Approved By: SERT Position Title: Response Bureau Chief

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Effective: November 2019
Review: November 2024

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FLORIDA DIVISION OF EMERGENCY MANAGEMENT
UNIFIED LOGISTICS PLAN

PURPOSE:

A. The leadership of the Florida Division of Emergency Management (FDEM) place a high level of importance on the continued assessment and enhancement of the organization's logistics capabilities.
B. The purpose of this plan is to coordinate and support the state resource management process that plans, implements, and controls the efficient, effective flow of goods, services, and related information from the point of origin to the point of consumption.
C. This plan is a supporting document to the Comprehensive Emergency Management Plan (CEMP) and is incorporated in the direction and control of that plan. The Logistics Section is responsible for the upkeep, evaluation and dissemination of this document. Upon adoption by The Florida Division of Emergency Management's Response Bureau staff, this document will replace all prior plans for Logistics.

AUTHORITY:

- Florida Statutes Chapter 252 Emergency Management

SCOPE:

The procedures within the Unified Logistics Plan are intended to complement and enhance the procedures, hazards, and contingencies outlined within the CEMP, and focuses on the preparedness, response, and recovery phase of emergency management and activation and operations at the State Emergency Operations Center (SEOC) located in Tallahassee, Florida, the State Logistics Response Center (SLRC) location in Orlando, FL, and various Staging Areas throughout the State.

Seven functional distribution planning elements below are used to provide effective and efficient distribution of critical resources to disaster survivors:

1. Requirement Defining;
2. Resource Ordering;
3. Distribution Methods;
4. Inventory Management;
5. Transportation;
6. Staging; and,
7. Demobilization.

MAINTENANCE:

This document will be reviewed annually along with a formal review every five years by Division of Emergency Management's Logistics Staff. This document can be amended to reflect changes at any time during this period under the direction of the Director, Deputy Director, State Emergency Response Team (SERT) Chief, Response Chief, or Logistics Chief. All changes should be noted in the Record of Changes page within this document and distributed to the Operations Section members for concurrence.

TABLE OF CONTENTS:

APPENDICES:

REFERENCES:

Below are documents referenced within this plan:

- Enhanced State Hazard Mitigation Plan

- Florida Division of Emergency Management Comprehensive Emergency Management Plan
- Florida Division of Emergency Management Emergency Operations Plan
- Florida Division of Emergency Management Point of Distribution (POD) Operations Guidance
- Florida Division of Emergency Management Property Management and Accountability Policy
- Florida Division of Emergency Management Reimbursement and Invoice Collection Process
- Florida Division of Emergency Management Unified Logistics Area (LSA) Operations Guidance
- State of Florida Resource and Financial Management Policies and Procedures for Emergency Management

TRAINING:

All FDEM personnel are required to complete training courses as defined by the State Training Officer. Persons that serve in the SEOC are encouraged to complete the following Federal Emergency Management Agency (FEMA) Independent Study courses: IS-100.c, IS-200.b, IS-700.b and IS-800.c. Position specific and Emergency Support Function (ESF)-specific training is also recommended, but not required. Other optional training classes include IS-26, IS-230.d, G-300, G-400, IS-775. Independent study courses can be found at: https://training.fema.gov/is/crslist.aspx.

FORMS:

None required.

RECORD OF CHANGE:

Change #	Date Entered	Contents	Initials

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SECTION 1
OVERVIEW

1.1 BACKGROUND

A. Integration with the Comprehensive Emergency Management Plan (CEMP)

    1. Section 252.35 (1), Florida Statutes, requires FDEM to maintain "a comprehensive statewide program of emergency management." The plan must contain provisions to ensure that the state is prepared for emergencies and minor, major, and catastrophic disasters, and the division shall work closely with local governments, agencies, and organizations with emergency management responsibilities in preparing and maintaining the plan."

B. Integration with the SERT

    1. Section 252.35, Florida Statutes provides FDEM the overall authority and responsibility for emergency management response planning, and plan development and coordination with municipalities, other counties, state and federal organizations.

C. The Florida Unified Logistics Distribution Plan is incorporated into the Florida Comprehensive Emergency Management Plan, and is adopted by reference.

D. Unified Logistics is comprised of not just the FDEM but all partners at the local, state and federal levels to also include principal volunteer organizations, contractor partners, and select business and industry partners.

E. FDEM is the lead agency for this plan and has the authority to direct and manage logistics operations during an incident.

1.2 INTENT

A. Florida must continue to demonstrate progress in building its logistics capabilities by expanding its partnerships amongst State agencies and other partners, and by continuing its focus on the vital discipline of logistics planning. Therefore, the intent of this plan is to:

    1. improve our logistics capability through a program of strategic investments in logistics planning, organization, equipment, training, and exercises;

    2. to ensure efficient warehouse and timely transportation operations;

    3. to effectively and efficiently distribute supplies to distribution points and staging areas; and

    4. to establish effective and efficient distribution of critical resources to disaster survivors in the community.

1.3 SUBMISSION & EVALUATION

A. FDEM has demonstrated its commitment to continuous improvement through its participation with the FEMA Logistics Capability Assistance Tool 2 (LCAT2) conducted June 2019. Examination and review of this plan and the LCAT2 results will be conducted annually.

B. Any changes to procedures or capability will be reflected in this plan.

C. Lessons learned from after action reports (exercises and actual events) will be reflected in this plan.

1.4 OBJECTIVES

A. To establish a framework through which the SERT will manage logistics prior to, during, and after an emergency occurring within the State of Florida.

B. To incorporate the National Incident Management System (NIMS) concepts, principles, practices, and language.

C. To capitalize on the lessons learned from recent disasters, incorporate plans, programs, and policies that have emerged since the last revision of the State CEMP.

1.5 CONNECTION TO OTHER RESOURCES

A. FEMA Strategic Plan

1. The FEMA Strategic Plan provides a framework for supporting the United States before, during, and after disasters and improving the Agency's execution of its fundamental mission of helping people. One performance measure of the Strategic Plan is the integration of private sector supply chain management into all plans.

B. Supply Chain Resilience

1. The FEMA 2018-2022 Strategic Plan states: "the most effective way to deliver the needed supplies to a disaster-impacted area is by re-establishing pre-disaster supply chains. Building resilience within, and providing for the rapid restoration of, supply chain systems is key to responding to any catastrophic incident." To ensure supply chain resilience, Unified Logistics must work to:

   a. ensure primary crucial suppliers (whether as part of a contract or through an emergency support function) have adequate resources to support an incident,

   b. collaborate with and among supply chain partners to promote actions that make supply chains of critical goods and services more resilient, and

   c. develop an awareness of supply chains and their vulnerabilities and use that information to inform response and recovery planning.

C. Logistics Capability Assessment Tool 2 (LCAT2)

1. Florida has participated in the FEMA Logistics Capability Assistance Tool 2 (LCAT2) workshop. The purpose of the workshop was to have attendees evaluate The State's current logistics capabilities Using the LCAT2 model. Florida has established its current capability level and its desired optimal capability.

D. Community Lifelines

1. The SERT incorporates community lifelines into its planning and reporting products.

2. The Community Lifelines (lifelines) construct is rooted in outcome-based stabilization efforts, where each lifeline provides a service that enables the continuous operation of critical government and business functions, and is essential to human health and safety or national economic security.

3. In the context of distribution management, lifelines provide numerous benefits to jurisdictions, such as prioritizing, sequencing, and focusing response efforts towards providing, maintaining, or restoring the most critical services and resources to protect human life and property.

SECTION 2

ROLES AND RESPONSIBILITIES

2.1 STATE GOVERNMENT

A. As required by Section 252.35, Florida Statutes, FDEM is responsible for maintaining a comprehensive program of emergency management to include:

1. establishment and maintenance of the branches for the SERT Logistics Section. This includes the Support Branch and the Mutual Aid/Emergency Management Assistance Compact Branch,

2. the capability to expand the Unified Logistics functions under the National Incident Management System (NIMS) in order to meet any size of emergency,

3. planning, preparing, implementing, and evaluating all logistical functions that support the SEOC during activation,

4. providing logistics and resources to other organization through purchasing, contacting, renting, and leasing supplies (*the Florida Department of Management Services is the primary support agency for this function through Emergency Support Function 7*),

5. providing military resources to support logistical, medical, transportation, and security services (*the Florida Department of Military Affairs is the primary agency responsible for this through Emergency Support Function 13*),

6. and development and maintenance of logistics contracts and other vendors who can supply resources and commodities during an emergency.

2.2 UNIFIED LOGISTICS SECTION

A. The goal of the Unified Logistics Section is to coordinate and support the resource management processes that plan, implement, and control the efficient and effective flow of goods, services, and related information from the point of origin to the point of consumption. It does this in a *unified* manner in order to meet emergency requirements on behalf of the SERT and FDEM.

B. The Logistics Section, which reports to the SERT Chief, supports the SEOC during activation.

C. The FDEM Logistics Section includes:

1. Section Chief/ Deputy Section Chief

a. Unified Logistics Section Chief: The Logistics Section Chief is responsible for the provision of overall management and support to facilities, services, and material in support of the incident. The Logistics Section Chief participates in development and implementation of the Incident Action Plan, and activates and supervises the Branches and Units within the Logistics Section. The Logistics Section Chief oversees and directs the activities of the Support Branch and the Mutual Aid Branch.

b. Deputy Unified Logistics Chief: The Deputy Unified Logistics Chief is responsible for managing the SLRC in Orlando as well as Unified Logistics Staging Areas (LSAs), Base Camps, Mobilization Areas, and other field logistics sites.

2. Support Branch

   a. The Support Branch provides for the ongoing supply and support of deployed first responders in the field. This Branch is responsible for the Supply, Facilities, and the Ground Support Unit.

   b. Support Branch Director: The Support Branch Director is under the direction of the Logistics Section Chief. The Support Branch Director supervises the operation of the Supply, Facilities, and Ground Support Units.

3. Mutual Aid Branch

   a. The Mutual Aid Branch has three main programs; The Statewide Mutual Aid Agreement, the Emergency Management Assistance Compact, and the Federal Resource Request Form. These mutual aid programs are essential components of emergency management planning, response, and recovery operations. They can increase available resources and improve response and recovery efforts.

   b. Mutual Aid Branch Director: The Mutual Aid Branch Director is under the direction of the Logistics Section Chief. The Mutual Aid Branch Director coordinates the State of Florida's activities for the Emergency Management Assistance Compact (EMAC), the in-state Statewide Mutual Aid Agreement (SMAA), and Resource Request Forms (RRFs).

D. Support Agencies

1. Florida Department of Management Services (ESF-7)

   a. ESF-7 is responsible for providing direct and active support to emergency response and recovery throughout the entire period of an emergency event. This support includes locating, sourcing, and allotting resources; such as supplies, office space and office equipment, fuel, contracting services, personnel, heavy equipment, generators, pumps, light towers, base camps; and transportation of resources in coordination with the Florida Division of Emergency Management Logistics Section in support of state and local agencies.

2. Florida Department of Military Affairs (FDMA) – Florida National Guard (FLNG)

   a. During times of a major or catastrophic disaster, FDMA FLNG may provide support to Logistics as directed by the SERT Chief and within FLNG capabilities. The FLNG Logistics Section includes:

   i. State Deputy FLNG Logistics Chief: Serves as the Deputy Section Chief for Logistics (ESF-7, Mutual Aid, SLRC, and Field Services). Assists the SERT Logistics Chief in planning, coordination, and execution of logistics support to state and local governments during operations. Assigns priorities, leads planning, and advises senior State personnel in the SEOC on Logistics operations. Serves as the supervisor for all personnel assigned to the SEOC Logistics Section.

   ii. FLNG SLRC Incident Commander: Reporting to the State Deputy Logistics Chief, the FLNG SLRC Incident Commander is responsible for all activities provided by DMA at the SLRC. Serves as the supervisor for all personnel assigned to the SLRC.

3. Florida Department of Agriculture & Consumer Services (ESF-11)

a. The purpose of Emergency Support Function 11 (ESF 11) is to identify need for life-sustaining resources and essential services in the aftermath of a disaster or emergency; obtain these resources; and transport them to the impact area.

4. Florida Department of Health (ESF-8)

a. Provide guidance and support for the assessment and procurement of basic sanitation services (e.g., portable toilets, hand washing stations, trash removal, etc.).

5. Florida Department of Business and Professional Regulation (ESF-6)

a. Coordinates the provision of life- sustaining resources and essential services when the needs of disaster survivors exceed local government capabilities.

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SECTION 3

DISTRIBUTION PLAN ELEMENTS

3.1 REQUIREMENTS DEFINING

A. Generic Planning Factors

    1. The State of Florida assumes self-sufficiency for the first 48 hours following an incident. After 48 hours, commodities and resources from FEMA, vendors, and other sources will be fully integrated in the supply chain.

    2. The Unified Logistics Section works to provide food and water for PODs, shelters, and mobile kitchens.

B. Risk Assessments

    1. Threat and Hazard Identification and Risk Assessment (THIRA):

      a. The Preparedness Bureau conducts an annual THIRA, which includes feedback from stakeholders at the local and state level. This is done to assess the risk for the State of Florida and set goals that are specific and measurable.

      b. The assessment seeks to answer three key questions:

        i. What threats and hazards can affect our community?

        ii. If they occurred, what impacts would those threats and hazards have on our community?

        iii. Based on those impacts, what capabilities should our community have?

      c. In the 2017 THIRA, the Logistics Section developed the following capability targets based on four risks (explosive devices, cyber attack, hazmat release, or hurricane):

        i. Within 1 week(s) of an incident, identify and mobilize life-sustaining commodities, resources, and services to 5,000,000 people requiring shelter and 8,000,000 people requiring food and water. Maintain distribution system for 2 week(s).

        ii. Within 48 hours of an incident, mobilize and deliver governmental, nongovernmental, and private-sector resources within and outside the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to the recovery phase; which may entail moving and delivering resources and services to disaster survivors.

    2. Annual Exercise & Improvement Plan

        i. Each year the SERT participates in a full-scale exercise. This allows the SERT and Logistics to implement plans, corrective actions, and outcomes from the previous year. The exercise involves all Logistics Stakeholders such as Emergency Support Functions (ESFs), Operations, and the FLNG.

        ii. This annual exercise provides an opportunity to respond to a scenario and use our resource planning factors. During this exercise, we validate our resource requirements against the hurricane track in the scenario, and include stakeholder feedback and additional considerations from the scenario. An after action report

and improvement plan after the full-scale exercise allows SERT Logistics to receive feedback and continue improvements.

C. Assessment of State and Local Logistics Capabilities

1. Florida has participated in the FEMA Logistics Capability Assistance Tool 2 (LCAT2) workshop. The assessment uses a standardized approach and validated measurement criteria for the State of Florida to understand their readiness to respond to disasters, assess strengths and weaknesses, and identify programmatic areas for improvement. The assessment is conducted every three years to review and set the next round of objectives.

2. The assessment evaluates the overall logistics operations for a state and has two parts: preparedness and response and recovery. Preparedness focuses on program management, core preparedness functions, and inventory management. Response and recovery is focused on identifying resources, ordering, acquisition, mobilizing, tracking, reporting, demobilization, and reimbursement.

3. Recommendations have been identified as focus areas to build on the State of Florida's existing logistics capabilities, which are:

a. expanding future assessments to include additional state agency logistics representatives and key NGO/private sector logistics partners,

b. including training and exercises that specifically test logistics plans to build, sustain, and enhance core capabilities,

c. training logistics personnel in planning processes to enable them to develop logistics plans that guide resource and asset allocations to execute the objectives of State response plans,

d. develop a working group to identify and type resources based on widely accepted standards (resource typing enhances readiness and response capabilities),

e. requiring carriers to provide near-real-time position and status of shipments, and

f. include future planning efforts to ensuring the demobilization process is more formal and centralized to help maximize the use of deployed resources.

D. Comprehensive Disaster Modeling and Research of Pre-existing Data

1. For a notice event, the types and quantities of commodities that are likely to be needed for the first 72 hours are calculated using a combination of methods:

a. Historical Data

i. The table[1] below shows estimated water distribution during hurricanes that have affected Florida:

Event Name/Date	Amount distributed out of an LSA/SLRC
Michael, 2018	250 TL (1.2 million gallons)
Irma, 2017	700 TL (3.15 million gallons)
Matthew, 2016	304 TL (1.45 million gallons)

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[1] Information based on SERT mission history, RRF documents and tracking data

2. Modeling and Analytics

    a. US Army Corp of Engineers (USACE) Disaster Impact Models:

        i. The disaster models from USACE predict the amount of food, water, and power needed based on the storm track from the National Hurricane Center. The models are based off of critical infrastructure impacts, geospatial tools, subject matter expert input, and population information to estimate the commodity needs. The models start about two days before landfall; mission models are issued for ice and water commodities. These models help Unified Logistics to plan for the potential impacts and severity of a predicted storm track.

    b. Emergency Support Function 11 (Food, Water & Ice) Disaster Modeling

        i. Utilizing geospatial mapping technology, embedded with US Census data, State Emergency Support Function 11 (Food, Water and Ice) estimates the number of people that will be affected by the approaching weather system. With this estimate, life-sustaining resources and essential needs are determined. This tool is run with every new update of the National Weather Service prior to landfall.

E. Common Resources supported by State/Federal Logistics for Disaster Response

Michael vs. Irma Statistical Comparison[1]	
Michael, 2018	Irma, 2017
Logistics Missions Assigned: 3,329	Logistics Missions Assigned: 775
Base Camps: 13	Base Camps: 5
LSAs: 3	LSAs: 2
PODs: 23	PODs: 51
Disaster Recovery Centers: 13	Disaster Recovery Centers: 20
EMAC requests: 79 (27 states)	EMAC requests: 117 (38 states)
SMAA requests: 93 (26 counties)	SMAA requests: 12
Resource Request Forms (RRFs): 41	Resource Request Forms (RRFs): 49

Please note, these numbers are for **planning assumptions only**, resources on hand are subject to change.

    1. Food and Water

      a. Water: The World Health Organization's survival water requirements of 3 liters of water per person a day is used.

      b. Food: 2 meals a day (per person) planning factor is used.

      c. Food and Water needs for the first 24 hours are based on the United States (US) Army Corps of Engineers (USACE) landfall model for a category 3 hurricane strike on Miami, FL, actual historic data, and POD capabilities.

        i. The planning assumption is that 1,490,000 homes would be impacted with an affected population of 8,200,000 citizens.

        ii. The estimated affected population is 20% (1,640,000 people).

        iii. The recovery rate (due to external factors such as personal preparedness and evacuations) is 80%.

        iv. Based on the landfall model for a category 3 hurricane strike, the State requirements for a two-day reserve supply are 9,840,000 Liters of water (4,920,000 Liters per day/1,299,726 gallons per day) and 6,560,000 (3,280,000 meals per day) meals for the first 48 hours of the disaster.

        v. To meet these requirements, the State utilizes the SLRC to store food and water until federal resources are available.

2. Power Requirements

   a. Unified Logistics uses the projected power requirements (in kilowatt) from the USACE models to inform their disaster planning and response. This model uses GIS integration using the projected hurricane track from the National Hurricane Center to assess the impact to critical infrastructure. The model estimates specific critical infrastructure such as state facilities, law enforcement, military, healthcare, emergency services, transportation, and other facilities that may be impacted. This information allows the Unified Logistics Section to plan to meet the anticipated need for power.

   b. This modeling provides the total number of kilowatts required. For 2018's Hurricane Michael Advisory #15, the modeling provided the information below:

Total Structures	Average Power Requirements
202	40,600 kW

   c. To meet the projected power requirement, Unified Logistics utilizes standby emergency services contracts and the annual generator survey. Part O of section 3.4, Inventory Management provides further details about the annual generator survey.

3. Mass Care Supply Requirements

   a. Unified Logistics will coordinate the establishment and support of a targeted distribution of emergency supplies infrastructure in the affected area in conjunction with ESF-6 Mass Care.

   b. Common mass care supply requirements for feeding and sheltering include kitchen support packages, portable restrooms, water tankers for field kitchens, water bladders for downed infrastructure systems, laundry facilities, shower facilities, lights and generators, reefer trailers, dry trailers, and shelter supplies.

   c. To meet the Mass Care Supply requirement, Unified Logistics utilizes standby emergency services contracts.

4. State Staging Requirements

   a. A location from which response teams (e.g. search and rescue teams, medical teams, utility restoration crews, debris management teams, etc.) can be staged as needed to supplement resource deficiencies from counties, municipalities, and response agencies in responding to, and recovering from, an emergency event. This includes the warehousing of commodities, equipment, and supplies needed to support victims, emergency responders, and the community infrastructure.

   b. To meet this requirement, a State LSA is established near an impact area immediately after impact of an event in order to provide resource support to counties and municipalities.

   c. Further details on State LSA requirements are found in Section 3.6 (Staging).

5. Transportation Requirements

   a. The State should be prepared to provide transportation of food and water, which is primarily moved by 53-foot dry tractor trailers. The number of trailers needed is based on several factors, including the severity of the hazard/event, the current SLRC inventory, and whether Federal resources are utilized. To provide the initial "push" of

commodities for a hurricane event, SLRC inventory will be utilized to meet initial demands which at a minimum could be 300 truckloads for food and water. Transportation demands may also increase depending on the number of dropped trailers, requests for additional supplies, driver travel restrictions, closed roads, or other external factors.

b. To meet transportation requirements, Unified Logistics utilizes standby emergency services contracts.

6. Responder Support Requirements

a. Emergency Worker Base Camps

i. The need for an Emergency Worker Base Camp will be predicated on the size and severity of the impact of an emergency event occurring in the State of Florida.

ii. Emergency Worker Base Camps will be established when local facilities are not available for the number of emergency workers needed to adequately respond to a disaster.

iii. Emergency Worker Base Camps will be located in close proximity to the impact area to allow emergency workers quick access to the impacted area.

iv. To meet responder support requirements, Unified Logistics utilizes standby emergency services contracts.

7. Private Sector Capabilities

a. During the response phase of a disaster, ESF-18 will coordinate the initial assessment of general business impact (in terms of employment, lost revenues, lost customers, etc.) through coordination of locally based economic development and business support agencies and organizations. This also include key business partners who work alongside of ESF 18 in the SEOC.

b. In addition to ESF 18, the Florida Retail Federation acts as one of the principal liaisons between the State and the retail, commercial, industrial, and manufacturing sector. The Florida Association of Realtors acts as the principal liaison for the commercial and residential real estate sector. The Florida Bankers Association serves as a liaison between the State and the commercial banking sector. The Florida Restaurant & Lodging Association acts as the principal liaison between the State and the restaurant, hotel, and motel industry. Representatives of these associations participate as part of ESF 18 (Business, Industry, and Economic Stabilization). ESF 18 interfaces with all sections and ESFs in response and recovery efforts.

F. Deactivating or recalling resources

1. *See Section 3.7 (Demobilization)*

3.2 RESOURCE ORDERING

A. Resource Management Plan

1. The primary goal of the SERT Logistics Section is to coordinate and support the resource management process that plans, implements, and controls the efficient and effective flow of goods, services, and related information from the point of origin to the point of consumption.

B. Maintaining a system and a plan for obtaining internal resources

1. See Facilities Section (SLRC Deployment Timeframe Section 3.4.P.1).

C. Activation Criteria

1. Dispatching resources prior to and during an emergency:

   a. The decision to dispatch prior to or during an emergency will be at the direction of the SERT Chief or their designee. Typically, resources will only be deployed to temporary staging near the anticipated impact area prior to an event.

2. Dispatching resources out of the SLRC

   a. Upon activation of the SLRC, additional warehouse staff will be obtained through vendors as required, and 24-hour operations will commence to deploy existing inventory. Dispatches will follow mission requests. This may be to an LSA, POD, or other site as necessary.

3. Dispatching resources in and out of a State LSAs

   a. Refer to Appendix A (Logistics Staging Area (LSA) Operations Guidance)

4. Standing Contracts

   a. The State of Florida has multiple preexisting contract mechanisms for obtaining goods and services. For explanations of each type and the associated uses, see the FDEM 'Procurement Policy and Procedures' document. These include State Term Contracts (STC), State Pricing Agreements (SPA), Alternate Contract Source (ACS), Prison Rehabilitative Industries and Diversified Enterprises (PRIDE), Rehabilitative Enterprises, Services and Products of Florida (RESPECT), and Agency (Division) Term Contracts.

   b. General Services Administration (GSA) schedules may be used on a limited basis. Florida Department of Management Services (DMS) has approved the use of GSA Cooperative Purchasing Program Schedules 70 and 84, and during a declared emergency, the GSA Disaster Purchasing Program and Public Health Emergencies Program may be accessed. Any anticipated use of GSA Schedules should be coordinated through the SERT Finance Section.

D. Emergency Purchase Mechanisms

1. There are two kinds of Emergency Purchases; those allowed by statute without an Executive Order in place and Emergency Purchasing under an Executive Order. Guidance for purchasing via either of these methods is located in the FDEM 'Procurement Policy and Procedures' document.

E. Modeling and historical burn rates

1. To determine resource ordering requirements for any hazard (see Requirements Defining), FDEM utilizes a variety of sources, including USACE incident specific models and the FDEM POD Forecast Model (among other tools) in consultation with our SERT partners and private sector stakeholders.

2. In order to reduce the overall gaps, the State looks at the best solution. This could be procurement, contingency contracts for leasing equipment, using in-state mutual aid, EMAC, federal request, or our business and industry partners.

F. Known delivery lead times

1. Potential shortfalls

    a. Vendors that have an agency or state term contract are requested to maintain reports of available resources via FDEM's SharePoint site. This allows for assessing the potential for a shortfall. Alternative sources will be identified in the event of a shortfall.

2. Lead time standards for missions with realistic expectations of when supplies and resources can be delivered to various points

    a. For those resources obtained through a contracted vendor, the delivery or performance timeframe expectation is defined in the contract, which varies by type of resource. For non-contract resources, lead time is established at the time of request and alternate sources will be explored if the initial result is unsatisfactory.

G. Resource Ordering Documentation

1. Logistics ESF-7 staff will follow Emergency Procurement Procedures and the Logistics Section Mission Flow Procedure to initiate orders for missions as assigned and tasked. A hard copy of all quotes should be:

    a. reviewed first by the Logistics Section Chief or Finance Branch Chief,

    b. signed and dated by the SERT Chief or their designee(typically the Operations Section Chief), and

    c. uploaded by ESF-7 staff to the appropriate mission (or support mission) in Internet-based SERT Incident Management Application for SERT Finance processing.

2. A hard copy of the mission shall be delivered by ESF-7 staff to the Logistics Support Branch room inbox in a timely fashion. Copies shall be delivered no less than twice per day.

3. Support Branch Mission Specialists (specialists) will assist in the fulfillment of requests, to include verifying mission details (location, POC, etc.), monitoring contractor status updates and GPS data entry, quality assurance, reporting and invoice validation. Specialists should communicate any contractor performance issues or constraints immediately to the Support Branch Director. Finance will add the purchase order number and dollar amount to the mission upon issuance.

H. Mutual Aid

1. Statewide Mutual Aid Agreement (SMAA)

    a. Per Florida Statutes 252.40, the governing body of eligible entities may enter into mutual aid agreements within the state, to include counties and other signatories of the agreement, for emergency aid and assistance in case of emergencies too extensive to be dealt with unassisted. This Agreement allows for counties to assist one another in the event of an emergency. All 67 counties are required signatories of the agreement. The agreement allows signatories to provide and receive mutual aid resources throughout the state. The agreement itself outlines terms in which statewide mutual aid assistance can be used. It also requires a "Form B" for parties in mutual aid agreements as an authorization of the sharing of resources. The SMAA allows for resources to be acquired in a timely and cost-effective manner in comparison to out-of-state mutual aid or federal assistance.

2. Emergency Management Assistance Compact (EMAC)

    a. The Emergency Management Assistance Compact is a compact managed by the National Emergency Management Association (NEMA). All 13 articles of The Compact are ratified by the State of Florida in Section 252.920, Florida Statutes.

States that have also ratified all 13 articles are referred to as "member states." EMAC serves as a venue for all member states to provide assistance to each other in times of emergencies. A Governor's declaration is required to activate EMAC and request assistance. The exchange of resources is coordinated through the Mutual Aid Branch using a Request for Assistance (REQ-A). The coordination of resources is done through the EMAC Operating System (EOS). EMAC provides more available resources than the SMAA and provides a potentially more cost-effective route than requests for federal assistance.

I. Federal Resource Request Forms (RRFs)

1. RRFs are requested from the SEOC to FEMA for resource shortfalls that cannot be addressed through other means, such as purchasing, local resources, or EMAC. RRFs are also used for specialized federal assets

2. Preparation Procedures

   a. State ESFs understand their resource capabilities and shortfalls. When a shortfall has been identified during an SEOC activation that is a federally declared disaster or emergency, the ESF will request assistance from FEMA or an ESF's federal counterpart. Requests that are tasked to other federal agencies are documented through Mission Assignments by FEMA.

   b. The RRF is requested through The internet-based SERT Incident Management Application with a FEMA "Form #1660-0002 Resource Request Form (RRF)." The request must include a point of contact for processing and delivery, the requestor's organization, a detailed description of the assistance requested, and delivery site.

   c. Before requests are submitted to FEMA for federal resources, it must be submitted to the Mutual Aid Branch at the SEOC and approved by a state approving official.

3. Submission Procedures

   a. After an RRF has been approved by a state approving official, it is submitted to FEMA's Mission Assignment Manager for review.

   b. The Mission Assignment Manager will coordinate with the Mutual Aid Branch Director if a request need additional information, modification, or is denied. If an RRF is denied, the Logistics Section will work with the ESF or Section to identify alternative methods to address their resource shortfall.

4. Tracking

   a. RRFs submitted by the State of Florida to FEMA are logged on a daily spreadsheet within the Mutual Aid Branch. The statuses of the respective missions are managed by the Mutual Aid Branch. The status of the missions on the daily log include the steps from initial request, approval by the state official, submission to FEMA, and delivered to resource requestor.

   b. When a resource arrives on-scene or is delivered to the requested delivery site, the respective ESF is responsible for the resource.

5. Order Closeout

   a. Order closeout is performed after all goods and services are delivered, complete and accepted. Closeout includes demobilization if applicable, invoice reconciliation and payment. This is a shared responsibility between Logistics Support Branch staff and SERT Finance. (See Demobilization, Reimbursement, Collecting Invoices below).

      b. In some instances, an order may be cancelled or terminated while in process. Terms of the standing contract, Memorandum of Agreement, PUR 1000 (General Contract Conditions) or other applicable guidance apply. An example of this is notification of responder base camp operation closure, which requires a written notification of the anticipated closure date to be sent to the contractor 7 calendar days in advance.

J. Emergency Procurement Procedures

    1. Once the requirements are identified in accordance with the section above (Requirements Identification), the requestor should coordinate with SERT Finance to determine the best method of procurement (see Standing Contracts). If there is no standing contract and is time sensitive, an emergency procurement may be initiated in accordance with the below guidance from the FDEM 'Procurement Policy and Procedures' document.

K. Method of Emergency Procurement

    1. Emergency per Rule 60A-1.045, F.A.C. and Florida Statutes 287.057 (3) (a). The Division Director must determine in writing that an immediate danger to the public health, safety, or welfare or other substantial loss to the state requires emergency action. After the Division Director makes such a written determination, the Division may proceed with the procurement of commodities or contractual services necessitated by the immediate danger, without receiving competitive sealed bids, competitive sealed proposals, or competitive sealed replies. However, such emergency procurement shall be made by obtaining pricing information from at least two prospective contractors, which must be retained in the contract file, unless the Division determines in writing that the time required to obtain pricing information will increase the immediate danger to the public health, safety, or welfare or other substantial loss to the state.

    2. The Division shall furnish copies of all written determinations certified under oath and any other documents relating to the emergency action to Department of Management Services (DMS) (DMS Form 7800). A copy of the statement shall be furnished to the Chief Financial Officer with the voucher authorizing payment.

L. Contractor Performance Management

    1. See Section 3.4.2.

M. LSA Operations

    1. Refer Appendix A (Logistics Staging Area (LSA) Operations Guidance)

N. Ongoing reporting from vendors or FEMA

    1. The Division will request current capability from vendors to fulfill requests. The Division will request current capability from vendors to fulfill requests in real time.

    2. The Division has created a standing web-based reporting tool for contracted vendors to self-report on capability within given timeframes for certain resources.

    3. FEMA Logistics counterparts coordinate with the Logistics Chief and Support Branch to avoid competing for the same resources. The Division periodically receives a list from FEMA identifying vendors contracted by various states within Region IV to assist with decision making if FDEM's contracted vendors are unable to meet the Division's needs.

O. Mobile and Fixed Disaster Recovery Center Support

1. The State Disaster Recovery Manager may request assistance from the Logistic Section to help secure needed assets to open a Disaster Recovery Center before Federal or local assets can be arranged. In those circumstances, the Logistics Section will take the request from the State Recovery Manager to ascertain the feasibility of securing resources. When this request is made, the Logistics Section will determine what assets are available, where they would originate from, and estimated costs. This information will be forwarded to the State Recovery Manager and the State Disaster Recovery Manager. Concurrence for securing these funds would be granted by the State Coordinating Officer, or the State Emergency Response Team Leader.

P. Operational Period Re-assessment

1. Recognizing that needs will change throughout an incident response period and transition to recovery, the Division will reassess the scope of a mission based on a variety of factors. Since many of the resources are obtained through lease or rental, a weekly reassessment is ideal for reviewing past week usage or burn rates, forecast increases or decreases based on incident reports, and determining when to augment, decrease or demobilize a resource. A resource generally will not be demobilized unless the requesting entity has indicated the resource is released. Exceptions may be made at the direction of the SERT Chief or State Coordinating Officer (SCO).

3.3 DISTRIBUTION METHODS

A. Overview

1. Following an incident, Unified Logistics will review all resource requests to ensure that distribution is robust yet scalable. The number of Points of Distribution required and their locations will be based upon distribution models and projections defined by each county supported by this and other pertinent documents, e.g. United States Census Data.

B. Delivery Methods

1. Health and Welfare Checks:

   a. Health and welfare checks and direct distribution are generally the responsibility of the county. If a state resource is providing either of these it is usually while they are deployed on a mission supporting the county.

2. Mobile Feeding:

   a. Agencies such as the American Red Cross (ARC) and Salvation Army may have the ability to conduct mobile distribution to these areas while conducting feeding operations, but each county must address how they will conduct mobile operations in advance based on their demographics. An exception will be ESF-15 whose volunteer and faith-based organizations carry both a state and local mission. ARC, Southern Baptists and others have mobile feeding units; some operate like food trucks at a fixed location, and others are truly mobile dispersing meals prepared prior.

3. Mobile Delivery:

   a. Counties are asked to plan for mixed load mobile distribution to isolated farms and small plantations, nursing homes, adult living facilities, the homebound and elderly, trailer and mobile home parks, special facilities such as prisons, work camps, and isolated marinas.

4. County Staging Areas (CSA)

    a. Counties are encouraged to not only list their CSAs but also develop a localized County Logistics Plan to address how the county will support existing and incoming resources such as emergency power, pumping, material handling equipment, food, water and medical supplies, as well as all other necessary resources to support response and recovery.

    b. Direct Distribution to a CSA depends on the incident but all CSAs must be capable of receiving resources within 24-hours post event.

    c. Based on what is written in the County Logistics Plan, and the type of event/incident, the State may push an initial allocation of material handling equipment and consumable resources to each affected county. Counties must be able to drop trailers to turn the power unit and driver around so that they may immediately pick up additional loads. As such, all arriving deliveries must be down or cross-loaded within four hours of arrival unless other prior arrangements have been made with the Unified Logistics Section at the State EOC.

C. Point of Distribution Sites (PODs)

  1. County POD reporting requirements

    a. The County Emergency Management Preparedness and Assistance Grant (EMPA) is utilized to ensure that the 67 counties within the State of Florida have the capabilities to prevent, prepare, protect, respond and recover from disasters.

      i. EMPA requires all grant recipients to upload current Site Data to the internet-based SERT Incident Management Application. Through this Application, location and attribute information of all pre-identified to include County Staging Areas (CSAs) and PODs.

      ii. Attribute information shall include at a minimum: site name, site type, site address, full address with latitude/longitude in decimal degrees, primary contact (name, e-mail and phone number) secondary contact (name, e-mail and phone).

  2. County POD Activation

    a. The initial selection of which PODs must be provided annually by the county. POD sites are listed in the Application.

    b. The final selection of which POD will be opened for a specific event must be provided by the county to the SEOC Logistics Section no later than 48 hours prior to hurricane landfall.

    c. Post landfall, identified sites will be inspected by the FLNG assigned to the POD and adjustments made in coordination with the County EOC in the event the site cannot be used due to debris, flooding, road impediments or other factors.

  3. County POD Responsibilities

    a. The option to request support from the State exists, however counties remain responsible for developing their first response logistics plans to support their facilities and agencies.

    b. Plans must address how they will collaborate with, and support response and recovery activities and agencies as required including government, civil organizations and voluntary agencies.

    c. It is the "objective," not guarantee, that the State will be able to have designated PODs open within 24-hours of the event.

4. State POD Support

   a. The State may push resources based on established projection models and emergency needs for the first three days.

   b. The State may provide minimum staffing (20 personnel) for up to the first 72 hours, typically through the Florida Department of Military Affairs (FDMA) / FLNG, to open the site, establish initial management and begin distribution if the need has been pre identified in a County's Logistics Plan.

   c. If FDMA personnel are assigned to counties, counties must begin to augment this initial staffing as soon as possible, and be able to assume overall management and work force from 72-hours on. County sources of staffing may come from volunteer groups, Citizen Emergency Response Team (CERT) members, prisoner trustees, homeowner associations, county workers without other emergency responsibilities, in-state mutual aid or commercial contractors.

3.4 INVENTORY MANAGEMENT

A. Existing Inventories to Identified Requirements

   1. To minimize potential supply chain and availability risks, the State positions food and water throughout the State and utilizes contracts for purchasing:

   a. SLRC in Orlando maintains a cache of emergency food and water resources until supplemental resources are identified.

   b. The State maintains agreements with County governments and Non-profit organizations for the pre-positioning of food and water throughout the State.

   c. Vendor food and water supplies are also utilized.

B. Contingency Contracting

   1. Contractor integration with Logistics both at the SEOC and virtually.

   a. Contractor integration is critical during disasters and contractors under any Division standby contract are required to be "continuously available to the Government's representatives for response to requests for information, receipt of delivery orders, discussion of contract performance, and other contract administration activities."

   b. During disaster response operations, contractors must work as a unified team alongside state and federal agencies in the fulfillment of tasked missions.

   c. Contractors must respond to missions as tasked by the SERT in a timely manner both from an ordered cache of equipment, as well as fill special equipment or services missions.

   2. Noncompliance Management

   a. Under Florida Statutes 287.058 all contract documents in excess of the threshold amount provided in s. 287.017 for category two, must have "financial consequences that the agency must apply if the contractor fails to perform in accordance with the contract."

   b. The following regarding noncompliance may be used in various FDEM Standby Contracts:

i. If the Division determines that the performance of the contractor is unsatisfactory, the Division will notify the contractor in writing of the deficiency to be corrected, which correction shall be made within a time-frame specified by the Division.

ii. The contractor shall, within the time specified in the contractual documents after notice from the Division, provide the Division with a written corrective action plan describing how the contractor will address all issues of contract non-performance, unacceptable performance, failure to meet the minimum performance levels, deliverable deficiencies, or contract non-compliance. If the corrective action plan is unacceptable to the Division, the Contractor will be assessed a non-performance retainage equivalent to 10% of the total invoice amount or as specified in the terms of the contract.

iii. The retainage will be applied to the invoice for the then-current billing period. The retainage will be withheld until the Contractor resolves the deficiency. If the deficiency is subsequently resolved, the Contractor may bill the Division for the retained amount during the next billing period. If the Contractor is unable to resolve the deficiency, the funds retained may be forfeited at the end of final invoice period.

3. Conflicting Commitments

   a. FEMA Region IV pre-disaster contractor list in coordination with R IV Vendor Manager

   - (See 3.2 Resource Ordering, R.2 above)

   - The Division's Support Branch Director maintains contact with FEMA Contract personnel to leverage federal contracting capability and General Services Administration (GSA) offerings. Additionally, the Support Branch Director coordinates with GSA Customer Service personnel and FDEM Finance staff when using GSA Schedules and Disaster Purchasing Program.

   - The Logistics Chief participates in monthly logistics calls hosted by FEMA to discuss multiple topics, including potential vendor conflicts.

   i. Region IV reports (See 3.2 Resource Ordering, R.2 above)

C. Resource Identification and Typing

   1. This plan follows the FEMA resource typing (Tier I) definitions. In addition to the FEMA (Tier I) model, Florida has developed its own (Tier II) for resource typing.

   2. Florida vs FEMA's Resource Typing Library Tool (RTLT)

   a. The State has typed resources based on assets not typed under the NIMS System. These resources are found in the "Florida Resource Type" document.

   3. Statutory Requirements

   a. Section 252.35 (2)(g), Florida Statutes, requires the Division to:

   i. Ascertain the requirements of the state and its political subdivisions for supplies and equipment of all kinds in the event of a disaster; and

    ii. Plan for and either procure supplies, medicines, materials, and equipment or enter into memorandum of agreement or open purchase orders that will ensure their availability.

    iii. The identification of local resources is conducted under the county Emergency Management Performance Grant (EMPG). All EMPG Sub-Recipients must provide an Inventory Management component to the Division's Unified Logistics Plan to include the identification of resources including commodities, equipment and supplies in the event of a disaster. Completion of this requirement ensures statewide resource requirements are identified.

D. Private sector coordination and Emergency Support Function ESF-18

  1. ESF-18 is the lead for the State Business Emergency Operations Center (BEOC). The purpose of ESF-18 is to coordinate local, state and federal agencies and organizations actions that will provide immediate and short-term assistance for the needs of business, industry and economic stabilization.

  2. Virtual Florida Business EOC is utilized for providing businesses, small and large, easy access to critical information before, during and after a disaster. Virtual Florida Business EOC is a partnership between the Florida Department of Economic Opportunity and the FDEM (DEM).

E. County POD Location and Types

  1. Documentation and identification process

    a. Refer to Appendix B (Point of Distribution (POD) Operations Guidance)

F. Site Assessment Process

    a. Refer to Appendix B (Point of Distribution (POD) Operations Guidance)

G. Commodity Management

  1. People

    a. During an event or incident, SERT Command and General Staff will assess the staffing requirements needed to support operations. At any stage, an ESF and/or some of its supporting organizations may no longer be necessary. An ESF primary agency can recommend releasing a supporting organization or assume all of its support functions. The recommendation to demobilize a branch, group, or unit is presented by the Branch Chief to the Operations Section Chief and the SERT Chief for approval.

  2. Facilities

    a. The Logistics Section establishes and manages all LSAs, Forward Operating Bases, Mobilization Areas and Base Camps. Management of any of these locations is based on the scale/size of an event/incident.

  3. Equipment

    a. The Supply Unit Leader is primarily responsible for ordering personnel, equipment, and supplies; receiving, and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment. There may be more than one Supply Unit Leader depending on the scale of the event.

    b. Equipment is placed until such time as power is restored or the emergency need for the asset is complete.

4. Food and Water

    a. Commodities are distributed based on emergency needs in impacted communities. The operation is directly linked to the level of community retailers reopening post event.

    b. After the first 72-hours of operations, commodities will be resupplied based on both "burn rates" (actual consumption assessments) and mission requests from county EOCs as relayed to them by POD management teams.

5. Food and Water Disposal

    a. Any commodities remaining after the event may be recovered or distributed on a case by case basis.

H. Donations management

1. The Volunteer and Donations Coordination Team, consisting of Volunteer Florida staff and representatives of ESF-15 Support Agencies, as needed, is activated by the SERT Chief in disasters to ensure that coordination of donated resources and support to affected counties is available if needed. Upon verification that ESF 15 support is no longer required, staff and resources will be demobilized.

2. Acceptance, Management and Distribution (Multi-Agency Donations Warehouse)

    a. The Multi-Agency Donations Warehouse serves as a central location for the management of unsolicited and, in some cases, solicited goods to address the needs of local relief agencies equitably and effectively. ESF-15 is responsible for the establishment and operational activities of the warehouse through a Memorandum of Understanding with Adventist Community Services and with the FDEM.

I. Equipment and Supplies

1. Overview

    a. The Logistics Section has overall management control of equipment purchased by the FDEM that play a key role in the State's overall capabilities to respond to, and recover from an emergency event occurring in the State. Ensuring all of the equipment is maintained, and ready for immediate use and deployment is a serious, and major undertaking.

2. Roles and Responsibilities

    a. The equipment under the management of the Logistics Section includes a wide variety of response and recovery assets. It is the responsibility of the Logistics Section to ensure this equipment is managed in an appropriate manner.

    b. The Section has an Accountable Property Officer (APO) who is responsible for maintaining this equipment.

3. Equipment Inventory

    a. All resources are tagged and barcoded for inventory purposes. A detailed inventory is performed once a year on all equipment to cross check its existence, and current location.

4. Equipment Disposal

    a. All equipment purchased during an event/incident will return to the SLRC after demobilization.

b. The Logistics Section will maintain a detailed list of all returned assets available under its management. This list will be reviewed by the Logistics Section Chief and Deputy Logistics Section Chief during the recovery phase to determine whether items will be stored, donated or pre-positioned in a county for future use.

5. Maintenance Schedules

a. The maintenance schedule of all equipment is identified based on the type of equipment. All equipment should be periodically checked to ensure its operational readiness.

J. Warehouse Location

1. Florida's geographic risk profile makes the State more vulnerable to natural disasters. Florida has over 1,197 miles of coastline and 663 miles of beaches which reduces potential safe warehouse locations.

2. In response to Ch. 2006-71 LOF, the Division operates the SLRC located in Orlando, Florida. The SLRC location in Orlando was selected based on its central location within the State. Average drivetimes from the SLRC to opposite end of the State are seven hours.

3. The SLRC is used to stockpile life-sustaining food and water for disaster survivors. FDEM relies on the stockpile of food and water stored at the SLRC for the first 48-hour push of commodities. Requirements for the SLRC for food and water is in section 3.1.E.1.

K. Warehouse Safety and Personal Protective Equipment (PPE)

1. The SLRC currently has two staff members; a Facilities Manager and a Property Manager. These individuals are responsible for ensuring that the facility is ready to use at any time. They ensure that safety inspections are conducted.

2. Warehouse Safety Procedures (Non-Activation)

a. During normal operations at the Center, the full time Facilities Services Consultant will be the designated Safety Officer, working in conjunction with the Division Safety Officer at the SEOC in Tallahassee.

b. A safety inspection of the facility to include; lighting, racks, docks, doors, and exit signs will be conducted monthly with a copy of the report filed at the center and mailed to the Logistics Section in Tallahassee.

c. All injuries and accidents will be immediately reported to the SLRC Safety Officer, who will then notify the Division Safety Officer and the Logistics Section in Tallahassee.

d. All individuals operating one of the SLRC forklifts must have a current Occupational Safety and Health (OSHA) certification.

e. All personnel working or walking in the warehouse area will wear a high visibility safety vest.

f. The Division's Safety and Security policy applies to the SLRC.

3. Warehouse Safety Procedures (Activation)

a. During all activations a Safety Officer will be assigned and present for all shifts. The Safety Officer will report directly to the Incident Commander.

b. The Safety Officer will publish a daily safety message, and conduct a safety briefing at the beginning of each shift.

c. The Safety Officer will conduct a daily inspection of the warehouse and all other areas of activity at the SLRC.

d. The Safety Officer will ensure that all personnel are wearing the proper safety equipment and are performing their duties in a safe manner. This will include but is not limited to high visibility vest while working in the warehouse and around trucks.

e. All accidents and injuries will be reported immediately to the Safety Officer, who will then report them to the SLRC Incident Commander. All accidents and injuries will be investigated by the Safety Officer.

4. Safety Rules for Operation of Forklift Trucks

a. Anyone using the forklift trucks must be OSHA certified in their operation by an organization certified to do so and must present documentation of such certification. Non-certified personnel are not to operate this equipment under any circumstances.

b. The National Safety Council "Forklift Truck Operators Training Course" is to be used as the primary source of reference for using forklift trucks.

c. When a question arises that cannot be suitably answered by reference to these operating procedures, it is suggested the Operator's manual be consulted or the matter be discussed with the supervisor.

L. Equipment Tracking

1. Resource Tracking

a. A common operating picture (COP) is shared via The internet-based SERT Incident Management Application, with access to information based on position and need-to-know.

b. FDEM logistics personnel have access to near-real-time information on the status of most roadways. This information is used for transportation and movement coordination and is shared among federal, State, Local, Tribal, and Territorial (SLTT), and private-sector partners as appropriate.

2. Equipment Tracking Procedures

a. The Division requires all Contractors to provide real time asset tracking and accountability for all missions utilizing the Internet-based SERT *Incident Management Application.*

b. No resource, supplies or equipment, leave a location unless there is an mission for it. This includes all state managed Staging Areas.

c. When resources leave a location, they are tracked using a spread sheet that at a minimum to list the following:

- Date/Time delivered
- Resource being delivered
- Truck/Trailer number
- Driver name and phone number
- Quantity of resource being delivered

    d. A manual inventory will be conducted once each day during disaster operations and recorded using an excel spreadsheet.

    e. All supplies issued during non-activations will have the proper transfer documentation completed by Division Employees which will be kept on file at the SLRC and forwarded to the Logistics Section in Tallahassee.

    f. Information Management System utilization

      i. The SERT utilizes a web-based Incident Management Application which has the ability to track equipment deployed for each mission.

M. Leased Equipment Operational Status - Preparedness

    1. FDEM requires any contractor to confirm available resources against any items bid on an Emergency Standby Contract. In addition, during the period of 1 June through 30 November of each year (Hurricane Season), each Contractor must confirm their available resources against any items bid on a Emergency Standby Contract every two weeks.

    2. This availability "snapshot" should also include average response times to the Division or Authorized User on a bi-weekly basis, and then an updated version upon initial notification of accelerated preparedness measure due to impending events/storm(s) and as requested while services are engaged.

N. Leased Equipment Response

    1. Contractors under any Emergency Standby Contract must provide real time asset tracking and accountability for all missions utilizing the Internet-based SERT Incident Management Application. This information should include tracking from mobilization to demobilization, daily reports and clear picture of where resources are located, who is operating the equipment, and its usage.

O. Statewide Generator Reporting

    1. Pursuant to Chapter 252.35(2)(s)&(t) and Chapter 2006-71, Laws of Florida, the FDEM is required to maintain an accurate inventory of portable generators owned by all state agencies and local governments within the State of Florida. The inventory will include those portable generators which are capable of operating during a major disaster and which may be deployed under the Statewide Mutual Aid Agreement (SMAA). The inventory must identify:

    a. the location of each skid or trailer mounted generator;

    b. the number of generators stored at each location;

    c. the agency or governmental unit to which the generator belongs;

    d. the primary use of the generator by the owner; and,

    e. the name, address, telephone number, and e-mail contact of the person having the authority to deploy the stored generator as authorized by the Division during a declared emergency under the SMAA.

P. Facilities

1. SLRC Hurricane Deployment Suggested Timeline (At least 96 Hours Advance Warning)

INITIATION TIME (Hurricane Only) - / + HRS	ACTION or RESOURCE
E-96	SEOC Level 2
E-96	Activate FLNG Deputy Logs Chief
E-96	Activate Forklift Drivers
E-95	Order forklifts (SLRC Package)
E-95	Activate Orlando ASA
E-95	Initiate Warning Order to Vendors
E-95	Execute Transportation (21 Pallets/4793 gal = 1 TL)
E-95	Contact LSA Land Owners
E-72	Executive Order Issued
E-72	SLRC
E-72	Request Activation of FLNG
E-72	Order Catering
E-72	Begin Loading Trucks with water and food; all food and water is downloaded onto trucks prior to landfall
E-72	Setup Security for Building
E-70	Conduct Systems Check at Facility
E-70	Conduct Briefing
E-67	Request Staging Areas
E-67	Request Law Enforcement for Staging Area
E-67	Request Message Boards/Signs
E-67	Request Portable Office for Alternate Staging Area
E-55	Monitor WEB-EOC for missions
E-55	Request Activation of the FLARNG
E-55	Request Catering Service for SLRC
E-55	Request Catering Service for Staging Area
E-55	Request Showers/Restrooms for Staging Area
H+0	Begin Working Missions
H+1	Push out LSA Teams

2. SLRC Mobilization for Large Scale Notice Events

a. When the SEOC goes to a level 2 activation, and with the approval of the SERT Chief, as a minimum the following positions within the FDEM will deploy to the SLRC:

    i. The State Deputy Logistics Chief, who will assume overall command and control of the facility and all other field logistics sites and operations.

    ii. One person from the Finance Section.

    iii. One person for ESF-7 or Logistics

    iv. The 930 DLD, FLNG, to assume duties of Incident Command, and other duties.

b. The 930th DLD of the FLNG will be the primary Incident Management Team and should begin reporting to the center within E-72 hours.

c. At the same time personnel are being activated to stand up the SLRC, warehouse personnel and forklifts will be requested from the designated vendor, to arrive at the SLRC within 24 hours.

d. Personnel from the ESF-7 will work to identify nearby property to be used as a staging area for trucks that are being loaded at the SLRC.

e. Transportation assets will need to arrive at the SLRC within 12 hours of activation in order to ensure that we have trucks to upload the food and water stored in the facility.

f. The first mission of the SLRC will be to load water and food stored onto trucks and then place them in a staging area to await missions after storm force winds exit a region.

g. Pre-identified transportation vendor personnel will need to arrive within 24 hours of notice to activate the Movement Control Center to begin tracking their vehicles.

h. Once the SEOC goes to level 1 activation, and a State of Emergency declaration is signed by the Governor, then a request to activate the FLNG to manage the SLRC will be made by the Logistics Chief.

i. When the SEOC goes to a level 1 activation and impact to the State is anticipated then the SLRC will also go to a level 1 activation, and will need to be augmented from the SERT team. Staff should be sufficient to work two 12-hour shifts.

j. The SLRC Facilities Manager upon notice of activation of the facility will take the necessary steps to ensure that the facility is fully functional. His/her primary duties during activations are to ensure that all systems and equipment are working properly and if not, to take the necessary actions to have them repaired.

k. Once activated, all Transportation Logistical Staging Area teams will stage at the SLRC. They will check in, receive their missions, and receive their initial safety briefings and any additional training or instructions as necessary to complete their missions.

3. SLRC Mobilization for No Notice Events

a. Upon approval of the SERT Chief, all designated personnel will immediately depart from the SEOC to the SLRC. The size of the event and type of activation will determine the number of personnel from the SERT that activates, but a minimum the following positions will activate:

    i. State Deputy Logistics Chief

    ii. One person from Logistics or ESF-7

iii. The Logistics Management Team from the 930th Digital Liaison Detachment (DLD) will be activated to manage the SLRC. The size of this team will be dependent on the type of and size of the event.

iv. If needed, transportation vendors are requested to send representatives to the SLRC; the number will be determined by the type and size of the event.

4. SLRC Demobilization

a. Once the response phase is completed, and the determination is made to close the LSA, all equipment and commodities will be demobilized by the vendor and any remaining state-owned assets will be returned to the SLRC.

b. Once the response and recovery operations are complete the facility will be returned as much as possible, to its pre-activation level.

c. The facilities manager will coordinate a deep cleaning of the entire facility and grounds. Prior to deactivation, all equipment and infrastructure will be inspected and all incurred damaged during the activation should be repaired or replaced.

5. Property Accountability

a. See Property Management and Accountability Policy.

3.5 TRANSPORTATION

A. Modes of Transportation

1. Ground/Rail

a. To include State LSAs for truck transportation; or satellite staging for rail head operations. A staging area may be established for record keeping and tracking of inbound and outbound shipping, and rehabilitation of truck and rail personnel as assigned to the operation.

2. Air

a. For air cargo transportation, the State will coordinate with public or private airports as required to make accommodations for airlift operations (fixed and rotor wing). A satellite staging area may be established contiguous to these areas for record keeping and tracking of inbound and outbound shipping, and rehabilitation of truck and airlift personnel assigned to the operation.

3. Water

a. The State shall coordinate with and provide adequate accommodations for inter-modal maritime operations through one of the State Ports approved for such operations. A satellite staging area will be established contiguous to these areas for record keeping and tracking of inbound and outbound shipping, and rehab of truck and sealift personnel assigned to the operation.

B. Florida Ground Transportation Architecture

1. According to the Florida Department of Transportation (FDOT) Motor Carrier System Plan the following statistics should be considered for transportation:

a. The majority of motor carrier movements begin and end within the state. In terms of distance traveled, the majority of daily motor carrier movements travel up to 100 miles.

b. Roadway segments listed in the DOT Motor Carrier System Plan for the highest concentration of truck volumes (5,000 or greater) were found along portions of I-75, I-95, I-10, and I-4. In particular:

- I-4 (I-275 Interchange)

- I-10 (I-75 Interchange)

- I-75 (Georgia/Florida State line to Pasco/Hillsborough County line)

- I-75 (Pines Blvd to I-595/I-75 in Miami-Dade County)

- I-95 (State Road 40 to I-4 in Volusia County)

b. The top five statewide freight bottlenecks are:

- I-4 WB – N 36th St. to I-275

- US 27 – SR 821 to SR 826

- I-275 NB over Old Tampa Bay

- SR 826/Palmetto Expressway SB – NW 74th St. to NW 25th St.

- I-95 NB – SR 838 to SR 816

2. A recent study, Analysis of Global Opportunities and Challenges for Florida Seaport, 2015, identified that southbound trucks are typically full and northbound flows are empty.

3. Potential strategies to counter the above issues include:

- Utilization of the Florida 511 system for traffic monitoring and re-routing procedures,

- decreasing the weight restrictions for emergency response vehicle during events,

- scheduling off peak hour deliveries,

- variation in delivery vehicles,

- utilizing full truckloads,

- and land use strategies, such as creating freight villages or multiple small distribution centers located throughout an urban area.

C. Transportation Strategic Considerations

1. Movement Control Coordination Center (MCC)

a. The purpose of the MCC is to facilitate the coordinated movement of large amounts of resources. This includes resources coming into the State of Florida as well as movement of resources within the state.

b. The Center is established at the SLRC in Orlando, and coordinates the employment of all means of transportation (multi-modal) to support the concept of operations.

c. FDEM is the lead agency in the establishment of the MCC and is supported by FEMA, the Florida Department of Transportation (ESF-1) DMS (ESF-7) FLNG (ESF-13) and Commercial Contract Contractors. The movement request mission includes:

i. mission ID and description,

      ii. mission priority,

      iii. specific truckload quantities to be moved,

      iv. pickup/delivery location addresses,

      v. map & driving directions for the pickup/delivery locations that is based upon current intelligence around weather conditions, vehicular traffic flow, obstructions, or damage to the multimodal transportation infrastructure, and

      vi. pickup/delivery point-of-contact information.

2. Contractor Requirements

  a. The MCC manages the multi-modal movements of resources (all classes and types) under FDEM's awarded Standby Services Contracts.

  b. Contract Contractors in addition to FLNG transportation assets and federal government transportation assets are jointly used and managed by the MCC.

  c. The contractor is required, in concert with the Contracting/ordering Officer's Representative (COR), to perform advanced coordination with the MCC for all shipments into disaster locations.

  d. The MCC will either approve schedules for such shipments or provide alternate shipment delivery times/dates as well as different delivery locations, such as airports and seaports, in the disaster locations.

  e. Any change made by the MCC that delays shipments will be taken into consideration by the SLRC Contracting Officer when determining whether or not the contractor has complied with the delivery time requirements for affected delivery orders.

  f. All shipments must have the appropriate paperwork, to include:

    i. Bill of lading for commodity missions as proof of delivery and

    ii. printed mission information.

3. Tracking of Material and Equipment

  a. Methods of control

    i. The Logistical Staging Area (LSA), in coordination with the SEOC Logistics Section, will be responsible for the tracking of all expendable, and non-expendable resources from the time of Contractor ordering through delivery and receipt by the requesting agency or entity.

  b. Identification and Validation

    i. Orders received by a LSA may come either directly from the requesting agency or through the SLRC. The route will be determined based on the event, situation, resource requirements, and span of control capable by the LSA.

  c. Procedures

    i. A check-in site that is clearly marked, identified, and manned will be established. Without exception, all traffic into the LSA should go through the check-in point.

  d. Routes

    i. Two separate lanes in and two separate lanes out when possible.

      ii. If the traffic pattern allows, staff shall establish a check-out point separate from the check-in point.

   e. Entry during contraflow

      i. To improve safety, speed, and control at the LSA, traffic patterns to minimize cross traffic and insure inbound and out-bound trucks flow in one direction should be used.

D. Transportation and Movement Coordination

  1. Contract Alignment

    a. The Division may utilize emergency standby material and service contracts to manage transportation and movement coordination.

  2. Scalability

    a. Based on need, the contractor should have the ability to demobilize resources that are no longer being utilized to support a mission.

  3. Contractor Transportation Liaisons

    a. When utilized, the Contractor shall provide management level personnel at the SEOC and/or to the SLRC to collaborate with Division/Authorized User personnel within 24 hours, and provide the State with projected date and timeline for arrival of resources.

  4. Transportation reporting protocols

    a. See Movement Control section 3.5.B.1

  5. Contractor Transportation Reporting (which may be used in various FDEM Standby Contracts)

    a. When utilized, contactors must report on the status of performance under delivery orders in accordance with the following paragraphs utilizing the Internet-based SERT Incident Management Application. Reports shall include the following information:

      i. contract number,

      ii. purchase order number,

      iii. date of issue,

      iv. quantity of products ordered,

      v. required delivery or performance dates,

      vi. names and addresses of product suppliers,

      vii. quantity of products to be provided from each supplier,

      viii. names and addresses of transportation companies,

      ix. carrier names and identification numbers for each method of transportation that will transport products from suppliers to specified delivery sites, airports, and seaports,

      x. quantity of products being transported by each truck, airplane, and ship; details of each truckload to include driver names, cell phone numbers, truck numbers, trailer numbers, and satellite tracking transponder numbers,

xi. and estimated and actual dates and times of all deliveries, total quantity delivered, and any other information required by the customer.

6. Real-time shipment tracking requirements (contained in various FDEM Standby Contracts):

   a. Contractors utilized for transportation must provide real time or near real time asset visibility on all loads upon request.

   b. Contractors must have the ability to track and communicate with truck drivers at all times regardless of disaster situations.

   c. At a minimum, all truck drivers shall have cellular telephone or other voice or data communication equipment sufficient to enable the contractor to have immediate contact with the driver at all times during transport.

E. Transportation Shipment Flow Outbound (SLRC)

   1. Upon activation, the State will utilize a shuttle fleet to offload commodities at the SLRC. Cross docking will take place at the SLRC as soon as practical during response Operations. The decision to start cross docking operations will be made by the State Deputy Logistics Chief and the Command Group, with concurrence with the Unified Logistics Chief.

   2. Once the decision is made to start cross docking operations, a request for shuttle trucks and trailers will be submitted in the internet-based SERT Incident Management Application and with participating Trucking Contractors.

   3. When a loaded trailer leaves the SLRC and arrives at a State LSA, the full trailer will be dropped and an empty trailer will be picked up and returned to the SLRC (or nearby staging area) for further operations.

   4. It is recommended that there is one (1) truck/tractor per three (3) trailers. The total number of trailers requested will depend on the amount of product available and the State LSAs area of responsibility.

   5. GPS tracking devices will be placed on both the truck/tractor and the trailer for monitoring.

   6. Bills of Lading will be received from the truck drivers and staff will make at least 4 copies. 1 copy will be signed and given to the truck driver with date/time arrived, 1 copy will be filed, 1 copy will be given to the transportation contractor on site, and 1 copy will be uploaded into the incident management application for the mission.

      a. Only SLRC/Staging Staff will be the authorized for acceptance and will sign and date the bill of lading accordingly.

F. Transportation Shipment Flow Inbound (SLRC)

   a. Trucks will be checked in a nearby designated staging area. If trucks arrive at the SLRC before going to the staging area, they will be re-directed to the staging area.

   b. Trucks will be dispatched directly from one of the Orlando Staging areas to either State Staging Areas, County Staging Areas, PODs, the Response Center, or other destinations.

G. Transportation Shipment Flow (Orlando Area Staging Area)

a. All trucks departing an Orlando Staging Area to go to a State Staging Area, County Staging Area, and PODs will be escorted either by sworn Law Enforcement Officers or by a contracted security company (if feasible).

b. All trucks will be signed out of the Orlando Staging areas and signed in when they arrive at the LSAs.

H. Transportation Shipment Flow (all locations)

a. All departing trucks from any location will be given as a minimum:

i. A copy of the mission,

ii. A map of their destination,

iii. A load manifest/bill of lading, and

iv. Contact information for the MCC at the SLRC.

b. All trucks will be equipped with GPS tracking units.

I. Transportation Load Assignment

1. SLRC Load Assessment

a. Warehouse Supervisor

i. Oversees all warehouse operations and report directly to the SLRC Operations Chief;

ii. Ensures that all trucks are unloaded or loaded, that all product is accounted for, and that product is either put in racks or staged to load out;

iii. Ensures proper safety regulations are followed;

iv. Ensures safe and correct fork-lift operations; and

v. Organizes the warehouse in an efficient way to ensure unloading and loading operations are carried out at the same time.

2. SLRC Truck Check-In and Check-out Procedures

a. Collect driver information.

b. All Bills of Lading will be collected from the driver at check in, signed and dated by SLRC/Staging area representative, and four copies made. Distribution is as follows: one is returned to driver, one is put in the SLRC file, one is given to Contractor, and one is given to ESF-11.

c. Check in all trucks with product that arrive at the SLRC. The following must be recorded: the time the truck arrived, the name of the truck driver, the number on the tractor and trailer, the cell phone number of the driver; and the truck's cargo.

d. Check out each truck that leaves the SLRC. Each truck must leave with a mission assignment and have a strip map of the destination. The load must be verified.

3.6 STAGING

A. Models

   1. Hub and Spoke Model

      a. Florida is broken into seven regions based on the Regional Domestic Security Task Force (RDSTF) model. Each region represents a "hub."

      b. When an LSA is established in a hub, all resources will flow to a LSA within the hub for subsequent distribution to county and local jurisdictions.

   2. Fixed Site

      a. See Types of Staging Areas Section 3.6.B.4

   3. Cross Dock

      a. A Cross Docking Operation takes product from a truck/trailer and moves that material in its entirety to another trailer or container that the State controls. The State does not currently conduct cross docking during large-scale disaster operations. Trailers are left at their end location and are picked up when empty.

B. Types of Staging Areas

   1. Mobilization Area

      a. A Mobilization Center/Area is a temporary site established, typically prior to an event, where various resources inbound from numerous vendors (commercial, FLNG, mutual aid, etc.), arrive and are logged-in, formed into task forces as needed, and are readied for redeployment in support of emergency operations.

      b. Resources are not offloaded from trucks, but are simply gathered until after the event occurs when they are redeployed to Logistical Staging Areas. Resources are then deployed from the LSA to the requesting county or municipality.

      c. Mobilization Centers/Areas require just a minimum of oversight management. Typically, a team of 2-3 personnel can be assigned. Responsibilities include inventorying and logging in all resources arriving at the Mobilization Centers and sending this information to the SEOC Logistics Section.

      d. Facilitation of on-site support for personnel at the site is necessary, but because the Mobilization Centers will be typically located out of harm's way, hotel rooms, restaurants, and other support services are more likely to be available.

   2. County Staging Area

      a. This site is operated by a receiving county or municipality.

   3. Staging Area Typing

      a. Three types of NIMS State LSA exist:

         - TYPE I: The largest site located on a facility that supports both fixed and rotor wing aviation assets. The site can support 300 – 400 semi tractor-trailer units and at least 40,000 square feet of warehouse storage and office space. Each LSA operates within an established Area of Responsibility (AOR) as designated by the SEOC to support the overall response for all agencies. Shipments from LSAs are typically directed to the points of end use such as County PODs, shelters, critical facilities, Base Camps, etc.

- TYPE I-A: Mission specific site that supports the Center for Disease Control Strategic National Stockpile program. The site supports both fixed (Cargo 747) and rotor wing aviation assets. 10,000 square feet of air-conditioned warehouse space established as a high security inner perimeter within an overall secure LSA. The site also supports the overall operation to include typical LSA resources, and shares common resources such as transportation, mission tracking, communications, and life safety and support. These sites include civil or military airports or fields. Primary responsibility for the management for the Strategic National Stockpile (SNS) Package.

- TYPE II: Similar to a Type I site except supports only rotor wing aviation assets. Must be able to support 200-300 semi tractor-trailer units, and at least 20,000 square feet of warehouse space. Staffing and function remain the same as a Type I LSA.

- TYPE III: This is referred to as a county Staging Area, or CSA. Counties may opt to establish these for purposes of supporting local operations, such as County Point of Distribution, local shelters, or for supporting smaller disaster operations.

C. Pre-Identification of Staging Sites

   1. Vetting Process

      a. Unified Logistics continuously works to ensure staging sites are pre-identified and MOUs are in place before an event occurs.

      b. After sites are established, they are assessed at least annual to determine viability.

D. Utilization of Staging Sites (existing or new)

      a. The need for an LSA will be predicated on the size and severity of the impact of an incident occurring in the State of Florida.

      b. LSAs will be established when local facilities are not available for the number of emergency workers needed to adequately respond to a disaster.

      c. LSAs will be located in close proximity to the impact area to allow emergency workers quick access to the impacted area.

      d. When reviewing a site, Logistics staff should review not only the hardstand area, but the overall layout of the staging area, gates, facilities, and other aspects, including driver control and security. Most sites will be military bases, runway and taxiways, parking lots, or hard packed fields.

      e. Logistics staff should review the amount of trucks and commodities that are expected. The following chart is a guide showing the area needed for "X" number of trucks:

LSA Capacity Based on Area 43000 SQ FT = 1 ACRE			
Sq. Ft	Acres	Truck & Trailer	Trailer Only
261000	6	211	339
391500	9	317	509
522000	12	423	679
652500	15	529	848
783000	18	634	1018
913500	21	740	1188
1044000	24	846	1357
1174500	27	951	1527
1305000	30	1057	1697
1435500	33	1163	1866
1566000	36	1268	2036

2. State Staging Area Requirements (Per Florida Typing Standards)

TYPE	HARD STAND	COVERED SPACE	AIRCRAFT
I	350,000 square feet	150,000 square feet	Ability to receive fixed wing aircraft up to and including at a minimum, C-130 / C-17 military.
I-A	50,000 square feet	12,000 square feet of air conditioned	Ability to receive fixed wing aircraft up to and including, cargo 747 commercial or C-141 military aircraft, with a minimum 8,000 foot runway and a "K" Loader.
II	200,000 square feet	100,000 square feet	Able to receive at least two military helicopters.
III	50,000 square feet	20,000 square feet	Able to receive at least two military helicopters.

E. POD Types and Requirements

   1. POD will be used for the purpose of receiving and distributing bulk emergency relief supplies. The purpose of a POD is to establish initial points where the general public will obtain life sustaining emergency relief supplies until such time as power is restored and traditional facilities such as retail establishments reopen, Comfort Stations, fixed and mobile feeding sites and routes, and relief social service programs are in place.

   2. Two variations of PODs exist in the State of Florida:

      a. Disaster PODs: Those established post event for the purpose of distributing life sustaining commodities and other bulk resources within the first 24-96 hours after an event.

b. Pandemic - Points of "Dispensing:" Those established under the State's Strategic National Stockpile (SNS) Program for purposes of distributing pharmaceuticals, antidotes, and prophylactic medications in the event of a pandemic, biological, or chemical attack. Details for this program reside with the State Department of Health, County Health Departments, and County Emergency Management offices. These are managed by the Florida Department of Health and local County Health Departments.

3. Florida has four Types of Disaster PODs:

- Type I is a four-lane operation – serving 20,000 persons per day.

- Type II is the two-lane operation – serving 10,000 person per day.

- Type III is a one-lane operation - serving 5,000 persons per day.

- Type IV is a walk-up distribution point for high density urban areas – this can be either a standalone site serving around 800 – 1000 persons per day or part of a Comfort Station site serving around 500 – 750 persons per day.

4. Mobilization

a. Refer to Appendix B (Point of Distribution (POD) Operations Guidance)

5. POD Demobilization

a. Refer to Appendix B (Point of Distribution (POD) Operations Guidance)

3.7 **DEMOBILIZATION**

A. LSA Demobilization

1. Triggers and Indicators

a. Demobilization planning begins upon activation of the LSA. Non-essential equipment and personnel will be released to their points of origin when the mission no longer requires their use. If the mission requires replacement personnel for staff that must be demobilized due to recall back to their normal duties, the LSA Manager will request replacements through the SLRC.

b. The Deputy Unified Logistics Section Chief at the SLRC, in conjunction with the Unified Logistics Section Chief, will make the final determination to demobilize a staging area.

c. The determination should be based on a lack of resource requests from affected jurisdictions or a reduction in incoming resource shipments.

2. LSA Demobilization Process

a. After approval, the SLRC will then direct the LSA Manager to begin the demobilization process, including a recommended end date by which all activities and use of the staging area site will conclude. Any final site restoration or financial activities still remaining to be completed after the end date become the responsibility of the State Unified Logistics Section.

b. Upon notification by the SLRC that the staging area is to be closed, the LSA Manager will meet with all unit leaders and the site owner/manager to discuss timelines for demobilization and determine expectations for site restoration. The LSA Manager will use the LSA demobilization checklist and coordinate activities with the SLRC

Planning Section Demobilization Unit to ensure all demobilization processes are completed, including staff recognition.

c. Return of Resources - all borrowed, rented, leased or contracted equipment will be returned to the owner(s) upon demobilization of a site. Remaining disaster resources will be reported to the SRLC for determination of final disposition, before the site is closed.

3. Property Reconciliation

a. Upon demobilization, the LSA Manager reviews all alterations made to the site with the site owner/manager and determines repairs needed to bring the site back to the condition it was upon activation of the staging area. If assets cannot be brought back to original condition, reimbursement for the loss of these assets may require coordination.

b. Simple clean-up will be accomplished by each unit as it clears its operational area.

c. Repairs requiring contractor assistance will be reported to the SLRC. SLRC coordinates with the Finance Section for necessary repairs.

d. Reimbursement requests for damage or destroyed assets will be submitted to the SEOC for processing.

e. The LSA Manager is responsible for ensuring that photographs are taken of the site prior to final departure. Should repair activities exceed the time that the LSA Manager will be present, the State Unified Logistics Section is responsible for ensuring final photographic evidence of site restoration is obtained.

B. Right Sizing the Mission

1. Periodically, or upon request for extension or partial demobilization, the Logistics Chief will in coordination with applicable stakeholders adjust the quantity or scope of any mission to serve the current or projected need. Right-sizing may be based upon burn rates, occupancy, anticipated closure dates or other relevant information. (See 3.2 Resource Ordering, S.1 above)

C. Organizational Shut Down

1. As Response activities begin to taper off and non-life safety issues can begin to be addressed, the operational focus begins to shift from Response to Recovery. This may include the establishment of a Joint Field Office (JFO).

2. De-escalation of activation levels or complete deactivation of the SEOC will be determined by the State Coordination Officer (SCO) /Division Director and the SERT Chief and will be based on operational needs and completion of missions.

3. *Further information can be found in the FDEM Emergency Operations Plan (EOP).*

D. Demobilization Unit Responsibilities

1. Accountability

a. The Logistics Section Chief will oversee demobilization of Logistics Section and associated resources.

b. Demobilization is site-based and is covered in various sections of this Plan.

E. Reimbursement

    1. Refer to the Florida Division of Emergency Management Reimbursement and Invoice Collection Process.

F. Final Records and Reporting

    1. All mission history will be captured in the internet-based SERT Incident Management System Application. The Planning Documentation Unit will document after action items and assist in preparing after action reports.

    2. After the SEOC returns to a Level 3 monitoring phase, the DEM Director and Plans Chief will invite SEOC personnel that worked during the incident to attend after-action review sessions to allow for solicitation of feedback and comments regarding the SEOC activation and identify areas for improvement. These sessions may be organized by branch, ESF or with the entire SERT.

    3. As the SEOC deactivates, it is critical that ESFs forward all expense records and claims to the EOC Finance and Administration Section for reimbursement.

    4. All tracking documents managed by a State Resource from any State operations site such as a staging area or POD should be hand delivered the SLRC Movement Control Center. If hand-delivery is not feasible they should be delivered electronically to the Movement Control Center

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APPENDIX A: UNIFIED LOGISTICS STAGING AREA (LSA) OPERATIONS

1.1 GENERAL SITE GUIDANCE

A. Maintain commodities separately. Size the commodity areas based on projected demand, but leave room for growth as mission requirements may change. On occasion, you may need to keep commodities separate by vendor.

B. Provide a separate area for generator missions. This can be an adjacent site, or a dedicated area of the hardstand. Leave enough room for not only the generators, but support and maintenance equipment.

C. Additional areas/space may be needed for more complex additions such as fuel missions. These sites need to be close to the main mission, but provide separate entrances, exits, and work areas whenever possible.

D. Fuel missions need Hazardous Materials (HAZMAT) support.

E. If co-located with a cross dock, provide a staging area for empty trailers, or empties. The empty staging area must be near the cross-dock facility and have easy access for trucks feeding empties and yard dog access. Make sure to factor the empties into the equation determining the overall size of the LSA.

F. If not already provided by a Contractor, apply transponders and record tags at receiving gate prior to use of trailer.

G. To improve safety, efficiency and control at the facility, develop traffic patterns to minimize cross traffic, and insure inbound and out bound trucks flow in one direction. Consider counter-clockwise flow in order to minimize cross traffic.

H. Have separate inbound and outbound gates, provided the facility and flow patterns allow it and control can be maintained.

I. Excellent communication and reporting from the receiving and shipping gates is essential to a successful LSA. Provide a reception area for inbound trucks waiting for check in and those with issues.

J. A single inbound and outbound gate is acceptable and common. Provide enough space for inbound trucks to stand waiting on check in and check out. This is to keep waiting trucks off of the roadway and out of the main staging area(s).

K. Flow of outbound trucks must not interfere with receiving and should eliminate cross traffic. Single gates often require additional personnel and communications equipment for traffic control.

L. When placing the command and control area (C2), keep it close enough to the receiving/check in area in order to facilitate the collection and processing in BOLs.

M. Provide an area adjacent to the C2 for state representatives if applicable.

N. Locate contractor support, such as shuttle, generator, close to the main operation to facilitate good communication flow and situational awareness (SA). Do not allow shuttle drivers to congregate or meet too close to offices. Have contractor assemble drivers and support staff away from C2 area.

1.2 LSA RECEIVING PROCEDURES

A. The receiving gate is not only the starting point of the operation, it is the most critical in terms of information gathering and operational control. Gate logs represent the daily log or journal of an LSA mission. Accurate recording of data is vital to successful tracking and processing of product. Information gathered here is vital in tracking commodities throughout the entire process.

B. Establish a receiving gate and gate control procedures. The gate workers act as a traffic manager and receiving clerk in one. Control of access to the LSA is managed here.

C. Approval from either the Ground Support Lead or the LSA Manager should be obtained prior to admission.

D. The receiving gate should be placed and operated to minimize trucking backups on public roadways, allow for security checks, information gathering, and turn around capacity if non authorized access is attempted.

E. Security Personnel should be utilized whenever possible, allowing personnel to concentrate on operations.

F. When possible, use appropriate signage to mark the Receiving Gate, indicating direction of flow and stop, as well as slow signs.

G. Establish a pull off area (frustrated cargo) to handle problems and trucks requiring slow processing.

1.3 LSA TRACKING

A. Tracking form procedures

1. Resource tracking should occur at all locations. The purpose of the FDEM resource tracking form is to collect information on the receipt of expendable and non-expendable supplies and equipment. Examples of use include, shipments to PODs, LSAs, CSAs, and other emergency related sites. This form will be completed by the receiving officer, one form per delivery. See Appendix X State of Florida, FDEM Resource Tracking Form.

B. Bill of lading form procedures

1. Each carrier is required to support the movement of resources with proper documentation. This is accomplished using the FDEM BOL. The BOL will be prepared by the shipping facility and will document the customer order information taken from the mission number. Carrier information will include the commodity description. The BOL will be signed by the State shipping representative, and the freight carrier. Upon delivery to the final location, the BOL will be signed by the official authorized to receive deliveries at that location and uploaded into the internet-based SERT Incident Management Application. *Placeholder: See Appendix X State of Florida, FDEM Bill of Lading.*

C. LSA Demobilization

1. While the site work may be complete, closing and officially departing the LSA cannot be accomplished until the facility and assets are returned to the base or provider in at least as good a condition as State received it.

2. All damage must either be repaired, or the appropriate processes put in place to remediate the site. Before and after pictures should be included; not only for damaged items, but for the site overall.

3. At the conclusion of operations, the LSA Manager will provide the appropriate base/vendor representative with a closeout letter (specifically tailored to that mission and site) that specifically states what remediation if any is needed and that there is no additional liability by the State.

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APPENDIX B: POINT OF DISTRIBUTION (POD) OPERATIONS

1.1 LENGTH OF OPERATIONS

A. PODs take at least 24-hours to change or establish, so all location changes must have at least 36- hours advance notice.

    1. POD reporting and coordination protocols

    2. Once PODs are open, they must remain open for the first 72-hours due to the level of resources, personnel, and equipment that must be allocated and deployed in support of PODs.

B. After 72-hours, POD locations can be jointly evaluated and moved, closed or new PODs established in the county.

1.2 DISTRIBUTION

A. Initial distribution should be limited to the following in the first 72-hour period of operations:

    1. 1 Gallon of water per person, per day (1 case (24 .5 L bottles) of water = 3.17 gallons)

    2. 2 Shelf-Stable Meals (or equivalent) per person, per day

    3. 1 vehicle represents 3.17 persons per household according to U.S. Census data

    4. Based on above planning factors, each car should receive two cases of water (two-day supply) and one case of meals (two-day supply)

1.3 REPORTING

A. Counties are responsible for reporting POD consumption rates to the SERT.

B. After 72 hours, each site will have an established "burn rate" of the quantities being distributed. Par levels will be established for each site, and future quantities will be direct shipped to each site.

C. A POD Inventory (Expendable Supplies) Sheet should be utilized to track expendable supplies. This form is for expendable supplies and is used to develop "burn rates" and at a minimum should track:

    1. All expendable resources

    2. Opening balance

    3. Received in past 24 hours

    4. Issued in past 24 hours

    5. Quantity on hand

    6. Total received to date

1.4 POD SECURITY AND SAFETY EQUIPMENT

A. Counties are responsible for the staffing, security and management of PODs.

B. Counties must provide on-site, full time security and traffic control from the time of opening through closure at PODs. FLNG personnel are not authorized to provide security at PODs as they are assigned a Logistics Support Mission versus a security mission.

C. All security missions can only be assigned at the State EOC by ESF-16 "Law Enforcement," and FLNG personnel on site do not have the authority to assume security missions on their own.

1.5 DEMOBILIZATION

A. Counties in conjunction with the SEOC evaluate the requirements to suspend or relocate PODS and/or County Staging Areas (CSAs).

B. Notification: Notify all agencies supporting the POD of need to demobilize operations:

1. End Receiving: Notify SEOC and vendors of demobilization and to stop shipment at least 24-hours prior to the final delivery request. Notify incoming shipments of any need to change ship point prior to demobilization.

2. Demobilization Planning: Develop transfer plans for all goods, inventory, and support systems. Develop plans for re-packing state equipment and goods for transfer back to FDEM control. Notify vendors of demobilization date and time for pickup of vendor supplied non-expendable equipment.

C. Redistribution:

1. Redistribute Supplies: In coordination with ESF11 and other active ESF's in the POD redistribute remaining supplies to distribution sites, Volunteer Agencies, Federal agencies, state or other active agencies.

2. Redistribute Materials: In coordination with ESF11 and other active ESF's in the POD redistribute remaining materials to distribution sites, Volunteer Agencies, Federal agencies, state or other active agencies. Recycle all pallets.

D. POD Demobilization:

1. End Operations: Notify SEOC and County EOCs that shipping to distribution sites will be ending as of a certain date and time.

2. Identify locations of logistics support trailer equipment.

3. Recover all equipment belonging to the logistics support trailer.

4. Pack Equipment: Dismantle all equipment, especially office systems, and support equipment.

5. Prepare forklifts and pallet jacks for pickup and loading.

6. Recover all unused equipment and properly store it in the logistics support trailer.

7. Decontaminate Equipment: Decontaminate any equipment that has been used in flooded areas such as pumps and pipes used to pump out flooded areas.

8. Inventory Equipment: Inventory all office equipment and systems versus initial receipts. Inventory all forklifts, pallet jacks and other floor operation equipment for pickup. Inventory Logistic support trailer equipment.

9. Contact vendors, provide pickup date, and time for remaining equipment and systems.

10. Contact state resources to pick up all equipment and support systems.

11. Work with SEOC, EOCs, and vendors to load last equipment and support systems.

12. Clean Site: Perform final site cleaning for transfer back to local or vendor control.

E. Site Inspection: Perform site inspection to determine readiness for return. All damage must either be repaired, or the appropriate processes put in place to remediate the site. Before and after pictures should be included; not only for damaged items, but for the site overall.

F. Return Site: Return site to local control. Arrange to disconnect hard lines. Notify SEOC that control has been returned.

G. Close Out Operations / Records:

1. Release Staff: Ensure staff is properly rested prior to departing for home station.

2. Have staff turn in all issued safety equipment, signage, and other POD/FDEM Equipment. Notify agencies and SEOC. Release POD management from duties.

3. Notify Division of Emergency Management: Notify state and local EOCs that all POD operations are discontinued, and demobilization is complete.

4. Return Records: Send all shipping, receiving and truck logs plus copies of all electronic media and records back to the Logistics Unit at the SEOC. Send copies of all bills, receipt of equipment, shipping reports, etc. back to Logistics Section at the SEOC.

5. End Deployment: Release all staff from site.