30 - 15:00</td>
<td>1, 2, 5, 8, 9 - 12</td>
</tr>
<tr>
<td>Break</td>
<td>15:00 - 15:15</td>
<td></td>
</tr>
<tr>
<td>5. Identify Resource Requirements (Part 2)</td>
<td>15:15 - 16:45</td>
<td>1, 2, 5, 9 - 12</td>
</tr>
<tr>
<td>Day 1 Review</td>
<td>16:45 - 17:00</td>
<td></td>
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</table>
# Course Schedule – Day 2

<table>
<thead>
<tr>
<th>Module/Topic</th>
<th>Timeframe</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Order, Acquire, and Allocate Resources</td>
<td>08:00 - 10:20</td>
<td>1, 2, 5, 9 - 12</td>
</tr>
<tr>
<td>Break</td>
<td>10:20 - 10:30</td>
<td></td>
</tr>
<tr>
<td>7. Mobilizing Resources</td>
<td>10:30 - 11:30</td>
<td>4, 5, 9 - 12</td>
</tr>
<tr>
<td>Lunch Break</td>
<td>11:30 - 12:30</td>
<td></td>
</tr>
<tr>
<td>8. Resource Tracking and Reporting</td>
<td>12:30 - 13:30</td>
<td>4, 5, 9 - 12</td>
</tr>
<tr>
<td>9. Demobilize, Recover, Remunerate</td>
<td>13:30 - 14:00</td>
<td>4, 5, 9 - 12</td>
</tr>
<tr>
<td>10. Logistics Section Functional Exercise</td>
<td>14:00 - 16:00</td>
<td>10 - 12</td>
</tr>
<tr>
<td>11. Course Review (Exercise Hot Wash) and Post-Test</td>
<td>16:00 - 17:00</td>
<td>12</td>
</tr>
</tbody>
</table>

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## Pre-Test

- Used to compare effectiveness of course after tomorrow’s conclusion
- 15 Minutes = 15 Questions
  - Multiple choice, fill in the blank, and true/false
- No pressure, no stress
  - Some policies are new and have never been shared
  - There’s no way you can know some of the answers

---

**END OF MODULE 1**

**INTRODUCTION AND PRE-TEST**
Module 2
Enabling Learning Objectives

- Describe the process of being notified, arriving and checking-in at the EOC
- Understand the process of familiarizing yourself and subordinates with the incident and EOC operations
- Identify the immediate steps to become operational
**EOC Notification Process**

- EMD initiates the Notification Process
  - Primary: NotifyLA automated system (Nixle 360)
  - Back-up: City 3-1-1 Call Center
- Activated departments and agencies
  - Pre-identified POCs notified via email, voice, and text
  - Receive requests for EOC Responders for specific positions
  - Departments are responsible for coordinating internal notifications to agency representatives who need to respond
- Non-activated departments and agencies
  - Receive a “Courtesy Activation Advisory” and are advised they are not required to respond

**Arrival at the EOC**

- Report to EOC within 1 hour of notification
  - As soon as safe to do so (keep EOC and Dept. apprised)
- Three (3) step check-in process:
  1. Sign in with Security Desk – show City identification
  2. Complete EOC check-in process
     - Likely in Media or Training Room for larger activations
     - Sign-in with staff as directed
     - Receive EOC badge and any relevant materials (e.g., EAP, communications directory, checklists, Situation Reports)
  3. Report to the Logistics Section (or designated area) to check-in with your Supervisor and connect with outgoing staff (if applicable)
     - Section Coordinator → EOC Coordinator and EOC Director
     - Unit Leaders → Logistics Section Coordinator
     - Unit Staff → Applicable Logistics Unit Leader

**Initial Briefing**

- Receive a briefing (if arriving) or conduct briefing for arriving subordinates:
  - Current situation (as applicable)
  - Job responsibilities, work shift, and procedural instructions (e.g., approvals, communications, handling requests)
  - Locations of work area, eating, rest/lodging
  - Availability of communications systems
  - Identification of co-workers
  - Instructions for obtaining additional resources or support for your assignment
A Note on Briefings

- Essential to situational awareness and understanding your role/expectations
- Easily and frequently overlooked, but have a direct correlation to EOC efficiency
- Don’t be shy to ask to be briefed/updated
- Remember your subordinates are depending on you for briefings/updates
- Ongoing and regular briefings/updates are just as important as the initial one

Becoming Operational

- Proceed to workstation
- Ensure all systems are working at station
  - Telephones
  - Radios (if applicable)
  - Computers
    - Internet access, software/applications (GIS, MS Suite, WebEOC), ancillary equipment (printers/plotters)
  - Displays/Televisions (if applicable)
  - Report problems to Technical Support in EOC Emergency Management Pod
    - Not Technology Unit in Logistics Section
- Contact department/DOC, agency POC, and other applicable stakeholders (e.g., BOC, other Sections, vendors) and share contact information

Becoming Operational (Cont.)

- Log in to WebEOC
  - Enter credentials
  - Update contact information
  - Select position
  - Access control panel

- Having problems?
  - Go to manual processes to avoid delays until technical support is available
Maintain a Unit/Activity Log

(EOC Form 214 [WebEOC/Hard Copy])

- **Primary purposes:**
  - Keep you focused and on track
  - Remind you of actions taken or needing to be taken
  - Legal and historic records
  - Cost recovery

- **Information to track:**
  - Important actions taken
  - Important messages/instructions received
  - Decisions made and justifications
  - Requests made or filled
  - Subordinates, time on duty, and assignments given

Getting to Work

- **Implement Standing EOC Objectives:**
  - Acquire/allocate critical resources
    - Advise/support policy level decisions related thereto
    - Coordinate with SEMS components (e.g., Operational Area) in support thereof

- **Use position checklists and binders**
  - Review this training which supersedes checklists in the event of conflicts

- **Review WebEOC boards to understand the incident and foresee needs** (e.g., EOC Battle Rhythm, Significant Events List, Situation Reports)

- **Address incoming resource requests**

- **Proactively connect with BOC and other Sections to offer resource fulfillment assistance**

Assess Your Resource Needs

- **Based on your Logistics Section assignment, the situation, and your assigned/initial tasks:**
  - Identify your tangible resource needs (e.g., office supplies, equipment, software)
  - Identify your information needs (e.g., maps, resource lists, MOUs)
  - Fulfill needs via appropriate requests/channels or your own action

- **Are there resources/support materials you should bring with you to the EOC?**
  - Keep these available in a Go-Kit
END of MODULE 2
EOC & SECTION ACTIVATION

City of Los Angeles
Emergency Operations Center (EOC)

Advanced EOC Logistics Section Course

MODULE 3
SECTION/UNIT LEADERSHIP, MANAGEMENT, AND COORDINATION PROCESS
Module 3
Enabling Learning Objectives

- Provide guidance on the leadership and managerial skills that make for a good Section Coordinator and Unit Leader
- Identify the tools for enabling a productive Section/Unit
- Understand the responsibilities of being a Department Rep and Unit Leader
- Understand the role of the Section in the EOC Coordination Process

Common Leadership Mistakes

- You can forget you’re a Unit LEADER when normally you’re a unit of only one
  - Depending on incident requirements, any Unit can easily grow in support staff
- It’s easy to get caught up in your own individual tasks and minutiae
  - Particularly if you’re a “do-er” on a daily basis or have only been activated for EOC Levels I or II
  - It’s difficult to trust subordinates to do as good of a job when you barely know them
- Leaders can be rigid when unpredictable emergencies require flexibility
- Continuity of leadership is often overlooked during short absences (e.g., meetings, food breaks)

Tools/Skills of a Good Coordinator/Leader

<table>
<thead>
<tr>
<th>Particularly Valued in the EOC</th>
<th>Generally Valued</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegation</td>
<td>Coaching</td>
</tr>
<tr>
<td>Monitoring Tasks/Progress</td>
<td>Conflict Management</td>
</tr>
<tr>
<td>Load Balancing</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Facilitating Coordination/</td>
<td>Enthusiasm</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Encouragement</td>
</tr>
<tr>
<td>Decision-Making</td>
<td>Multi-Tasking</td>
</tr>
<tr>
<td>Seeking Guidance and Personnel</td>
<td>Resourceful</td>
</tr>
<tr>
<td>Leadership Continuity</td>
<td>Strategic</td>
</tr>
<tr>
<td></td>
<td>Teamwork</td>
</tr>
</tbody>
</table>
Tools/Skills of a Good Coordinator/Leader (Cont.)

- Delegate Assignments/Tasks
  - Frees up your time to lead/manage/support, make decisions, adjudicate problems, and set goals
  - It doesn’t stop at giving out assignments:
    - Clearly explain why they have been assigned a task, what the task is, and what the expectations are
      - Listen to any questions or concerns
      - Provide clear feedback (good, bad, why)
      - Set deadlines and checkpoints to review progress (put reminders in your 214)
      - Offer refresher training or guidance where needed

Section/Branch Assignment List

- Good, simple tool for:
  - Tracking assignments
  - Task Status
  - Coordination and special requirements
- Most prominently used in Operations Section
- A component of ECP
- Use a whiteboard, easel pad, or display (Section’s TV) if you prefer
• Monitor Tasks/Progress
  – Ultimate responsibility is yours even if delegated
  – Address problems and provide resources/support/direction
  – Check in regularly, but avoid micromanaging

Informative Sources:
• Review 214s of subordinate staff in WebEOC
• Monitor changes in Resource Request Status Board
• Feedback from other Sections/Units
• Section meetings/verbal updates
• Review draft materials

• Load Balancing
  – Regardless of Unit or position, reallocate assignments or staff to support priority actions
  – Idea of “Span of Control” applies to tasks as it does people
  – ALWAYS assign idle staff to support another function until tasked
    • Scribes/runners
    • Research
    • Support for other Units

• Facilitate Coordination/Collaboration
  – Isolated/unilateral activities are rampant in EOCs
    • Look for these “stovepiped” activities
    • Mandate and directly facilitate open communication within Units and the Section and with other Sections
      – Know what needs to be shared and when
      – Know what Logistics may need that hasn’t been provided
    • Appreciate/apply the input of others
      – Inform personnel they are only seeing an issue from one angle
    • Recognize obstacles (e.g., defensive thinking) and immediately address problems affecting coordination/collaboration
Tools/Skills of a Good Coordinator/Leader (Cont.)

• Decision-Making
  – Know what decisions you have authority over (i.e., empowered through ICS position) and which must be elevated
  – Everyone is making decisions with limited info
    • Don’t let it deter or paralyze you
    • Doesn’t imply making decisions without input or unilaterally

  **Decision-Making Strategy:**
  • Generate an array of possible solutions
  • Consider the pros and cons
  • Select a solution to pursue
  • Commit resources and implement the selection
  • Assess the impact and make course corrections

Tools/Skills of a Good Coordinator/Leader (Cont.)

• Seek Guidance from EOC Coordinator
  – Serves as the in-house expert on City plans, procedures, authorities, ordinances, SEMS/NIMS
  – Guides the proper functioning of the EOC
  – Assists all EOC Supervisors with EOC management systems/tools/practices

• Ask for More Personnel
  – Incident may require the expansion of any Unit
  – Non-technical support may be needed (scribes, runners)
  – EOC break-out rooms designed to accommodate expansion
  – There is always a place to look for help (Operational Area, EMMA, DSWs, Volunteers [e.g. CERT])

Tools/Skills of a Good Coordinator/Leader (Cont.)

• Leadership Continuity
  – Can’t expect staff to maintain the same efficiency without support or oversight
  – Leadership positions, especially Logistics Section Coordinator, must be covered at all times
    • Including during Coordination Process meetings, meals, restroom breaks, etc.
    • Assign Deputy or Unit Leader (if no Deputy) and inform everyone of your absence and the delegation of authority
    • The work done in the Section is more important than the strategizing in meetings
      – Keep staff in place and send only minimal staff to meetings
      – Staff can be updated after meetings
Deputy Coordinator Responsibilities

• Must be as qualified as Section Coordinator
  – Line of succession in Coordinator absence
• Supports Section Coordinator in any way necessary
• May facilitate the EOC Coordination Process for the Logistics Section
• Supports/coordinates with other Section Coordinators
• Enforces shift change protocols

Wearing Two Hats: Agency Rep & Logistics Section

• For Departments in Logistics Section with no other EOC representation:
  – GSD (Section Coordinator or as assigned)
  – ITA (Technology Unit Leader)
  – Personnel (Personnel Unit Leader)

Wearing Two Hats: Agency Rep & Logistics Section (Cont.)

• In addition to Logistics Section assignments (~80-90% of time), agency/dept. rep responsibilities (~10-20%):
  – Coordinates department Situation and Resource Status reporting
  – Serves as liaison between EOC and department/DOC
    • Information/situational awareness, assignments, policy
    • Point of entry for department resource requests
  – Advises Section Coordinators (Logistics or others as appropriate) on issues related to department functions
EOC 401 Adv. Logistics Section

ACTIVITY 3A: SECTION ASSIGNMENTS (FORM 904)

LOGISTICS SECTION AND THE COORDINATION PROCESS

- Resource management is one of the primary responsibilities of the EOC
  - Making the Logistics Section a major contributor to the Coordination Process
- Before any planning needs to occur, implement Standing EOC Objectives:
  - Acquire/allocate critical resources
  - Advise/support policy level decisions related thereto
  - Coordinate with SEMS components (e.g., Operational Area) in support thereof

LOGISTICS SECTION AND THE COORDINATION PROCESS (Cont.)

- Initial Situation Analysis
  - LSC and/or Deputy LSC
    - Briefing to Management ("Situation Size Up" Meeting) on initial incident details (if applicable)
      - Resource related
      - GSD, ITA, Personnel Dept. impacts
    - Summary of Section activities during Situation Analysis meeting
      - Staffing or other challenges
      - Current priorities and demands
  - Technology Unit
    - Initiates, then maintains, EOC 905 Form (Communications Plan)
EOC 905 Form (Comms Plan)
Technology Unit

1. EOC Contact Information
   - Staffed EOC positions only
   - Confirm phone numbers/email/contact info
     • Pre-existing list maintained by EMD
     • Radio systems/frequencies may be applicable to some

2. Major Stakeholder Contact Information
   - Survey other Sections for their contacts
   - Field, Shelters, PODs, State/Fed Agencies, Business/Industry, Community groups, etc.

Logistics Section and the Coordination Process (Cont.)

• EOC Coordination and Preparing for Coordination Meeting
  - LSC and/or Deputy LSC
    • May receive, or participate in selection of, incident-specific, Section-specific objectives
      • Otherwise continue with Standing Objectives
    • Develop EOC 904 Form to identify strategies
    • Prepare Section Report (Module 8) and submit to P&I
    • Gather Dept. Reports (GSD, ITA, Personnel) and submit to P&I
  - Section = Continue work toward current objectives!

Establishing Section-Specific Objectives

• Specific – precise and unambiguous?
  - Good: The Facilities Unit will identify and secure use of a facility to serve as a temporary morgue that meets Coroner Guidelines TM-472-A within 6 hours.
  - Bad: Find a temporary morgue.
    • Whom?
    • When?
    • Does it only need to be identified?
    • What capabilities does it need?
Establishing Section-Specific Objectives (Cont.)

**Measurable** – how will the EOC know if the objective has been achieved?
- **Good:** Within 2 hours, the Transportation Unit will coordinate and mobilize resources to relocate 100 generators from GSD headquarters to each shelter (2 to each of 50 shelters).
- **Bad:** Acquire transportation to relocate generators.
  - Whom?
  - When?
  - How many?
  - Which locations?

Establishing Section-Specific Objectives (Cont.)

**Action-Oriented** – does the objective trigger actions by using appropriate verbs?
- **Good:** The Personnel Unit will notify, mobilize, check-in, resource, and deploy 5 Community Emergency Response Teams (CERTs) to the Incident Command Post to assist with traffic and access control points within 2 hours.
- **Bad:** Activate CERT members.
  - What does that entail?
  - For what purpose?
  - By whom?
  - When?

Establishing Section-Specific Objectives (Cont.)

**Realistic** – is the outcome achievable with the available resources and within the timeframe identified?
- **Good:** Within 12 hours, the Logistics Section will develop a strategy for establishing a Local Assistance Center (LAC), including facilities, facility personnel, and equipment/resources.
- **Bad:** Within 12 hours, establish and open a LAC.
  - Resources available don’t allow for that.
  - Time available doesn’t allow for that.
  - Sequence of events doesn’t allow for that.
Establishing Section-Specific Objectives (Cont.)

• **Time-Sensitive** – when should the objective be completed/achieved?
  - **Good**: Within 4 hours the Supply Unit will contract with a vendor to provide 100,000 bottles of potable water for delivery to the staging area at 08:00 tomorrow.
  - **Bad**: Acquire bottled water.
    - When should that be accomplished?
    - Is it a priority compared to other tasks?
    - How much is needed?
    - Where is it needed?

Establishing Section-Specific Objectives (Cont.)

• Captured in EOC 902 Form (Incident Objectives) and/or Section Reports

Understanding & Using City’s Emergency Authorities

• Via the Mayor’s Emergency Powers, EOC Management has many authorities:
  - Control and direct emergency organization of the City
  - Require emergency service of any city officer or employee (Disaster Service Worker)
  - Requisition necessary personnel or material of any City department or agency
  - Obtain vital supplies, equipment, properties
    - Bind the city for the fair value thereof
    - If urgent, commandeer the same for public use
Understanding & Using City’s Emergency Authorities (Cont.)

• Make and issue rules and regulations reasonably related to life and property protection
  – Population control (e.g., curfews, evacuations, restricted areas)
  – Prevention of price gouging
  – Restrictions on certain sales or behavior (e.g., alcohol, firearms, fuel, food)
  – Approval of tactics with political/legal ramifications
  – Permit/license suspensions

Logistics Section & City Emergency Authorities

• Post-disaster fuel prices skyrocket
  – Request price gouging ordinances into effect and limitation of fuel sales for emergency purposes
• City departments hording resources/refusing to share
  – Request formal mandates of compliance
• Unlicensed transportation company can’t operate in City boundaries
  – Request suspension of requirements
• Large quantities of non-technical labor needed
  – Request DSW program activation
• Emergency supplies can’t reach destinations
  – Request restricted routes and area closures
• The only provider of an essential resource refuses to accommodate life/safety needs
  – Request approval to commandeer the resource

Logistics Section and the Coordination Process (Cont.)

• Coordination Meeting
Logistics Section Coordinator & Coordination Process Meetings

1. Provide Management with information to make decisions, set priorities, and facilitate policy

2. **EQUALY IMPORTANT:** Gather information to report back to the Logistics Section to inform its priorities, strategies, and follow up actions
   - Take notes during each meeting!
     - Management may task your Section
     - You may be provided new or adjusted Objectives
     - The actions of other Sections affect Logistics
     - You must brief Section staff after each meeting

Logistics Section and the Coordination Process (Cont.)

- **EOC Coordination and Preparing for Planning Meeting**
  - LSC or Deputy LSC
    - Develop/update EOC 904 Form to identify strategies for new/adjusted Objectives
    - Continue to gather situational information
      - Update Section Report (Module 8) and submit to P&I (if requested)
      - Gather updated Dept. Reports (GSD, ITA, Personnel) and submit to P&I (if requested)
  - Section = Continue work toward current objectives!

Logistics Section and the Coordination Process (Cont.)

- **Planning Meeting**
Logistics Section and the Coordination Process (Cont.)

• During Planning Meeting
  – Section Coordinators can voice approval of, or challenges to, proposed objectives
  • Contributions should be productive, but not avoid challenges (no “Yes-Men”)
  • Understand how other Section actions affect Logistics and vice versa
  • Be prepared to compromise
  – Objectives for the next Operational Period are ultimately approved

Logistics Section and the Coordination Process (Cont.)

• Prepare for and Conduct Operational Briefing
  – LSC and/or Deputy LSC
    • Update EOC 904 Form with finalized strategy (if necessary)
    • Prepare briefing/talking points as assigned by Management or P&I
    • Address Logistics Section’s actionable missions for next OP
  – Technology Unit
    • Provide finalized EOC 905 Form (Comms Plan) for next OP to P&I
  – All Section Staff
    • Notify home agency of staffing changes/requirements
    • Prepare materials for transition

Logistics Section and the Coordination Process (Cont.)

Remember: While you’re going through this process over 4, 12, 24 hours for the next Operational Period, you’re still performing your assignments per the ECP that applies to the current Operational Period!
END OF MODULE 3
SECTION/UNIT LEADERSHIP, MANAGEMENT, AND COORDINATION

MODULE 4
INVENTORY RESOURCES
Module 4
Enabling Learning Objectives

- Understand types of resources
- Understand resource typing and credentialing
- Identify the City’s pre-existing acquisition capabilities
- Identify what City resource inventories are currently available
- Familiarize participants with the NIMS Resource Typing Library Tool (RTLT)

Inventory Resources

Logistics Section and Inventory

Who’s job is it to develop and maintain an inventory of resources?
Intended Outcome

• Maintain current data on available resources
  – Identify overlaps of personnel and resources across resource pools
  – Listed resources don’t indicate automatic availability
    • Resource owner has final determination

Common Resources

• Resources fall into seven general groupings:
  – Personnel
  – Facilities
  – Equipment
  – Vehicles
  – Teams
  – Aircraft
  – Supplies

Identify Potential Sources

• Resources come from a variety of sources, including:
  – Within the City
    • Departments/Agencies/Bureaus may have a variety resources they oversee
  – Private sector
  – Mutual aid and assistance
  – Other levels of government
  – Volunteer organizations
  – Donations
Example City Resource Inventories

- General Services Department (GSD)
  - Financial Management System (FMS) 2.0
  - Warehouses
- Emergency Management Department (EMD)
  - Assistive Technology Caches
  - Portable/Deployable Ramp Caches
  - Durable Medical Equipment Caches
- Department of Aging
  - Senior Center Cots and Linens
- Department of Animal Services
  - Portable Kennel Caches

Private Sector Partners

- Private sector resource considerations:
  - Wide variety of resources available
  - May be more cost effective than a City resource
  - If urgent, private sector resources may be available quicker and more locally than a resource coming through mutual aid/assistance
- Facilitate acquiring private sector resources
  - Pre-approved vendor lists
  - Memorandums of Understanding/Agreement

LA City Logistics Procurement Guide

- City procurement policies and procedures during normal and after hours
- Ordering/Financial Management System (FMS) 2.0
- City warehouse contacts
- Common emergency items
- GSD Procurement Analyst contact information
- Top 20 resource items listed by department
- Federal/State disaster reimbursement information
Professional Services Agreements

- Typically by individual departments (other than GSD) prior to or during emergencies
  - Not a centralized process in Los Angeles
- Sample of some pre-existing Professional Services Agreements in the City:
  - Debris removal (DPW)
  - HazMat removal (DPW)
  - Flood control (DPW)
  - Sewer repair (DPW)
  - Emergency services (EMD)
  - Telecommunications (ITA)

Standby MOUs/Contracts

- Are negotiated before an emergency
- Can be activated, if necessary, following an emergency
  - Contracts or terms may still need to be executed
- Try to guarantee delivery of a specified quantity and quality of resource
- Try to guarantee delivery at the price in effect the day before the emergency occurred
- Example
  - EMD’s MOUs known as “Mega contracts” for catastrophic purposes only

Mutual Aid and Assistance

- Mutual aid and assistance agreements:
  - Allow neighboring jurisdictions to support one another during an incident
  - Formal/legal agreements that identify the resources that jurisdictions are willing to share during an incident
  - What mutual aid agreements are currently in place with the City?
Volunteer Organizations

- Pre-existing volunteer agreements coordinated by departments
- Personnel Unit satisfies other volunteer needs during emergencies

Commercial Donations

- Larger or specialized direct commercial (private sector) in-kind assistance (donations) coordinated by the BOC for:
  - Commodities
  - Supplies
  - Specialized technical expertise
  - Lifeline infrastructure reconstitution support
  - Specialized equipment

Potential Donations from BOC Sectors

- Academic Institutions
- Entertainment, Arts, Sports, and Recreation
- Banking, Finance, Insurance, and Legal
- Manufacturing, Heavy Industry, Chemicals, Process, and Oil & Gas
- Construction, Development, Facility Management, and Real Estate
- Faith-Based Community
- Hospitality (Food/Beverage, Lodging), and Tourism
- Communications and Information Technology
- Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs), Private Non-Profit organizations (PNPs), and Volunteer Based Organizations
- Transportation, Automotive, Postal/Shipping, Supply Chain, and Warehousing/Storage
- Associations, Professional Services (Accounting, Consulting, etc.)
- Retail/Wholesale, Grocery, Consumer Goods and Services
- Private sector in-kind assistance (donations)
Non-Commercial Donations

• BOC has an agreement with the Salvation Army to accept non-commercial donations
  — Salvation Army in Los Angeles County
    • 25 Corps Community Centers
    • 23 Stores
    • 99 Drop-off Locations
    • Can also pick-up upon appointment

MODULE 4

ACTIVITY 4A: MATCHING RESOURCES TO SOURCES

NIMS Resource Typing

• Resource Typing (as applicable)
  — Categorizing resources by capability (category [discipline], kind, type, size, capacity, skill, etc.)
  — Facilitates more efficient resource-ordering and dispatch within and across jurisdictions if applied
• Prompted by WebEOC and OARRS
**NIMS Resource Typing Library Tool**

https://rtlt.preptoolkit.fema.gov

- Resource Typing Definitions
  - Position Qualifications
- Jurisdictions encouraged to use standardized typing but are (not required)
- Good reference for:
  - Accurately defining the needed resource
  - Defining personnel qualification requirements

**Credentialing Preferences**

- Validates qualifications and eligibility:
  - Background checks (as appropriate)
  - Authorization/qualifications to perform functions
  - Access to specific locations
- Credentialing is **NOT** badging
  - A badge is just an identification issued at work sites
  - City has no centralized credentialing process
  - If needed in an emergency, Personnel Unit has the responsibility to acquire/coordinate

**MODULE 4**

**ACTIVITY 4B: NIMS RESOURCE TYPING LIBRARY TOOL**
END OF MODULE 4
INVENTORY RESOURCES

Module 5
IDENTIFY RESOURCE REQUIREMENTS
Module 5
Enabling Learning Objectives

- Understand the various ways a resource request may enter the EOC
- Identify the essential resource details necessary in a resource request
- Understand the resource/incident prioritization process and its importance
- Anticipate resource needs by considering the incident, potential cascading events, and historical experiences
  - Identify EOC tools and forms to identify possible resource shortfalls/needs

Identify Resource Requirements

Types of Resources
- Information
- Equipment
- Supplies/Materials
  - Donations
- Communications (systems, directories, governance)
- Personnel/Volunteers
- Personnel Wellbeing (e.g., food, water, lodging)
- Facilities
- Transportation
- Services

Locations Needing Resources
- Field/Command Posts
- EOC (Other Sections)
- DOCs
- Shelters
- Points of Distribution
- Field Treatment Sites
- Family Assistance Centers
- Local Assistance Centers
- Staging Areas
- Donations/Volunteer Centers
- Government Facilities
- Utilities/Infrastructure
- Business/Industry
Resource Request Originators (Department/DOC)

- City Department or Agency
  - DOC Activated
    - DOC Logistics or Dept. Rep submits request
  - No DOC or DOC Not Activated
    - (1) Rep in EOC Operations Section
    - (2) Rep in other EOC Section
    - (3) No Representative in EOC

How a resource request enters the EOC before getting to the Logistics Section

Resource Request Originators (Field)

- Field Command
  - DOC Activated
    - DOC Logistics or Dept. Rep submits request
  - No DOC or DOC Not Activated
    - (1) Rep in EOC Operations Section
    - (2) Rep in other EOC Section
    - (3) No Representative in EOC

How a resource request enters the EOC before getting to the Logistics Section

Operations Section Resource Status Unit

- Moved from P&I to Operations to support, coordinate, and expedite resource sharing across departments and ordering up to Logistics Section
  - New Functions
    - Support the OSC/Deputy OSC with request backlog
    - Single entry-point for all non-Operations Section resource requests (from any other originator)
    - Vet resource requests for completeness (i.e., essential resource details)
    - Apply resource/incident prioritization
      - Compare EOC objectives and priorities to request
      - More objective than request originator applying prioritization
    - Facilitate the sharing of resources across Operations Section branches and units before going to the Logistics Section
Operations Section
Resource Status Unit (Cont.)

- Maintains legacy responsibilities from P&I
  - Tracks resources it facilitated mobilization of from across Operations Section branches and units
    -- May delegate to department/agency
  - Helps Logistics communicate the status of resource requests back to request originators
  - Supports inquiries from request originators to Logistics
  - Anticipates resource needs within its purview
    -- Shares with Logistics Section which has primary responsibility

Primary Take Away...

- All resource requests to the Logistics Section should come through:
  1. Operations Section Coordinator
  2. Deputy Operations Section Coordinator
  3. Operations Section Resource Status Unit

Resource Request Originators
Other EOC Sections

- Management
  - Public Information (JIC, media center)
  - Liaison (infrastructure, utility, partner agency requests)
  - Business Operations Center (member requests)
  - Security services
- Planning & Intelligence
  - Information
  - Technical Specialists
  - Equipment/Supplies
- Logistics
  - Logistics Staging Area (security, facilities, transportation, personnel)
  - Credentialing systems
  - Critical Incident Stress Management
  - Fuel
- All Sections/General
  - Supplies/Equipment
  - Personnel
  - Communications
Resource Request Originators
Private Sector/NGO/PNP/Outside Agency

Physical Presence in City and Rep in BOC/EOC
Submit Request to EOC/BOC Rep

Physical Presence in City, But No Rep in BOC/EOC
Submit Request to Resource Status Unit

No Physical Presence in City, But No Rep in BOC/EOC
Submit Request to Operational Area

EOC Resource Status Unit
Reviews, Facilitates Fulfillment with Ops Section Branches, or Submits to EOC Logistics Section

How a resource request enters the EOC before getting to the Logistics Section

Resource Requests from the Operational Area

- City of Los Angeles is part of Los Angeles County Operational Area (OA)
  - Geographic County and all political subdivisions within its boundaries
    - 88 cities, County government, 137 unincorporated communities, and 288 special districts
- Any OA members (political subdivisions) may request resource assistance (among other things) through the OA
- Any resource request coming from the OA to the City will be facilitated through:
  - OA/County OEM Agency Rep (AREP) in the City EOC
  - EOC Resource Status Unit (if no OA AREP and EOC is activated)
  - Emergency Management Department (if City EOC is not activated)

Essential Resource Details in a Resource Request

- Why is it needed?
  - Communicate purpose, intended use/mission and urgency
- What is needed to address the use/mission?
- How much is needed and in what unit of measure?
- How long will it be needed?
- Where and when is it needed?
  - Including points of contact and delivery instructions
- Are any ancillary services necessary?
  - Transportation/mobility, communications equipment, lodging, fuel
- Are there other special considerations?
  - Storage requirements, security, safety measures, licenses/credentials, language capabilities, cultural/demographic sensitivities, access instructions
"Capability" Resource Requests

- Identify the items that create the package of goods necessary to achieve the identified purpose/use/mission (e.g., a team includes the resources they need)
  - "Inspect approximately 2,500 residential structures using ATC-20 procedures"
    - Requires credentialed inspectors, lodging, communications systems, etc.
  - "Distribute water to 15,000 people for 7 days"
    - Requires water, storage/equipment, transportation, operators, etc.
  - "Mobile kennel system capable of sheltering approximately 50 animals under 110 pounds"
    - Requires kennels, fencing, animal handlers/control personnel, animal food, water, etc.

Resource Prioritization Matrix

Completing a Resource Request
ACTIVITY 5A: POPULATING/ VETTING A RESOURCE REQUEST FORM

The Other Half of Identifying Resources

• Logistics is responsible for “getting ahead of the curve”
  – Receiving resource requests is just half the job
  – Never order resources without a formal request or approval; however Logistics can:
    • Make other EOC Sections/positions aware of potential shortages
    • Identify potential sources of anticipated resources
    • Make acquisition arrangements/adjustments around potential complications (e.g., transportation routes, fuel shortages)
    • Ensure availability (put sources on stand-by), negotiate cost, and address terms with sources beforehand
Common Resource Requests
Excerpts from Common Emergency Items List in Procurement Guide

- Asphalt Cold Patch & Loop
- Bags, Burlap
- Bags, Sandbags
- Barricades
- Batteries, Dry Cell
- Batteries for Radios
- Board-Up Services
- Chain Link Fencing Rental
- Chainsaw, Portable Rescue Parts
- Emergency Lighting
- Equipment Rental (Construction)
- Food
- Radio Communication Equipment
- Radios
- Medical Supplies
- Lumber, Softwood and Plywood
- Portable Generators
- Portable Toilet
- Chairs, Tables, Tents, etc.
- Safety Cones
- Towing Service
- Signs/Signage
- Water, Potable and Other

Significant Events List

- Why should Logistics analyze significant events that have been posted?

Situation Report (EOC 909)

- What information on this form will be useful in anticipating resource needs?
- How about on the next slide?
## 72 Hour Requirements Matrix

<table>
<thead>
<tr>
<th>Essential Operation</th>
<th>Required Outcomes</th>
</tr>
</thead>
</table>
| 1. Re-establish critical communications | • Line-of-sight communications between critical local responders within 2 hrs.  
• Communications with local, state, and federal government agencies within 8 hrs.  
• Communications for response operations established in 24 hrs. |
| 2. Gain access into affected areas | • Clear at least 3 ground routes to most impacted areas within shake zone in 12 hrs.  
• 2 airheads and port access to the most impacted area(s) within 48 hours. |
| 3. Establish safe and secure environment | • In the 470 square mile LA City area identify and safeguard obviously unstable buildings and secure (contain) areas of major fire activity within 12 to 48 hours to prevent public harm. |
| 4. Triage/treatment of injured | • Provide immediate lifesaving medical assistance to up to 22,500 injured in first 12-24 hours following disaster, representing 40% of the 50,000 injured expected across LA County. |
| 5. Search & Rescue | • Initiate Search and Rescue for survivors in impacted area within 2-6 hours. |
| 6. Commodities | • Provide water and food for 750,000 survivors/displaced people for first 48 hours.  
• Provide water and food for up to 750,000 survivors/responders for 14 days. |
| 7. Shelter | • Provide temporary shelter for 750,000 survivors/displaced persons in first 48 hrs.  
• Requirement for temporary shelter may continue for up to 14 days. |

### 72 Hour Requirements Matrix (Cont.)

<table>
<thead>
<tr>
<th>Essential Operation</th>
<th>Required Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Restore essential infrastructure for response operations</td>
<td>• Restore emergency infrastructure in 24-48 hours (bottled water, generator power, portable sanitation).</td>
</tr>
<tr>
<td>9. Decontamination</td>
<td>• Begin mass decontamination of people and critical equipment in 12 hours.</td>
</tr>
<tr>
<td>10. Command, Central and Coordination</td>
<td>• Conduct mission essential functions and establish presence in 12 hrs.</td>
</tr>
</tbody>
</table>
| 11. Recovery/storage of deceased | • Recover an estimated 400 deceased in first 24 hours and 1,200 per day in the days following (100% of estimated total in 2 days).  
• Number of deceased could double to 3,600 in the event of major fires resulting from the earthquake. |
| 12. Post-event public messaging, in-place protection and evacuation | • Provide guidance to public within first hour by Social Networks, Internet, and radio. In-place protection information starts within first hours. Facilitate evacuation of citizens in high risk areas in first 2 to 12 hours. |
Awareness of Other Reports

• Business Operations Center Report (14 pages)
  – Information impacting resources
    • Resource Management Section
      – Sources
      – Issues
    • Critical resource shortages for every sector

Proactively Anticipating Resource Needs

• Example of analyzing risks and consequences

- Earthquake
  - Trapped people & destroyed Property
  - No water, sewer, electricity, gas or通讯
  - Transportation systems/corridors impacted
  - Loss of homes and business

Proactively Anticipating Resource Needs (Cont.)

• Understanding Case Histories
  – What resources were needed after the Northridge Earthquake?
  – What resources were needed during and after major wildfires (e.g., Powerhouse, Sesnon, Station)?
  – What resources were needed during and after the 2005 El Niño storms/floods?
Logistics Section and Identifying Resource Requirements

- What Unit resources are commonly requested during disasters or exercises?
- What Unit resources are identified in the 72-Hour Requirements Matrix?
- What Unit resource gaps have previously been identified?

MODULE 5
ACTIVITY 5B: FORESEEING AND PROACTIVELY PLANNING FOR RESOURCE SHORTFALLS

END OF MODULE 5
IDENTIFY RESOURCE REQUIREMENTS
Module 6
Enabling Learning Objectives

- Understand all the avenues the Logistics Section has for acquiring resources
- Explain the process for acquiring resources through each avenue
- Delineate the responsibilities of each Logistics Section Unit and their sphere of influence
- Explain approach when resources are scarce and the affect of incident/resource prioritization
Facilities Unit Responsibilities

- Warehouses
- Buildings
- Land use/open space
- Permits/usage agreements
- Furniture, facility supplies/materials (support: Supply Unit)
- Ingress/egress (support: Ground Support Unit, Transportation Branch, Law Enforcement Branch)
- Facility access
- Facility staff (e.g., mechanical, custodial) (support: Personnel Unit)
- Utilities (e.g., water, sewer, telecom, electricity, gas) (support: Technology Unit, Utilities Branch)
- Facility security (support: Personnel Unit, Law Enforcement Branch)

Ground Support Unit Responsibilities

- Anything to support movement of emergency personnel/volunteers, equipment/supplies, public, individuals with disabilities and access and functional needs, animals, etc.
  - Vehicles (e.g., cars, trucks, buses)
  - Vessels (e.g., boats, barges)
  - Aircraft (e.g., rotary, fixed wing) (despite Unit name)
  - Ancillary components (e.g., trailers, storage mounts, racks)
- Coordinate freight
- Acquire fuel
- Maintenance/repair (support: Personnel Unit)
- Coordinate transportation routes (support: Transportation Branch, Law Enforcement Branch)
- Support coordination with transit providers (lead: Transportation Branch)

Operations Section Transportation Functions

- Transportation Branch (LA DOT)
  - Manages direct support for the tactical movement of people, traffic planning and enforcement, and restoration of transportation infrastructure/systems
  - Transportation Resource Coordination Unit
    - Responsible for coordinating resources to support the movement of people
      - Using LA DOT resources, pre-existing contracts/Professional Services Agreements, and Transit Mutual Assistance Compact (TransMAC)
        - LA County Metropolitan Transportation Authority represented in Branch
      - May alleviate some pressure on Ground Support Unit or may request the support of Ground Support Unit
### Personnel Unit Responsibilities

<table>
<thead>
<tr>
<th>Logistics Section Coordinator</th>
<th>Personnel Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>• City Employees/Disaster Service Workers</td>
<td>• Coordinate credentials</td>
</tr>
<tr>
<td>• Select Mutual Aid/Assistance Personnel (e.g., Emergency Managers Mutual Aid) (support: EMD)</td>
<td>• Coordinate personnel wellbeing (e.g., lodging, medical care, child care, Critical Incident Stress Management) (support: Operations Section)</td>
</tr>
<tr>
<td>• Volunteers (support: BOC)</td>
<td>• Coordinate training (support: Operations Section)</td>
</tr>
<tr>
<td>• Technical Experts</td>
<td>• Maintain necessary accounting information on personnel/volunteers</td>
</tr>
<tr>
<td>• Any Other Personnel</td>
<td></td>
</tr>
<tr>
<td>• Support development of staffing plans (lead: P&amp;I Section)</td>
<td></td>
</tr>
</tbody>
</table>

### Technology Unit Responsibilities

<table>
<thead>
<tr>
<th>Logistics Section Coordinator</th>
<th>Technology Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Communications systems (e.g., telephone, radio, satellite phone, fax, email, internet, VOIP, amateur radio)</td>
<td>• Guidance on use/governance</td>
</tr>
<tr>
<td>• Computers, Data, Software, Ancillary Systems (WebEOC, GIS, MS Suite, printers, scanners, projectors, audio)</td>
<td>• Communication operators (e.g., amateur radio) (support: Personnel Unit, Operations Section)</td>
</tr>
<tr>
<td>• Communications directories (e.g., EOC 905 Form)</td>
<td>• Repair and maintain systems</td>
</tr>
<tr>
<td></td>
<td>• Coordinate needs/restoration with telecom/utilities/infrastructure operators (support: Utilities Branch, BOC)</td>
</tr>
</tbody>
</table>

### EOC IT/WebEOC Support

**EOC “Technical Support”**

- IT Support Staff (ITA); typically 2 – 4
- WebEOC Support (EMD); typically 1 – 2
- Under the direction of the EOC Coordinator in the Emergency Management “Pod”

**Mission of Technology Unit is City-/operation-wide (Strategic)**

- Technical support may request resources or additional personnel/technical experts from the Logistics Section
- Technology Unit does not “manage” EOC systems, displays, software, etc.
Supply Unit Responsibilities

- All other resources that don’t fit one of the other Logistics Units
  - Non-mutual aid/ assistance materials, equipment, and supplies
- Food/Beverage
- Good news: No other planning or coordination responsibilities

Journey to Logistics

Initiate Search

1. Review request details
   - Cognizant of urgency
2. Consider and select avenues to pursue
3. BEGIN SEARCHING!
Request Incomplete or Unclear?

- Contact request originator
  - Use the essential resource details to guide your questioning
  - Specifically identify the information needed
  - Fill in additional details yourself
  - Guide/coach the request originator
  - Can’t reach the originator?
    * Contact OSC, Deputy OSC, or Resource Status Unit
    * Be specific, ensure they know the urgency, discuss alternatives
- Do not DENY, REJECT, or IGNORE it!
  - Too busy? You’re a Unit Leader – request help or delegate

Search Process

- Review inventories, pre-existing contracts/agreements, GSD City Procurement Guide, etc.
- Search phone books and/or internet search engines
- Get referrals from colleagues, other organizations/jurisdictions, or associations
- Make contact (e.g., in-person, phone calls, emails)
  - City Depts/Agencies/Bureaus
  - Vendors/Suppliers
  - Business Operations Center

Source: City Supplies, Stocks, Caches or Department Agreements/PSAs

Same process if activating a department’s pre-existing MOU/MOA/Mutual Aid or if Logistics receives a service request that can only be filled by a new or pre-existing department Professional Services Agreement (PSA)
Non-Compliance By City Dept/Agency/Bureau

- Logistics Section Coordinator immediately informs Management Section

  Remember Mayoral Authorities:
  - Control and direct emergency organization of the City
  - Require emergency service of any city officer or employee
  - Requisition necessary personnel or material of any City department or agency

  Emergencies should be no place for ego, selfishness, territorialism, politics, etc.

Update Resource Request Form Close Out & Source/Cost Info

- Only LSC, Deputy LSC, and FSC currently have editorial authority in WebEOC (coming soon to all Logistics Section Units)

- In the interim, fill out hard copy (later updated in WebEOC by LSC/Deputy LSC or, preferably, a designee)
  - Reference WebEOC Tracking Number in top left corner
  - No need to duplicate all the request information

- Was it fulfilled and delivered? Any exceptions, changes, comments to note?
- How was it fulfilled? By whom and what contact info? Note other sources in comments.
- How much was/is it? Contract/PO Numbers.
- Account Numbers/Cost Codes

  Might all come from or require input of Finance & Administration Section
**Source: Small Purchase from Vendor**

- **Small Purchase (Example: Travel)**
- **Logistics Unit**

City Officers/Authorized Agents can spend $500 at a time without approval, as long as it doesn’t exceed $5,000 within a month (10 purchases of $500 each per Officer/Authorized Agent). Emergency situation must be noted in purchasing paperwork.

**Source: Procurement/Contract (non-PSA) from Vendor**

- **Procurement/Contract**
- **Logistics Unit**

**GSD/ITA/Personnel DOCs or Procurement Officer (Logs Unit)**

- Initiates, negotiates, executes, and manages:
  - Vendor/supply contracts
  - Equipment rental agreements
  - Travel arrangements
  - IOUs
  - Provides access to checks or purchase cards (if appropriate)
  - Need Cash?
    - Department/Officer petty cash
    - Controller’s Office request
      - Assistance from CAO (F&A Section)

- Purchase orders
- Lease agreements (e.g., property)
- Online purchases
- Payment advances

- Communicate Mobilization ERD to Vendor (Module 7)
- Make Purchase/Purchase/Credit Card
- Support Deployment/Auxiliary Needs (Statement)
- Complete “Close Out” & “Source & Cost” Blocks in Request Form
- Maintain Resource Tracking (Module 8)
**Contracting Flexibilities**

- City Council/Mayor may waive **ANY** normal contracting requirements during Proclaimed Emergencies (Admin Code §10.16)
  - Contracting flexibilities are **not** automatic!
  - As requested by EOC (e.g., Logistics) or Department (e.g., GSD, CAO)
- Make specific recommendations on waivers/alterations:
  - Competitive bid requirements
    - Public notification, timing, multiple proposals, evaluation process, evaluation criteria (e.g., cost, approach, experience, history)
  - Spending limits/contract approvals
  - Payment options/terms
  - Compliance requirements
- Waivers likely limited to classes of contracts
  - Specify departments, boards, officers, or employees needing authority, types of contracts, specific vendors, etc.

---

**Source: Disaster Service Workers (DSWs)/Volunteers**

Activation of the DSW Program is a good idea even when using volunteers. Volunteers should be sworn in as DSWs to receive coverage under the State’s Worker’s Comp Program and the same legal/liability protections as emergency workers.

---

**Source: Business Operations Center**

In addition to donations, BOC may be a good resource for finding vendors/suppliers. BOC will not coordinate contracts, but can connect parties. Let BOC know of need while searching other potential sources, but keep BOC updated in real-time.
Source: Operational Area

- Conditions for requests to Operational Area (OA)
  - City has reasonably committed all of its available resources or anticipates depletion
  - Resources were not available through other non-City sources (e.g., contract, small purchase, donation, volunteers)
    - Time to acquire doesn’t meet urgency
    - Cost to acquire is unreasonable
    - Involvement of non-governmental entity inappropriate or risk too high (e.g., life/safety, information/situation sensitivity)
  - Specialized resource only available through other governmental entity (e.g., County, Special District, State, Federal)
  - Pre-existing Mutual Aid/Assistance Agreement facilitated by OA/State

Requests to the Operational Area may include Mutual Aid/Assistance requests that came through or started at the EOC rather than departments or DOCs.

Resource Requests through SEMS
Tips for Success!

• The squeaky wheel gets the oil!
  – Ensure the OA has received and understands the resource request and its urgency (phone call)
  – Periodically check-in on the status of the resource request

• Justify your request/make your business case!
  – P&I submits supporting documentation that justifies the request/situation (and the OA’s prioritization decisions)
    • Jurisdiction Reports (e.g., OARRS)
    • Proclamation of Emergency
    • Initial Damage Estimate (IDE)

Operational Area Response and Recovery System (OARRS)
https://oarrs.lacounty.gov/oarrs/home/login.jsp

• County’s version of WebEOC
  – Not currently compatible with City’s WebEOC, but patch may be forthcoming

• Log-in with the credentials of an EMD staff member with access (provided at Logistics “Pod”)
  – When prompted, modify profile to your name, position, and contact info

• Submit resource requests and check for updates (actions taken)/status changes
  – OARRS Resource Request “How To” Guide

MODULE 6
ACTIVITY 6: OARRS DEMONSTRATION AND ACTIVITY
Competing Demands for the Same Limited Resource

- If the resource isn’t scarce, rating doesn’t apply
  - Rating can inform search and delivery sequence
    - Still satisfy all requests regardless of priority rating
    - Request additional staff or delegate if backlogged
- When resources are scarce, follow rating applied by the Operations Section
  - Priority should be given to finding higher priority resources first
  - Once resource is found, prioritization should influence allocation/delivery sequence

<table>
<thead>
<tr>
<th>INCIDENT SEVERITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRITICAL: Total Score 16 to 30 points</td>
</tr>
<tr>
<td>HIGH: Total Score 11 to 25</td>
</tr>
<tr>
<td>MODERATE: Total Score 16 to 20</td>
</tr>
<tr>
<td>LOW: Total score 15 or less</td>
</tr>
</tbody>
</table>

Competing Demands for the Same Limited Resource (Cont.)

- Multiple incidents within the same priority category (e.g., “Critical”) still competing for the same resource
  - Logistics Section should not micro-prioritize
  - Request additional guidance from Operations or Management Sections
- Logistics Section role doesn’t change!
  - Find the resource without undue delay to satisfy the urgency of the request
  - Resource remains scarce?
    - Never stop trying! Continue to pursue resources through:
      - Operational Area
      - Mutual Aid/Assistance Partners
      - Others (e.g., BOC, MOUs, contracts)

END OF MODULE 6
ORDER AND ACQUIRE RESOURCES
Module 7
Enabling Learning Objectives

• Understand the process for effectively mobilizing a resource
• Identify ancillary services the City may need to provide for mobilized resources
• Recognize the Logistics Section role during the resource mobilization phase
Mobilize Resources

• Formal Mobilization Plans
  – May be pre-existing part of mutual aid/assistance agreements, contracts, MOUs, etc.
  – May be needed for more complex mobilizations
    • Most resources will not require formal plans
    • But all elements should be addressed during mobilization
  – Includes procedures/actions for
    • Notifying
    • Training/Informing
    • Equipping
    • Transporting/Delivering
• Mobilization Plan Examples
  • Fire Department – California Interagency Mobilization Guide
  • Police Department – California Office of Emergency Services
    Law Enforcement Mutual Aid Plan
  • Public Works – Public Works Mutual Aid Agreement

Mobilizing Resources During Complex Incidents

• More agencies and levels of government become involved
• More incidents require assistance
• Supply lines and response times get longer
• More resources mobilize
1. Make Notifications

- Notifications to the resource provider or mobilizing personnel should include essential resource details:
  - Date, time, and place of departure
  - Mode of transportation to the incident/location
  - Estimated date and time of arrival
  - Reporting location (address, contact name, and phone number)
  - Anticipated incident assignment
  - Relevant instructions for being prepared
  - Anticipated duration of deployment
  - Resource order number
  - Incident number

- Why does the provider need the same info as the requestor?

Ongoing Communications

- Maintain communications with the resource provider or mobilizing personnel until the resource arrives at reporting location
  - Address obstacles (e.g., traffic, road closures, delays)
  - Track estimated times of arrival
  - Communicate changes in situation, assignments, or reporting location

- Provide updates to the request originator (as appropriate)

2. Equip Resource

- Incoming resources, especially personnel, must be properly equipped for the assignment and duration
  - Work with resource provider, other EOC Sections/Units, request originator
  - Examples
    - Generators may need fuel and maintenance
    - Vehicles may need markings/identifiers
    - Teams may be equipped, but need lodging
    - Personnel may need:
      - Information (plans, procedures, contact lists, etc.)
      - Personal items (sleeping bags, warm clothing, bug repellent)
      - Credentials
      - Communications equipment
3. Train/Inform Resource
• May occur once personnel resources arrive/check-in (EOC may not be involved, but should be aware of the strategy)
  — Ensure they have or receive proper training for the anticipated assignment
  — Communicate essential information:
    • Current situation assessment
    • Job responsibilities
    • Procedural instructions
    • Work shifts
    • Identification of co-workers
    • Availability of communications systems
    • Location of work areas, eating, rest/lodging arrangements
    • Instructions for obtaining additional resources

Personnel Unit Role
• Coordinates or prepares personnel for assignments
  — Registers personnel
  — Issues proper identifications
  — Provides/coordinates training as appropriate
  — Provides/coordinates equipment/communications as appropriate
  — Administers Disaster Service Worker (DSW) oath
  — With Safety Officer, relays safety and hazard awareness info to personnel
  — Assigns personnel to locations/supervisors

Personnel Unit Role (Cont.)
• Coordinates with other Sections/Units to provide for the wellbeing of personnel
  — Feeding, shelter/lodging, medical care
  — Critical Incident Stress Management/Debriefing
  — Child care for City employees (not City policy, but could be made policy during an operation)
  — Support to employees and families who are disaster victims
4. Transport/Deliver Resources

- Coordinate transportation to the delivery/reporting/assembly site
  - Work with the resource provider or mobilizing personnel
  - May involve supporting:
    - Travel arrangements and lodging
    - Designation of suitable assembly points
    - Coordination with public safety agencies for access to the area
    - Designation of transportation routes
    - Coordination of security escorts
    - Acquisition of transportation vehicles and drivers

Logistics Role with Staging or Assembly Areas

- City/EOC may establish a Logistics Staging Area (LSA) to assemble and support incoming resources
  - Transportation resources
  - Supplies/equipment
  - Mobilization centers for personnel, volunteers, services
  - Donations centers
  - LSAs require their own resource management
    - Staffing, facilities, equipment, communications, procedures
    - May be supported or managed by EOC Logistics Section

Employ Resource

Request originator puts resource(s) to use to achieve mission/objectives
If City is Providing Resources...

- Time constraints and time needed to assemble requested resources
- Personnel resources need to be properly briefed and equipped
- Equipment should be prepped for immediate use
- Clarify who is responsible for transportation costs
- Ensure that proper financial records are kept

If City is Requesting Resources...

- May need to establish a mobilization area or assembly area for incoming resources
- Provide name and contact information for person resource is reporting to
- Provide arriving personnel with an incident briefing
- Ensure proper care of the resource (e.g., food, lodging for personnel, maintenance of equipment)
- Specify if equipment will or will not need operators
- Clarify who will be responsible for transportation costs
- Ensure strategies for proper demobilization

Logistics Section and Mobilizing Resources

- How might the mobilization process be different for each Unit?
ACTIVITY 7: MOBILIZING RESOURCES AND COordinating Ancillary Services

END of MODULE 7
MOBILIZE RESOURCES
Module 8
Enabling Learning Objectives

• Understand the importance of tracking resources
• Delineate responsibilities for tracking resources at all levels throughout the City
• Identify best practices for tracking resources
• Explain the forms used to report the status of the Logistics Section, its departments, and resource information

Track and Report Resources
Different Purposes at Different Levels

- **Field/DOCs**
  - Ensure safety/security of personnel & resources
  - Prepare staff to receive resources
  - Confirm resource achieving assignment/mission
  - Record and report status changes
- **EOC**
  - City-wide resource availability and shortfalls
  - Prioritize critical resource needs and reassign resources if necessary
  - Return resources when demobilized and/or pay for resources
  - Cost recovery (Finance/Administration Section)

Positions Tracking Resources

- **Field/DOC**
  - Logistics Section (Logs)
  - Operations Section (Ops)
  - Planning Section, Resources Unit (ReStat)
- **Operations Branches**
  - Operations Section Coordinator or Deputy Coordinator
  - Ops Section, Resource Status Unit (ReStat)
- **EOC Logistics Section**
  - Typically tracks only as it becomes aware of status changes
  - Tracks only those outside resources it acquired/mobilized as necessary (e.g., disposable supplies don’t need to be tracked beyond confirming delivery)

Tracking Categories

- From ordering and mobilization through demobilization and return
  - Status
    - Request Processing
    - Ordered
    - Mobilized/ETA
    - Arrived/Available
    - Assigned/In Use
    - Out of Service
    - Demobilized/Returned
WebEOC Only Tracks Request Status
(Not the Status of the Resource)

- City’s current version of WebEOC has many tools for requesting and acquiring resources and monitoring the request process
- Only tracks request status
  - E.g., “Assigned” means assigned to a position in the EOC for processing
- Units should update status as they process requests
- Once acquired, request is “Closed”
- Continued tracking of the resource still necessary
  - In the interim, other tool must be used

Other Information Management Systems

- Geographic Information Systems (GIS)
- Global Positioning System (GPS) displays
- Custom resource tracking systems
- Databases (e.g., MS Excel)
- Transportation tracking systems
- Inventory management systems
- Other reporting systems

Manual Resource Tracking
MODU LE B

ACTIVITY 8: RESOURCE TRACKING

Section Reports

• Responsibility of Logistics Section Coordinator or Deputy Coordinator
• Submitted via WebEOC or hard copy as instructed
• Submitted at intervals designated by EOC ConOps or P&I’s direction
• Integrated into EOC 909 Situation Report

Section Reports (Cont.)

• EOC Objectives specific or assigned to Logistics Section
• Summary of primary Logistics Section tasks/activities underway
• Summary of pending tasks/activities for current Operational Period or next Operational Period
• Status of requests
  – Number of requests
  – Number fulfilled
  – Number of scarce resources
• Resource issues/concerns by type (Personnel, Equipment, Facilities, Supplies)
Department Reports

- Required of those who are their department's only rep in the EOC
  - Section Coordinator or designee (GSD)
  - Technology Unit Leader (ITA)
  - Personnel Unit Leader (Personnel)
- Encouraged to have department or DOC complete form
  - Unit just serves as liaison

Department Reports (Cont.)

- Department's level of operation/functionality
  - Status of divisions, functions, and personnel
  - Potential impacts on City services to the public
- Tangible damages/impacts on the department (and cost estimate)
- Summary of tasks/activities to address damages/impacts or to support City response
- Summary of pending tasks/activities for current Operational Period or next Operational Period related to damages/impacts or to support City response
- Resource issues/concerns or potential shortages

Information Considerations

- Is the information relevant to the EOC?
  - What actions are underway to address current objectives, demands, or impacts?
  - What actions are underway to control or mitigate problems, demands, or impacts?
  - Is there information that may affect course of action decisions of other EOC Sections/Units or City departments?
  - If not, do not include.
- Capture the big picture not the minutiae
- Include only specific items if of significance or uniqueness to require individual attention/action
- How does it need to be presented/summarized to quickly mean something to the Mayor, EOC Management or other EOC Sections?
- Use images, maps, graphics as much as possible
END of MODULE 8

TRACK AND REPORT RESOURCES

City of Los Angeles
Emergency Operations Center (EOC)

Advanced EOC Logistics Section Course

MODULE 9
DEMOBILIZE, RECOVER AND REMUNERATE
Module 9
Enabling Learning Objectives

• Describe the Logistics Section role during the resource demobilization/recovery and reimbursement/remuneration phases
• Understand the process for effectively demobilizing and recovering resources
• Review the concepts associated with remunerating providers
  – Resources used by the City
  – City resources used by others

Recover/Demobilize Resources

Demobilization/Recovery Steps

- Demobilization plan
- Make notifications
- Inspect resources
- Debrief and retain records
- Transport/return resources

Mobilization Steps

- Mobilization plan
- Make notifications
- Equip resources
- Train/inform resources
- Transport/deliver resources
1. Demob Decision & Strategy

- Determined by appropriate leadership/supervisory positions (Field, DOC, EOC or other facility/location)
  - Termination or closing of an operation
  - Resource is no longer the best match for the need/assignment
  - Too many resources were ordered
  - Problem with the resource

1. Demob Decision & Strategy (Cont.)

- Select best strategy for standing down the resource and returning or releasing it
- Demobilization considerations
  - EOC priorities/objectives
  - Date and time of demobilization
  - Adequate staff and equipment throughout demobilization process
  - Cost of the resources
  - First in, first out resources
  - Expendable vs. non-expendable resources

1. Demob Decision & Strategy (Cont.)

- Formal Demobilization Plans
  - Typically developed for an entire operation or component thereof
    - Less typical for a single resource
    - May dictate the sequence of events and process for releasing individual resources
  - Should be considered when:
    - Many functions or individual resources need to be released in a specific sequence
    - Resources have traveled long distances and/or require commercial or complex transportation
    - Personnel are fatigued or need medical/stress management services, causing potential safety concerns
2. Make Notifications

- Provide essential information to the resource provider, operator, and/or personnel (as appropriate)
  - Date and time of end of assignment/use
  - Instructions for checking out/being released
  - Date, time and place of departure
  - Mode/routes of return transportation
  - Return/delivery location (address, contact name, and phone number)
  - Estimated date/time of return
  - Transportation/delivery instructions

Ongoing Communications

- Maintain communications with the resource provider, operator, or personnel throughout the demobilization process (as appropriate)
  - Address impediments
  - Track estimated time of return
  - Confirm delivery/return

3. Inspect Resources

(e.g., Facilities, Equipment)

- Field, DOC, or EOC Logistics or EOC Operations Section (as appropriate)
  - Cleanliness, damage, wear as appropriate
  - Make arrangements to correct any issues or restore resources to full functionality as needed
    - Cleaning, repairs, monetary reimbursement
    - Replace broken or expendable resources
4. Debrief and Retain Records
(Out-Processing Personnel)

- Field, DOC, or EOC Sections (as appropriate)
  - Recover any equipment provided to fulfill their assignments
    - Radios, GPS units, computers, supplies
  - Debrief for operational feedback
  - Supervisors complete evaluations
  - Collect all relevant forms and documentation from the duration of their assignment
    - Ultimately submitted to the Documentation Unit in the Planning and Intelligence Section
  - Physical and emotional rehab as necessary

5. Transport/Return Resources

- Coordinate transportation to place of origin
  - Work with the provider, operator, or personnel
  - May involve supporting:
    - Travel arrangements
    - Coordination with public safety agencies for egress
    - Designation of transportation routes
    - Coordination of security escorts
    - Acquisition of transportation vehicles and drivers
  - Confirm returned resources
    - Cost Recovery Unit
Reimburse/Remunerate

- Finance & Administration Section (during activations) or individuals Departments (following deactivations)
  - Follow established procedures
  - Outgoing payments for resources used by City
    - Collect invoices and validate costs
    - Remunerate resource providers
    - Access City funds
  - Reimbursement to City for resources used by others
    - Recoup funds (i.e., issue invoices)
    - File insurance claims (as appropriate)
    - Seek reimbursement from State/Federal or responsible party
      - If eligible and authorized
    - Pursue legal remedies (if necessary)

State/Federal Reimbursement Thresholds

- To qualify for Federal assistance through the Robert T. Stafford Act
  - Dollar losses must reach thresholds for BOTH the State and County (formula for 2010) based on population from last census (2010)
    - Los Angeles County: $3.23/resident (9,818,605) = $31,714,094
    - State: $1.29/resident (37,253,956) = $48,057,603
- California Disaster Assistance Act (CDAA) is at the discretion of the Governor with delegations to the Cal OES Director

Reimburse/Remunerate (Cont.)

- Primary role of Logistics Section
  - DOCUMENTATION!
  - DOCUMENTATION!
  - DOCUMENTATION!
  - Completely filled out Resource Requests
    - Including fulfillment information
  - Completely filled out Position/Unit Logs
    - Notes of outreach taken, negotiations made, major actions, instructions given, agreements made
  - Contracts, Lease/Rental Agreements, Purchase Orders
  - Mobilization/Demobilization Plans (if applicable)
  - Invoices, Receipts
State/Federal Documentation Requirements - Examples

City Personnel and Equipment (Owned or Rented)
• Documentation Needed
  – FEMA Project Worksheet
  – Time Card for each worker
  – Job Site Journal
  – Work Orders
  – Resource Usage Report per job
  – FEMA Equipment Rate or jurisdiction rate
  – Rental/lease agreements
  – Materials and purchase receipts
  – Photographs

Donated Goods and Labor
• Offset State/local portion of the cost share
• Documentation Needed:
  – FEMA Project Worksheet
  – Estimated/actual costs
    • Force account labor
    • Force account equipment
  – Materials and purchase receipts
  – Photographs
  – Insurance information
  – Records of donated goods/services (hours worked, work site, and a description of work)

END OF MODULE 9
DEMOBILIZE, RECOVER AND REMUNERATE

CAPSTONE ACTIVITY
LOGISTICS SECTION
FUNCTIONAL EXERCISE
Exercise Parameters

• Opportunity to rehearse everything you’ve learned
  – Use your training, plans/procedures, WebEOC, etc.
  – Get used to the EOC environment
• Act out processes and perform tasks in real time
  – Make decisions/discuss alternatives
  – Process the resource request
  – Fill out the form/report
  – Call the SimCell to coordinate/complete actions
  – Support the actions requested
• This is still a training opportunity
  – Instructors available to assist and coach
  – Not an evaluated activity

Simulation Cell (SimCell)

• Two major activities:
  – Provides new information (injects) to you to trigger you to take actions (via telephone)
  – Role plays all non-participating agencies, individuals, teams, entities with whom you need to communicate

• SimCell Limitations
  – Simulates non-participating entities only
    • Talk to each other in the Section first
  – Identify who you want the Simulator to role play
  – Will not make decisions for players
  – May have limited knowledge/expertise
  – May need to call back

Exercise Communications

• All communications (verbal and written) will start and end, or be labeled, with:
  “This is an Exercise/Drill” or “Exercise/Drill Message”
• Never interfere with real-world communications
  – Only use contact information in the Communications Directory for the SimCell
Exercise Instructions
• Assume scenario is real and plausible
• Inject messages and resource requests should prompt action
• Ask an Instructor if exercise construct is confusing
• Each participant assigned a Logistics Section role
  – Group 1:
    • Go to Logistics Section “Pod” in EOC
    • WebEOC Event – “Advanced Logs Course - Exercise Group 1”
  – Group 2:
    • Go to Damage Assessment “Pod” in EOC
    • WebEOC Event – “Advanced Logs Course - Exercise Group 2”

Getting Started
• Understand the situation
  – Review EOC 909 Form on WebEOC
  – Review initial resource requests in WebEOC
• Conduct a briefing or have a discussion regarding the situation, assignments, and deadlines
• Remember the concepts of good Section/Unit leadership and management
  – Don’t forget to proactively “manage” the incident
• Start an Activity Log and track your actions
• If there are multiple people in your Unit
  – Help each other! Share the workload!

EXERCISE STARTS AFTER 10 MINUTE BREAK