Welcome to the City of Los Angeles Emergency Management Department’s (EMD’s) Advanced Course for the Logistics Section of the City’s Emergency Operations Center (EOC).

This course is the City’s capstone course for fully preparing personnel for their assignments in the EOC Logistics Section.

Prerequisites for this course include G775/191, G606, EMD’s WebEOC Introductory Course, the Incident Command System (ICS) 100 and 200 Courses, and the Federal Emergency Management Agency’s (FEMA’s) Independent Study Course 700 and 800. This course will not repeat content in those courses and students may fall behind if they have not completed prerequisite courses.

This manual is designed to provide participants with a copy of training presentation slides and additional information not contained in the slides. Notes in the right column of this manual do not reiterate information contained in slides, but offer additional insights, instructions, examples, and data. Participants may not have an opportunity to read through all the notes in this manual while instructors are speaking to the slides. Participants are encouraged to review these notes at a later time, during breaks, and as a refresher to maintain their level of readiness after the course. Each slide block in this module is followed by a few blank lines, which may be used for notes/comments. These manuals belong to the participant and participants should feel free to take notes and highlight materials in the manual as they see fit.

The first module will include an overview of the course and will include a pre-test. The pre-test is not intended to cause concern, but will be used to measure the effectiveness of the course as the results of the pre-test will be compared to the results of a post-test conducted at the end of the course.
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| 3  | Module 1 Objectives  | • After the first module, participants should be fully aware of, and able to identify, the course objectives, approach, and schedule.  
     |                     | • An opportunity will be provided for participants and instructors to introduce themselves. While initial introductions will be brief there will be multiple activities and exercises during the course which will afford opportunities for participants to become more familiar with each other and develop relationships that may be called upon during real-world EOC operations.  
     |                     | • Participants are encouraged to regularly ask questions, share their experiences, and be active contributors during activities and exercises. |
| 4  | Course Instructors   | • The course instructors will introduce themselves and provide a brief background on their experience and its relevance to the course. A separate handout with instructor biographies may be provided to participants.  
     |                     | • The Course Manager is a California Specialized Training Institute (CSTI) Outreach Instructor certified to instruct the State’s EOC Section-Position-Specific Courses. As such, participants in this course will receive CSTI credit for completing the G-611 Logistics Course, which is the State’s capstone course for ultimate Type III EOC credentialing for the Logistics Section. CSTI certificates will be distributed a few months after the course is completed. |
| 5  | Introductions        | • Participants will be asked to provide a brief introduction including their first and last names and the department, agency, or organization they represent.  
<pre><code> |                     | • Not all participants in the course may actually be assigned positions in the EOC or in the Logistics Section; rather they may need familiarity with the City’s resource management process to better coordinate with or accommodate City EOC involvement in an emergency operation (e.g., representatives from Department Operations Centers [DOCs], external/partner agencies, neighboring jurisdictions, resource providers). As a result, participants will be asked to identify... |
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<tr>
<td>6</td>
<td>Terminal Learning Objectives: Process-Oriented</td>
<td>&lt;ul&gt;&lt;li&gt;This course has twelve (12) terminal learning objectives. The first four (4) objectives are explained herein.&lt;/li&gt;&lt;li&gt;The four (4) objectives identified herein specifically relate to the City’s holistic resource management process. It is important Logistics Section personnel have an understanding of not only what they and the Section do, but how it relates to and facilitates the entire resource management process at all levels and across agencies/organizations.&lt;/li&gt;&lt;li&gt;The resource management process participants will learn about is a combination of standardized practices, State and Federal policies, and customized processes unique to the City’s policies, procedures, and requirements.&lt;/li&gt;&lt;/ul&gt;</td>
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7. This slide illustrates the City’s entire resource ordering process; particularly addressed by Objectives 1 and 2 on the previous slide. Participants do not need to be concerned with the details at this point in time as those will be thoroughly covered, step-by-step in future modules. At the end of the course, however, participants should be able to describe the resource ordering process from the multiple originators of resource requests through to fulfillment.

8. The fifth (5th) course objective is for participants to become familiar with the National Incident Management System (NIMS) resource management lifecycle and to understand how it applies to the City’s EOC. As slide eleven (11) in this module will explain, this course is organized around each of the NIMS resource management lifecycle phases to reinforce the courses’ learning objectives.

9. This slide includes course Objectives 6 through 8.
   - The three (3) objectives identified herein specifically relate to the strategic, managerial, and leadership skills and responsibilities associated with individual Logistics Section positions and the Section as a whole. While some of these objectives speak to specific processes (e.g., EOC Coordination Process) others address the less tangible qualities and skillsets that affect all processes and thereby lead to a successful or inefficient operation.
• This slide includes the last of this course’s objectives.
• The four (4) objectives identified herein specifically relate to the course’s and instructors’ intentions to be practical, interactive, and engaging. This course is designed to provide both lecture and multiple opportunities to practically apply resources and actually rehearse Section processes described throughout the course.
• Near the conclusion of this course, participants will take part in an exercise in the EOC Main Coordination Room (MCR) to apply all the lessons and processes from this course under as near real-world conditions and pressures as possible.

• As mentioned with slide 8, this course is organized around the NIMS resource management lifecycle. It will include modules addressing individual or multiple phases of the lifecycle.
• Many EOC Section-/position-specific courses focus on each position one-by-one, which often loses the attention of those assigned positions not being discussed at the time. This course will instead focus on the entire process and during each step of the process will explain the role each Section/position plays at that point as applicable. This is intended to create a more engaging approach to the content that reinforces course objectives and improves participant retention.
• EMD’s “EOC Policy and Procedures Manual,” which details most of the processes covered in this course, is also organized by the phases of the NIMS resource management lifecycle.
This is a two (2) day course. The first day includes the first five (5) modules.

- Each module will include activities to demonstrate processes and/or shared stories of real-world experiences, including both good examples and mistakes to learn from.

- The schedule herein also identifies which of the twelve (12) objectives are associated with each module. Most objectives are addressed in multiple modules and most modules address a portion of more than one objective.

- Multiple breaks will be provided to alleviate fatigue during any of the longer lecture portions of the course and participants will be released around mid-day each day to accommodate a lunch break. Lunch is not provided.

This slide illustrates the schedule for the second day of the course.

- Instruction and activities will continue until approximately 14:00 hours; after which point the course will transition to a practical application exercise to rehearse all aspects of the course in a near-real world environment.

- The course will conclude with a summary of the course content and a post-test to measure the effectiveness of the course and the comprehension of participants.
The pre-test is nothing to be concerned with and the graphic is designed to be humorous. Some of the policies/procedures addressed in this course, and included in the pre-test, were developed as a result of the development of this course and have not previously been shared. As a result, there is no way participants will know answers to some of the questions until the end of the course.

- Please take up to fifteen (15) minutes to complete the pre-test and then submit your completed test to an instructor.
- If participants have a question or concern, please ask an instructor.

The first module addressed the course objectives, approach, and schedule. Participants and the instructors were provided an opportunity to introduce themselves. Instructors conveyed expectations for the level of participation from participants and the opportunities for demonstration and exercises that will be most engaging for participants. A pre-test was conducted.

This represents the conclusion of the first module of the course.
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<td>1</td>
<td><img src="image" alt="City of Los Angeles Emergency Operations Center (EOC)" /> <strong>G611L – Essential EOC Logistics Section Course</strong></td>
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| 2 | **MODULE 2**
EOC & SECTION ACTIVATION | • This is the beginning of Module 2. This module will address the process by which personnel will be notified of the activation of the EOC and the need to report for duty. It will address what to do and expect in order to become operational upon arrival. |
| 3 | **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
- After the second module, participants should be able to describe the process by which they’ll be notified of an EOC activation, how they’ll arrive and check-in, and how they’ll become operational without undue delay, including familiarizing themselves and subordinates with the situation and EOC operations.
- This module is particularly important because emergency situations rarely afford a grace period for personnel to become familiar with their positions before becoming operational. Every moment of delay may result in more casualties, property loss, service interruptions, economic toll, etc. Since EOC activations are rare and familiarity with EOC operations is a perishable skillset, EOC responders must continuously put... |
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| 4 | ![EOC Notification Process](image) | • The emergency contacts for departments that have not provided EMD with a pre-identified list of qualified EOC responders, need to contact their own personnel directly after they have been notified of a requirement to provide department representation in the EOC.  
• Courtesy notifications will be sent to all departments and agencies regardless of their involvement.  
• It is critical to an efficient and timely EOC response for City 3-1-1 and EMD to have current contact information for departmental EOC responders. Per Mayoral Executive Directives #15 and #17, departments are responsible for providing EMD with quarterly or as needed updates to this information. EMD or EOC representatives will contact the four (4) emergency contacts provided by each department and if no responses are received, the General Manager of the department will be contacted to deploy representatives. |

• This slide identifies the two methods (primary and back-up) by which EOC responders and/or their department emergency contacts may receive notification of an EOC activation and the need for their involvement.  
• EMD initiates the Notification Process  
  • Primary: NotifyLA automated system (Everbridge)  
  • 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 |
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| 5 | **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 |  
- Once notified, EOC responders should report to the EOC as quickly as possible and without undue delay. If there are unforeseen delays, the EOC responder should notify the EOC and their department.  
- Once personnel arrive, they should park their vehicles in the garage located adjacent to the east side of the EOC on Temple Street.  
- EOC responders will go through a security check-in, EOC check-in, then supervisor check-in. During the EOC check-in process, personnel may be asked to complete a Responder Profile.  
- Personnel should immediately report to their supervisor once in the EOC so the supervisor is aware of their arrival, can update them on the situation, and can issue assignments/instructions. |
| 6 | **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, funding 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 |  
- Some activations may allow for a briefing during the EOC check-in process before responders proceed to the EOC MCR. If time or logistics don’t allow for that, then the responder must seek out a briefing from their supervisor in addition to checking-in with the supervisor.  
- Briefings should include not only situation updates, but all the items contained in this slide, which can be used like a checklist for supervisory positions and for those receiving briefings to ensure their supervisor covered all necessary topics. |
| 7 | **A Note on Briefings**  
- Essential to situational awareness and understanding your role/expectations  
  - Important Notice  
- Easily and frequently overlooked, but have a direct correlation to EOC efficiency  
- Don’t be shy to ask to be briefed/updated  
- Remember section staff are depending on the Coordinator for briefings/updates  
- Ongoing and regular briefings/updates are just as important as the initial one |  
- EOC responders must remember they not only have an obligation to themselves to stay apprised of situations and assignments, but also keep their subordinates apprised. The latter is often overlooked and can be detrimental to the unity and effectiveness of the EOC and inhibits the development of the EOC common operating picture.  
- Nearly every person participating in this course will likely be a Section Coordinator, Deputy Coordinator, or Unit Leader; each of which is a supervisory position that may have subordinates under it. It must become part of every...
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| 8 | ![Becoming Operational Slide](image) **Becoming Operational** • Ensure all systems are working at station  
   - Telephone  
   - Radios (if applicable)  
   - Computers  
   - Internet access, software/applications (GIS, MS Office, WebEOC), auxiliary equipment (printers/plotter)  
   - Displays/Televisions (if applicable)  
   - Report problems to Technical Support (sitting in the Op's Section Pod)  
   - Not Technology Unit in Logistics Section  
   - Contact your department/DOC, agency POC, and other applicable stakeholders (e.g., BOC, other Sections, vendors) and share contact information | • Once in the EOC MCR and either just before or immediately after checking-in with their supervisor, personnel should proceed to their workstation and confirm all equipment and systems are operational as identified in this slide.  
• Any system problems should be reported to the EOC Technical Support staff in the Emergency Management Pod, not to the Technology Unit in the Logistics Section which serves another purpose.  
• Personnel should also establish communications and share contact information with relevant stakeholders necessary to complete their assignments, including their department representatives. |
| 9 | ![Becoming Operational (Cont.) Slide](image) **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 | • Once personnel have confirmed all systems are operational, they should log-in to WebEOC. EMD’s WebEOC Introductory Course is a prerequisite for this course so participants should be familiar with the process for entering credentials, updating contact information, selecting their positions, and access incident information through the control panel.  
• Most importantly, if an EOC responder experiences problems with WebEOC or any other system, they should go to manual processes or implement alternate measures. Technological problems cannot be used as an excuse to allow more casualties, property loss, service interruptions, economic toll, etc. |
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| 10 | ![Maintain a Unit/Activity Log](Image) | • Either within WebEOC or in hard-copy, each EOC responder must maintain an Activity or Unit Log (as applicable to the position). Some EOCs require only the Unit/Branch Leader or above to maintain a log—in the City of Los Angeles EOC everyone must maintain a log.  
• Personnel with minimal EOC experience often view the log as a burdensome form that they already don’t have time to fill out. Those with extensive EOC experience on the other hand know the log is a much more valuable resource for their personal use; keeping them focused and reminding them of critical tasks and activities that took place or need to take place.  
• It is important to know not every action needs to be logged verbatim. Rather, significant items like those listed on this slide should be tracked, which will likely take less time than most responders assume. |
| 11 | ![Getting to Work](Image) | • Whether or not supervisors provide much direction to personnel during the initial briefing, there are resources and information available to allow EOC responders to become immediately productive. Those include the EOC’s standing objectives associated with resource management, position checklists, resource binders, WebEOC information boards, information from departments and resource requests that have already been received.  
• Having a proactive rather than reactive posture will also position EOC responders and the Logistics Section for success and the efficient provision of services. More information on how to be proactive and foresee resource needs will be provided in Modules 3 and 5. |
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| 12 | ![Assess Your Resource Needs](image) | • As EOC responders begin performing tasks and then throughout the operation, they should be assessing whether the resources and information available to them are satisfying the requirements of their position. This may include physical resources and information needs, including forms, procedures, plans, checklists, and job aids.  
  
• Where gaps exist, requests should be made through the appropriate avenue. If resources or information couldn’t be acquired during the operation to satisfy the need, then the EOC responder has an obligation to notify EMD and their department. It is irresponsible to allow a known gap to continue just because an assignment has come to an end.  
  
• In addition, each EOC responder should take ownership over their position. Certain resources and information may not be available through EMD or another source, but rather through the EOC responder’s department or even their regular position. In those cases, the EOC responder has an obligation to maintain those resources in a state of readiness and bring them to the EOC to ensure the success of the emergency operation. |
| 13 | ![END OF MODULE 2](image) | • The second module addressed the process by which EOC responders will be notified of an EOC activation, how they’ll arrive and check-in, and how they’ll become operational without undue delay, including familiarizing themselves and subordinates with the situation and EOC operations through initial briefings.  
  
• This represents the conclusion of the second module of the course. |
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<td>1</td>
<td><img src="image1.jpg" alt="Image" /></td>
<td>This is the beginning of Module 3. This module will address the Logistics Section’s role in the EOC Coordination Process for establishing objectives and strategies for the immediate Operational Period (initial/reactive phase) and future Operational Periods (managed phase). Prior to addressing the Coordination Process it will address some of the less tangible leadership and managerial skills and characteristics that make for strong and effective Section Coordinators, Deputy Coordinators, and Unit Leaders.</td>
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<td>2</td>
<td><img src="image2.jpg" alt="Image" /></td>
<td>After the third module, participants should be able to describe the skills and characteristics of strong Section supervisors and the tools and resources they can use to ensure the Section or their Units are productive. In addition, they should be able to explain the dual role of those individuals that have both a Logistics responsibility and also serve as their department’s only representative in the EOC. Following the last half of the module, participations should be able to explain the role of the Logistics Section in the EOC Coordination Process and be prepared to actively support the process.</td>
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City of Los Angeles
Emergency Management Department
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| 4 | ![Common Leadership Mistakes](image1) | • The first half of the module will address the leadership and managerial skills and characteristics that make a good Section Coordinator or Unit Leader. There are some common leadership mistakes that occur in nearly every EOC that have been specifically demonstrated in the City of Los Angeles’ EOC.  
• As mentioned in Module 2, any Unit can grow to potentially include more than one person, but Unit Leaders used to working by themselves often forget their Units could expand if the situation warrants. In those cases the managerial and leadership skills of the Unit Leader are just as important as the Section Coordinator and Unit Leaders should take them equally as seriously.  
• Other examples of some common leadership mistakes that lead to inefficient Section and Unit performance are listed on this slide.  

| 5 | ![Tools/Skills of a Good Coordinator/Leader](image2) | • An entire course could be taught on the qualities of a good leader. A variety are listed here and on the next slide as examples, but dozens of others could be added to those presented. This course will focus on seven (7) skills that are particularly valuable in the EOC environment as shown in the left column.  
• No Section Coordinator, Deputy Coordinator, or Unit Leader is expected to be a perfect leader, particularly with as little practice as the real-world affords. However, supervisory positions that can keep the seven (7) items addressed in the first half of this module in mind during EOC activations will be all the more effective and will set a precedent among their peers and subordinates.  

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| 6 | ![Image](image1.png) | • For this course, we will focus only on a few. As it relates to this slide, some of the more beneficial characteristics for an EOC environment include:  
  o Focus on the team: Not getting caught up on individual tasks, but fostering and monitoring group performance.  
  o Clear goals: Providing specific and tangible assignments with clear expectations for performance and results to subordinates.  
  o Clear communication: The EOC is no place for ambiguity or passive behavior. Supervisors need to clearly and directly communicate assignments, corrective actions, expectations, and feedback to personnel.  
  o Support: Like the EOC itself, its supervisors play a supporting role. Providing their subordinates with the resources, information, and direction necessary to facilitate their success. |
| 7 | ![Image](image2.png) | • An ability to effectively delegate assignments is one of the most valuable skillsets of a good EOC leader. A good leader knows which tasks only they can complete and tries to delegate all others to subordinate positions and units.  
• Delegation is more than just issuing assignments. To effectively enable staff, supervisors must clearly explain what they expect and when they want it, listen to and address subordinate concerns, provide feedback, and coach personnel or connect them with training necessary to facilitate their success. |
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<td><img src="image" alt="Section/Branch Assignment List (EOC 904 Form)" /></td>
<td>• One tool used in the City EOC to facilitate delegation is the EOC 904 Form (Section/Branch Assignment List). Section Coordinators and Unit Leaders can use the form to issue assignments, track progress, and identify special considerations and necessary coordination. The form can be provided to subordinates to reinforce verbal instructions regarding assignments and tasks.</td>
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<td>• Good, simple tool for:</td>
<td>• The EOC 904 Form can be printed, displayed on “Pod” televisions, put on an easel or whiteboard, or displayed in any other way that works for the supervisor and subordinates. What’s most important is that there be a written, readily visible list of assignments to keep everyone on the same page that is updated by the supervisor on a regular basis.</td>
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<td></td>
<td>• Tracking assignments</td>
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<td>• Task Status</td>
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<td></td>
<td>• Coordination and special requirements</td>
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<td></td>
<td>• Most prominently used in Operations Section</td>
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<td>• A component of ECP</td>
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<td>• Use a whiteboard, easel pad, or display (Section’s TV) if you prefer</td>
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<td>9</td>
<td><img src="image" alt="Tools/Skills of a Good Coordinator/Leader (cont.)" /></td>
<td>• The job of the supervisor doesn’t stop when an assignment is delegated. However, it’s easy in a dynamic EOC operation for supervisors to forget to follow up with personnel at regular check points.</td>
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<td>• Monitor Tasks/Progress</td>
<td>• To remember to monitor progress, supervisors should put prompts/reminders in their EOC 214 Activity/Unit Logs, set reminders on phones or in calendars, include them on EOC 904 Forms addressed in the previous slide, task their Deputy to remind them or follow up themselves, or ask subordinates for regular updates (but still remember when those updates should occur in the event the subordinate doesn’t follow up).</td>
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<td>– Ultimate responsibility belongs to the Logs Coord even if delegated</td>
<td>• Likewise, there are a number of tools available in the EOC to facilitate the supervisor’s ability to monitor the status of activities. Some of those are listed in the call out box on this slide.</td>
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<td>– Address problems and provide resources/support/direction</td>
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<td>– Check in regularly, but avoid micromanaging</td>
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<td><img src="image" alt="Informative Sources" /></td>
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<td></td>
<td>• Review 214s of subordinate staff in WoEAC</td>
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<td>• Monitor changes in Resource Request Status Board</td>
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<td>• Feedback from other Sections/Units</td>
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<td>• Section meetings/verbal updates</td>
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<td>• Review staff materials</td>
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| 10 | **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  

Load balancing is one of the most overlooked responsibilities of supervisors in the EOC environment. The use of ICS positions/titles in the EOC often leads lesser experienced EOC supervisors to think the person assigned to a specific position/unit can’t be assigned support tasks beyond that position/unit. That is simply not the case. Personnel can be assigned any task for which they are qualified. In addition, personnel need to realize they’re working as part of a larger team which may require them to be flexible and supportive if conditions demand.  
- Supervisors should be keenly aware of when personnel are becoming overwhelmed, including themselves, and shouldn’t hesitate to reassign either idle personnel or personnel with lesser priority tasks from any position/unit to support the work of the overwhelmed position/unit with higher priority tasks.  
- Idle personnel should almost always be assigned tasks that improve the efficiency of the Section as a whole until they are tasked with a higher priority item. These may include being a runner, updating forms/displays, conducting research, distributing information, or scribing notes. |
| 11 | **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  |

Supervisors are expected to know the functions for which their Units or Sections are responsible better than anyone else. This includes understanding how those functions relate to other Sections/Units in the EOC and within the same Section; particularly what the Logistics Section or Unit may need from others to be successful and what others may need from the Logistics Section/Unit to facilitate other Section or EOC objectives. As such, the supervisor should always be looking to ensure necessary communication and coordination is taking place. Addressing these concerns may be as simple as suggesting to a subordinate that they talk to another EOC responder.  
- Sometimes personnel can be territorial, intimidated, or unmotivated to coordinate with others. In these cases, the supervisor must take direct action address that problem and force whatever coordination/communication is necessary.
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| 12 | ![Decision-Making](image) • The authority to make certain decisions is given to some EOC responders via formal delegations of authority or “ex officio” (i.e., by virtue of one's position or status in the EOC or within the ICS structure). | • While EOC responders should never make decisions for which they are unqualified or unauthorized, they should not intentionally deflect responsibility when they are both qualified and authorized.  
• It’s not uncommon for EOC responders not used to operating in a life/death environment to feel paralyzed by the gravity of the situation. Those individuals must understand everyone is working under the same limitations and that some action is generally better than no action at all.  
• Those supervisors that respect the gravity of the situation and understand their authorities and seek appropriate guidance/input (as appropriate and time permits) should be confident making and executing decisions when called upon. |
| 13 | ![Seek Guidance from EOC Coordinator](image) • A good leader knows when to ask for help. In the City EOC, the person with the most information about how the EOC operates and its procedures, is the EOC Coordinator in the Emergency Management “Pod.” If a Section Coordinator, Deputy Coordinator, or Unit Leader is unsure of what or how to do something and isn’t able to get clarification from their supervisor, then they should connect with the EOC Coordinator.  
• Similar to Load Balancing, supervisors shouldn’t hesitate to ask for more staff when their Units are finding it difficult to satisfy the demand, which may thereby jeopardize EOC operations.  
• The Standardized Emergency Management System (SEMS) was designed to ensure there is always a place to look for help. In addition, the City has some of its own avenues for staff support. Additional personnel may not be as qualified or arrive as timely as hoped, but support is nonetheless available.  
• Sometimes Section/Unit efficiency is most improved by the presence of a scribe, runner, display processor, etc. It is perfectly acceptable to request additional staff for non-technical support. |
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| 14 | ![Tools/Skills of a Good Coordinator/Leader](image)  
- 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.  
- While continuity of leadership is addressed in EMD’s G775/191 Course, failures to maintain continuity continue to be common mistakes made by supervisory positions which warrant its repeating herein. |
|     | ![Deputy Coordinator Responsibilities](image)  
- 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 |
| 15 | - Supervisory positions will leave the EOC MCR to attend Coordination Process meetings, briefings or press conferences, meetings with other supervisory positions, or to take personal breaks, rest, or get food. In many cases they fail to: 1) notify their staff that they are leaving; and/or 2) identify and empower a deputy or someone to act in their place in their absence. When this occurs, EOC operations come to a near halt, which isn’t a surprise considering most personnel are not particularly familiar with EOC operations nor do they rehearse with them on a daily basis. Therefore, this often becomes a common grievance of subordinates.  
- As this slide identifies, a critical part of being a leader means ensuring that leadership continues with or without their presence. |
|     | - The most important leadership position in each Section is the Section Coordinator. As such, the most important position to support the continuity of leadership is the Deputy Section Coordinator.  
- While the leadership skills identified throughout this module thus far apply to all supervisory positions, the Deputy Section Coordinator’s responsibilities go even further. This slide illustrates some of the additional roles the Deputy Section Coordinator may play or support per the direction of the Section Coordinator.  
- A Unit Leader meeting these same requirements can be temporarily designated as the Deputy Coordinator while the Section Coordinator is away if no permanent Deputy Coordinator is assigned. |
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<td>16</td>
<td><img src="image1.png" alt="Image" /> <strong>Wearing Two Hats: Agency Rep &amp; Logistics Section</strong>&lt;br&gt;• For Departments in Logistics Section with no other EOC representation:&lt;br&gt;  — GSD (Section Coordinator or as assigned)&lt;br&gt;  — ITA (Technology Unit Leader)&lt;br&gt;  — Personnel (Personnel Unit Leader)&lt;br&gt;</td>
<td>• Every position in the Logistics Section plays a critical role in the City’s emergency resource management process. While that responsibility is already significant, a few positions in the Logistics Section must also support an additional liaison responsibility as their department’s only representative in the EOC.&lt;br&gt;• Representatives of the General Services Department (GSD), Information Technology Agency (ITA), and Personnel Department in the Logistics Section are their department’s only representative in the EOC. They must “wear two hats” as a member of the Logistics Section and an Agency/Department Representative.</td>
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<td><img src="image2.png" alt="Image" /> <strong>Wearing Two Hats: Agency Rep &amp; Logistics Section (cont.)</strong>&lt;br&gt;• In addition to Logistics Section assignments (~ 80-90% of time), agency/&lt;br&gt;dept. rep responsibilities (~ 10-20%):&lt;br&gt;  — Coordinates department Situation and Resource Status reporting&lt;br&gt;  — Serves as liaison between EOC and department/DOC&lt;br&gt;    • Information/situational awareness, assignments, policy&lt;br&gt;  — Point of entry for department resource requests&lt;br&gt;  — Advises Section Coordinators (Logistics or others as appropriate) on issues related to department functions&lt;br&gt;• The agency/department representative responsibilities of the GSD, ITA, and Personnel representatives in the Logistics Section will likely account for small portion of those individuals’ time in the EOC (e.g., 20% or less).&lt;br&gt;• During that time, they will play a role similar to a Branch Director in the Operations Section or Agency Representative under the Liaison Officer. Those responsibilities are addressed on this slide.&lt;br&gt;• As the agency/department representative for their department in the EOC, they primarily serve as a liaison relaying information back and forth. The responsibility for producing information, data, reports, executing tasks, or fulfilling requests still falls to the department (i.e., its DOC) or to other Sections in the EOC; the agency/department representative in the Logistics Section just makes sure the information gets to where it is needed.&lt;br&gt;• As addressed in Slide 13 of this module, these may be the first Units to ask for additional staff support if they become overwhelmed by both responsibilities.&lt;br&gt;• Additional instruction on the role of agency/department representatives can be obtained through EMD’s Advanced EOC Operations Section Course.</td>
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<td>18</td>
<td><img src="image" alt="Activity 1 Slides" /></td>
<td>- A practical application activity associated with the instruction covered in this module thus far will now be conducted.</td>
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| 19 | ![Logistics Section Slides](image) | - 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  
- This module will now focus on the Logistics Section’s role in the EOC Coordination Process. This relates to the previous half of the module because the EOC Coordination Process is the primary managerial process for defining the EOC’s objectives, strategies, and coordination.  
- As described in Module 2, Logistics Section staff does not have to await customized incident-specific objectives from the EOC Coordination Process to immediately be productive. It can begin work toward the EOC’s Standing Objectives as soon as the Section is activated; including foreseeing resource needs by monitoring incident data (addressed more in Module 5), proactively connecting with other Sections, and responding to resource requests. The implementation of Standing Objectives is one of the first phases of the EOC Coordination Process. |
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| 20 | ![Slide 20](image)  | • Simultaneous to its implementation of Standing Objectives, the entire EOC will initially be involved in gathering situational awareness so the Planning and Intelligence (P&I) Section can facilitate a Common Operating Picture (COP).  
• During this time, the Logistics Section Coordinator and/or Deputy Coordinator may be involved in a number of briefings to help with the development of that COP and to help the Management Section with priority setting, policy facilitation, and incident-specific EOC objectives as identified herein. The information provided in these briefings should be concise, summarized, and to the point based on the information received from Logistics Section staff.  
• At the same time, the Technology Unit will need to begin populating the EOC 905 Form, which will serve as the Communications Plan for the EOC as part of the EOC Coordination Plan (ECP). Once the Technology Unit develops the Communications Plan it will be responsible for maintaining it throughout the duration of the EOC operation. |

| 21 | ![Slide 21](image)  | The EOC Communications Plan (EOC 905 Form) should contain contact information for all staffed positions in the EOC. Vacant positions should not be included.  
EMD already maintains a list of phone numbers, email addresses, and WebEOC usernames by position/location in the EOC. The Technology Unit will need to identify which positions are staffed (Note: This is a new responsibility of the Technology Unit in the LA City EOC, but is a each position that it already has from EMD. It should also confirm all systems referenced in the Communications Plan (VOIP, email, WebEOC, cellular, radio, etc.) are operational before publishing the EOC 905 Form.  
• In addition to the City EOC’s contact information, the EOC 905 Form should ultimately be expanded to include contact information for DOCS, partner/supporting agencies, and other stakeholders within whom the EOC is working. Much of this may not be available for the first publication of the EOC 905 Form, but as the operation goes on the Technology Unit should work to make it more comprehensive. The Technology Unit should develop a strategy for periodically surveying other Section for a list of entities they’re coordinating with and the associated contact information. For example, the Operational Area (OA) EOC may notify the City of a few telephone numbers its using, the contact information for shelters opened by the City or Red Cross may become available from the Care and Shelter Branch (Operations Section), contact |
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<td>common responsibility for similar Communications Units throughout the Country. This information may be readily available from the P&amp;I Section in the form of an EOC 903 Form (EOC Organization Assignment List) or EOC 907 Form (EOC Organization Chart). In which case, the Technology Unit merely needs to transcribe the names from those lists into the EOC 905 Form with the contact information for</td>
<td>information for utility company EOCs may become available from the Utility Branch (Operations Section). As it becomes available, this information should be added to the Communications Plan (EOC 905 Form) and should then be released at period intervals coordinated with the P&amp;I Section Coordinator.</td>
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| 22 | ![Logistics Section and the Coordination Process](image)  
- 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!  
- Once the EOC has developed a fairly good COP, the EOC will continue task and standing objective coordination while preparing for a Coordination Meeting. This process could potentially unfold over many hours.  
- This is also the first element of the “managed phase” of the EOC Coordination Process, which will be repeated each Operational Period until the EOC is deactivated for the incident at hand.  
- During this time, the Section may be asked to develop incident-specific Section objectives (for the current or future Operational Period) or the Management Section may assign incident-specific Section objectives to the Logistics Section, potentially with or without the prior input of the Section Coordinator. | • Whether given or developing incident-specific Section objectives or working with the Standing Objectives, the Logistics Section Coordinator should begin developing and maintaining an EOC 904 Form (Section Assignment List) to delineate assignments to achieve the objectives and associated strategies and timelines.  
• Per the EOC Concept of Operations, which outlines the timeline for the EOC Coordination Process or per the instructions of the P&I Section, the Logistics Section Coordinator will need to populate and submit a “Section Report” to the P&I Section (this will be addressed further in Module 8).  
• The Section Coordinator will also need to ensure “Department Reports” are received from GSD, ITA, and the Personnel Department through the individuals in the Logistics Section serving as the agency/department representatives (see slides 16 and 17 in this module). The Section Coordinator does not need to thoroughly review Department Reports, rather just ensure they are transmitted to the P&I Section. The “Department Report” template will be distributed to participants, but will not be addressed in detail during this course. Additional instruction on “Department Reports” can be obtained through EMD’s Advanced EOC Operations Section Course. |
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| 23 | **Establishing Section-Specific Objectives**           | - As mentioned with the last slide, during this time, the Section may be asked to develop incident-specific Section objectives (for the current or future Operational Period) or the Management Section may assign incident-specific Section objectives to the Logistics Section.  
- Developing Section-specific objectives was thoroughly addressed in EMD’s EOC 301 Course. This and the subsequent four (4) slides will provide examples of good and bad S.M.A.R.T. objectives as a refresher.  
- This slide describes the “Specific” element and provides an example of both a good and bad potential Logistics Section objective.  
- As a reminder, objectives should not dictate tactics/strategies, rather identify an outcome the Logistics Section wants achieved while allowing individual positions/units the flexibility to determine how best to achieve the outcome(s). |
|    | - **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?       |                                                                                                   |
| 24 | **Establishing Section-Specific Objectives (Cont.)**   | - This slide describes the “Measurable” element and provides an example of both a good and bad potential Logistics Section objective. |
|    | - **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?       |                                                                                                   |
| 25 | **Establishing Section-Specific Objectives (Cont.)**   | - This slide describes the “Action-Oriented” element and provides an example of both a good and bad potential Logistics Section objective. |
|    | - **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?       |                                                                                                   |
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<td>26</td>
<td><img src="image" alt="Establishing Section-Specific Objectives (Cont.)" /></td>
<td>• This slide describes the “Realistic” element and provides an example of both a good and bad potential Logistics Section objective.</td>
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<td>• <strong>Realistic</strong> – is the outcome achievable with the available resources and within the timeframe identified?</td>
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<td>- <strong>Good:</strong> Within 12 hours, the Logistics Section will develop a strategy for establishing a Local Assistance Center (LAC), including facilities, facility personnel, and equipment/resources.</td>
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<td>- <strong>Bad:</strong> Within 12 hours, establish and open a LAC.</td>
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<td>* Resources available don't allow for that.</td>
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<td>* Time available doesn't allow for that.</td>
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<td>* Sequence of events doesn't allow for that.</td>
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<td>27</td>
<td><img src="image" alt="Establishing Section-Specific Objectives (Cont.)" /></td>
<td>• This slide describes the “Time-Sensitive” element and provides an example of both a good and bad potential Logistics Section objective.</td>
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<td>• <strong>Time-Sensitive</strong> – when should the objective be completed/achieved?</td>
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<td>- <strong>Good:</strong> 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.</td>
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<td>- <strong>Bad:</strong> Acquire bottled water.</td>
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<td>* When should that be accomplished?</td>
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<td>* Is it a priority compared to other tasks?</td>
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<td>* How much is needed?</td>
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<td>* Where is it needed?</td>
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<td>28</td>
<td><img src="image-url" alt="Image" /></td>
<td>• EOC objectives and section-specific EOC objectives may be captured on either the EOC 902 Form (EOC Incident Objectives)—part of the ECP—or on the Logistics “Section Report.” If the Logistics Section is asked to develop section-specific objectives, then the P&amp;I Section will provide instructions on which form to use and the Logistics Section Coordinator should facilitate the process using said form. If the Logistics Section is given section-specific objectives by the Management Section then those may come in either format.</td>
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| 29 | ![Image](image-url)                                                                    | • Part of developing objectives and a strategic approach for the Logistics is understanding and applying the City’s emergency authorities and those that may be of value to the Logistics Section depending on conditions.  
  • City Administrative Code Division 8 (Special Authorities, Agencies, Boards and Commissions) Chapter 3 (Local Emergencies), grants the Mayor, as the City’s Director of Emergency Services, significant emergency authorities and leeway in times of disaster. Most of those authorities are included in this slide and the next.  
  • Emergency authorities must be authorized by the Management Section (if delegated by the Mayor) or approved by the Mayor as requested by the Management Section. It is the responsibility of each Section Coordinator to identify the emergency authorities that may be necessary to the situation and proactively request implementation of those authorities through the Management Section. The Logistics Section Coordinator or Deputy Coordinator should not assume the Management Section will identify the need to implement an emergency authority to the advantage of the resource management process. |
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| 30 | **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  
- As described herein, the Mayor is also given wide reaching authorities to make and issue rules and regulations; many of which could benefit the City’s resource management process in the event of major challenges.  
- In addition to those listed in this and the last slide, some lesser known and rarely used property-specific authorities from the City’s Administrative Code include:  
  o Chapter 3, Article 11 (Agreements to Obtain Voluntary Use of Real Property as Public Fallout Shelters). Via the authority of the Board of Public Works, the Logistics Section can access real property for fallout shelters without having to compensate owners of the property if agreements have been executed or are executed at the time of need.  
  o Division 8, Chapter 4 (Redevelopment Plans). Although the responsibilities of the Community Redevelopment Agency have been piecemealed into multiple departments, the policy allows the City to bypass Council approval for the use of lands and lease agreements related to public health and/or safety emergencies.  
  o Division 8, Chapter 18 (Housing Commission). This policy allows issues related to emergency housing matters to bypass Housing Commission approval. |  |
| 31 | **Logistics Section & City Emergency Authorities**  
 See a need? Say something!  
- Post-disaster fuel prices skyrocket  
  - Request price gouging ordinances into effect and limitation of fuel sales for emergency purposes  
- City departments hoarding 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 DWP 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  
- For demonstration purposes this slide lists a variety of situations/conditions that may warrant potential requests from the Logistics Section to the Management Section to implement emergency authorities to alleviate challenges posed to the resource management process.  
- If proper leadership skills are employed, the Logistics Section will recognize situations warranting the need for emergency authorities and will proactively make requests of the Management Section. |  |
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| 32 | ![Coordination Meeting](image) | • Returning to the EOC Coordination Process, a Coordination Meeting is the next step in the planning process where the Logistics Section will be involved.  
• This slide includes the agenda for the Coordination Meeting (a hard copy will be provided to course participants). The Logistics Section Coordinator will be expected to provide a 3 to 5 minute briefing covering the following topics:  
  o Summary of how the Section is meeting the Standing Objectives or others as assigned.  
  o Any obstacles the Section is facing toward achieving its objectives and recommended solutions for addressing obstacles (emergency authorities from slides 29 through 31 of this module are an example).  
  o Actions or consequences of actions that need to be considered (supervisory positions should always be considering what the Section/Units need from others and what others may need from the Logistics Section).  
  • The only required attendee of this meeting is the Logistics Section Coordinator, which should be considered respective to the continuity of leadership for the rest of the Section still working in the EOC MCR.  
  • The Logistics Section Coordinator’s briefing should be limited to 5 minutes; meaning the Coordinator will need to effectively prioritize and summarize information relevant to the Management Section while omitting onerous data and minutiae.  
  • It is assumed the Logistics Section Coordinator, with the help of the Deputy Coordinator, will have prepared for this meeting by understanding slides 22 through 32 in this module. |
| 33 | ![Logistics Section Coordinator & Coordination Process Meetings](image) | • Objectives, and facilitate policy.  
• However, each meeting is equally designed to provide information to each participant that may affect the operations under their purview. This latter purpose is frequently overlooked. Section Coordinators become so focused on providing the Management Section with information that they stop paying attention once their briefing is complete.  
• Throughout the meetings, Section Coordinators and/or their designees need to be listening to the briefings of others, taking notes, digesting the information to understand how it affects their operations, identifying potential strategy conflicts or areas requiring coordination. Section Coordinators are then obligated to brief their subordinates after each meeting and adjust strategies as needed. The importance of active listening in each meeting cannot be understated. |
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| **34** | ![Logistics Section and the Coordination Process](#) | • Once the Coordination Meeting has concluded, the Logistics Section Coordinator and/or Deputy Coordinator may need to adjust or develop new strategies or assignments. These should be reflected on the Section’s EOC 904 Form.  
• In addition, all Sections including Logistics are always gathering situational information and providing it the P&I Section when appropriate. The P&I Section may also request formal situation updates in the form of new or updated submissions of “Section Reports” and/or “Department Reports” per the EOC Concept of Operations timeline.  
• It is important to remind all EOC personnel that throughout the EOC Coordination Process everyone (supervisory positions and support staff alike) are working on their assignments related to the current or standing EOC objectives. The EOC Coordination Process is only a small portion of what personnel are doing over the course of an Operational Period. |
| **35** | ![Logistics Section and the Coordination Process](#) | • This slide includes the agenda for the Planning Meeting (a hard copy will be provided to course participants). The Logistics Section Coordinator will be expected to provide a 3 to 5 minute briefing covering the following topics:  
  o Summary of how the Section is meeting its current objectives and/or the standing objectives AND its strategy for meeting objectives for the next Operational Period (EOC 904 Form).  
  o Any obstacles the Section is facing toward achieving its objectives and recommended solutions for addressing obstacles.  
  o Actions or consequences of actions that need to be considered.  
  o Staffing considerations, concerns, or plans for the Logistics Section for the upcoming Operational Period.  
• The Logistics Section Coordinator’s briefing should again be limited to 5 minutes; reinforcing the need for the Coordinator to effectively prioritize and summarize information relevant to the Management Section while omitting onerous data and minutiae.  
• Again, the Section Coordinator should actively listen to other briefings and take notes to be prepared to brief subordinates after the meeting. |
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| 36 | ![Logistics Section and the Coordination Process](Image) | - **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  
  
  - The last opportunity for the Logistics Section Coordinator to voice a concern regarding the objectives and/or strategies of the Logistics Section or any other Section that may affect Logistics is during the Planning Meeting.  

  **Emergencies** are no place for “wallflowers” or “yes men.” If the Logistics Section Coordinator is aware of a problem or consequence that may have negative effects on the City’s overall operation, then the Coordinator has an obligation to speak up.  
  - Once again, an understanding of how the EOC operates and the interdependencies between Sections and positions are essential for identifying potential conflicts/consequences.  
  - Section Coordinators should leave territorial concerns behind and should be prepared to compromise to reach mutually beneficial agreements.  
  - The ECP, even if modified during the Planning Meeting, should be approved by the EOC Director and Deputy EOC Directors by the time the Planning Meeting is concluded. |

| 37 | ![Logistics Section and the Coordination Process](Image) | - **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  
  
  - The last element of the EOC Coordination Process for which the Logistics Section will be involved is the preparation for, and conduct of, an Operational Briefing to usher in the new Operational Period.  

  **The P&I Section** will provide the Logistics Section Coordinator with instructions regarding what information to prepare, how the briefing will be conducted, and other logistical items.  
  - Generally, the Logistics Section Coordinator will have only a few minutes to provide a quick synopsis of Logistics Section-specific objectives and the Section’s actionable missions for the upcoming Operational Period.  
  - Since the ECP will be finalized and reproduced during this time, the Technology Unit will also provide a final version of the EOC 905 Form (Communications Plan) updated to reflect the positions and contact information relevant to the new Operational Period.  
  - The end of an Operational Period doesn’t always represent a shift change; however it is fairly common in the EOC environment. If a shift change is occurring simultaneous to the change in Operational Period, then all personnel may be transitioning in and briefing their replacements and implementing demobilization protocols (addressed in Module 9). |
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| 38 | ![Diagram](image)   | • The EOC Coordination Process will begin again following the start of the new Operational Period per the timeline established in the EOC Concept of Operations for that new Operational Period.  
• As a final reminder; although much training time is spent on the EOC Coordination Process for a future Operational Period, throughout the Coordination Process lifecycle, all personnel are working on their assignments related to the objectives for the current Operational Period. The EOC Coordination Process is only a small portion of what personnel are doing over the course of an Operational Period. |
| 39 | ![Image](image)     | • The third module just addressed the EOC Coordination Process for establishing objectives and strategies for the immediate Operational Period (initial/reactive phase) and future Operational Periods (managed phase). Prior to that, it addressed the less tangible leadership and managerial skills and characteristics that make for strong and effective Section Coordinators, Deputy Coordinators, and Unit Leaders, and the resources/tools available to them. This module also clarified the dual role of those individuals that have both a Logistics responsibility and also serve as their department’s sole representative in the EOC.  
• This represents the conclusion of the third module of the course. |
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<td>1</td>
<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
<td>This is the beginning of Module 4. This module will address the first phase in the NIMS Resource Management Lifecycle that occurs before an incident – Inventory Resources.</td>
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<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
<td>• Module 4: INVENTORY RESOURCES</td>
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<td><img src="https://via.placeholder.com/150" alt="Image" /></td>
<td>• After the fourth module, participants should be able to describe the types of resources the Logistics Section may be considering during an emergency, pre-existing inventories, contracts and Memorandums of Understanding/Agreement that give the City access to resources, and the role of NIMS resource typing and credentialing.</td>
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| 4  | ![Inventory Resources Diagram](image) | • As addressed in Module 1, this training is using the NIMS Resource Management Lifecycle to demonstrate the entire resource management process for the City, including the essential functions of the Logistics Section.  
  • The first phase (Inventory) occurs as a preparedness activity before an incident occurs – positioning a jurisdiction to successfully manage resources by having an understanding of its current resources and current resource shortfalls or other limitations that may exist. |
| 5  | ![Logistics Section and Inventory Diagram](image) | • Even though this course will discuss the Resource Management Lifecycle to present the essential tasks of the Logistics Section rather than focusing on the roles and responsibilities of each Unit in the Logistics Section, each Unit within Logistics needs to understand that each phase in the Resource Management Lifecycle applies to it and each resource it supports.  
  • Each position will need to focus each phase of the Resource Management Lifecycle on its sphere of influence (i.e., the Facilities Unit will focus on inventorying available city facilities, buildings, and other locations that could be a resource during response and recovery operations; the Personnel Unit will inventory city personnel resources and volunteers that could be available during response and recovery operations). |
### #6 Presentation Slides

**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

The purpose for inventorying current resources (which may include equipment, personnel, facilities, transportation assets, and more) is to understand the breadth of resources the City already has available in an emergency. Without an accurate understanding of its current resources the City may waste time and financial resources trying to acquire resources it already has, or may avoid acquiring a resource that it thinks it has but is really out-of-service or no longer exists.

- In addition, this step should result in the de-confliction of “double taxed” resources. For example, if the City is planning to use a Community Center as a shelter, volunteer center, staging area, and Point of Dispensing site then the inventory should identify those possible conflicts and set priorities. Likewise, personnel may be “double taxed” (e.g., an EOC responder may also be expected to be a Shelter Manager) and those conflicts should be identified and prioritized as well.
- It is also a SEMS requirement that the City apply its resources to emergencies before requesting support from other jurisdictions. Access to the City’s inventory lists will help meet that legal requirement.

### #7 Additional Info/Participant Notes

**Common Resources**

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

- **Personnel:** Includes ICS staff, technical specialists, EOC staff, first responders in the field, and personnel offering specialized services (e.g., mapping, interpretation services).

- **Teams:** Refers to a package that includes specially trained personnel and the equipment and supplies they need to accomplish their function.

- **Facilities:** Includes office space, shelters, warehouses, open space/land, etc.

- **Equipment:** Refers to pieces of equipment, with or without the personnel needed to operate them.

- **Vehicles:** Includes automobiles, buses, trucks, etc.

- **Aircraft:** Includes helicopters (e.g., Medivac), airplanes, surveillance platforms, or cargo configurations.

- **Supplies:** Spans an enormous range from potable water to plywood. It’s impossible to develop and maintain a complete list of possibilities. A more efficient way to plan is to develop and maintain a current list of suppliers who in turn maintain comprehensive inventories.
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| 8 | ![Identify Potential Sources](image1) | - There are many avenues to take when considering where to go to acquire a resource.  
- This slide lists, in general terms, where resources may come from.  
- Each potential source will be discussed in detail on the following slides.  

| 9 | ![Example City Resource Inventories](image2) | - The first source for any resource for departments or the City EOC to consider is the current capabilities and resources of the City. During an incident, the City must reasonably commit its own resources before it can approach the next level of government or other jurisdictions for assistance. The City can make a resource request in anticipation of depleting a resource as not to have a gap in the availability of the resource once needed. In California, this is mandated SEMS.  
- Likewise, the City passes this requirement down to each department/agency/bureau. Each department is responsible for reasonably committing its own resources before requesting support from another department or the EOC.  
- Each City department is expected to have resource lists of its own. The status and quality of those inventories is unknown as an overall consolidated city-wide resource list does not currently exist.  

Examples of department resource inventories include (Note: this list is not exhaustive and only includes those items EMD has been made aware of):  
- **General Services Department (GSD)**  
  - Maintains an inventory of GSD resources using the City’s **Financial Management System (FMS) 2.0**. FMS 2.0 is the City’s software that integrates procurement, inventory management, and accounts payable processes.  
  - Warehouse - GSD maintains 5 warehouses throughout the City. Each warehouse has an inventory manager.  
  - These warehouses stock emergency items that are often requested (e.g., batteries, traffic cones, flashlights, gloves) to specialized supplies used on a regular basis (e.g., asphalt patching supplies, plastic sheeting).  
  - More information regarding GSD warehouse resources are contained in GSD’s **City Logistics Procurement Guide**.  
- **Emergency Management Department (EMD)**  
  - Maintains an inventory of 5 **Assistive Technology** caches for individuals with disabilities, access and functional needs (e.g., wheelchairs, canes, walkers, teletypewriter equipment) and **Portable/Deployable Ramp** caches to augment resources at Local Assistance Centers (LAC) and Family Assistance Centers (FAC). Red Cross facilities house both types of caches.  

City of Los Angeles 4–4 Emergency Management Department
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|   | **Durable Medical Equipment** caches to support individuals with medical needs during mass care and sheltering operations. Each cache contains over 120 different medical supply items consisting of the following product categories: wound care, urological, emergency preparations, initial evaluation and monitoring, personal care, respiratory, emergency, logistical support supply, durable medical equipment, and consumable medical supplies. The caches are contained in Red Cross portable trailers or bulk containers for immediate deployment. | o Oversees 10 permanent and 4 mobile Functional Needs Support Services/

|   | **Durable Medical Equipment** caches to support individuals with medical needs during mass care and sheltering operations. Each cache contains over 120 different medical supply items consisting of the following product categories: wound care, urological, emergency preparations, initial evaluation and monitoring, personal care, respiratory, emergency, logistical support supply, durable medical equipment, and consumable medical supplies. The caches are contained in Red Cross portable trailers or bulk containers for immediate deployment. | o In coordination with the Department of Aging, EMD oversees senior center **cots and linens** (400 universal/accessible cots and 3,400 sets of disposable linens) placed in 23 affiliate senior center locations around the City.

|   | **Department of Animal Services** | o Maintains 6 caches of **portable kennels** in a variety of sizes throughout the city. |

| 10 | **Private Sector Partners** | volunteers, provide training for emergency personnel and public officials, provide public education on hazards and appropriate mitigation measures, provide job counseling for those left unemployed, and provide temporary shelter to disaster victims. University faculty also may be able to provide technical assistance.

|   | **Private sector resource considerations:** | • Catering firms can provide food services for large numbers of people to disaster victims/survivors and emergency responders, including the dietary restrictions of many special populations (e.g., diabetics) and culturally based dietary requirements (e.g., kosher, halal diet rules).

|   | Pre-approved vendor lists | • Hotels can provide emergency shelter, emergency food services, and other services to disaster victims and emergency responders.

|   | Memorandums of Understanding/Agreement | • Hospitals can provide emergency shelter, emergency food services, and counseling services, as well as emergency medical care and training.

|   | o The private sector has resources essential to emergency management (e.g., heavy equipment, specialized vehicles and services, logistics capabilities, and material such as food, water, and ice). | • Freight companies and distributors can transport emergency food and water, clothing, building materials, and other commodities.

|   | The City needs to be familiar with the types of resources that can be acquired through the private sector and the best way to acquire these resources when needed. | • Funeral homes and morticians can assist with managing mass casualties, including assisting with transport (which requires knowledge of the laws governing storage and transfer of human remains).

<p>|   | <strong>Construction firms</strong> can provide specialized equipment to remove debris, move earth to create or reinforce levees, transport material, repair damaged infrastructure, etc., as well as to train equipment operators and advise volunteers on safety procedures. |  |</p>
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|  | • **Engineering firms** can provide expert advice on building standards and practices, as well as advice and assistance in assessing damage to structures.  
  • **Universities, public and private**, can organize | • **Building supply** companies can provide lumber, plastic sheeting, and other building materials.  
  • **Retail stores** can assist with the transport and distribution of food, water, ice, and other essential items. |
| 11 | ![Image of City Logistics Procurement Guide](https://example.com/image)  
  • 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  
  • GSD’s *City Logistics Procurement Guide* contains instructions on how to obtain city resources at any time.  
  • The Guide can assist those in each of the City departments to procure resources in an expeditious manner, but is a primary tool of the Logistics Section when seeking to satisfy resource requests. Speed and efficiency in obtaining resources translates into quicker response times. Each department and the Logistics Section need to be familiar with this Guide.  
  • City Financial Management System (FMS) 2.0 – The City’s FMS 2.0 allows procurement personnel to search for items provided to the City by pre-existing contract. If the item is available on contract, then the department can directly enter its own department fund and account numbers on the Contract Purchase Order from its DOC or department without making a request to the EOC.  
  • Small purchases. Department executives can make small purchases within their authorities. Each officer/authorized agent of the City can spend $500 at a time without approval, so long as it doesn't exceed $5,000 within a month. They must also justify the need and emergency situation in the purchasing paperwork. (Admin Code §9.3).  
  • In the City, the private sector is also engaged through the Business Operations Center (BOC) in the EOC. The BOC not only coordinates and disseminates information to the private sector, including communicating their needs and expectations to the EOC, but also coordinates the provision of donated goods and services from the private sector to the City. While the BOC does not coordinate contracts or procurements between the City and the private sector, it can help make those connections so the City can then pursue such agreements. More information on the BOC will be provided on the slide that discusses donations. |
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| 12 | **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)  

  - All departments (whether with a formal DOC or not) have the ability to acquire resources from the private sector through various procurement vehicles before making requests to the EOC.  
  - **Professional Services Agreements.** Each department is empowered to enter into professional services agreements (non-commodity) with vendors on a daily basis and during emergencies. GSD (and the EOC Logistics Section) does not have this capability during an emergency unless the request is for a service already within a professional services contract GSD maintains. Therefore, any request for services made to the EOC must be able to be fulfilled through the PSAs of departments or the request will be sent from the EOC to the Operational Area. It is imperative each department try to exhaust its own PSA authorities before making service requests up to the EOC.  

| 13 | **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  

  - EMD’s emergency services MOUs (a.k.a. “mega contracts”) are a type of standby agreement in place for catastrophic emergency use only. The City issued a Request for Qualifications (RFQ) for multi-purpose on-call contracts to be activated by the City during or following emergencies. The EMD oversees a list of qualified on-call contractors (On-Call List) with relevant and verifiable experience in the areas of emergency management and response to provide equipment, supplies, services and labor for a wide variety of immediate needs anticipated in the event of a catastrophic incident impacting the City.  
  - MOUs include: Ashbritt Environmental and CTI Environmental. Each company has the ability to provide all of the following services:  
  - Debris Removal  
  - Emergency Water  
  - Emergency Food  
  - Emergency Medical  
  - Emergency Fuel Supply  
  - Emergency Power  
  - Public Sanitation  
  - Temporary Shelter  
  - Airborne Cargo Transport  
  - Transport Tactical Security  

  - As of this course, these MOUs are expired and the process for activating them has not been determined.
Another source where resources may be acquired is through mutual aid and assistance agreements. These are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. These agreements can augment the inventory of resources available to a jurisdiction.

**Mutual aid agreements** are generally defined as an agreement in which two or more parties agree to furnish resources and facilities and to render services to each and every other party to the agreement to prevent and combat any type of disaster or emergency. Mutual aid agreements typically do not include reimbursement for provided resources and participation by signatories is ultimately voluntary and dependent upon resource availability.

**Mutual assistance agreements** include a variety of agreements, memoranda or contracts which may be negotiated between one or more entities for sharing resources on a day-to-day basis or for emergency response. These agreements usually contain provisions for reimbursement of costs incurred.

Resources acquired through mutual aid (typically, no cost to the requestor) may not arrive to the jurisdiction for 48 – 72 hours depending on the resource. A jurisdiction may choose to request this resource through an existing mutual assistance agreement (pay for assistance) if the response time is quicker and the need for this resource is urgent.

Requesting a resource through mutual aid and assistance agreements will be coordinated with the department that is a signatory to the agreement. For example, if the Fire Department needed additional fire apparatus, the Fire Department Operations Center (DOC) can coordinate this request through the Fire/Rescue Mutual Aid process outlined in the agreement. The Fire DOC would directly contact a neighboring jurisdiction or the Fire/Rescue Operational Area Coordinator at the County without going through the City’s EOC. If the City’s Department of Public Works needed

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<td>14</td>
<td><img src="image" alt="Mutual Aid and Assistance" /></td>
<td>- Another source where resources may be acquired is through mutual aid and assistance agreements. These are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. These agreements can augment the inventory of resources available to a jurisdiction. - <strong>Mutual aid agreements</strong> are generally defined as an agreement in which two or more parties agree to furnish resources and facilities and to render services to each and every other party to the agreement to prevent and combat any type of disaster or emergency. Mutual aid agreements typically do not include reimbursement for provided resources and participation by signatories is ultimately voluntary and dependent upon resource availability. - <strong>Mutual assistance agreements</strong> include a variety of agreements, memoranda or contracts which may be negotiated between one or more entities for sharing resources on a day-to-day basis or for emergency response. These agreements usually contain provisions for reimbursement of costs incurred. - Resources acquired through mutual aid (typically, no cost to the requestor) may not arrive to the jurisdiction for 48 – 72 hours depending on the resource. A jurisdiction may choose to request this resource through an existing mutual assistance agreement (pay for assistance) if the response time is quicker and the need for this resource is urgent. - Requesting a resource through mutual aid and assistance agreements will be coordinated with the department that is a signatory to the agreement. For example, if the Fire Department needed additional fire apparatus, the Fire Department Operations Center (DOC) can coordinate this request through the Fire/Rescue Mutual Aid process outlined in the agreement. The Fire DOC would directly contact a neighboring jurisdiction or the Fire/Rescue Operational Area Coordinator at the County without going through the City’s EOC. If the City’s Department of Public Works needed...</td>
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<td>additional dump trucks, backhoes, etc., the DPW DOC can reach out directly through the Public Works Mutual Assistance Agreement to another signatory to the agreement for assistance without going through the EOC. Many resource requests</td>
<td>• <strong>Other Agreements:</strong> Any agreement, whether formal or informal, used to request or provide assistance and/or resources among jurisdictions at any level of government (including foreign), NGOs, or the private sector (e.g., American Red Cross and school district agreements for facility usage for community sheltering).</td>
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| 15 | ![Volunteer Organizations](image)  
- Pre-existing volunteer agreements coordinated by departments  
- Personnel Unit satisfies other volunteer needs during emergencies  
- Another source where a resource can be acquired is through volunteer organizations.  
- Many departments have agreements with volunteer organizations to provide specific services during a disaster.  
- **EMD** oversees the BOC and access to American Red Cross services.  
- **BOC** is comprised of private sector volunteers to better integrate the private sector into the emergency management enterprise.  
- **Red Cross** oversees shelter supplies and equipment contained in 59 storage containers distributed around the City and County in indoor and outdoor Department of Recreation and Park sites. Containers house equipment such as cots and blankets, along with supplies like hand crank-powered radios, toilet paper, and other basic sanitation supplies.  
- **LAFD:**  
  - Community Emergency Response Team (CERT) volunteers that provide emergency assistance in neighborhoods and communities.  
  - Auxiliary Communications Services (ACS), which are volunteer amateur radio operators that provide emergency communication services during a disaster.  
- **LAPD** oversees the California Emergency Mobile Patrol, an all-volunteer suburban search and rescue team serving the Los Angeles area.  
- **The Office of the Mayor** oversees the Mayor’s Crisis Response Teams (CRTs), which are community volunteers who respond to traumatic incidents at the request of the Los Angeles Police and Fire Departments. CRTs provide immediate on-scene crisis intervention, attend to survival and comfort needs, act as a liaison between the victims/survivors and emergency personnel and gives referrals to victims and their families affected by a death, a serious injury, a violent crime, or other traumatic incidents. |
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<td><strong>Commercial Donations</strong>&lt;br&gt;• Larger or specialized direct commercial (private sector) in-kind assistance (donations) coordinated by the BOC for:&lt;br&gt;  – Commodities&lt;br&gt;  – Supplies&lt;br&gt;  – Specialized technical expertise&lt;br&gt;  – Lifeline infrastructure reconstitution support&lt;br&gt;  – Specialized equipment&lt;br&gt;• The Business Operations Center (BOC) is the City of Los Angeles’ physical and virtual avenue for integrating the private sector into the emergency management enterprise. The single most important function of the BOC is to provide a conduit for the flow of resources and information between the public and private sectors. During an emergency, government may turn to the private sector for the types of resources described herein. Concurrently, the government will be a source for the private sector to access resources such as safety and security assets as well as supply chain and logistical support.&lt;br&gt;• EOC Logistics Section staff needs to be aware of the possible resources that may exist through the BOC. If gaps in City resources are identified during the inventory phase, the City should look to the BOC to see if the resource can be supplied through the BOC.&lt;br&gt;• All donations provided for government use via the BOC constitute offers of in-kind assistance. The BOC is not intended to serve as a sourcing option for procurements, and it shall not be used as a means for circumventing existing emergency contracting laws, policies, or procedures.&lt;br&gt;• The BOC includes the involvement of: private enterprise, faith-based organizations, academic institutions, non-governmental organizations (NGOs), community-based organizations (CBOs), private non-profit organizations (PNPs), government public safety agencies, associations, community stakeholder groups and other members of the public. The BOC augments the operational capabilities of its stakeholders by providing a force multiplier to the private sector for government coordination.</td>
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<td><strong>Potential Donations from BOC Sectors</strong>&lt;br&gt;• Academic Institutions&lt;br&gt;• Entertainment, Arts, Media, Sports, and Recreation&lt;br&gt;• Banking, Finance, Insurance, and Legal&lt;br&gt;• Manufacturing, Heavy Industry, Chemicals, Process, and Oil &amp; Gas&lt;br&gt;• Construction, Development, Facility Management, and Real Estate&lt;br&gt;• Faith-Based Community&lt;br&gt;• Hospitality (Food/Beverage, Lodging), and Tourism&lt;br&gt;• Communications and Information Technology&lt;br&gt;• Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs), Private Non-Profit Organizations (PNPs), and Volunteer Based Organizations&lt;br&gt;• Transportation, Automotive, Postal/Shipping, Supply Chain, and Warehousing/Storage&lt;br&gt;• Associations, Professional Services (Accounting, Consulting, etc.)&lt;br&gt;• Retail/Wholesale, Grocery, Consumer Goods and Services&lt;br&gt;• Private sector in-kind assistance (donations)&lt;br&gt;• The BOC consists of 13 sectors ranging from Academic Institutions to Retailers/Wholesalers.&lt;br&gt;• The wealth of resources available through the BOC will be invaluable in an emergency as it represents nearly every type of commodity and service that could be needed to support public health and safety and community recovery.&lt;br&gt;• More information on what is available through the BOC and how to coordinate with the BOC is available in the City of Los Angeles Emergency Operations Plan Business Operations Center (BOC) Operational Guidelines.</td>
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| 18 | **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  
- The BOC will coordinate with the Salvation Army (according to the MOU between the City and Salvation Army) to serve as locations for public donation collection sites. |  
- The City does not establish its own donations collection sites for non-commercial donations. For commercial donations, the BOC will coordinate with the commercial donor and City departments or the EOC regarding appropriate staging and/or delivery locations.  
- It is important to have a procedure in place that clearly defines and documents the conditions under which goods and services are being offered. It is not unusual for jurisdictions to be billed at a later date for resources that were offered "free" in the initial response to the emergency. Making certain that the circumstances are clear helps ensure that donors are recognized for being good neighbors and that there are no misunderstandings later. |
| 19 | **MODULE 4**  
**ACTIVITY 2: MATCHING RESOURCES TO SOURCES** |  
- A practical application activity associated with the instruction covered in this module thus far will now be conducted. |
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| 20 | ![NIMS Resource Typing](image) | A best practice is to categorize and describe resources that are commonly exchanged in disasters via mutual aid or other means by capacity and/or capability. NIMS established a system around which to do this through “resource typing.” Using resource typing, disciplines examine resources and identify the capabilities of a resource's components (i.e., personnel, equipment, and training). It can also help better understand the purpose and capability of each resource and thereby avoid assumptions.  
- **Kind**: Describes what the resource is (e.g., medical, firefighting, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bull dozer).  
- **Type**: Describes the size, capability, and/or staffing qualifications of a specific kind of resource (e.g., Type I Crane has a boom reach of 170 feet and a jib that reaches approximately 280 feet versus a Type IV Crane that has a boom reach of 90 feet with jib of approximately 30 feet).  
- **Prompted by WebEOC and OARRS** |
| 21 | ![NIMS Resource Typing Library Tool](image) |  
- Although the City does not currently use a widespread resource typing methodology, some departments may use the national standards. In addition, it may still benefit other departments or the EOC to use the U.S. Department of Homeland Security’s current resource typing catalog available online. The catalog includes both position qualifications (when seeking personnel) and tangible resources.  
- This tool may be most beneficial when the EOC receives or creates a resource request, but wants to better define the resource’s capability level. This is particularly valuable when the individual creating the request, or seeking the resource, does not have a background related to the resource request (which everyone should assume will happen at some point during the resource management cycle).  
- **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 |
Personnel credentialing entails attesting that individuals meet professional standards for the training, experience, and performance required for incident-management functions. Credentialing helps determine and ensure that an emergency responder is capable of performing assigned critical tasks and capabilities based on the level of their:

- Training
- Education
- Experience
- Physical and medical fitness
- Certification
- Licensing

Credentialing personnel ensures that they meet nationally accepted standards and are able to perform specific tasks under specific conditions. Some advantages of credentialing are:

- Ensures qualifications are met.
- Makes ordering personnel easier.
- Ensures personnel are assigned functions for which they are safe and qualified to perform.
- Allows integration of outside personnel.
- Reduces liability.

The City does not currently have a centralized process for credentialing personnel before an incident (though some City departments have their own approach). As a result, the EOC Personnel Unit will have to implement a procedure (if needed) during an incident.

A practical application activity associated with the instruction covered in this module thus far will now be conducted.
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| 24 | ![Inventory Resources Slide] | • Ideally, inventorying resources and credentialing personnel happens before an incident or event and before a resource is actually needed.  
• Following best practices for managing resources and credentialing personnel will expedite finding the resources quickly. Speed and efficiency in obtaining resources translates into quicker response times and fewer consequences.  
• Each department needs to review any available resource inventories to see if the resources are properly identified to facilitate the process of acquisition and assignment process. Those inventories that need to be shared with the EOC should be provided to the EMD. If participants are familiar with inventories that exist, but are not available in the EOC, please contact EMD.  
• The fourth module just addressed the types of resources the Logistics Section may be considering during an emergency, pre-existing inventories, contracts and Memorandums of Understanding/Agreement that give the City access to resources, and the role of NIMS resource typing and credentialing.  
• This represents the conclusion of the fourth module of the course. |
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<td>1</td>
<td><img src="image1.png" alt="Image" /></td>
<td>• This is the beginning of Module 5. This module will address the first resource management phase that occurs following an incident—identifying resource requirements when a need arises and receiving said requests at the City EOC.</td>
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<td>2</td>
<td><img src="image2.png" alt="Image" /></td>
<td>• After the fifth module, participants should be able to explain the multiple routes through which a resource request may enter the EOC and ultimately arrive at the Logistics Section, the essential resource details necessary in a resource request, the role of resource/incident prioritization in allocation decisions, and the process to anticipate and proactively plan for potential resource shortages.</td>
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| 4 | ![Identify Resource Requirements](image1.png) | • As addressed in Module 1, this training is using the NIMS Resource Management Lifecycle to demonstrate the entire resource management process for the City, including the essential functions of the Logistics Section.  
• The first phase that occurs after an incident (Identify Requirements) includes the steps by which resource request originators communicate their needs to the City EOC and the initial steps involved in vetting and processing those requests. |
| 5 | ![What May Be Needed & Where A World of Possibilities](image2.png) | • When discussing the types of resources the EOC may be looking to acquire, it’s important to remember the many categories of resources it may be faced with finding. EOC responders often focus on tangible goods and materials, but often forget they’re also responsible for things such as information, personnel, facilities, and services.  
• The EOC may be acquiring resources for many “clients,” including itself. It’s important to have an open mind and to be flexible to the many types of requests and locations the EOC may support.  
• While this mindset may be less of an issue when presented with a specific resource request, this comprehensive view is particularly important when, in the absence of resource requests, the EOC is proactively looking to identify resource shortfalls, consider effective resource usage, and pre-identify or notify possible providers. |
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<td>6</td>
<td><img src="image" alt="Resource Request Originators (Department/DOC)" /></td>
<td>The first step in the resource request process is for the EOC to receive a resource request. This slide looks at the process in the event the request originates from a City department/agency/bureau. There are various ways a resource request may enter the EOC from a department. First, it depends on whether the department requesting the resource has a DOC that is open or a department representative in the EOC Operations Section. If this is the case, the resource request will go through the DOC if activated and then to the appropriate Branch in the EOC Operations Section. If the DOC is not activated the request may go to a department representative not in the EOC then to the EOC or directly to a department representative in the EOC. The department or its representative not in the EOC will submit the request to the appropriate branch in the EOC Operations Section if the department has a representative in Operations. The branch in the Operations Section may then submit the request to the Operations Section Coordinator (OSC), Deputy OSC, or Resource Status Unit. If necessary, it will be forwarded by one of those three to the appropriate unit in the Logistics Section. The second way a resource request may enter the EOC from a department is when a department or its DOC, does not have a representative in the EOC. In these cases, the department representative not in the EOC or the DOC will submit the request to any of their representatives in the EOC who will in turn submit the request to the Operations Section Resource Status Unit. Lastly, if a department or its DOC does not have a representative in the EOC, then the resource request may be submitted directly to the Resource Status Unit in the Operations Section. The Resource Status Unit will analyze the request to identify the best way to address the request.</td>
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<td>7</td>
<td><img src="image" alt="Resource Request Originators (Field)" /></td>
<td>The only difference is if the Field does not have a DOC activated and does not have a department representative outside the EOC to serve as a liaison. In that case, the Field may communicate the request directly to its representative in the EOC (in the Operations Section or any other Section) who will in turn facilitate its processing in the EOC. If the Field does not have a DOC activated nor a department representative available, and the Field has no representation in the EOC, then the resource request may be submitted directly to the Resource Status Unit in the Operations Section from the Field. The Resource Status Unit will analyze the request to identify the best way to address the request.</td>
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| 8 | ![Resource Status Unit](image) | The Resource Status Unit was a position that previously existed under the Planning and Intelligence (P&I) Section. Based on lessons learned from real-world emergencies and exercises, a new approach to vetting requests, coordinating across branches and units, increasing request throughput, and tracking resources was deemed necessary. As a result, the Resource Status Unit was moved and its responsibilities were expanded to address these gaps as identified in this slide.  
- Due to personnel limitations in the City a new position could not be added without trading with an existing position. The new Resource Status Unit will likely be filled by an EMD staff member intimately familiar with the City’s resource management processes, including resource prioritization, typical incident requirements, and department inventories. |
| 9 | ![Resource Status Unit (cont.)](image) | Related to tracking resources (addressed in Module 8) the Resource Status Unit has the responsibility to make sure resources are being tracked if it coordinated their deployment, but it may not actually do the tracking if it delegates the responsibility to an individual branch, unit, or department.  
- In addition, the Resource Status Unit only plays a supporting role to the Logistics Section related to foreseeing possible resource shortages. As addressed later in this module, the Logistics Section has this primary responsibility for anticipating and planning for shortages, but because of the Resource Status Unit’s vast interaction with resource issues, it will likely have insight to share.  
- In addition to its new responsibilities, the Resource Status Unit still maintains some of its previous responsibilities from the Planning and Intelligence Section as shown here. |
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<td>10</td>
<td><img src="image" alt="Primary Take Away..." /></td>
<td>• The addition of the Resource Status Unit to the Operations Section significantly simplifies who can directly submit resource requests to the Logistics Section. Only the Operations Section Coordinator, Deputy Operations Section Coordinator, and Resource Status Unit can send requests to the Logistics Section. All requests must be routed through one of those three channels before submission to the Logistics Section.</td>
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| 11 | ![Resource Request Originators Other EOC Sections](image) | • Another possible originator of an EOC resource request is one of the EOC’s own Sections. Although the Operations Section is directly coordinating the needs of the Field, other Sections are coordinating ancillary functions with just as much importance. For example, the Public Information Officer (PIO) may be establishing a Joint Information Center (JIC) requiring resources, and the Logistics Section may be establishing a Logistics Staging Area (LSA) also requiring resources. • In addition, EOC responders may need resources just to accomplish their job functions (e.g., computers, personnel, office supplies, communications systems). All of those items, regardless of size or complexity, are needs the EOC must be prepared to support. • All requests from another Section to the Logistics Section must first be routed through the Resource Status Unit for review and approval. |
The final possible originator of resource requests is from external entities—the private sector, non-governmental organizations, private not-for-profit entities, and outside agencies (e.g., special districts, neighboring jurisdictions, County/State/Federal departments).

Some of these entities may have representation in the Business Operations Center (BOC) or other Section/Branch in the EOC (e.g., utility companies in the Utilities Branch/Operations Section).

If the entity has physical presence in the City then its request may be routed through the BOC or another Section where it has representation or it may go directly to the Resource Status Unit if there is no representation in the EOC or BOC. For example, a grocery store company may be urgently seeking generators to enable some of its critical supermarkets in hard hit areas to open and distribute food and water. The BOC might receive this request through its Retail/Wholesale/Grocery/Consumer Goods Sector representative in the BOC. The request would then be routed to the Resource Status Unit. On the other hand, if the grocery company had no representative in the BOC or EOC it would be directed to the Resource Status Unit.

A big differentiator is whether the entity has physical presence in the City’s boundaries or not. Most entities that have no physical presence in the City, nor a representative in the EOC or BOC, must first coordinate their requests through the Los Angeles County Operational Area. If appropriate, the resource request may be routed back to the City from the Operational Area. This may be routed through the Operational Area or County Office of Emergency Management (OEM) Agency Representative in the City EOC or directly to the EOC Resource Status Unit if not such representative is present.

A resource request may also come into the City's EOC from the Operational Area (OA). It may be a request on behalf of the County, the State, the Federal government, or any member of the OA. This request may be made through the Operational Area’s or County OEM’s Agency Representative (AREP) in the City EOC (part of the Agency Representatives “pods” overseen by the EOC’s Liaison Officer) or directly through the City’s Emergency Management Department if the EOC is not activated. In the event the EOC is activated, the request will still be routed through the Resource Status Unit for processing.
### Presentation Slides

**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

- Regardless of where the resource request originates (Field, DOC/department, EOC Section, outside agency/organization), the request must identify the essential resource details that define the resource’s requirements.

- All of the questions presented on this slide should be answered on the resource request form.

### Additional Info/Participant Notes

- If the EOC is completing the resource request form, then it should ask all of the questions identified here of the requestor.

- Of most importance (and often overlooked or underplayed in the resource request) is the purpose statement. In an emergency, it may be difficult to acquire the specific resource the requestor has asked for. However, by knowing the intended purpose for the resource, the EOC may be able to identify an alternative but equally effective resource to address the need.

- It is during this step when the Department of Homeland Security’s “typed” resource catalogs (accessible via the RTLT website) may be useful.

- The position who is receiving the request may want to gather input from the Disabilities, Access and Functional Needs Unit under the Mass Care Branch in the Operations Section or the Disabilities, Access and Functional Needs (DAFN) Technical Specialist under the Planning and Intelligence Branch (Emergency Management “Pod”) for specific considerations for the requested resource.

### Presentation Slides

**“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.

- A resource request should be for the provision of an entire capability—that needed to meet the purpose/use/mission communicated in the resource request. For example, if a Team is requested, the resource request should include all the equipment, services, and other requirements to make that team operational. Those ancillary requirements (e.g., fuel, operators, equipment, communications) should not be piecemealed into separate resource requests. Doing so may result in certain requirements being overlooked or delayed.

- In addition, describing the capability that is needed will result in a better suited resource than asking for one specific resource or individual resources not part of a package. As an example, during the Northridge Earthquake response, a request for 30 “building officials” would have been difficult to fill since there is only one “Building Official” per jurisdiction. Rather asking for personnel capable of inspecting buildings for damages using the ATC-20 procedures would provide access to far more options to fill the request in a more timely manner. There is a much more abundant supply of building inspectors capable of performing the requested task than there are “Building Officials.”
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<td>16</td>
<td><img src="image1" alt="Resource Prioritization Matrix" /></td>
<td>“Low.” Although the request originator will not assign a rating, the originator should justify the priority in the “Comments” section on the Resource Request Form or within WebEOC with references to life/safety, incident stabilization, property preservation, etc. issues to inform the decision of the Resource Status Unit (or OSC or Deputy OSC). The Resource Status Unit may also take into consideration situation reports and information relevant to an incident as a whole (when multiple incidents are competing for the same resources) versus applying individual resource prioritizations.</td>
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<td>17</td>
<td><img src="image2" alt="Completing a Resource Request" /></td>
<td>- As previously addressed in this module, the Resource Status Unit (or OSC or Deputy OSC if not delegated) is now responsible for applying prioritization categories to each resource request. It will use the City’s Resource Prioritization Matrix to come up with a numeric priority that will translate into the request being assigned a priority of “Critical,” “High,” “Moderate” or “Low.” Although the request originator will not assign a rating, the originator should justify the priority in the “Comments” section on the Resource Request Form or within WebEOC with references to life/safety, incident stabilization, property preservation, etc. issues to inform the decision of the Resource Status Unit (or OSC or Deputy OSC). The Resource Status Unit may also take into consideration situation reports and information relevant to an incident as a whole (when multiple incidents are competing for the same resources) versus applying individual resource prioritizations.</td>
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<td>- Prioritization of resources will ensure that the incidents with the highest priority receive resources before incidents with lower priorities. Prioritization ensures maximum use of scarce resources.</td>
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<td>- The Logistics Section will use the prioritizations in the resource requests received from Operations to inform its sequence of tasks, urgency, and resource allocations.</td>
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<td>- This slide includes an image of the top half (request originator portion) of the City’s Resource Request form.</td>
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<td>- During an EOC operation, both hard copy forms and WebEOC may be used.</td>
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<td>- It is essential the Logistics Section understand how the essential resource details addressed on slide 13 of this module may be incorporated into the form.</td>
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<td>18</td>
<td><img src="image" alt="Web EOC Resource Request" /></td>
<td>Depending on the topic, the form or WebEOC may provide prompts for more information than the other. Regardless of the format of the request, each request must still include the essential resource details, which Logistics Section staff should be looking for.</td>
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<td>- This slide includes an image of the first portion of the Resource Request Input in WebEOC.</td>
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<td>- The City’s hard copy Resource Request form and WebEOC form are not an exact match.</td>
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<td>19</td>
<td><img src="image" alt="Activity 4" /></td>
<td>A practical application activity associated with the instruction covered in this module thus far will now be conducted.</td>
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<td><strong>ACTIVITY 4: POPULATING/ VETTING A RESOURCE REQUEST FORM</strong></td>
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<td>20</td>
<td><img src="image.png" alt="Image" /></td>
<td>• Part of the Logistics Section’s responsibilities during the “Identifying Resource Requirements” phase is to anticipate potential resource shortfalls and position the City and EOC to successfully adapt to, or proactively address, those potential gaps. Once it foresees a resource need/shortfall, the Logistics Section can essentially do everything it normally would with a resource request except actually fulfill the need until the resource is formally requested. This may include contacting potential sources, verifying availability, discussing contractual terms, discussing transportation and ancillary requirements, placing resources on stand-by, etc.</td>
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<td>This will be covered in significant detail in Module 6. • The Logistics Section anticipates resource needs by considering: o Incident-specific information o Potential cascading events o Historical experiences</td>
<td>• A variety of EOC tools, forms, and reports will be informative to the Logistics Section as described in this module. • Although the Logistics Section Coordinator and Deputy Coordinator are primarily responsible for this function, they may engage any member of the Section in the process as they see fit.</td>
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<td>21</td>
<td><img src="image.png" alt="Image" /></td>
<td>The Guide also contains information on where resource may be and how they can be acquired (e.g., by calling GSD Warehouse personnel or going through Purchasing Agent for items over $1,000). • The Procurement Guide contains an overall listing of items that are commonly requested and then subdivides the list into commonly requested items by department. This list could be useful during an EOC activation to brainstorm potential operational needs depending on the involved departments and nature of the emergency. The Logistics Section may even want to contact the vendors associated with these resources to let them know the City may be requesting the resources and to find out ahead of time how much is available, what the costs may be, coordinate terms, etc.</td>
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<td>• Asphalt Cold Patch &amp; Loop • Rags, Burlap • Rags, 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</td>
<td>• GSD’s City Procurement Guide contains information on acquiring resources within the City and with contracted vendors. The Procurement Guide can serve as a “Yellow Pages” when trying to find particular resources.</td>
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• The Logistics Section should be aware of all entries posted to the City’s WebEOC Significant Events List. As appropriate, the Section should consider what resources may be needed to address listed events/actions and thereby anticipate resource needs. In the example pictured on the slide, a shelter has reached full capacity. This should be a “red flag” for the Logistics Section. Logistics may not have been asked for a resource to support the posted event, but should talk to the Mass Care Branch to see if they have any facility needs or other resource requests to accommodate more displaced persons. Per the input of the Mass Care Branch, the Facilities Unit may proactively begin identifying potential, available shelter locations in anticipation of a pending request.

• Read/write access to the Planning Log is limited to personnel working in the Planning and Intel Section in the EOC. It is important to note that the entries made to the Planning Log may be flagged as a “Significant Event.” If a Planning Log entry is flagged as a significant event, the entry will appear on the board titled “Planning Log – Significant Events (Read Only).” All users have access to the “Planning Log – Significant Events (Read Only)” dashboard and it should be monitored on a regular basis.

• The Logistics Section Coordinator, Deputy Coordinator, or designee should closely review any published Situation Reports (EOC 909 Forms) for clues to resources that may be needed in the future that have not already been acquired. Logistics personnel may see trends that others departments do not (e.g., resources being used by multiple departments that will put an extra burden on that resource). Additional resources may be needed to fully support all the departments using the resource.

cold and rainy. There may be a need for extra sheltering from the rain for equipment or supplies, the establishment of a warming shelter, or additional protective clothing for displaced populations or emergency responders.

• Review the “Life Safety” block for similar considerations. Perhaps the air quality is poor. The poor air quality could result in the need for additional monitoring or breathing apparatus or there may be a greater need for medical resources due to an influx of people with breathing complications.

• The “Public Safety” block tallies crowds, arrests, injured, trapped, and evacuated persons, fatalities, and missing people. These may provide insights to forecast resource needs (e.g., the number of people that are being evacuated may be greater than what the Mass Care Branch has planned for and additional shelters may be needed).

• Both the “Evacuation Status” and “Other Critical Issues” blocks should be carefully reviewed as well. The check-box may indicate there is a high potential for future evacuations. This information
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| 24 | ![Image](image1.png) | - Be familiar with all pages of the EOC Situation Report. Full size hard copies of this form will be distributed to participants.  
- What other “blocks” may be informative to anticipating resource requests? |
| 25 | ![Image](image2.png) | - Full size hard copies of this Matrix will be distributed to participants.  
- The objectives of the City’s 72 Hour Requirements Matrix were informed by a scenario and are based on the plans and expectations of multiple scientific and response partners. The scenario involves a hypothetical Magnitude 7.8 (Richter Scale) Earthquake on the southern San Andreas Fault Seismic Zone (2008 Shakeout parameters). The plans that contributed to the strategies in the Matrix include:  
- City of Los Angeles Recovery and Reconstruction Plan (R&RP), September, 1994  
- City of Los Angeles Emergency Management Department Emergency Plan, January 2009  
- The Shake Out Scenario (Shakeout), November 2008 (USGS Open-File Report and Circular 1324)  
The required outcomes are based on best-estimates and population extrapolations from source documents. It is recognized that the required outcome for each essential operation in the Matrix must be validated via observation and analysis of future real-world and exercise events to regularly validate outcome assessments. Until validated, this product remains primarily illustrative in nature.  
- The Logistics Section Coordinator, Deputy Coordinator, and designees should be familiar with this Matrix to anticipate resources that perhaps have not been requested yet and to be proactive in anticipating the need for certain resources; particularly in the event of a large earthquake or other destructive incident. For |
example, the first essential operation listed is to re-establish critical communications. Logistics Section staff could lay the groundwork for acquiring communications that may be needed ahead of time so that when they are requested, it will be much quicker to acquire the resources (e.g., Cell-On-Wheels, portable cell towers, amateur radio operators). Logistics staff is encouraged to establish preliminary contact with sources to identify costs, quantities, turn-around times and clarify ordering procedures should the resource ultimately be requested.

• This slide continues the 72 Hour Requirements Matrix.
• What resource requests might be anticipated by reviewing the Matrix?

The BOC Report (14 pages) includes essential information on resources associated with donations and those coming from the private sector. Full size hard copies of this Report will be distributed to participants.

- Construction - Development, Facility Management, Real Estate,
- Hospitality - Food and Beverage, Lodging, Tourism
- Information Technology - Computers, Servers, Software
- Transportation - Automotive, Postal / Shipping, Supply chain, Warehousing
- Associations - Professional Services, Consulting
- Retail - Wholesale, Grocery, Consumer Goods and Services
- Faith Based – Houses of Worship, Organizations
- Academic – Universities, Colleges, Schools
- Non-profits - NGO’s, Foundations
- Government - Local, State, Federal
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| • | This report also identifies resource shortages for each of the 12 sectors represented by the BOC:  
  o Critical Infrastructure – Utilities, Voice, Data, Highways, Services  
  o Healthcare - Hospitals, Pharmacies, Clinics  
  o Banking - Finance, Insurance, Legal  
  o Entertainment - Arts, Media, Sports, Recreation  
  o Manufacturing - Heavy Industry, Chemicals, Process, Oil and Gas | • The BOC Report may assist the Logistics Section in identifying resource shortages/needs before they are evident to the City. Likewise, the BOC may be a good source for helping the City mitigate a potential shortfall if it has access to resources; primarily commercial donations.  
  • Logistics Section staff should be aware of commercial and public donations being monitored or coordinated by the BOC. These donated resources may be capable of satisfying a resource request submitted to the Logistics Section. In addition, the donated resources may need additional logistical support in order to be put to use (e.g., lodging, food, communications).  
  • Regardless of who acquires, allocates, or uses donated resources, they need to be properly documented and accounted for. All donated services, equipment, and material can be applied to the non-Federal/State cost-share associated with Federal and State disaster assistance if it is approved for the emergency (See Module 9 – Demobilize, Recover, and Remunerate for more information on this topic). |

28

![Proactively Anticipating Resource Needs](image)

• Example of analyzing risks and consequences

• Another source of information for the Logistics Section to consider possible resource needs/shortfalls is to consider the risks and consequences associated with cascading events as a result of an initial disaster, and the resulting impact these events may have on human and infrastructure sub-systems.  
  • Cascading events may be extreme in which cascading events increase in proportion over time and generate unexpected secondary consequences of significance. These may be as serious as the original event and may contribute to the overall duration of the disaster. These subsequent and unanticipated crises can be exacerbated by: the failure of physical structures, and the social functions that depend on them; or the inadequacy of disaster mitigation strategies, such as evacuation procedures, land use planning, and emergency management structures.  
  • Using an earthquake as an example, this slide encourages participants to consider the secondary impacts of the earthquake, their subsequent consequences, and the resources that may be necessary to address those consequences. Some resources will be specific to only one risk or consequence; others may be useful for multiple risks or consequences. For example, urban search and rescue teams may only be needed for building collapses following an earthquake, but traffic control resources may be needed to assist with debris removal, security, and damage to bridges and roadways. |
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| 29 | ![Slide 29](image1.png) | • History is often the best tool to forecast the future. Reviewing case histories or interviewing those involved in similar incidents can be helpful in researching infrequent or unfamiliar incidents. Sometimes needed resources are not immediately apparent, but awareness of past real-world emergencies can help the Logistics Section forecast needs or at least prepare for the unknown.  
  • For example, emergency managers in Oklahoma City had not previously considered the resource demands of disposing of large quantities of biohazardous waste prior to the bombing of the Alfred P. Murrah Federal Building. |
<p>| 30 | <img src="image2.png" alt="Slide 30" /> | • Each Unit in the Logistics Section has an obligation to support the Section Coordinator and Deputy Section Coordinator with proactively managing resources. Each needs to be familiar with commonly ordered resources, the 72 Hour Requirements Matrix, resources pertinent to their Unit, and any gaps that can be addressed to mitigate the lack of certain resources. In addition, they should review past disasters in the City and analyze the resource requests that were made that perhaps are not being considered during the current disaster or may be expected. |
| 31 | <img src="image3.png" alt="Slide 31" /> | • A practical application activity associated with the instruction covered in this module thus far will now be conducted. |</p>
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| 32 |                                                          | • The fifth module just addressed the multiple routes through which a resource request may enter the EOC and ultimately arrive at the Logistics Section, the essential resource details necessary in a resource request, the role of resource/incident prioritation in allocation decisions, and the process to anticipate and proactively plan for potential resource shortages.  
• This represents the conclusion of the fifth module of the course. |
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<td>1</td>
<td><img src="image" alt="City of Los Angeles Emergency Operations Center (EOC)" /></td>
<td>This is the beginning of Module 6. This module will address the second phase in the NIMS Resource Management Lifecycle that occurs after an incident – Order and Acquire Resources. This phase is perhaps the most fundamental to the mission of the Logistics Section.</td>
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<tr>
<td>2</td>
<td><img src="image" alt="Module 6" /></td>
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<td>3</td>
<td><img src="image" alt="Module 6 Enabling Learning Objectives" /></td>
<td>• After the sixth module, participants should be able to describe all the avenues the Logistics Section has to acquire resources and the steps involved in pursuing resources through each avenue. This module will also explain the sphere of influence related to each unit within the Logistics Section as it relates to resource acquisition and other coordination and planning responsibilities. Lastly, the module will revisit the concept of incident/resource prioritization as it relates to the acquisition and allocation of scarce resources during this phase.</td>
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| 4 | ![Order & Acquire Resources](image.png) | • As addressed in Module 1, this training is using the NIMS Resource Management Lifecycle to demonstrate the entire resource management process for the City, including the essential functions of the Logistics Section.  
  • The second phase (Order and Acquire Resources) addresses the process by which the Logistics Section now takes resource requests and satisfies them through various channels. At its core, the Logistics Section is the “finder” of resources. Procurement, mobilization, tracking, and recovery support involves and is supported by other EOC Sections, but the responsibility to find resources is unique to the Logistics Section. Acquisition of critical resources is solely dependent on the Section’s performance. |
| 5 | ![Journey to Logistics](image.png) | • Previous modules addressed the multiple originators of resource requests and the path resource requests follow to get to the EOC. The last module left off with resource requests residing with one of three positions: Operations Section Coordinator, Deputy Operations Section Coordinator, or Resource Status Unit (Operations Section). One of those three positions must review requests for completeness, ensure they cannot be filled by a Branch/Unit in the Operations Section (or otherwise assign them to said Branch/Unit), apply prioritization ratings, approve the request for assignment to the Logistics Section, and assign it to a unit in the Logistics Section.  
  • Resource requests will reach the Logistics Section only through one of those three positions, respectively. If a resource request is received from outside those three positions, then the request must be re-routed through the appropriate chain of command in the Operations Section. The Logistics Section should inform the requestor which position in the Operations Section should receive and process the request.  
  • When a Logistics Section Unit receives a resource request from the Operations Section Coordinator, Deputy Coordinator, or Resource Status Unit it has been approved for filling. The Unit may have to require certain approvals for contracting, expense, or other elements of the acquisition process, however, the Unit does not need further approval to seek out and coordinate the acquisition of the resource. The Logistics Section Unit should now seek out the resource without undue delay to satisfy the urgency of the request. |
### Presentation Slides

#### Unit Acquisition/Coordination Responsibilities

- Logistics Section Coordinator
- Deputy Coordinator
- Facilities Unit
- Ground Support Unit
- Personnel Unit
- Technology Unit
- Supply Unit

### Additional Info/Participant Notes

- Each Unit in the Logistics Section and the Operations Section Coordinator, Deputy Coordinator, and Resource Status Unit must understand the delineation of responsibilities among Logistics Section Units so: 1) resources are assigned to the appropriate Unit, and 2) each Logistics Section Unit is prepared to satisfy requests related to its “sphere of influence.”

- The next few slides will identify the resource fulfillment and other coordination and planning responsibilities of each Unit. Some of the responsibilities may feel foreign to the Unit because those staffing the Unit don’t address similar responsibilities on a daily basis. These responsibilities are based around the concepts of the Incident Command System (ICS) not the daily assignments of personnel. Therefore, those assigned to each Unit need to feel confident potentially working outside their comfort zone. That makes familiarity with these responsibilities in advance of an emergency all the more important.

### Presentation Slides

#### Facilities Unit Responsibilities

- Warehouse
- 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, telecommunications, electricity, gas) [support: Technology Unit, Utilities Branch]
- Facility security [support: Personnel Unit, Law Enforcement Branch]

- In addition to acquiring facilities, the Facilities Unit is also responsible for ensuring the facility/space meets its operational needs. This means the Facilities Unit may be coordinating ingress/egress, security requirements, access controls, maintenance/custodial support, procuring furniture, coordinating with utilities to ensure telecommunications, water, electricity, etc. are operating. While the Facilities Unit may not literally implement many of these supporting elements, the Unit is responsible for working with other units/entities as necessary to ensure they happen (e.g., ensuring the Utilities Branch in the Operations Section supplies electricity and natural gas). This is all part of the concept of capabilities-based resource fulfillment addressed in Module 5—the Facilities Unit does whatever is necessary to ensure the facility achieves the capability. Likewise, the Facilities Unit may receive requests for the aforementioned services on an individual basis (e.g., a request just for custodial services or furniture).
Despite its name, the Ground Support Unit is responsible for acquiring all transportation related resources. This may include vehicles, marine vessels, railcars, aircraft, etc. This is because there are no other Logistics Section Units managing these responsibilities. Often-times this Unit is called the Transportation Unit to more clearly infer it addresses multiple modes of transportation. This is not the case in the City of Los Angeles’ EOC as to not create confusion with the Transportation Branch and Transportation Resource Coordination Unit in the Operations Section (discussed further in the next slide).

Like the Facilities Unit, the Ground Support Unit also has responsibilities for supporting movement-related capabilities. These include coordinating freight/shipping, acquiring fuel, coordinating the maintenance/repair of transportation assets, and potentially supporting the Transportation Branch with the coordination of mass transit providers and their resources.

The Ground Support Unit may not literally implement many of these supporting elements, but the Unit is responsible for working with other units/entities as necessary to ensure they happen.
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<tr>
<td>10</td>
<td><img src="image" alt="Personnel Unit Responsibilities" /></td>
<td>coordinated from the nearest/quickest source with the most reasonable cost.</td>
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- The Personnel Unit is responsible for acquiring personnel to satisfy all response and recovery needs. This may include City employees (e.g., Disaster Service Workers), personnel from mutual aid/assistance or partner agencies/organizations, contracted personnel, and volunteers.

- Like the other Logistics Section Units, the Personnel Unit is also responsible for ensuring human resources are “operating” properly. That means ensuring they have the services and support needed to keep their mind in the game (e.g., lodging, medical care, child care, training, counseling). The Personnel Unit may not literally implement many of these supporting elements, but the Unit is responsible for working with other units/entities as necessary to ensure they happen (e.g., coordinating with the Fire Branch, EMS Unit to provide medical care).

- Although the Documentation Unit in the Planning and Intelligence Section has the primary responsibility for developing the EOC Staffing Plan (EOC Forms 903 [Assignment List] and 907 [Organization Chart]), the Personnel Unit may nonetheless be asked to provide support. The Unit may also be asked to provide staff planning support to ancillary facilities supporting response and recovery operations (e.g., shelters, Local Assistance Center, Family Assistance Center).

- It’s also important that the Personnel Unit maintain proper records on the personnel/volunteers processed, their assignments by location, the number on standby, and special personnel requests by category that were not filled. This is not only critical for accountability, but also for cost recovery and may even be requested by the State Compensation Insurance Fund when volunteers are sworn in as Disaster Service Workers (DSWs).
### #11 Presentation Slides

**Technology Unit Responsibilities**

- Logistics Section Coordinator
- Technology Unit

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

**Additional Info/Participant Notes**

- The Technology Unit is responsible for acquiring any and all communication, information technology, computer, data, and software resources needed by response and recovery operations.
- Like other Logistics Section Units, this responsibility also includes ensuring the capabilities of these resources, which may involve installation support, training, guidance on use/governance, and the provision of system operators (e.g., amateur radio). The Technology Unit may not literally implement many of these supporting elements, but the Unit is responsible for working with other units/entities as necessary to ensure they happen (e.g., coordinating with the LAFD to provide amateur radio operators through the LAFD’s Auxiliary Communications Service).
- When acquiring communications resources, it’s important for the Technology Unit to consider the following NIMS communication and information sharing objectives (where appropriate): interoperability, reliability, scalability, portability, system resilience, and redundancy.
- The Technology Unit may also work with telecommunications and utility providers and infrastructure owners/operators to repair/restore services or acquire new services. This may be done in coordination with the Utilities Branch in the Operations Section or may be through direct contact. In either case, the Technology Unit should work closely with the Utilities Branch to ensure there are no duplications of effort or omissions. This coordination will also help ensure the Utilities Branch understands the priority restoration needs for emergency operations; not just for the community/public.
- In addition, as addressed in Module 3, the Technology Unit is also responsible for maintaining and publishing the Communications Plan (EOC Form 905) for the operation; including contact information for both the EOC and other supporting/participating entities.
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| 12 | ![](EOC IT/WebEOC Support.png) EOC "Technical 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. | • Unless the EOC’s Technical Support positions in the Emergency Management “Pod” are not filled, the Technology Unit is not the EOC’s Information Technology (IT) Help Desk. As described in the previous slide, the Technology Unit has an obligation to the entire emergency operation/City-wide; not just to the EOC. Its obligations are also strategic in nature; coordinating the provision of resources, service restoration, etc. Technical Support staff, under the direction of the EOC Coordinator, is responsible for maintaining and assisting personnel with the use of the EOC’s computers and communications systems, software (e.g., WebEOC), audio/visual equipment, etc. This isn’t to say that Technical Support staff may not still request resources or support from the Technology Unit (via the Resource Status Unit), but the Technology Unit does not have the lead for these responsibilities. |
| 13 | ![](Supply Unit Responsibilities.png)  
• 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  
• The Supply Unit is the catch basin for all other resource requests that don’t fit one of the responsibilities or “sphere of influence” of one of the other Logistics Section Units (e.g., Facilities, Ground Support, Personnel, and Technology). Since emergencies are unpredictable, it’s also impossible to predict what types of resource requests may be presented to the Supply Unit. | While documents like the *GSD City Procurement Guide* attempt to foresee commonly requested resources, there’s no way to actually predict what resource requests may come to the Supply Unit. They may be as basic as toilet paper or as complex as heavy equipment.  
• One thing that is predictable about the Supply Unit is that it’ll be required to coordinate and provide food services to the EOC and potentially other ancillary facilities (e.g., shelter, Local Assistance Center) and even incident facilities (e.g., Command Posts, staging areas) if requested. Before food for the EOC is even requested, the Supply Unit should develop some ideas about how to potentially satisfy feeding needs and through which means and sources.  
• While the Supply Unit may be faced with a significant number of atypical requests, the good news is that the Supply Unit has no other planning or coordination responsibilities like other Logistics Section Units, other than finding and acquiring the supplies requested. |
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| 14 | ![Journey to Logistics](image)                                                      | • Now that the responsibilities of each Logistics Section Unit are understood by both the Units themselves and the Operations Section Coordinator, Deputy Operations Section Coordinator, and Resource Status Unit, the flow of resource requests to the Logistics Section actually ends like this slide illustrates—with each resource request going directly to the responsible Logistics Section Unit.  
  • The request will likely be communicated via WebEOC, but may also be submitted via hard copy or even phone or email in more unusual situations. All forms of submission are acceptable. |
| 15 | ![Initiate Search](image)                                                           | • Once a resource request is received by a Logistics Section Unit, the Unit should initiate its search process for the resource. This begins by reviewing the request form in detail to understand exactly what is being requested, for what purpose (in case alternate resources need to be applied instead), when and where it’s needed, and what the urgency is. The end of this module will discuss how a resource request’s priority rating can affect the search, acquisition, and allocation process.  
  • Once the Unit understands the request, they should consider which source/route may potentially satisfy the request. The value of Module 4 (Resource Inventory) is particularly applicable at this step. Knowing which sources/routes to pursue requires an understanding of the resources currently available in the City, the types of pre-existing contracts, agreements, MOUs, etc. available through each department.  
  • The processes to acquire resources through each of the identified seven (7) sources/routes will be discussed in detail throughout this module.  
  • Once the Unit has determined which sources/routes to pursue, it should begin its research/canvassing efforts. It is acceptable to pursue resources through multiple sources/routes simultaneously; however, the Unit will need to constantly monitor those efforts and communicate status updates to all those working to fulfill the request to avoid duplications. |

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| 16 | ![Request Incomplete or Unclear?](image) | • By involving the Operations Section Coordinator, Deputy Operations Section Coordinator, and Resource Status Unit as gatekeepers for the Logistics Section, it is hoped they will catch most information deficiencies in resource requests before they get to the Logistics Section. However, it’s reasonable to assume incomplete or unclear resource requests may still make it to the Logistics Section. In these cases, the Logistics Unit that received the request is not to deny, reject, or ignore it. The Logistics Section Unit has an obligation to follow up with the request originator to get clarity from them. This should be an active process that involves directly engaging the request originator in a conversation and coaching them through the information that is needed. Similar to activities conducted in Module 5, the Logistics Section Unit should query the request originator using the essential resource details for resource requests.  
• If the Logistics Section Unit cannot reach the resource originator in a timely manner, then it should coordinate with the Operations Section approver that forwarded the request to the Unit (i.e., OSC, Deputy OSC, or Resource Status Unit). Once again, this should involve active conversations in an attempt to fill voids in information as soon as possible.  
• The Logistics Section Unit may feel that it is too busy to deal with incomplete or unclear requests or may even feel a desire to penalize the request originator that didn’t properly complete the form in the first place. The Logistics Section Unit must set these emotions aside. If the Section is busy, then the Unit Leader should proactively request additional support (perhaps from idle members of the Logistics Section) from the Section Coordinator as discussed in Module 3. An emergency is also no place for pettiness. The resource has already been deemed necessary for an emergency purpose; the Logistics Section Unit has an obligation to get it filled as soon as possible to meet the urgency regardless of how it feels about the request originator. |
| 17 | ![Search Process](image) | • Once the search process has begun it is not particularly complicated. The Logistics Section Unit should try any and all avenues available to it to find the resource as listed on this slide.  
• Most importantly, Unit personnel should not feel like they have to have the answers. It’s perfectly acceptable to reach out to other colleagues and stakeholders for recommendations. For example, if a nearby City dealt with a similar emergency in recent years, it would be appropriate to contact that City to learn where they received their resources from.  
• Ultimately, the Logistics Section Unit has one responsibility; to do whatever it takes to find the needed resource. |
This training will now review the process for acquiring resources through each source/route step-by-step. The presentation is animated so the instructor will speak to each action at a time.

The process for acquiring resources from city stockpiles/caches, via department-specific Professional Services Agreements, and other agreements will all follow the same process.

If mutual aid/assistance requests come through the EOC versus being satisfied by a department or DOC first, they may be routed to an appropriate department through the approach presented here or they may be forwarded to the Operational Area as addressed in slide 29.

The process for acquiring resources through this source/route, includes:

- The Logistics Section Unit will contact the City department/agency/bureau with primary responsibility/management of the resource, agreement, or Professional Services Agreement.
- The Logistics Section Unit will communicate the essential resource details (shown as ERD in diagrams in this module) for mobilizing the resource to the department/agency/bureau. This will be addressed further in Module 7.

Simultaneously, the Logistics Section Unit will support any deployment or ancillary needs requested of the providing department/agency/bureau (e.g., transportation, shipping, fuel, lodging). As previously discussed, the requesting Logistics Section Unit may not literally implement these supporting elements, but the Unit is responsible for working with other units/entities as necessary to ensure they happen.

Once the resource has been acquired, the Logistics Section Unit will populate the “Close Out” and “Source and Cost” information sections in the resource request form (addressed in slides 20 and 21). Ultimately the completed resource request form will be provided to the Documentation Unit (Planning and Intelligence Section) and/or Cost Recovery Unit (Finance and Administration Section) for record keeping and cost justification.

Once the resource has been acquired, the Logistics Section Unit should update its status. This will typically be done through WebEOC, but it may be through other methods, where the request’s status can be changed from “requested” to “fulfilled” with an estimated time of arrival (ETA). It should again be updated once the resource arrives, then when it is assigned to a mission, demobilized, and returned. Module 8 will address resource tracking in more detail.

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| 18 | ![Diagram](https://example.com/diagram.jpg)                                          | - Simultaneously, the Logistics Section Unit will support any deployment or ancillary needs requested of the providing department/agency/bureau (e.g., transportation, shipping, fuel, lodging). As previously discussed, the requesting Logistics Section Unit may not literally implement these supporting elements, but the Unit is responsible for working with other units/entities as necessary to ensure they happen.  
   - Once the department/agency/bureau with primary responsibility has received the mobilization information and ancillary needs have been addressed by the EOC, the department/agency/bureau will deploy the resource or activate the agreement to deploy the resource. The resource should then arrive at the requested location.
   - Once the resource has been acquired, the Logistics Section Unit will populate the “Close Out” and “Source and Cost” information sections in the resource request form (addressed in slides 20 and 21). Ultimately the completed resource request form will be provided to the Documentation Unit (Planning and Intelligence Section) and/or Cost Recovery Unit (Finance and Administration Section) for record keeping and cost justification.
   - Once the resource has been acquired, the Logistics Section Unit should update its status. This will typically be done through WebEOC, but it may be through other methods, where the request’s status can be changed from “requested” to “fulfilled” with an estimated time of arrival (ETA). It should again be updated once the resource arrives, then when it is assigned to a mission, demobilized, and returned. Module 8 will address resource tracking in more detail. |

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<td>19</td>
<td><img src="image1.png" alt="Image" /></td>
<td>• Although it would be an unlikely occurrence, there is a possibility that a department/agency/bureau could refuse to comply with a resource request from the EOC Logistics Section. If this occurs, the matter should immediately be reported to the Management Section. The Management Section (via delegations from the Mayor) and the Mayor himself/herself has authority to force compliance and resource sharing in emergency situations. This has been known to happen in other jurisdictions as a result of political posturing, territorialism, penalization, ego, and even simple selfishness. The lives of people and preservation of property and the environment cannot be risked by such pettiness.</td>
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| 20 | ![Image](image2.png) | • The previously mentioned updates to the “Close Out” and “Source and Cost” Information sections of the resource request form can only currently be updated in WebEOC by the LSC, Deputy LSC, or Finance/Admin Section Coordinator (FSC). All other Logistics Section Units must currently fill out the information via hard copy or via MS Word. They may then be updated in WebEOC at a later time by the LSC, Deputy LSC or their designee. Future upgrades to WebEOC will grant editorial authorities to all Logistics Section Units.  
• In the interim, filling out the information on a hard copy does not require the Logistics Section Unit to transcribe all the information from WebEOC to the resource request form. WebEOC automatically assigns each resource request a tracking number associated with the incident. The Logistics Section Units merely need to reference this number in the top left corner of the resource request form and then complete the “Close Out” and “Source and Cost” information. |
### Presentation Slides

#### 21

![Update Resource Request Form Close Out & Source/Cost Info (Cont.)](image)

- An image of the “Close Out” and “Source and Cost” Information sections of the resource request form is shown on this slide. The information requirements are fairly self-

### Additional Info/Participant Notes

- The Logistics Section Unit will contact an officer or authorized agent. It is likely fastest to first find authorized agents in the EOC, but it may be necessary to find a City officer/authorized agent from outside the EOC. Each officer/authorized agent has authority to make purchases of $500 or less without approval so long as the total doesn’t exceed $5,000 within a month. Therefore, each officer/authorized agent could be the Logistics Section’s vehicle for 10 purchases up to $500 each.

- Whether the request was fulfilled or not.
- When it was fulfilled and where it was delivered (as appropriate).
- How it was fulfilled (i.e., which source/route) and the name and contact information for the provider.
- Any associated contract numbers, purchase orders numbers, etc.
- Estimated cost, which department the cost is being assigned to, and account/cost codes (if applicable). As discussed in slide 24, procurement and cost related information may come from the Finance and Administration Section or other procurement officer to complete this section of the form.

---

### 22

![Source: Small Purchase from Vendor](image)

- This slide addresses the process for acquiring resources from vendors using small purchases. The process for acquiring resources through this source/route, includes:
  - The Logistics Section Unit will facilitate the purchase process. This may involve the completion of purchase paperwork, issuing a check, using a purchase/credit card, or providing cash. This process may require further involvement of the Finance and Administration Section and/or the City officer/authorized agent. The Logistics Section Unit will take any actions necessary to complete the transaction.
  - The Logistics Section Unit will support any deployment or ancillary needs negotiated with the vendor (e.g., transportation, pick-up, shipping, fuel). As previously discussed, the requesting Logistics Section Unit may not literally implement these supporting elements, but the Unit is responsible for working with other units/entities as necessary to ensure they happen.
  - Once the vendor has received payment, mobilization information, and ancillary needs have been addressed by the EOC, the vendor will deploy the resource. The resource should then arrive at the requested location.
  - Once the resource has been acquired, the Logistics Section Unit will populate the
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<td>o</td>
<td>The Logistics Section Unit will communicate the essential resource details for mobilizing</td>
<td>“Close Out” and “Source and Cost” information sections in the resource request form as it does with all requests. Again, the completed resource request form will be provided to the Documentation Unit and/or Cost Recovery Unit.</td>
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<td>o</td>
<td>The Logistics Section Unit should then update the resource request status as it also does with all acquisitions (addressed in Module 8).</td>
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### Source: Procurement/Contract (not-PSA) from Vendor

- This slide addresses the process for acquiring resources from vendors using contracts and other procurement vehicles (e.g., rental/lease agreements, purchase orders). Essentially, this process typically allows the City to acquire more expensive resources (greater than $500) for current use, but pay at a later date. The process for acquiring resources through this source/route, includes:
  - The Logistics Section Unit will identify and contact a vendor(s) to confirm their ability to satisfy the need. The Logistics Section Unit will inquire about availability, contracting/procurement terms, costs, and delivery.
  - The actual procurement must then be managed by an official Procurement Officer of the City. The preferable option for accessing a Procurement Officer is if one or multiple Procurement Officers have been assigned by their departments to a position in the Logistics Section. In these rare occurrences, the Logistics Section staff member may directly execute procurements under their regular authorities as a Procurement Officer. If there are no Procurement Officers staffing the Logistics Section, then the Unit may request procurement support from an appropriate department/DOC (likely GSD, ITA, or Personnel). Regardless of where procurement support comes from, slide 24 addresses the responsibilities of Procurement Officers in this process. As a reminder, these procurements will be for commodities as service contracts must be filled by individual departments via Professional Services Agreements or must be sent to the Operational Area.
  - The Logistics Section Unit will communicate the essential resource details for mobilizing the resource to the vendor once agreements are in place or while processing (addressed further in Module 7).
  - As usual, the Logistics Section Unit will support any deployment or ancillary needs negotiated with the vendor.
  - Once the vendor has received an agreement, mobilization information, and ancillary needs have been addressed by the EOC, the vendor will deploy the resource. The resource should then arrive at the requested location.
  - Once the resource has been acquired, the Logistics Section Unit will populate the “Close Out” and “Source and Cost” information sections in the resource request form, save its records, and update the resource request status as it does with all acquisitions.
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<td>24</td>
<td><strong>GSD/ITA/Personnel DOCs or Procurement Officer (Logs Unit)</strong>&lt;br&gt; • Initiates, negotiates, executes, and manages:&lt;br&gt;     • Vendor/supply contracts     • Purchase orders&lt;br&gt;  • Equipment rental agreements     • Lease agreements (e.g., property)&lt;br&gt;  • Travel arrangements     • Online purchases&lt;br&gt;  • IOUs     • Payment advances&lt;br&gt;  • Provides access to checks or purchase cards (if appropriate)&lt;br&gt;  • Need Cash?&lt;br&gt;     • Department/Officer petty cash&lt;br&gt;     • Controller’s Office request&lt;br&gt;     • Assistance from CAO (F&amp;A Section)&lt;br&gt; • The previous slide addressed the two options for accessing a City Procurement Officer to support the acquisition process:&lt;br&gt;  ○ Procurement Officer filling Logistics Section position&lt;br&gt;</td>
<td>○ Department/DOC Procurement Officer (e.g., GSD, ITA, Personnel)&lt;br&gt;  • As this slide identifies, the Procurement Officer will execute whatever type of agreement is necessary and for which they are authorized.&lt;br&gt;  • In the event vendors will only accept cash (which is fairly common following widespread disasters) then the Controller’s Office is the Logistics Section’s route to cash. The City Administrative Office (CAO), which leads the Finance and Administration Section, may provide assistance facilitating between the Logistics Section and the Controller’s Office.&lt;br&gt;  • The Finance and Administration Section also has the primary responsibility for informing EOC Sections (namely, the Logistics Section) of the emergency financial authorities and procedures currently authorized.</td>
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| 25 | **Contracting Flexibilities**<br> • City Council/Mayor may waive ANY normal contracting requirements during Proclaimed Emergencies (Admin Code §10.16)<br>     • Contracting flexibilities are not automatic!     • As requested by EOC (e.g., logistics) or Department (e.g., GSD, CAO)?<br>  • Make specific recommendations on waivers/alternations:<br>     • Competitive bid requirements:<br>     • Public notification, timing, multiple proposals, evaluation process, evaluation criteria (e.g., cost, approach, experience, history)<br>  • Spending limits/contract approvals     • Insurance requirements<br>  • Payment options/terms     • License requirements<br>  • Compliance requirements     • MBE/WBE/DBE requirements<br>  • Waivers likely limited to classes of contracts<br>     • Specify departments, boards, officers, or employees needing authority, types of contracts, specific vendors, etc.<br> • There is often a misconception that during a Proclaimed Local Emergency, all contracting requirements become flexible. While there is some truth to this, the belief that such flexibilities are automatic in the event of a Proclaimed Emergency is not true in the City of Los Angeles.<br> • While the Mayor or City Council can waive any and all normal contracting requirements during an emergency, this authorization must be deliberately approved in writing during each emergency. Portions of the City’s Administrative Code limit these contracting waivers to contracts "for materials, supplies and equipment" (a.k.a. Purchasing Contracts) while other sections are inclusive of the entire definition of contracts (including personal and professional services contracts). Where there is uncertainty, the EOC Legal Advisors may need to provide more clarity to inform the Mayor’s or Council’s decisions.<br> • It is also most likely that contracting exemptions will be limited in the authorization paperwork to specific departments, boards, officers, or employees, specific types of contracts, or other limitations. The widespread waiving off contracting requirements across all departments is highly unlikely.<br> • As a result, the Logistics Section Coordinator, in coordination with the Finance and Administration Section Coordinator, should be prepared to request contracting waivers/exemptions based on the conditions of the emergency. They should also do so under the assumption exemptions will not be authorized without a formal request.<br> • In their request, the Logistics and Finance and Administration Section Coordinators should identify what they want waived as this slide presents. For example, the City has a multitude of standard contracting compliance requirements—some of which are listed next. The
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|  | Logistics and Finance and Administration Section Coordinators may want to request all be waived or that particularly burdensome ones be waived.  
  - Affirmative Action  
  - Anti-Lobbying  
  - Drug Free Workplace  
  - Equal Benefits  
  - Equal Employment  
  - First Source Hiring  
  - Infrastructure Stabilization  
  - Living Wage Ordinance  
  - Slavery Disclosure  
  - Sweat-Free Procurement  
  - Transitional Job Program | for mobilizing the personnel (addressed further in Module 7).  
  - The Personnel Dept/DOC will then take any and all actions necessary to find, acquire, mobilize, and manage the required personnel.  
  - **Note:** At the time of this training, the Personnel Department was still reviewing its course of action options for managing the City’s emergency volunteer program. More specifics on the volunteer management process may be available at a future date.  
  - The Personnel Unit will maintain contact with the Personnel Dept/DOC to monitor progress and keep the EOC informed.  
  - As usual, the Personnel Unit will support any deployment or ancillary needs required to mobilize the personnel.  
  - Once departments, volunteers, or other personnel providers reach agreement with the Personnel Dept/DOC, mobilization information is shared, and ancillary needs have been addressed by the EOC, the personnel will be deployed. Personnel should then arrive at the requested location.  
  - Once the personnel have been acquired, the Personnel Unit will populate the “Close Out” and “Source and Cost” information sections in the resource request form, save its records, and update the resource request status as it does with all acquisitions.  

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This slide addresses the process for acquiring human resources from city departments (e.g., Disaster Service Workers [DSWs]), vendors, volunteers, or other sources. The process for acquiring resources through this source/route, includes:

- The Personnel Unit and Logistics Section Coordinator will request formal activation of the DSW Program by the Mayor per the *DSW Activation Standard Operating Procedure*.
- The Personnel Unit will contact the Personnel Department or Personnel DOC, which has the primary responsibility for the management of the DSW program, volunteer management, and the acquisition of personnel. The Personnel Unit will communicate the request requirements and essential resource details.
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| 27 | ![Source: Business Operations Center](image) | • This slide addresses the process for acquiring donated resources through the Business Operations Center (BOC). The process for acquiring resources through this source/route, includes:  
  o The Logistics Section Unit will contact the BOC Director or Deputy BOC Director and communicate the request requirements and essential resource details for mobilizing the donation (addressed further in Module 7).  
  o The BOC will then take any and all actions necessary and within its control to find, acquire, and mobilize the donations requested. In some cases, the BOC may already be in possession of donations that satisfy the request or may have a promise from a supplier to provide said resources. When this occurs, it is a responsibility of the BOC to proactively share information on available/promised resources with the  
    o Logistics Section or with the EOC as a whole through its BOC Report (addressed in Module 4). Additionally, in these cases, the mobilization of the donated resource may be fairly quick.  
    o The Logistics Section Unit will maintain contact with the BOC to monitor progress. Furthermore, if the Logistics Section Unit is soliciting other sources for the same resources, it has the obligation to keep the BOC apprised of its other efforts in the event the resource is acquired elsewhere; as to not duplicate efforts and resources.  
    o As usual, the Logistics Section Unit will support any deployment or ancillary needs required to mobilize the donated resources.  
    o Once providers reach agreement with the BOC, mobilization information is shared, and ancillary needs have been addressed by the EOC, the donated resource will be deployed. Donated resources should then arrive at the requested location.  
    o Once the donated resources have been acquired, the Logistics Section Unit will populate the “Close Out” and “Source and Cost” information sections in the resource request form, save its records, and update the resource request status as it does with all acquisitions. |
| 28 | ![Source: Operational Area](image) | • Before addressing the process for acquiring resources through the last source/route—the Operational Area (or other SEMS/NIMS level)—the conditions on which resources can be requested through the Operational Area (OA) need to be understood as presented herein. |
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<td><img src="image" alt="Diagram" /></td>
<td>EOC, then the resource request should be relayed to the OA (CEOC or OEM) via telephone, email, County-wide Integrated Radio System [available with instructions at the OA/OEM Agency Representative seat in the Liaison Officer “Pod”], fax, or runner.</td>
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<td>o If the resource request was submitted to the OA electronically (e.g., OARRS, email), then the Logistics Section Unit should immediately follow up with a phone or CWIRS call to the OA to ensure the request was received, is understood, and to convey its urgency. This should then be done at regular intervals thereafter.</td>
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<td>o Although it will likely not require prompting, the Logistics Section should notify the Planning and Intelligence Section when it begins to submit resource requests to the OA. This will serve as a reminder to the Planning and Intelligence Section to submit to the OA information on the City’s impacts and operational status that may affect the OA’s prioritization and allocation decisions.</td>
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<td>o As usual, the Logistics Section Unit will support any deployment or ancillary needs communicated by the OA necessary to receive the resource.</td>
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<td>o Once the OA or higher level of SEMS/NIMS has acquired the resource, the City should be notified. The resource will be deployed and should arrive at the requested location.</td>
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<td>o Once the resource has been requested of the OA the Logistics Section Unit will make note of it in the “Close Out” section of the resource request form. It will hold on to the form and later update it when the resource is acquired by the OA or higher level of SEMS/NIMS. At that time, the Logistics Section Unit will update the “Close Out” section and populate the “Source and Cost” information. Like others, the Unit will save the records, and update the resource request status as it does with all acquisitions.</td>
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- This slide addresses the process for acquiring resources from the Operational Area or higher levels of SEMS/NIMS. This may include mutual aid/assistance request that cannot be processed through other departments or routes (e.g., Emergency Managers Mutual Aid [EMMA]).

  - The Logistics Section Unit will communicate the request and mobilization essential resource details to the Operational Area (the County EOC if activated or LA County Office of Emergency Management [OEM] if the CEOC is not activated) in one of three ways: 1) by providing a copy of the resource request to a OA/OEM Agency Representative in the City EOC who has a seat in the Liaison Officer “Pod,” who will in turn upload the request the County’s emergency management information system (a.k.a. Operational Area Response and Recovery System [OARRS]) for processing; 2) if no OA/OEM Agency Representative is in the City EOC, then the Logistics Section Unit should directly upload the request to OARRS (more information will be provided in slide 32 followed by a demonstration); or 3) if OARRS is unavailable/inoperable and there is no OA/OEM Agency Representative in the City.
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| 30 | ![Resource Requests through SEMS](image) | • As discussed in the EMD’s G775/191 Courses, once a request is sent to the OA, the OA will seek to satisfy it from within the geographic County per its authorities. In the event it is unable to find the resource, it should forward the request to the CalOES Southern Region, and so on.  
• The status of the resource request may be difficult to track once it’s forwarded from the OA to a higher level of SEMS/NIMS. While the City should be assured protocols are in place to satisfy the requests, the City should also take some precautionary actions when this occurs as explained on the next slide. |
| 31 | ![Tips for Success](image) | • When resource requests are passed to higher levels of SEMS/NIMS then the City should continue to contact the OA and encourage the OA to seek out updates from the higher levels of SEMS/NIMS on the City’s behalf. The OA may otherwise be too busy to maintain that level of awareness.  
• In addition, the City should be sure its “business case” has been communicated to the OA to inform the resource prioritization and allocation decisions at the OA-level and each level above it. This is also essential to mutual aid/assistance requests that circumvent the City EOC. At some point, those requests may reach an OA, Regional, or State Mutual Aid Coordinator sitting in the OA, Regional, or State EOC, respectively. Although the City EOC may be unaware of the mutual aid/assistance requests, the Mutual Aid Coordinator may be using the City’s Jurisdiction Report for the OA, IDEs, or Proclamations to inform prioritization and allocation decisions. There is a symbiotic relationship there even though the EOC may be unaware of it. |
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| 32 | ![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 “For”)  
  - 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 |  
- As mentioned in slide 29, any member of the Logistics Section may need to submit a resource request to the OA via its emergency management information system.  
- Participants will receive a copy of the Resource Request “How To” Guide for OARRS and a demonstration of the process will then be provided by instructors. |
| 33 | ![MODULE 6: DEMONSTRATION: OPERATIONAL AREA RESPONSE AND RECOVERY SYSTEM (OARRS)]() |  
- A practical demonstration of the resource request submission process to the OA via OARRS will be conducted. |
| 34 | ![Competing Demands for the Same Limited Resource](https://oarrs.lacounty.gov/oarrs/home/login.jsp)  
- 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  
  
**INCIDENT SEVERITY**  
CRITICAL: Total Score 26 to 30 points  
HIGH: Total Score 21 to 25  
MODERATE: Total Score 16 to 20  
LOW: Total score 15 or less |  
- This module has now addressed all the avenues the Logistics Section has to acquiring resources. In the event resources or time is scarce, it may be necessary for a Logistics Section Unit to prioritize its searches and manage its time using the incident/resource prioritization category applied to the resource request by the Operations Section.  
- Remember, the job of the Logistics Section is to seek out and acquire ALL resources without undue delay to satisfy the urgency of the request. The Logistics Section should not “pick and choose” the resources it acquires as all were deemed essential for response or recovery operations. If the Unit is becoming backlogged, ...
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| | then the Unit Leader should request additional support or delegate assignments as addressed in Module 3. Per the priority rating and time/date the resource is required, the Logistics Section Unit may sequence its acquisitions.  
• Once resources are acquired, the Unit may in turn sequence the allocation/delivery strategy to meet higher priority needs first.  
• In the event the Unit cannot acquire all resources to meet needs, it should deploy the resources it was able to acquire per the priority rating and then continue its search for more resources. If the Unit thinks it may possibly be better to only partially satisfy multiple requests for the same resource by splitting up the allocation into less than requested quantities, but thereby support more requestors, then it should check with the Operations Section Coordinator, Deputy Operations Section Coordinator, or Resource Status Unit first. This is not a decision to be made by the Logistics Section Unit or Logistics Section Coordinator. The Logistics Section may then implement the allocation decision made by the Operations Section. |
| | 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., BDC, MOUs, contracts)  
• It’s also possible and likely that the Logistics Section Unit will receive multiple requests for the same resource with all requests having the same priority rating (e.g., “Critical”). In these cases, the Logistics Section is not to make further prioritization decisions based on its opinions. Rather, the Logistics Section Unit facing the challenge should immediately approach the Operations Section Coordinator, Deputy Coordinator, or Resource Status Unit to receive their advance and further prioritization decisions. With that information, the Logistics Section Unit may then establish its search, acquisition, and allocation sequence.  
  • If resources remain scarce, the Unit should never give up searching until all resource needs have been met. This may include making requests to the OA, which is, at minimum, always a place of last resort. As additional resources arrive or are acquired, they should be allocated/distributed based on the priority ratings. |
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| 36 | ![Image](image.jpg) END OF MODULE 6 ORDER AND ACQUIRE RESOURCES                    | • The sixth module addressed all the avenues the Logistics Section has to acquiring resources and the steps involved in pursuing resources through each avenue. It also explained the sphere of influence related to each unit within the Logistics Section as it relates to resource acquisition and other coordination and planning responsibilities. Lastly, the module revisited the concept of incident/resource prioritization as it relates to the acquisition and allocation of scarce resources during this phase.  
• This represents the conclusion of the sixth module of the course. |
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<td><img src="image1.png" alt="Image" /></td>
<td>This is the beginning of Module 7. Now that this course has covered how the EOC receives resource requests, prioritizes requests (as needed), and acquires resources, the next phase in the NIMS Resource Management Lifecycle is to properly mobilize acquired resources. Mobilization is a process that consists of multiple steps for successful and effective completion. This module will address all steps in the mobilization process.</td>
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<td><img src="image3.png" alt="Image" /></td>
<td>After the seventh module, participants should be able to explain the process for mobilizing resources, identify the ancillary services the City/EOC may need to provide/support/coordinate on behalf of mobilizing resources, and the Logistics Section’s role throughout the process.</td>
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| 4 | ![Mobilize Resources Diagram](image) | • As addressed in Module 1, this training is using the NIMS Resource Management Lifecycle to demonstrate the entire resource management process for the City. The third step in the NIMS Resource Management Lifecycle after an incident is to mobilize the resources.  
• At this point, needed resources have been identified, prioritized, and a resource request has come into the EOC. In the EOC, the needed resource has been located and ordered/acquired. This module will focus on how resources are prepared for assignments and mobilized to where they are needed. Just as with the other phases, there are pre-identified steps to take in ensuring resources are efficiently mobilized.  
• Within the Logistics Section, each Unit will again need to be familiar with how to mobilize the resources specific to their Unit (e.g., personnel, facilities, ground support, technology, supplies). |
| 5 | ![Mobilizing Resources](image) | • Depending on the complexity of the mobilization effort, it may be appropriate to develop a formal mobilization plan. This may occur in the EOC or at the location where the resource is going to be employed depending on the situation. Typically, mobilization plans are developed when entire operations are being stood up (e.g., Shelter, Local Assistance Center, Logistics Staging Area). If a mobilization plan is necessary, it may dictate many of the elements contained in this module as well as the sequence of events and their timing.  
• In addition, even though the City EOC will not be directly involved in the mobilization of most mutual aid/assistance resources (e.g., law, fire/rescue, public works), the Logistics Section should be aware of exemplary mobilization plans already in place that can be used as a model for other types of resources.  
• What lessons can Logistics personnel in the EOC glean from these other mobilization documents?  
  o Procedures are important and need to be followed.  
  o All involved parties need to be aware of the procedures.  
  o Resources need to be effectively prepared, assembled, and briefed.  
  o Resource providers must be aware of what will be provided by the requestor and what they are responsible for (e.g., food, lodging, transportation). |
### Presentation Slides

#### 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

- Before presenting the mobilization process, it is important to remember that the more complex the incident is, the more complex the resource ordering and mobilization processes may be. There may be many more agencies involved, multiple incidents competing for the same resources, and resources may be coming from farther away. Don’t underestimate the increased workload that may result with a complex incident.
- Maintaining ordering discipline and coordination/communications standards will assist in avoiding duplication of effort, additional expense, and errors or omissions around satisfying resource requests.

### Additional Info/Participant Notes

- In most incidents, local resources and local mutual aid and assistance agreements will provide the first line of emergency response and incident management. If the Operational Area, Region, or State cannot meet the needs, they may arrange support from another State through an agreement, such as the Emergency Management Assistance Compact (EMAC), or through assistance agreements with nongovernmental organizations.
- If additional resources and/or capabilities are required beyond those available through interstate agreements, the Governor may request Federal assistance.
- A Joint Field Office (JFO) may be established to manage and coordinate the integration of State and Federal assistance (technical specialists, funding, and resources) made available based on the specifics and magnitude of the incident. In instances when an incident is projected to have catastrophic implications (e.g., severe weather/storm, regional flooding), States and/or the Federal Government may pre-position resources in the anticipated incident area.
- Keep in mind that most resource requests will be handled at the Field and DOC levels before ever coming to the EOC, but realize there may be a lot more going on with regards to resource management beyond what the EOC is seeing.

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<td>6</td>
<td><img src="image" alt="Mobilizing Resources During Complex Incidents" /></td>
<td>- In most incidents, local resources and local mutual aid and assistance agreements will provide the first line of emergency response and incident management. If the Operational Area, Region, or State cannot meet the needs, they may arrange support from another State through an agreement, such as the Emergency Management Assistance Compact (EMAC), or through assistance agreements with nongovernmental organizations.</td>
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<td><img src="image" alt="1. Make Notifications" /></td>
<td>- Whether the resource being mobilized is from city stocks, existing contracts, the Operational Area, or mutual aid, the City needs to follow processes and procedures to ensure the mobilized resource is received properly, prepared and equipped for its assignment.</td>
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- The first step to efficient mobilization is to ensure the provider of the resource is properly informed. Just as when requesting a resource, essential resource details must be provided to the provider before resources are deployed.
- The individuals conveying this information should use this list as a checklist to ensure mobilizing personnel or the resource provider has all the information needed to come prepared and arrive in a timely manner.
- This practice also supports the development of the Common Operating Picture (COP) between agencies and organizational levels with resources involved in the operation.
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| 8 | ![Ongoing Communications](image1.png) | • Until the resource is delivered, and unless otherwise negotiated with the intended recipient of the resource, the Logistics Unit that fulfilled the resource request should maintain contact with the resource (as appropriate) to help address obstacles, answer questions, track the estimated time of arrival, and communicate any changes in mission, delivery location, or other delivery instructions.  
  • The time of arrival should not be the first time the resource communicates with the City since mobilization instructions were provided.  
  • If another level of government (e.g., Operational Area) or mutual aid partner mobilized a resource on behalf of the City, then the EOC should acquire the contact information for the resource from the person that fulfilled the request so the City may maintain this ongoing communication during the mobilization process.  
  • Enter estimated times of arrival in WebEOC as appropriate. |
| 9 | ![2. Equip Resource](image2.png) | • The second step to properly mobilize a resource is to ensure the resource is equipped for the assignment and the length of time it may be needed.  
  • It may be necessary to acquire and/or assign equipment or supplies to the mobilizing resource to position it for effective integration into the response and recovery effort. For example, an incoming team may need a City radio to communicate with other City responders.  
  • Properly equipping the incoming team may mean more than providing equipment; it may mean providing copies of plans, communications directories, credentials (as previously discussed), and other items. Equipping an incoming resource may require resource fulfillment activities in and of itself. |
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| 10 | ![3. Train/Inform Resource](image) | - The third step to properly mobilize a resource is to ensure the resource is trained and informed to fulfill the assignment.  
- The incoming resource, namely personnel, may require training or familiarization to effectively accomplish the mission assignment. Depending on the type of training, this may be something that has to happen prior to mobilization or after arrival, or may be something the EOC or Field/DOC may need to coordinate.  
- At minimum, arriving personnel must be provided with a briefing (similar to an orientation) when being provided with their assignments on-site. This slide lists the essential resource details that should be relayed to arriving personnel. |
| 11 | ![Personnel Unit Role](image) | - The Logistics Section/Personnel Unit may be responsible for coordinating a variety of activities and resources associated with incoming personnel. These incoming personnel may have been acquired by another Logistics Section Unit or the Operations Section, but the Personnel Unit may nonetheless be engaged to support the mobilization effort.  
- This slide lists a number of activities with which the Personnel Unit may provide assistance. Like equipping and training incoming resources, some of these activities may require resource acquisition activities of their own.  
- **Note:** For State resources, the requestor is usually required to provide fuel, food, shelter, and support other extraordinary costs associated with the response activities of provided resources. |
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<td><img src="image" alt="Personnel Unit Role (cont.)" /></td>
<td>• This slide provides a continuation of the responsibilities of the Personnel Unit. While not all of these activities may have to be completed during the mobilization phase (they may have previously been completed, may not be needed until a later point, or may not be needed until a policy decision is made [e.g., child care]), these may be items the City has to be prepared to address to encourage personnel to report for duty or to support their safe involvement in the operation.</td>
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| 13 | ![4. Transport/Deliver Resources](image) | • The fourth step to properly mobilize a resource is to ensure the resource is transported or delivered to the reporting location.  
• The fulfilling Logistics Section Unit should coordinate with the resource provider to determine what transportation services are available and appropriate, and who will be coordinating them. It is unlikely that all these activities will be required, but the fulfilling Unit should be prepared to coordinate whatever transportation services are necessary.  
• This may require coordinating with other Logistics Section Units, namely the Ground Support Unit and Supply Unit, or the Finance and Administration Section to coordinate necessary delivery/transportation services. |
| 14 | ![Logistics Role with Staging or Assembly Areas](image) | • All Units of the EOC Logistics Section may be called upon to support the establishment of a Logistics Staging Area (LSAs). LSAs require their own personnel, equipment, facilities, transportation, and communications, which each Logistics Unit will contribute to.  
• The need for an LSA will likely be determined by the Operations or Management Sections, but may involve the input and coordination of the Logistics Section Coordinator or Deputy Coordinator as well.  
• If an LSA is established then the incoming resource should be provided appropriate... |
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<tr>
<td>15</td>
<td><img src="image1.png" alt="Image" /></td>
<td>• Once the resource has arrived, is equipped and trained, and has been provided its mission assignment and a briefing, the resource will be put to use by request originator or the person the resource is reporting to—in the EOC, a DOC, Field, or other ancillary location as appropriate.</td>
</tr>
</tbody>
</table>
| 16 | ![Image](image2.png) | • If the City is providing a resource, ensure the requestor and providing department understand the time constraints associated with assembling resources, the need to properly brief and equip personnel resources, and how equipment needs to be prepared for immediate use.  
• Transportation costs of the resource need to be clarified up front so there are no surprises for either the requestor or the provider of the resource.  
• Make sure all financial arrangements are properly documented and in place before the resource is put to use. |
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</table>
| 17 | ![Presentation Slide](image.jpg) | • As this course has illustrated, there is a lot more involved in requesting a resource than just receiving a request. The requestor needs to know that there may be additional activities the requestor will need to undertake to be provided the requested resource.  
• This slide lists some of the issues that any resource requestor should be aware of when requesting resources. |
| 18 | ![Diagram](image.jpg) | • Many jurisdictions have experienced gaps and problems implementing the resource management lifecycle during past emergencies: resources have not been ordered correctly; important information was not passed to the provider; resources have been unnecessarily delayed in transit; or sat unused in staging areas.  
• A complete understanding of the NIMS Resource Management Lifecycle and the necessary steps within each phase is needed to ensure the needed resource is received when needed and used to fulfill an essential role in the response to, or recovery from, a disaster.  
• The Logistics Section is intimately involved with this process. Each unit within Logistics needs to be familiar with the steps within the mobilization phase and apply or customize (as necessary) the procedures to their unit. Mobilization for each unit will follow the same steps but the focus will be different:  
  o Personnel Unit will ensure personnel resources are properly informed, equipped, trained, transported.  
  o Facilities Unit will ensure facility managers are notified/informed, the facility is properly equipped for its purpose (e.g., shelter, Point of Distribution, Local Assistance Center)  
  o Ground Support Unit may be involved with transporting resources from an assembly area to an incident staging area by mobilizing trucks and operators.  
  o Technology Unit may need to ensure that all mobilized resources have appropriate communications, including programming, testing, and distributing. |
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<tr>
<td>19</td>
<td>![Slide Image]</td>
<td>• A practical application activity associated with the instruction covered in this module thus far will now be conducted.</td>
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</table>
| 20 | ![Slide Image] | • The seventh module just addressed the process for mobilizing resources, identified the ancillary services the City/EOC may need to provide/support/coordinate on behalf of mobilizing resources, and the Logistics Section’s role throughout the process.  
• This represents the conclusion of the seventh module of the course. |
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<tr>
<td>1</td>
<td><img src="image" alt="Image of City of Los Angeles Emergency Operations Center (EOC)" /></td>
<td>This is the beginning of Module 8. This Module will focus on the fifth phase in the NIMS Resource Management Lifecycle—Resource Tracking and Reporting. Resource tracking occurs prior to (Phase I - Inventory Resources), during, and after an incident. This process tracks the location and status of resources requested, ordered, and deployed in support of the response or recovery operation. Resource tracking and the previous topics, especially ordering and acquiring resources and mobilization, are directly linked.</td>
</tr>
<tr>
<td>2</td>
<td><img src="image" alt="Image of MODULE 8 TRACK AND REPORT RESOURCES" /></td>
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</tr>
<tr>
<td>3</td>
<td><img src="image" alt="Image of Module 8 Enabling Learning Objectives" /></td>
<td>After the eighth module, participants should be able to explain how resources are tracked, who is responsible for tracking resources and how resource status is reported at various levels throughout the City. Participants will also be introduced to some best practices for tracking resources from the Field, DOC and EOC perspectives. As it relates to reporting, this module will address the Section and Department Reports required of certain positions in the Logistics Section.</td>
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| 4  | ![Track and Report Resources](image) | • As addressed in Module 1, this training is using the NIMS Resource Management Lifecycle to demonstrate the entire resource management process for the City. The fourth step after an incident in the NIMS Resource Management Lifecycle is to track and report the status of resources.  
• Within the Logistics Section, each Unit will again need to be familiar with how to track and report the status of resources, the Section, and potentially their department specific to their Unit (e.g., personnel, facilities, ground support, technology, supplies). |
| 5  | ![Different Purposes at Different Levels](image) | • Resources are tracked, sometimes simultaneously, by multiple levels of the response operation, but typically for different purposes.  
• Tracking resources at the Field level serves various purposes. First and foremost is for the safety and security of responders, equipment, and other resources. Once a resource is checked-in, the Field command will be able to locate the resource at any time to ensure it is operating in a safe location and manner as assigned. The resources will then also be included in any incident security measures. Incident managers use established procedures to continuously track resources from mobilization through demobilization.  
• Tracking resources in route allows incident personnel to properly prepare to receive them (e.g., set up Staging Areas, assign a Check-In Recorder, identify resource assignments, prepare supporting equipment or training, and make arrangements for food and lodging).  
• The sooner a receiving agency becomes aware a resource has checked-in, the sooner an assignment can be made or a team can be deployed for a mission.  
• And finally, tracking resources in the Field helps incident managers identify resource assignments, changes needing to be made to assignments, adjustments to resource ordering, decisions to release unassigned or extra resources, and strategies for servicing out-of-service resources.  
• Tracking resources in the EOC takes on a different perspective. The **EOC is not tracking the resources that are already being tracked by the Field or DOCs, but rather is tracking those resources that are not being tracked anywhere else in the system—typically those resources from outside the City that it acquired** (e.g., resources that are not being requested through existing mutual aid systems).  
• The EOC needs an overall picture of the availability of resources, but not individual specifics, to identify potential resource shortfalls.  
• Knowing resource shortfalls, the EOC may need |
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|  | to consider prioritizing allocations of critical resources to maximize the life/safety, property and environmental protection, or consider reassigning scarce resources from a lower priority to one with a higher priority.  
• The EOC will also need to follow-up with any mobilized resources it is tracking to ensure they are returned to the provider and paid for as necessary. | • And finally, the EOC Finance/Administration Section depends on efficient resource tracking from the Field, DOCs and the EOC to assist with the cost recovery process. When compiling the documentation for cost recovery, resource tracking will be another component that assists in fully documenting what resources were being used, where resources were being used, for how long, and for what purpose. Complete documentation will increase the probability of maximum reimbursement should opportunities be available. |

| 6 |  | • At the City EOC  
○ **Operations Section Branches** will receive resource requests and resource status information from DOCs or the Field. The Operations Section Branch will forward approved resource requests on a Resource Order Form or through WebEOC to the EOC Operations Coordinator, Deputy Coordinator or Resource Status Unit in Operations. Each Branch is responsible for tracking what requests they received and where the request was sent or how it was fulfilled (if by another Branch or department).  
○ **Operations Section Coordinator, Deputy Coordinator, or Resource Status Unit** receives resource requests from EOC Operations Section Branches and/or from all other Sections and representatives in the EOC (Resource Status Unit). Each of these positions will track resource requests they assign to another Operations Section Branch to fulfill and will monitor the status of those they forward to the Logistics Section.  
○ **Logistics Section** receives approved resource requests from EOC Operations Section Coordinator, Deputy Coordinator, or Resource Status Unit. The Logistics Section tracks the status of resources it acquires and updates status information in WebEOC. |

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**Dispatch** may be the first entry point for resource requests and documenting these requests for most emergency response agencies. Dispatch records the request and fulfills the resource request according to dispatch protocols. Dispatch activities are documented, recorded, and in many instances, are graphically displayed as resources get assigned to incidents.  
**At the Field/DOC level,** the Logistics Section may be the first point of documentation of the resource order. The Planning and Intelligence Section, Resource Status Unit (or equivalent) will be responsible for tracking all resources tactically assigned to the incident. The Field/DOC Operations Section will be responsible for tracking of all resources assigned to the Operations Section itself.
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</table>
| 7 | ![Tracking Categories](image)  
- From ordering and mobilization through demobilization and return  
  - Status  
    - Request Processing  
    - Ordered  
    - Mobilized/ETA  
    - Arrived/Available  
    - Assigned/In Use  
    - Out of Service  
    - Demobilized/Returned  
  
  - 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)  
  
  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)  |  
- Each position involved in tracking resources will either directly track or monitor and report on the status of the resource per the categories identified in this slide (up or down its chain of command).  
- The primary resource tracking database in the EOC will be maintained by the Resource Status Unit and updated by others as appropriate (e.g., Logistics Section Units as they acquire resources).  
- In the EOC, the location of resources will probably not be tracked in real-time (unless that technology is available), but rather as the status of the resources changes (e.g., from available to assigned, or from assigned to out-of-service, or from out-of-service to available).  
- Once a resource is mobilized, then typically updates regarding its status will then come from the Operations Section (if the resource is being used by the Field or a DOC) or the EOC Section that initiated the request in the first place. |

| 8 | ![WebEOC Only Tracks Request Status](image)  
- 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 (e.g., in the interim, other tool must be used)  
  
  Status:  
  - Type:  
    - Assigned  
    - In Progress  
    - Orders  
    - Cancelled  
    - Closed  
    - Sent to CalOES  
  
  City’s request form is designed to track the resource as it is requested.  
  
  The process of tracking and reporting resources starts when a resource is requested. Whether in the Field, a DOC, or the EOC, request originators, their designees or liaisons will fill out a Resource Request Form in hard copy or via WebEOC. See Module 5 for more information on the details of the Resource Request Form.  
- The City uses WebEOC to facilitate resource ordering and information management in the EOC.  
- At this time, the City’s version of WebEOC only tracks the status of the resource request (e.g., In Progress, Closed, Sent to CalOES, Sent to the Operational Area). Logistics Section Units should update the status as they work on the request.  
- Once the resource is acquired the status of the request becomes “Closed” in WebEOC, but additional tracking of the resource still needs to occur. The Resource Status Unit in the Operations Section and each Unit within Logistics will be responsible for keeping track of the status of the resources (e.g., available, assigned, en route, out-of-service, demobilized) they acquired under their purview (e.g., personnel, facilities, technology, ground support, supplies).  
- Currently in the City EOC, there is no formal procedure for tracking the status of resources once mobilized/assigned. In the interim, another approach should be used. The Logistics Unit can make notations in the “Comments” section of WebEOC related to the acquired resource or another format may be used as identified in slides 9 and 10 of this module). Additional status options for tracking the resource may be added to future iterations of the City’s WebEOC system. |
### Presentation Slides

**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

- Since tracking needs to go beyond the current capabilities of the City’s WebEOC system, the EOC should use any format that works best and is accessible throughout the EOC in real-time. A color-coded spreadsheet, for example, is typically a useful and easy-to-follow tool the City may consider during these times. It can be projected or shared through a network.

### Additional Info/Participant Notes

- Multiple types of information management systems can support resource tracking. The data in these information management systems is often critical in tracking resource status through multiple staff changes and operational periods.
- Some systems can provide real-time data while others provide updates on the status of resources as information flows into the system. For example, many departments are able to track their own resources using a combination of GIS with transportation tracking systems to visually see where all of their resources are in real-time. Others use bar-code systems to track inventory supplies. In a fast-paced environment where different jurisdictions and functional agencies are managing different aspects of the incident, each jurisdiction must coordinate their tracking and reporting efforts.

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### Presentation Slides

**Manual Resource Tracking**

- Although there are many resource tracking and information management computer systems available, there are also manual systems that have been used successfully for many years and are still used at many field Incident Command Posts (ICPs) and EOCs to track resources. Of importance is to understand the process for tracking resources rather than the system.
- In manual systems, a databased or other basic software may be used as previously mentioned.

### Additional Info/Participant Notes

- Another option is to assign each resource assigned to an incident a card (T-card). Cards come in different colors. In the fire service, for example, these colors represent certain “types” of resources (e.g., rose colored cards represent engines, blue color cards are helicopters, yellow cards are equipment). The cards that represent resources are then organized into columns with the status categories previously discussed (e.g., assigned, available, out-of-service). The cards are moved from column-to-column as appropriate to represent the resource’s status.
- In smaller activations or respective to individual aspects of a larger activation, the T-card system can be replicated in an EOC environment using different colored sticky notes and a display board, window, or wall. An EOC can replicate the same status columns as the T-card system. The colors may be used to signify different types of resources as well.
- Smaller jurisdictions or small incidents have even used magnetic maps with colored magnets to represent different assigned resources.
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<tr>
<td>11</td>
<td><img src="image" alt="MODULE 8" /></td>
<td>• A practical application activity associated with the instruction covered in this module thus far will now be conducted.</td>
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</table>
| 12 | ![Section Reports](image)  | • The Section Report will be integrated into the EOC 909 Situation Report for coordination and planning purposes. For example, the Finance and Administration Section will review it for cost recovery/reimbursement considerations, and other EOC Sections may review it to inform proper resource allocation decisions.  
• The Logistics Section Coordinator is responsible for uploading the Logistics Section's Report to WebEOC or submitting a hard copy if requested.  
• The Section Report does not contain information on individual resource requests, but rather a summary of issues related to resources in general.  
• If the resource status system is available in real-time to all EOC responders, then individual resource updates are not necessary in the Section Report. However, at other intervals, the Resource Status Unit may proactively report on foreseeable shortfalls, more efficient approaches for using resources, and available valuable resources that have gone unused.  
• Upon request, on a periodic basis, or per the EOC ConOps, the Logistics Section Coordinator or Deputy provides Section Reports to the Planning and Intelligence Section. This report contains macro-level resource information and summarizes the status of the Section, its activities, and any challenges. |
### Presentation Slides

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<th>Section Reports (cont.)</th>
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| 13 | - 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) |

### Additional Info/Participant Notes

- The Section Report includes prompts/placeholders for inclusion of the information identified herein.

### Department Reports

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| 14 | - 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  
    - Upon request, on a periodic basis, or per the EOC ConOps, the Logistics Section Coordinator is also responsible for submitting GSD's Department Report to the Planning and Intelligence Section. The Technology and Personnel Unit Leaders will do the same for ITA and the Personnel Department, respectively.  
    - As Module 3 explained, this is because no other agency representation from these departments is present in the EOC.  
    - The Department Report provides insight into the impacts an emergency is having on a department, including direct physical and operational impacts and the role the department is playing in response or recovery efforts, if any.  
    - Since each Unit in the Logistics Section will likely be busy with their resource management responsibilities, they are highly encouraged to pass this responsibility to their off-site department representative or DOC. While those off-site cannot upload the report to WebEOC, they can at least provide the Logistics Unit with all the information so they can easily and quickly copy and paste into WebEOC to meet the reporting requirement. |

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City of Los Angeles 8–7 Emergency Management Department
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<td>15</td>
<td><strong>Department Reports (Cont.)</strong></td>
<td>• The Department Report includes prompts/placeholders for inclusion of the information identified herein.</td>
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<td>• Department’s level of operation/functionality</td>
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<td>— Status of divisions, functions, and personnel</td>
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<td>— Potential impacts on City services to the public</td>
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<td>• Tangible damages/impacts on the department (and cost estimate)</td>
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<td></td>
<td>• Summary of tasks/activities to address damages/impacts or to support City response</td>
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<tr>
<td></td>
<td>• Summary of pending tasks/activities for current Operational Period or next Operational Period related to damages/impacts or to support City response</td>
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<td>• Resource issues/concerns or potential shortages</td>
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<tr>
<td>16</td>
<td><strong>Information Considerations</strong></td>
<td>• Section and Department Reports are not a presentation of raw data. Instead, it is the product of an analysis function that then results in relevant, summarized, and actionable information.</td>
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<td></td>
<td>• Is the information relevant to the EOC?</td>
<td>• Those tasked with development of a Section or Department Report should consider the questions in this slide when conducting their analysis of raw data and determining what should be reported to the EOC. Only relative information of an appropriate level of detail should be included. The EOC is concerned with major incidents that may have City-wide effects; not every minutiae being experienced by a department or the Section. Where possible, data should be bulleted, abbreviated, or shown as images, maps, or graphics—an image speaks a thousand words.</td>
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<td>— What actions are underway to address current objectives, demands, or impacts?</td>
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<td></td>
<td>— What actions are underway to control or mitigate problems, demands, or impacts?</td>
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<td>— Is there information that may affect course of action decisions of other EOC Sections/Units or City departments?</td>
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<td>— If not, do not include.</td>
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<td>• Capture the big picture not the minutiae</td>
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<td>• Include only specific items if of significance or uniqueness to require individual attention/action</td>
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<td>• How does it need to be presented/summarized to quickly mean something to the Mayor, EOC Management or other EOC Sections?</td>
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<td>• Use images, maps, graphics as much as possible</td>
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</table>
| 17 | ![Presentation Slides](image) | • The eighth module just addressed how resources are tracked, who is responsible for tracking resources and how resource status is reported at various levels throughout the City. Participants were introduced to some best practices for tracking resources from the Field, DOC and EOC perspectives. As it relates to reporting, the module addressed the Section and Department Reports required of certain positions in the Logistics Section.  
• This represents the conclusion of the eighth module of the course. |
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<td>1</td>
<td><img src="image1.png" alt="Image of City of Los Angeles Emergency Operations Center" /></td>
<td>• This is the beginning of Module 9. This module will focus on the last two steps in the NIMS Resource Management Lifecycle related to demobilizing and recovering resources and facilitating remuneration as appropriate.</td>
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<tr>
<td>2</td>
<td><img src="image2.png" alt="Image of Module 9" /></td>
<td>• The Recover/Demobilize phase includes multiple steps for safely and effectively releasing and returning resources. The final phase of the resource management lifecycle is to adjudicate and close out the financial obligations associated with using the resource. The latter portion of this module will quickly address the considerations associated with remuneration, but will not cover the City’s detailed process for issuing or receiving payments.</td>
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<td>• The term “remuneration” is being used here because “reimbursement” in the emergency management field is often associated with State and/or Federal reimbursement/cost recovery after a disaster. To avoid this limited perspective, this training uses “remuneration” to imply the settling of financial obligations among all involved parties whether receiving or issuing payments.</td>
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| 3 | **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  | • After the ninth module, participants should be able to explain the process by which resources are demobilized or recovered, the role of the Logistics Section during these steps, and should have a general understanding of remuneration concepts and documentation expectations. |
| 4 | **Recover/Demobilize Resources**  
- Recovery involves the final disposition of all resources, including those located at the incident site and at fixed facilities. During this process, resources are rehabilitated, replenished, or disposed of as appropriate.  
- Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. Demobilization planning should begin as soon as possible to facilitate accountability of the resources. During demobilization, various levels of incident management (Field, DOCs, and EOC) coordinate to prioritize critical resource needs and reassign resources (if necessary).  | |
| 5 | **Demobilization/Recovery Steps**  
- The Demobilization phase includes the multiple steps listed in this slide.  
- The same level of care and planning should be given to the demobilization process as mobilization. The City has a duty to see that resources are safely and effectively returned, replenished, or restored. The City would expect the same of its resources when offered to others.  
- The demobilization planning process, particularly for more complex resources or whole operations should begin as close to mobilization as possible. While the Field, DOCs, or the Demobilization Unit in the EOC Planning and Intelligence Section will drive the formal demobilization planning process, the Logistics Section will likely play an advisory and integral role. | |
### Presentation Slides

1. **Demob Decision & Strategy**
   - Determined by appropriate leadership/supervisory positions (Head, 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

2. **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

- Positions involved in the resource management lifecycle will find the demobilization process nearly mirrors the mobilization process, but in role. Each Unit within the Logistics Section will be supporting the demobilization of the resources they earlier acquired/mobilized.
- Early demobilization planning facilitates accountability and makes the transportation of resources more efficient in terms of both costs and time of delivery.

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<tr>
<td>6</td>
<td>1. Demob Decision &amp; Strategy</td>
<td>• The first step in the demobilization process is to decide when a resource is to be demobilized. This decision typically rests with the resource’s supervisor (e.g., Incident Commander, DOC Manager, EOC Section Coordinator, or the manager of an ancillary facility that is using the resource [e.g., Shelter, Local Assistance Center, Temporary Morgue, Debris Collection Site]). These positions will determine the appropriate timing and situation to demobilize the resource. There are multiple reasons why a resource may be demobilized as identified herein.</td>
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| 7 | 1. Demob Decision & Strategy (Cont.) | • Discuss EOC priorities with other EOC Sections so that if demobilization occurs in a phased fashion the operations of other Sections will not be negatively affected.
   • Be aware of the staffing and equipment needed to ensure adequate resources are still available to implement the demobilization strategy.
   • Attempt to phase-out of the incident by identifying supplies and personnel no longer required or in use, and release them accordingly.
   • Organizations should watch for “first in, last out” syndrome. Resources that were first on scene should be considered for early release. Also, these resources should be evaluated for fatigue and the distances they will need to travel to their home base prior to release.
   • Expensive resources should be monitored carefully to ensure they are released as soon as they are no longer needed, or to determine if their task can be accomplished in a more cost-effective manner. |

- When planning to demobilize resources, consideration should be given to the list presented herein.
- Demobilization planners need to be aware of the desired demobilization date and time of demobilization, and treat it as a deadline. They should then work backwards through the demobilization steps to ensure they are completed on time and in order.
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<td>8</td>
<td>1. Demob Decision &amp; Strategy (Cont.)</td>
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<td>• Formal Demobilization Plans</td>
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<td>– Typically developed for an entire operation or component thereof</td>
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<td>– Less typical for a single resource</td>
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<td>– May dictate the sequence of events and process for releasing individual resources</td>
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<td>– Should be considered when:</td>
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<td>• Many functions or individual resources need to be released in a specific sequence</td>
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<td>• Resources have traveled long distances and/or require commercial or complex transportation</td>
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<td>• Personnel are fatigued or need medical/stress management services, causing potential safety concerns</td>
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<td>• Development of demobilization plans may occur in the EOC (by the Demobilization Unit in the P&amp;I Section) or at the location where the resource is being employed depending on the situation.</td>
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<td>9</td>
<td>2. Make Notifications</td>
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<td>• Provide essential information to the resource provider, operator, and/or personnel (as appropriate)</td>
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<td></td>
<td>– Date and time of end of assignment/use</td>
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<td></td>
<td>– Instructions for checking out/being released</td>
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<td></td>
<td>– Date, time and place of departure</td>
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<td></td>
<td>– Mode/routes of return transportation</td>
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<tr>
<td></td>
<td>– Return/delivery location (address, contact name, and phone number)</td>
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<td></td>
<td>– Estimated date/time of return</td>
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<td></td>
<td>– Transportation/delivery instructions</td>
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<td>• The second step in the demobilization process is to make the appropriate notifications to demobilizing personnel, the resource operator/user, and the original resource provider.</td>
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<td>• Just as when the resource was mobilized, there is essential information that must be provided prior to departure.</td>
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<td>• This slide includes essential information associated with the demobilization phase. The individuals conveying this information should use this list as a checklist to ensure demobilizing personnel or the resource provider are given all the information needed to safely and effectively depart the response or recovery effort.</td>
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<td>10</td>
<td>Ongoing Communications</td>
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<td>• Maintain communications with the resource provider, operator, or personnel throughout the demobilization process (as appropriate)</td>
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<td>– Address impediments</td>
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<td></td>
<td>– Track estimated time of return</td>
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<td></td>
<td>– Confirm delivery/return</td>
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<td>• Just as with mobilization, ongoing communication with the provider of the resource or resource itself (e.g., personnel, shipment tracking) is necessary. If there are changes or problems with the demobilization process (e.g., transportation, delivery) the resource provider should be kept apprised of the situation.</td>
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<td>• Ultimately, those responsible for the return of the resource must ensure it reaches its intended destination.</td>
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| 11 | ![Image](image-url) 3. Inspect Resources (e.g., Facilities, Equipment)               | • Resources need to be returned to the provider in the same condition as they were received (except for normal wear and tear or if otherwise negotiated with the provider). The resource should be inspected to identify any issues, document current conditions, and address problems prior to the resource’s departure.  
• Depending on the type of resource and its association with the City; the Field, or DOCs; the EOC Unit or Branch that originally fulfilled the resource request is responsible for coordinating final inspections and then coordinating replacement/repair/cleaning activities.  
• In the event a financial allocation has to be made, the EOC Finance and Administration Section may be involved (e.g., Claims and Compensation Unit). |
| 12 | ![Image](image-url) 4. Debrief and Retain Records (Cut-Processing Personnel)         | • When personnel are demobilized, they cannot simply leave their positions at the end of a shift without first following a number of steps to properly demobilize, including: 1) completing all work assignments; 2) briefing subordinates or incoming personnel; 3) evaluating performance of subordinates; 4) completing and filing required forms and reports; 5) organizing and submitting all appropriate documentation; 6) returning all non-expendable supplies; 7) checking out with their supervisor; and 8) signing-out to ensure complete and continuous accountability.  
• In addition, depending on how and where these personnel resources were used and what they were subject to, they may need additional rest or food, or be provided with counseling services (e.g., psychological first aid, Critical Incident Stress Management) in order to be safely return to their place of origin. If these services are needed, the Logistics Section will make the proper arrangements to be sure personnel resources are getting the physical and emotional support they need. |
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<td>13</td>
<td><strong>5. Transport/Return Resources</strong></td>
<td>• Like mobilization, the demobilization process includes a responsibility for coordinating the transportation and/or delivery of the demobilizing resource back to its place of origin.</td>
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<td>• Coordinate transportation to place of origin</td>
<td>• The Field, DOC, or EOC Unit or Branch that fulfilled the original request may coordinate with the resource provider to determine what transportation services are available and appropriate, and who will coordinate them. It is unlikely that all these activities will be required, but the Logistics Section should be prepared to coordinate whatever transportation services are necessary.</td>
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<td>— Work with the provider, operator, or personnel</td>
<td>• This may require coordination with other Logistics Section Units, namely the Ground Support Unit to coordinate necessary return services.</td>
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<td>— May involve supporting:</td>
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<td>• Travel arrangements</td>
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<td>• Coordination with public safety agencies for egress</td>
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<td>• Designation of transportation routes</td>
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<td>• Coordination of security escorts</td>
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<td>• Acquisition of transportation vehicles and drivers</td>
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<td>• Confirm returned resources</td>
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<td>— Cost Recovery Unit</td>
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<td>14</td>
<td><strong>Reimburse/Remunerate</strong></td>
<td>• The final phase of the NIMS Resource Management Lifecycle is to adjudicate and close out the financial obligations associated with using (or providing) resources.</td>
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<td>• The remuneration process isn’t limited to the City issuing payments, but may also involve the City invoicing other jurisdictions for the use of its resources.</td>
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| 15 | ![Image](image1.png) **Reimburse/Remunerate**                                        | • As mentioned periodically throughout this training, the resource management cycle applies when the City is requesting resources and when it is providing resources to others. As a result, the remuneration process isn’t limited to the City issuing payments, but may also involve the City invoicing other jurisdictions, or seeking remuneration in other forms, for the use of its resources.  
• Ultimately it will be the responsibility of the Finance and Administration Section (during EOC activations) or individual City departments (following EOC deactivation) to follow through with financial obligations for resources used or provided. However, the Logistics Section should be aware of the process so that all required documentation can be gathered and provided to the Finance Section or applicable department. |
|    | ![Image](image2.png) **State/Federal Reimbursement Thresholds**                       | • As a side note, there are many misconceptions about State and Federal disaster reimbursement. One of those is that reimbursement is guaranteed as long as a complete and accurate application is submitted on time. To qualify for Federal reimbursement, there are also cost thresholds that need to be reached at both a County and State level as identified in this slide. If a disaster (regardless of magnitude) does not reach these thresholds, then it is not eligible for Federal reimbursement and all costs will be borne by the City, which could be significant. This is an important consideration throughout the resource management process.  
• California Disaster Assistance does not have thresholds, but is at the discretion of the Governor. |
|    | ![Image](image3.png) **California Disaster Assistance Act (CDAA)** at the discretion of the Governor with delegations to the Cal OES Director   |                                                                                                    |
• Whether or not the City will be eligible for State or Federal disaster assistance is irrelevant to the Logistics Section’s responsibility for keeping and organizing proper documentation. If the City is not eligible for disaster assistance, then the City will still require records to justify costs and for legal, audit, and historical reasons that will likely arise after the incident.

• Nothing should be discarded or thrown away. The Documentation Unit in the Planning and Intelligence Section will provide instructions on how and when to submit documentation. EOC personnel may make copies of documentation for their own records if approved to do so.

• The Cost Recovery Unit in the Finance and Administration Section will need all of the necessary documentation to account for the City’s costs associated with the incident in hopes of being eligible for State or Federal disaster assistance. The Logistics Section and the Resource Status Unit in the Operations Section will need to ensure all necessary documents are forwarded to the Cost Recovery Unit as instructed.

• While compiling all of the documentation for reimbursement, the Finance Section or other department (e.g., City Administrative Office) may need to follow up with the Logistics Section for information that may be missing. It is a monumental task that requires the support and involvement of every person involved in the disaster operation, including the Logistics Section.

• This slide provides examples of the documentation requirements to pass audit and seek reimbursement. As the lists convey, a large amount of documentation is required. Most of these are not the responsibility of the Logistics Section, but they reinforce the need for proper documentation as State and Federal applications for reimbursement will require significant detail and accuracy.

• Although the Management Section/Business Operations Section is responsible for donations, the Logistics Section is responsible for

Donated resources, which include volunteer labor, donated equipment, and donated materials, are eligible to offset the State and local portion of the cost share for emergency work (FEMA Categories A and B). The amount of credit that can be applied to a project is capped at the non-Federal share so that the Federal share will not exceed the Applicant’s actual out-of-pocket costs. Donated resources, including volunteers, must apply to actual eligible emergency work, such as debris removal or the filling and placing of sandbags. The donated services must be documented and must include a record of hours worked, the work site, and a description of work. Volunteer labor will be valued at the same hourly labor rate as someone in the City’s organization performing similar work. The value for donated equipment should be determined by using the applicable FEMA equipment rate and multiplying it by the number of hours the piece of equipment was used to perform eligible emergency work. Donated materials are valued at the current commercial rate. If the materials were donated by a Federal agency, such as sandbags donated by the U.S. Army Corps of Engineers, the materials cannot be applied for donated/volunteer credit.
volunteers and must be aware of the value of reporting both these categories of resources.

- The eighth module just addressed the process by which resources are demobilized or recovered, the role of the Logistics Section during these steps, and provided a general explanation of remuneration concepts and documentation expectations.
- This represents the conclusion of the ninth module of the course.