

# Portland Urban Area Regional Logistics Support Plan

August 2, 2010



*Providing solutions for  
emergency management*

*Prepared by TechLaw Inc.  
and  
CDA Consulting Group Inc.*

## ACKNOWLEDGEMENTS

Development of the Regional Logistics Support Plan could not have been accomplished without direction and assistance from the Urban Area Resource Management Committee.

In addition, we acknowledge the dedication and support from two groups of regional stakeholders. Members of the Strategy Focus Group and the Logistics Focus Group provided valuable insight and critical review throughout the development process.

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“This document was prepared under a grant from FEMA’s Grant Programs Directorate, U.S. Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA’s Grant Programs Directorate or the U.S. Department of Homeland Security.”

## PLAN ACCEPTANCE

The Portland Urban Area (PUA) Regional Logistics Support (RLS) Plan establishes a system for coordinated performance of incident resource management tasks. The plan identifies the logistics concepts, organizational components and administrative processes necessary to establish, implement and maintain the system. The RLS Plan provides a standard mechanism for sharing incident response resources within the urban area, and providing resources to and requesting resources from organizations outside of the urban area. The signatory agencies, which include the city of Portland and the five urban area counties, agree to support and facilitate implementation and maintenance of the system and to conduct resource management activities consistent with the concepts within this plan.

  
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City of Portland

  
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Clark County

  
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Clackamas County

  
\_\_\_\_\_  
Columbia County

  
\_\_\_\_\_  
Multnomah County

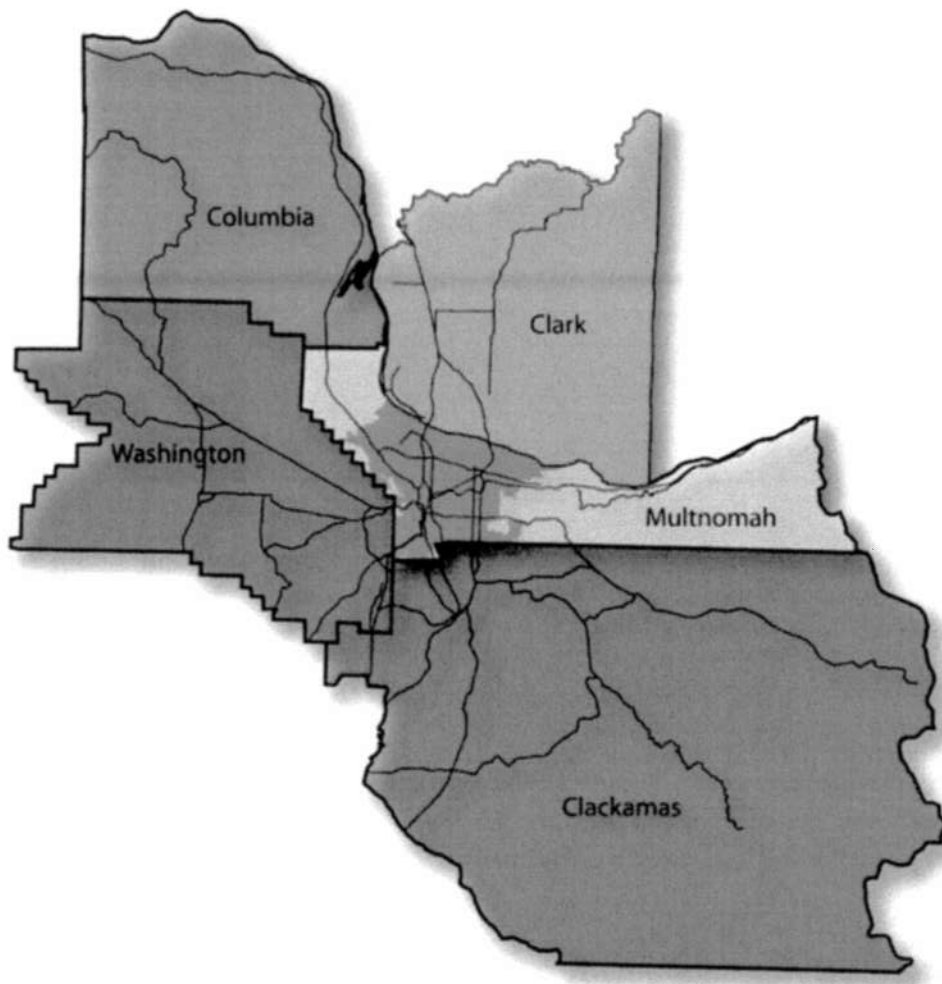
  
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Washington County

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## GEOGRAPHIC EXTENT

The Portland Urban Area (PUA) encompasses all jurisdictions within the geographical boundaries of five counties. When used in this plan, the term “region” refers to the Portland Urban Area.

<b>Name</b>	<b>State</b>
Clackamas County	Oregon
Clark County	Washington
Columbia County	Oregon
Multnomah County	Oregon
Washington County	Oregon



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## **SECTION 1. INTRODUCTION**

### **SECTION 1.1. FORWARD**

The Portland Urban Area (PUA) encompasses a diverse set of rural, suburban, and urban communities with a combined population exceeding two million people. The area is comprised of five counties, forty-six incorporated cities, numerous special purpose districts, and large unincorporated areas. The urban area's public agencies and private sector organizations have many resources that can be used in emergencies of varying complexity.

### **SECTION 1.2. PURPOSE**

The purpose of this plan is to describe how the PUA will coordinate in an emergency to provide resource support to impacted jurisdictions. It describes how an ordering system will be set up at the request of one or more impacted jurisdictions.

Effective resource management during times of emergency is critical to the readiness and resilience of the region. This plan facilitates two fundamental objectives of resource management:

- Ensure timely and efficient identification and use of resources during incident response and recovery operations.
- Provide access to regional resources prior to requesting support from outside the PUA.

### **SECTION 1.3. SCOPE**

The Regional Logistics Support (RLS) Plan serves as a standalone document in support of the emergency operations plans of the signatory jurisdictions. Activation of the RLS Plan occurs when a county EOC needs assistance in acquiring resources from the PUA. Plan activation includes mobilization and deployment of a Regional Logistics Support Team (RLST) to locate, broker and/or order resources that are beyond the normal reach of impacted jurisdiction(s). The plan:

- Designates the directors of the region's six primary emergency management agencies as the individuals authorized to activate the RLS Plan.
- Provides a methodology for activating the plan.
- Establishes the Regional Logistics Support Team (RLST) organization, structure, responsibilities, and tasks.
- Provides checklist-style tools to guide mobilization and deployment of the RLST.
- Establishes RLST processes for identifying and then brokering or ordering resources.
- Establishes a data management process focused on tracking resource requests.
- Establishes a process for nominating, selecting, training, certifying, and credentialing RLST members.
- Establishes the position of RLS Coordinator and assigns responsibility for management and administration of the plan to that position.

## SECTION 1.4. DEFINITIONS

The definitions presented here clarify the intent and content of this plan.

**“Activate”** To initiate an incident-specific implementation of the RLS Plan. Any Director of the PUA’s six primary emergency management agencies may activate the RLS Plan in response to an incident requiring the use of resources from outside the impacted county.

**“Augmentation”** Positioning the RLST within the Logistics Section of an impacted county’s EOC.

**“Directors”** The emergency management directors of the six primary PUA jurisdictions or their designated representatives: Clackamas, Clark, Columbia, Multnomah, and Washington counties and the city of Portland.

**“Emergency Management Division (EMD)”** The state of Washington Emergency Management Division located at Camp Murray.

**“Emergency Operations Center (EOC)”** A location from which centralized emergency management, coordination, and support functions can be performed. For purposes of this plan, an EOC is equivalent to an “Emergency Coordination Center (ECC).” The acronym EOC is used to represent both ECC and EOC.

**“Logistics Directive”** A written directive issued by an impacted county emergency management agency to the RLST. The directive provides incident-specific direction for tasks performed by the RLST.

**“Ordering Point”** The organizational component of an agency, or an Emergency Operations Center, tasked with locating, negotiating for, and procuring resources.

**“Oregon Emergency Management (OEM)”** The state of Oregon Office of Emergency Management located in Salem.

**“Regional Logistics Support Team (RLST)”** A team of individuals that assist the Logistics Section in one or more impacted or supporting county EOCs with acquiring regional and state resources during the period when the RLS Plan is activated.

**“RLS Coordinator”** The individual assigned responsibility for administration and maintenance of the RLS Plan.

**“Resource Brokering”** Brokering is the act of locating, determining availability, and identifying terms for the use of one or more resources. When tasked with brokering resources, the RLST has no authority to obligate a public agency in a procurement or contract action.

**“Resource Ordering”** The act of locating, negotiating terms, and acquiring resources on behalf of an impacted jurisdiction. Ordering includes resource brokering and coordination of purchasing and/or contracting actions.

**“Resource Request”** A request originated by Incident Command or a public agency and submitted to a county EOC for action. The request may be in the form of a mission request, a list of related resources, or a single resource item.

**“Supporting EOC”** An EOC whose function is to provide support to one or more impacted county EOCs.

## **SECTION 1.5. KEY SUPPORTING CONCEPTS**

The RLS Plan is built on the following supporting concepts:

**National Incident Management System (NIMS).** The *National Incident Management System* (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. NIMS works hand-in-hand with the *National Response Framework* (NRF). NIMS provides the template for the management of incidents, while the NRF provides the structure and mechanisms for national-level policy for incident management.

The RLS Plan is designed to apply specific NIMS components to achieve effective resource management during the incident cycle. This plan may be amended at any time to enhance application of the NIMS.

**Routine Ordering Point Practices.** Incident Command requests resources through its dispatch center using routine procedures. When these methods are exhausted, resource requests are submitted to the jurisdiction’s emergency management agency which may or may not activate its EOC. When this EOC is not able to fill requests, the unfilled portion is relayed to the next higher EOC (typically the county EOC). Resource requests not filled from within the impacted county or from that county’s mutual aid network are submitted to the appropriate state for action. Any ordering point may choose to acquire resources from the private sector using normal or emergency purchasing powers.

Incident Command and EOC leadership may agree that specific ordering points will process certain categories of resources. For example, hospitals and public health agencies requiring medical resources are best served by an ordering point staffed by medical logisticians that can better communicate and negotiate such orders.

## **SECTION 1.6. ASSUMPTIONS**

Assumptions used in the development of the plan include:

- Incidents will be managed at the lowest possible level having primary responsibility for emergency response actions within their jurisdictions.
- Efforts will be made to assess the availability of resources within the PUA before requests are submitted to either OEM or EMD.

## **SECTION 1.7. LIMITATIONS**

Nothing in this plan:

- Precludes a public agency from acquiring state or federal resources through existing emergency management systems.
- Precludes a county from submitting a resource request to its state EOC.

This plan will not be used to:

- Reassign interstate allocation of public health resources from the Strategic National Stockpile (SNS). SNS resources required by Clark County will be drawn only through EMD. SNS resources required by the Oregon counties will be drawn only through OEM.
- Share state agency resources across state lines.

## **SECTION 1.8. PUBLIC AGENCY RESPONSIBILITIES**

Public agencies within the region have three responsibilities relevant to this plan.

- The receiver of a loaned resource is responsible for providing financial reimbursement to the provider under the terms of a mutual assistance agreement or inter-agency contract.
- Where a mutual assistance agreement or an inter-agency contract does not exist between the two parties at the time of an incident, the receiver and the provider are responsible for negotiating a written agreement at the earliest opportunity.
- Resource providers loaning resources to other jurisdictions may need to accommodate legal and regulatory requirements that are different from their home jurisdiction. Such differences are common between Oregon and Washington State. Such differences may exist in certification and licensure of personnel, insurance requirements, weight limits, tort liability, etc. It is the responsibility of the providing agency to address these legal and regulatory requirements.

## SECTION 1.9. RELATIONSHIP WITH OTHER PLANS

The RLS Plan is intended to be complementary to and used in conjunction with other plans.

**Oregon Fire Mobilization:** If requested by a Fire Defense Board within the PUA, the RLS Plan can be activated to support fire resource mobilization prior to state mobilization under the Oregon Conflagration Act. The RLS Plan can also be activated in conjunction with state fire mobilization. The chair of the Fire Defense Board will submit the request to activate the RLS Plan to the Director of the impacted county.

**Washington Fire Mobilization:** If requested by the Fire Defense Board for Southwest Washington, the RLS Plan can be activated in conjunction with fire mobilization. The Southwest Washington Fire Defense Board will submit its request to the Clark County Director.

**Law Enforcement Mobilization:** Both Oregon and Washington are considering development of, but have not finalized, law enforcement mobilization plans. When requested through one or more of the Directors, the RLS Plan can be activated to support law enforcement mobilization within the region.

**Public Health Plans:** The RLS Plan may be activated in conjunction with activation of a public health plan. The authorized public health official will submit a request to the Director of the impacted county.

**County Emergency Management Plans:** The RLS Plan augments individual county emergency management plans.

## SECTION 1.10. THE MUTUAL AID NETWORK

**Agreements and Contracts.** Under terms of the Oregon Revised Statutes and the Washington Administrative Code, emergency assistance is provided voluntarily from one jurisdiction to another through mutual aid. Such assistance can be provided through various types of agreements including mutual aid agreements and inter-agency contracts.

**PUA Mutual Aid Network.** The PUA's mutual aid network is the sum of all written mutual aid agreements and inter-agency contracts. The network includes agreements between government and non-governmental organizations and/or businesses in the private sector.

The network runs concurrently with the RLS Plan and operates within the following guidelines:

- The decision to provide a resource is the sole prerogative of the resource owner.
- Unless otherwise provided by agreement, the responsible local official in whose jurisdiction an incident requiring assistance has occurred remains in charge and retains overall direction of personnel and equipment provided through mutual aid.
- Where a single agreement or combination of agreements does not exist at the time the

resources are provided, both the receiver and the provider have responsibility for development of an ad hoc incident-specific agreement.

- An impacted county will normally rely on intra-county mutual aid before requesting assistance from outside their county.
- Once the RLS Plan is activated, agencies and jurisdictions having mutual aid agreements with agencies and jurisdictions outside the PUA should attempt to access needed resources and services through the PUA's mutual aid network before requesting assistance from outside providers.
- The sharing of incident resources between government agencies in Clark County Washington and other agencies and jurisdictions in the PUA is considered regional resource sharing, not interstate mutual aid.
- Regional resource sharing precedes aid and assistance under other state level mutual aid agreements including the Emergency Management Assistance Compact (EMAC) and the Pacific Northwest Emergency Management Arrangement (PNEMA).



## SECTION 2. CONCEPT OF OPERATIONS

### SECTION 2.1. REGIONAL LOGISTICS SUPPORT TEAM (RLST)

The Regional Logistics Support Team is the operational component of the RLS Plan. The team is an organization of staff with specialized training, experience and tools to perform as an ordering point for resources that reside within the region. The team is designed to be a scalable component of the Logistics Section within an impacted or Supporting EOC. The team is considered to be a regional asset.

**RLS Team Leader:** The RLS Team Leader is responsible for mobilization, deployment performance, supervision, and demobilization of the RLST. The Team Leader reports to the impacted and Supporting EOC's chains of command. The Team Leader's tasks and responsibilities are provided in Appendix 3: RLS Team Leader Checklist.

**RLST Representative:** The RLST Representative facilitates coordination and communication between an impacted EOC and the RLST when the RLST is positioned at a Supporting EOC. The RLST Representative is assigned by the RLS Team Leader and is positioned in an impacted County EOC. He/she reports to the EOC's Logistics Section Chief.

**Team Members:** Team members are the individuals assigned to perform logistics support functions. Team members report to the RLS Team Leader.

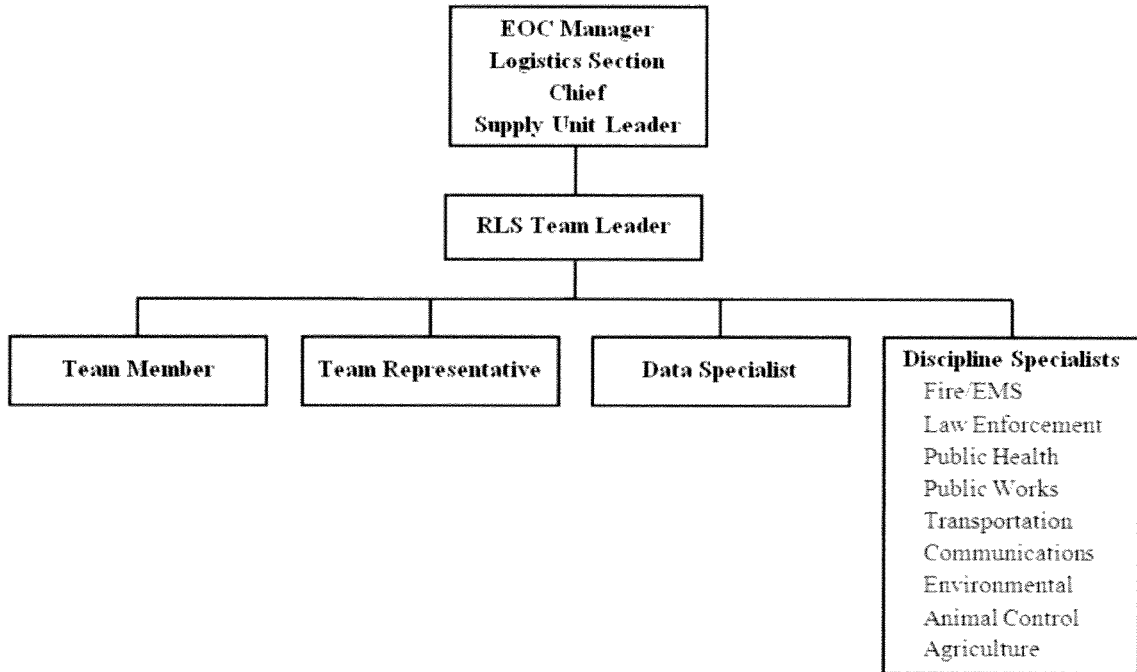
**Data Specialist:** The Data Specialist is a team member specifically assigned to perform data entry and maintain the regional resource request log. The log is a data application tool that is used to document request information and to develop and distribute order status reports.

**Discipline Specialists:** Discipline specialists are personnel with significant knowledge and experience in one or more specialized fields. They will most likely be employees of agencies or organizations from a specific discipline. Their job functions are basically the same as a team member, but are focused on resource requests for their specific discipline.

**RLS Coordinator:** The RLS Coordinator is the administrator of the RLS Plan. The duties and responsibilities of this position are provided in Section 4.1 of the plan.

The organizational structure of the RLST is represented in Figure 1 below:

Figure 1: RLST Structure



## SECTION 2.2. RLST RESPONSIBILITIES

When actively engaged in logistics support, the RLST is responsible for performing tasks as directed by the impacted county or counties. Team responsibilities include:

- Brokering or ordering resources from regional agencies and jurisdictions unaffected or less affected by the incident.
- Collaborating with individuals, jurisdictions, agencies, and the private sector in the processes of brokering and ordering resources.
- Documenting and tracking all resource requests or mission task requests assigned to the RLST for action.
- Advising and informing the impacted county EOC chain of command on the status of requests for regional assets.
- Maintaining the status of critical resources.
- Coordinating data entry and submitting resource and mission task requests to OEM and/or EMD via methods approved by the impacted EOC.
- Aligning allocation decisions with priorities established by the incident objectives.

## SECTION 2.3. RLS PLAN IMPLEMENTATION

Incident-specific implementation of the RLS Plan involves a cycle of activation, mobilization, performance, and demobilization of the RLST.

**Activation:** A request to activate the plan can originate from any impacted county Director or his/her designee. Activation of this plan occurs through discussion and consensus between the six Directors or their designees. The discussion will normally be scheduled by an e-mail or phone call from either an impacted county Director or the Director of a supporting county. The discussion will include the following:

- Determine whether activation of the RLST is warranted.
- Decide the initial scope and location(s) for the RLST deployment.

Appendix 1 Part 1 provides basic guidance for activating the RLS Plan.

**Mobilization:** Mobilization applies to the RLST and occurs after the Directors' decision to activate the plan. Mobilization begins with a discussion between managers of the impacted and supporting EOCs and the RLS Team Leader. The mobilization discussion should be initiated by the manager of an impacted county EOC and facilitated by the RLS Team Leader. The mobilization discussion must achieve the following:

- Resolve the size, shift schedule, work station requirements, and operational start time of each RLST.
- Establish chain of command for each RLST.
- Determine the need for discipline specialists on the team.
- Review the need for and intended content of the Logistics Directive(s).

Appendix 1 Part 2 provides guidance for conduct of the mobilization discussion.

The RLS Team Leader will keep and distribute the minutes of the mobilization discussion. The minutes will document the decisions, actions, and instructions for RLST deployment.

When the RLST is positioned at a Supporting EOC, the EOC Manager for each impacted county will prepare and issue a Logistics Directive to the manager of the Supporting EOC. The directive provides guidance for work to be performed by the RLST. A sample Logistics Directive is provided in Appendix 2.

The RLS Team Leader will initiate the call-up of the RLS team members, and as necessary, the discipline specialists. He/she will provide each person with essential information resolved in the mobilization discussion.

**Performance:** RLST performance starts with a logistics briefing that must occur before the team's operational start time. The briefing will occur at the team's assigned EOC location. The RLS Team Leader will conduct the logistics briefing in coordination with the EOC's chain of command. The purpose of the briefing is to ensure a clear understanding of

instructions provided by the EOC's Logistic Section Chief or through the Logistics Directives issued by impacted county EOC Managers. Following the logistics briefing, RLST Representatives will deploy to their assigned impacted county EOCs.

**Demobilization:** When an impacted county no longer requires support from the RLST, that county's EOC Manager will direct the augmenting team to demobilize or he/she will broadcast an e-mail or other communication terminating the county's Logistics Directive. Where the RLST is positioned at a Supporting EOC, the decision to demobilize will be made between the Supporting EOC Manager and the RLS Team Leader. The RLS Team Leader will provide a briefing and an electronic and paper copy of the RLST Resource Request Log and transfer logistics functions back to the ordering point at the impacted EOC.

RLST demobilization will occur when logistics functions have been returned to all impacted counties and the team's incident-related administrative tasks have been accomplished.

#### **SECTION 2.4. LOGISTICS DIRECTIVE**

The Logistics Directive is a written tool to be used by an impacted county EOC Manager to provide clear guidance for work to be performed by the RLST. When the RLST is positioned at a Supporting EOC, a written Logistics Directive is mandatory.

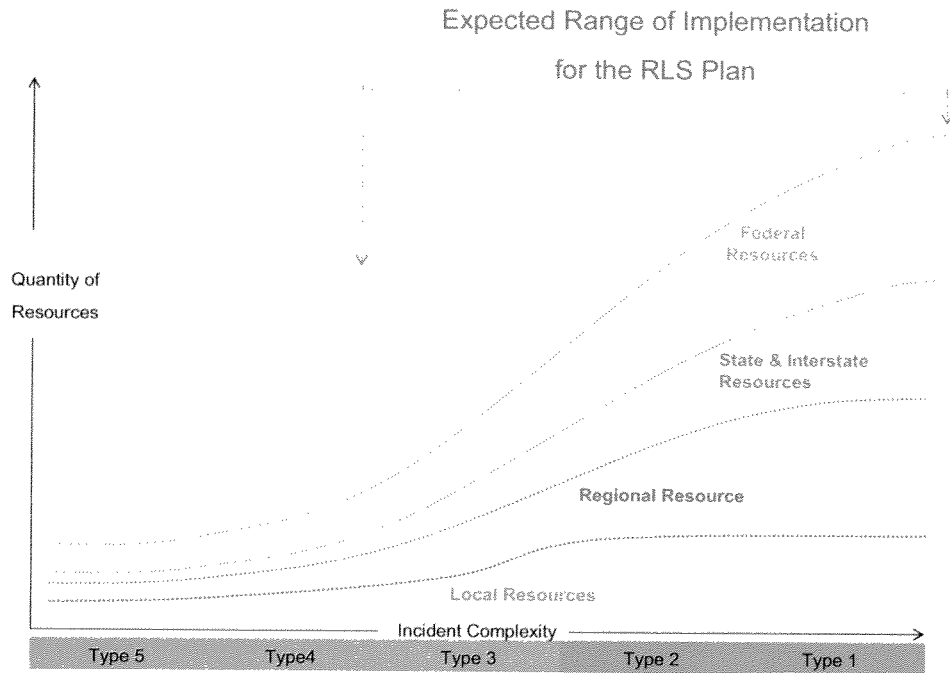
The directive is not required when the RLST augments an impacted county EOC. Instruction for team tasks and performance can be provided by the EOC Logistics Section Chief during the initial briefing and at any time during the operational period.

The directive will provide for brokering resources or ordering resources or any combination thereof and may specifically address public sector and private sector resources, financial limitations, and required communications. The directive may be broad or as specific in scope as deemed appropriate by the impacted EOC Manager. Appendix 2 to this plan provides a sample Logistics Directive with minimum recommended content.

#### **SECTION 2.5. INCIDENT COMPLEXITY AND RLS PLAN IMPLEMENTATION**

The RLS Plan is flexible and scalable to the needs of an incident based on complexity and resource requirements. Figure 2 represents the relationship between incident complexity and the expected range of RLS Plan implementation.

**Figure 2: Incident Complexity and RLS Plan Implementation**



A Type 5 or 4 incident is normally triggered by a 911 call<sup>1</sup>. Local response is most often initiated through dispatch of fire, law, and/or EMS units and may involve resources from regional partners accessed through mutual aid agreements. Such an incident may result in activation of a city or department EOC but typically will not result in activation of the county EOC. The Type 5 incident is most frequently resolved within the first operational period. The RLS Plan is not activated to support a Type 5 incident.

Deployment of state or federal resources can occur at any point in an incident. Their deployment may be based on:

- A request through a mutual aid agreement with local agencies.
- Jurisdictional authority over the incident location.
- Statutory authority based on the nature of the incident.
- A request for support from an impacted government.

When a county EOC is activated to provide logistics support, the level of incident complexity has most likely escalated to Type 4, 3, 2 or 1. The county may or may not issue a declaration of emergency. If the impacted county Director determines that inter-county support will be necessary, he/she can pursue activation of the RLS Plan. When mobilized to

<sup>1</sup> Type definitions originated with the U. S. Fire Administration and can be found in most ICS-400 curriculum materials.

support a single impacted county, the RLST will most likely report to and augment that county's EOC.

Activation of the RLS Plan should be considered for a Type 3 incident. When mobilized, the RLST members could augment one or two impacted county EOCs or be positioned at a Supporting EOC depending on the needs of the incident. The RLST could also be mobilized as a single ordering point.

The primary function of the RLST is to serve as an ordering point for resources residing within the region. During a more complex Type 2 or Type 1 incident impacting all counties, the capability of public agencies to share resources within the region is expected to decline. In that situation, the RLST may function as a single ordering point for resource requests submitted to OEM and EMD.

## SECTION 3. TRAINING, EXERCISES AND AFTER ACTION REVIEWS

### SECTION 3.1. REGIONAL LOGISTICS SUPPORT TRAINING

Training to support the RLS Plan is provided in three courses of instruction.

**RLS Plan Familiarization:** A half-day course of instruction providing awareness of the RLS Plan and its concept of operations. The intended audience includes managers and supervisors, emergency management professionals, ICs, IMT and EOC staff, and RLST personnel. The course provides awareness of definitions, supporting concepts, assumptions, responsibilities, relationships, and the concept of operations for regional logistics support during incident cycles. The course includes a thirty-minute exercise designed to apply the plan activation checklist (Appendix 1) and Logistics Directive (Appendix 2).

**RLST Operations:** A two-day course of instruction providing in-depth operations level training to RLST personnel. The course builds on the information provided in the RLS Plan Familiarization course and focuses on the concept of operations and application of the RLST procedures and tools. The course includes teamwork exercises to apply the RLS Team Leader Checklist (Appendix 3), validate the team's ability to apply multiple Logistics Directives, perform resource brokering and ordering tasks, maintain the Regional Resource Request Log (Appendix 6), and produce resource request status reports and event data records.

Operations training also includes specialized modules intended to improve team knowledge of liability issues relevant to sharing of resources across state lines and sharing of resources through application of the mutual aid network.

**RLS Train-the-Trainer:** A three-day course of instruction designed specifically to prepare, exercise, and certify instructors for the RLS Plan Familiarization and RLST Operations courses of instruction. The train-the-trainer course provides a brief review of concepts for adult education and allows the students to apply those concepts through personalization of instructor lesson plans and to demonstrate proficiency in delivery of training. Each student is provided the opportunity to deliver two or more modules of curricula while being evaluated by certified instructors and the RLS Coordinator. Prerequisites to becoming a RLS Course Trainer include completing the RLST Operations Course and membership on the RLST.

**Discipline Specialist Training:** This plan recognizes the unique qualification of personnel with logistics experience involving discipline-specific resources. Discipline-specific logistics training must be acquired outside the RLS Plan. RLS training for specialists is focused on those operational procedures needed to be part of the RLST. Training for discipline specialists is achieved through the RLS Plan Familiarization course and selected modules of the RLST Operations course.

**Refresher Training:** One day of refresher training per year should be provided to RLST members that have not participated in an exercise or incident-specific team deployment

within the past twelve months. Refresher training will be managed by the RLS Coordinator.

**SECTION 3.2. RLST INSTRUCTORS**

Instructors are members of the RLST certified by the RLS Coordinator to teach the RLS Familiarization and Operations courses. Instructors must also have completed the RLS Train-the-Trainer class and demonstrated proficiency in delivery of educational materials.

**SECTION 3.3. TEAM MEMBER TRAINING REQUIREMENTS**

The following table describes the NIMS training and RLS Plan training requirements for each position on the RLST.

Table 1  
RLST Training Requirements

	<b>Team Leaders &amp; Instructors</b>	<b>Team Members</b>	<b>Data Specialist</b>	<b>Discipline Specialists</b>
ICS Training	To 400 Level	To 400 Level	To 200 Level	To 200 Level
ICS Logistics Section-Specific	Yes	Yes	No	No
IS-703 NIMS Resource Management	Yes	Yes	Yes	Yes
RLS Plan Familiarization Course	Yes	Yes	Yes	Yes
RLST Operations Course	Yes	Yes	Yes	Selected Modules
RLS Train-the-Trainer Course	Yes	No	No	No

**SECTION 3.4. EXERCISES**

County emergency management agencies are encouraged to incorporate components of the RLS Plan into their tabletop, functional, and full scale exercises. Participation of the RLST in an exercise can be requested through the RLS Coordinator. Where exercise events include components of the RLS Plan, evaluation comments, lessons learned, and issues involving corrective action relevant to the plan should be submitted to the RLS Coordinator. Resolution of corrective actions requiring change or revision to the RLS Plan or to training curricula will be managed by the RLS Coordinator.

**SECTION 3.5. INCIDENT AFTER ACTION REVIEW (AAR)**

Following incident-specific activation, the RLS Coordinator will conduct an after action review focused on the plan, RLST functions, performance, and issues of regional resource management that occurred during the incident. A summary of the AAR will be documented and distributed to emergency management organizations impacted by the incident. The RLS Coordinator will coordinate revisions to the RLS Plan or to training curricula as needed.



## **SECTION 4.0. PLAN ADMINISTRATION**

### **SECTION 4.1. RLS COORDINATOR**

The RLS Coordinator is assigned responsibility for administration of the RLS Plan. He/she is appointed by the Directors for a two year period. The Coordinator's tasks include:

**Plan Maintenance:** Administer the change, revision and approval processes, and issue change documents to all holders of the plan.

**Training Program:** Administer the RLS Plan training program. This includes the following actions:

- Establish the RLS Plan training schedule.
- Coordinate with and schedule instructors.
- Administer the class registration process.
- Provide logistical support for training classes.
- Issue training certificates.
- Maintain configuration control of the RLS course curricula.
- Maintain RLST candidate training records and instructor certification records.

**Personnel Recruitment:** Administer the process for RLST personnel nomination, screening and selection.

**Team Administration:** Appoint team members to the positions of RLS Team Leader and instructor. Maintain the RLST records and reports. Maintain and distribute the contact list of team members and discipline specialists using Appendix 4. Accomplish incident-specific team administration tasks in accordance with guidance provided in Appendix 6.

Experience and qualifications of the RLS Coordinator include:

- Supervisory experience, including experience managing and motivating teams of three to twelve people.
- Logistics experience working in an emergency operations center, on an incident management team, or as a logistician during incidents or exercises.
- Knowledge of public safety, emergency management, public works, and other public and private sector resources that are available in the region.

### **SECTION 4.2. RLST STAFFING**

Personnel for the RLST are provided as a mutual aid resource by jurisdictions and agencies within the PUA. Nominal team staffing is twelve persons. This staffing level can be changed based on lessons learned from exercises and real incidents. This initial staffing level will allow for effective response without putting undue burden on any one agency.

Members of the RLST can be employees of any government agency or jurisdiction from

within the PUA, volunteers, or contracted personnel. Acceptance of nominated candidates is the responsibility of the RLS Coordinator. Acceptance of a nomination enters the candidate into the RLST training program and commences a sequence of actions and tasks leading to team member certification. RLST members must meet the training and experience standards established for their respective position. Certification is based on a candidate's successful completion of training and demonstration of proficiency.

Agencies nominating personnel must recognize that while the service is voluntary on the part of the agency, a commitment to participate must reasonably ensure availability of the candidate for training, participation in regional exercises, and deployment during periods of activation.

### **SECTION 4.3. CHANGE AND REVISION PROCEDURES**

The RLS Plan will undergo a thorough review at least once within a five year period commencing with the date of acceptance or the date of full revision. The Directors will appoint an individual to lead the review. The RLS Coordinator is responsible for administering the periodic review process. Report of the periodic review will be distributed to the Directors and retained on file by the RLS Coordinator.

Changes to the RLS Plan will be made as follows:

- **Administrative Change.** Administrative changes are clerical or editorial in nature and do not substantively impact the plan's content. The RLS Coordinator will issue administrative changes as necessary. Administrative changes do not require prior approval of the Directors. Administrative changes will be sequentially numbered using the prefix "AC" (for example, AC-1, AC-2) and be appropriately dated. Administrative changes can be applied using pen and ink application within the plan document. Replacement pages can be issued if necessary.
- **Interim Change.** An interim change is substantive in nature and may impact one or many sections of the RLS Plan. The RLS Coordinator will develop the interim change document, process the document for acceptance by the Urban Area Resource Management Committee and present the change to the Directors for approval. When approved by the Directors, the RLS Coordinator will issue the change under letter citing formal approval by the Directors. An interim change will be issued in the form of replacement pages. Interim changes will be sequentially numbered using the prefix "IC" (for example IC-1, IC-2).
- **Revision.** A revision constitutes a complete replacement of the RLS Plan. A revision is issued under the approval and acceptance of the Directors. A revision incorporates all previous administrative and interim changes still in effect and resets the sequence of administrative and interim changes.
- **Change Records.** Each copy of the RLS Plan contains a Record of Change page. Document holders are responsible for entering administrative and interim changes and recording the change entry as appropriate. Only interim changes need verification of correct entry by a second party.



## Appendix 1: RLS Plan Activation

Date: \_\_\_\_\_ Incident Title: \_\_\_\_\_

### Part 1: Plan Activation. Actions for County Emergency Management Directors.

- Task 1: Schedule and announce the Directors' plan activation discussion.** The Director of an impacted county may choose to perform this task or may request that an assisting county Director coordinate this effort. Notification of the forthcoming discussion should be made to each of the six PUA primary jurisdictions.
  
- Task 2: Conduct the Directors' discussion.** Any one of the six Directors can facilitate the discussion. The facilitating Director will ensure that minutes are kept and distributed. Agenda for the discussion shall include:
  - Roll-call of participants.
  - Review incident status.
  - Review plan activation criteria:
    - An impacted county is likely to need substantial resources from outside the county and those resources are beyond what is available through commonly used mutual assistance.
    - An impacted county EOC Logistics Section is likely to be overwhelmed.
    - An impacted county EOC does not have methods for requesting the kinds of resources that they anticipate needing.
    - Other methods for requesting out-of-county resources are not applicable (e.g., fire mobilization, SNS, public health).
    - OEM requests activation of the plan. Impacted counties outside the PUA are likely to need substantial resources that are available within the region.
  - The Director of each impacted county identifies the scope of regional logistics support requested.
  - Determine whether the RLST will augment an impacted county EOC or work from a Supporting EOC. Identify the Supporting EOC.
  
- Task 3: Assign an EOC manager to facilitate the RLST mobilization discussion.** The manager of either the impacted EOC or the Supporting EOC should be assigned depending on location for the RLST.
  
- Task 4: Notify the RLS Team Leader of the plan activation.** This task is performed by the EOC Manager assigned to facilitate the RLST mobilization discussion. Critical information passed to the Team Leader includes the existing need for the team, operational start time and optimum time for the mobilization discussion.

## **Part 2: RLST Mobilization. Actions for EOC Managers and the RLS Team Leader.**

- Task 5: Commence action to write the Logistic Directives.** Work should be initiated by the impacted county EOC Manager(s) using Appendix 2 to the RLS Plan.
  
- Task 6: Conduct the RLST mobilization discussion.** Participants should include EOC Managers and Logistics Section Chiefs from impacted county EOCs, the Supporting EOC and the RLS Team Leader. The RLS Team Leader will keep, prepare, and distribute the minutes of the discussion. Discussion topics must include:
  - The chain of command and communication flow for each impacted and supporting EOC. Resolve where the RLST fits within each chain of command.
  - Team size, shift schedule, work station requirements, and operational start time for each RLST.
  - Determine the need for RLST Representatives.
  - Determine the need for discipline specialists.
  - Expected availability of RLS team members.
  
- Task 7: Notify OEM and EMD of the RLS Plan activation.** Any of the six Directors can make this call to OEM and EMD.



## Appendix 2: Logistics Directive

Date: \_\_\_\_\_ Incident Title: \_\_\_\_\_

### **Part 1: Preparing the RLST Logistics Directive. Actions for impacted county EOC Manager(s).**

- Task 1:** Prepare a Logistics Directive using the sample format provided in this appendix.
- Task 2:** Coordinate the directive within the EOC to ensure there is clear and common understanding of the RLST support instructions.
- Task 3:** Distribute the Logistics Directive internally and to the Supporting EOC Manager and the RLS Team Leader.
- Task 4:** Forward copies of the acknowledged directive to OEM and EMD as appropriate. Distribution can be made concurrent with submission of the county's Declaration of Emergency.

### **Part 2: Acknowledging the Logistics Directive. Actions for the Supporting EOC Manager.**

- Task 5:** The Logistics Directive must be reviewed and acknowledged by the Supporting EOC Manager and the RLS Team Leader.
  - Discuss the directive with the impacted county EOC Manager. Clarify and resolve issues of concern.
  - Complete the Supporting EOC contact information section of the directive.
  - Provide a copy of the Logistics Directive to the RLS Team Leader. Discuss the directive's instructions and their application through the Supporting EOC. Resolve any concerns expressed by the Team Leader.
  - The Supporting EOC Manager and the RLS Team Leader must sign the Logistics Directive.
  - Distribute the signed Logistics Directive.
    - Impacted county EOC Manager.
    - Supporting EOC internal distribution.
    - OEM and EMD.

### **Part 3: Terminating the Logistics Directive. Actions for the impacted county EOC Manager.**

- Task 6:** Evaluate the ongoing need for the RLST. Set the date and time for termination of the Logistics Directive. Termination time should correspond with the end of a shift period for the Supporting EOC.
- Task 7:** Conduct a discussion with the Supporting EOC Manager to address issues relevant to terminating the Logistics Directive.
- Task 8:** Distribute the termination order electronically to the Supporting EOC Manager.

## LOGISTICS DIRECTIVE

**Incident Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Impacted Jurisdiction:** \_\_\_\_\_

**RLST Operations Start Time:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Authorized Point of Contact:**

\_\_\_\_\_

**Report to Address:** \_\_\_\_\_

\_\_\_\_\_

### **Impacted County EOC Contact Information**

Position	Telephone	E-mail Address
EOC Manager		
Logistics Section Chief		
Supply Unit Leader		
Finance Section Chief		
Procurement Unit Leader		
RLST Representative		

### **Supporting EOC Contact Information**

Position	Telephone	E-mail Address
EOC Manager		
Logistics Section Chief		
Supply Unit Leader		
Finance Section Chief		
Procurement Unit Leader		
RLS Team Leader		

**Logistics Support Instructions: Select all that apply**

- Broker Resources:** The RLST will locate, determine availability and response time, cost data, and verify owner contact information for all resources requested by the impacted jurisdiction. Resource and owner contact information will be passed to the impacted county EOC Logistics Section so they can complete the order.
- Broker / Order per Specific Request Instructions:** The RLST will work to broker or order a resource in accordance with the specific instructions accompanying each request.
- Order Public Sector Resources:** The RLST will locate, determine availability and response time, cost data, and verify owner contact information for public sector resources requested by the impacted jurisdiction. The RLST will coordinate with the resource owner to identify the mutual aid agreement or interagency contract applicable to the request. Where no written agreement or contract is in place, the RLST will document the need for follow-on action between the two parties. The RLST will complete the order, providing the reporting time and location. The RLST will pass all information to the impacted county EOC Logistics Section and Finance Section Chiefs.

If the resource is not available from public agencies within the region, the RLST may identify private sector resources and pass relevant information to the impacted county EOC Logistics Section and Finance Section Chiefs. When directed, the RLST will procure the resource on behalf of the impacted jurisdiction and pass all information to the impacted county EOC Logistics Section and Finance Section Chiefs.

- Order Private Sector Resources:** The RLST will locate, determine availability and response time capability, cost data, and verify owner contact data for private sector resources requested by the impacted jurisdiction. The RLST will use approved purchasing methods and complete the resource procurement action on behalf of the impacted jurisdiction. The RLST will pass all information to the impacted county EOC Logistics Section and Finance Section Chiefs.
- Submit Requests to OEM/EMD:** If authorized by the impacted EOC Director, the RLST serves as agent of the impacted county. When a resource is not available from within the region and procurement from the private sector is not appropriate, the RLST will submit the resource request to the appropriate state EOC.

**Specific Ordering Instructions:**

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**Reporting Requirements:**

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\_\_\_\_\_  
Signature: Impacted County EOC Manager

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Signature: Supporting EOC Manager

\_\_\_\_\_  
Signature: RLS Team Leader

## Delegation of Authority for Incident Resource Procurement

Authority to purchase private sector resources in direct support to agencies and jurisdictions within \_\_\_\_\_ County is hereby delegated to

\_\_\_\_\_.

Purchase actions shall be in accordance with the following instructions and limitations:

- A. Documentation of the procurement will be provided via electronic mail to the impacted county Logistic Section Chief and Finance Section Chief immediately following submission of the order to the vendor.
- B. Total value of purchases will not exceed the amount of \_\_\_\_\_.
- C. Purchase order numbers will be obtained from the impacted county EOC Finance Section.
- D. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Purchasing Authority

\_\_\_\_\_  
Signature: Supporting EOC Manager

\_\_\_\_\_  
Signature: RLS Team Leader



## Appendix 3: RLS Team Leader Checklist

Date: \_\_\_\_\_ Incident Title: \_\_\_\_\_

### Part 1: Prepare for and Conduct the RLST Logistics Briefing.

- Task 1:** Conduct the call-up of the RLST team members. Refer to the list of team members contained in Appendix 4. Provide each team member with the date, time, and location of the logistics briefing.
- Task 2:** Assign team members to specific tasks and resolve the team structure. Use the RLST structure diagram provided in Appendix 4.
- Task 3:** Determine the work station, equipment and technical support needed by the RLST.

**Note:** The following tasks require coordination with Logistics Section Chiefs of the impacted county EOC and the Supporting EOC Manager.

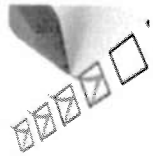
- Task 4:** When augmenting an impacted EOC, determine where the RLST fits into the Logistic Section's organizational structure. Resolve the functional chain of command within the impacted EOC.
- Task 5:** Resolve the method of transmitting resource requests from the impacted EOC to the RLST.
- Task 6:** Resolve points of contact with the impacted EOC Supply and Procurement Units.
- Task 7:** Obtain a copy of each Logistics Directive. Review and acknowledge the logistics support instructions and the delegation of authority.
- Task 8:** Conduct the RLST Logistics Briefing.
- Task 9:** Deploy the RLST Representatives as necessary.

## **Part 2: Shift Operations Checklist.**

- Task 1:** Participate in the EOC's shift briefing and planning cycle meetings as necessary.
- Task 2:** Document the verbal instructions of the Logistics Section Chief and the Supply Unit Leader.
- Task 3:** Supervise the team in processing of assigned resource requests.
- Task 4:** Prioritize incoming requests and assign action to specific team members.
- Task 5:** Coordinate information and actions with the RLST Representative in the impacted county EOC
- Task 6:** Determine the frequency and distribution of status reports. Prepare and present resource request status reports.
- Task 7:** Maintain the RLST activity log.

## **Part 3: RLST Demobilization.**

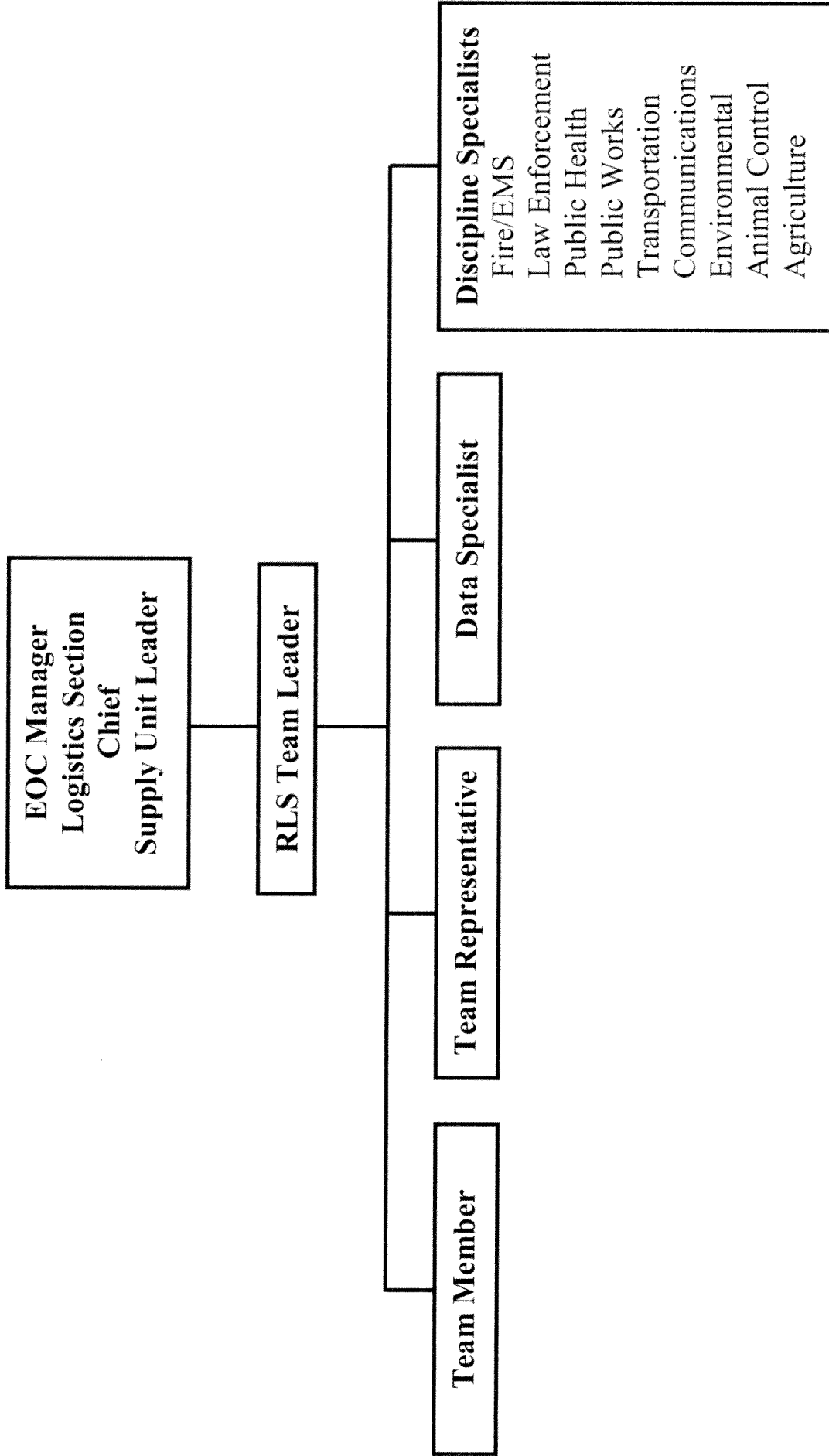
- Task 1:** Participate in the demobilization discussion initiated by the impacted EOC Manager.
- Task 2:** Obtain a copy of the impacted county's message terminating its Logistics Directive.
- Task 3:** When appropriate, recall/release the RLST Representative from the impacted county EOC.
- Task 4:** Prepare a resource request status report for the impacted county EOC and distribute electronically prior to termination of support.
- Task 5:** Repeat the above actions for each impacted county that issued a Logistics Directive.
- Task 6:** When support actions for all impacted counties have terminated, conduct a brief hot wash with the RLST and the EOC staff.



## Appendix 4: RLS Team Members and Discipline Specialists Contact List

Team Member	Position	Parent Agency	Telephone	E-mail Address
	RLS Coordinator			
	Team Leader			
	Team Leader			
	Team Leader			
	Team Representative			
	Team Representative			
	Team Representative			
	Team Member			
	Team Member			
	Team Member			
	Data Specialist			
	Data Specialist			
<b>Name</b>	<b>Specialty</b>	<b>Parent Agency</b>	<b>Telephone</b>	<b>E-mail Address</b>

# RLST Organizational Chart





## Appendix 5: PUA Resource Request Form

### Basic Instructions

A resource request can be submitted to the RLST using an ICS 259, any local jurisdiction form, or on the PUA Resource Request Form included in this appendix. The RLST will use the PUA Resource Request Form in addition to the Resource Request Log to document requests submitted to the team for action.

When a resource request is distributed to other jurisdictions through the WebEOC system, the WebEOC request identifier will be added to the PUA Resource Request Form. When a request is submitted to OEM through the OPSCenter system, the OPSCenter unique identifier will be added to the PUA Resource Request Form.

**Point of Contacts:** This information is used to identify specific detail about the agency or jurisdiction and contact persons originating or forwarding the resource request. This information is critical to effective communications and to tracking and status reporting of the request.

**Mission Task Statement:** A general statement of the mission task for which the resources are requested. The mission statement may be the only information used to originate the request.

**Specific Resources:** A detailed list of the specific resources needed to support the mission. Identifying specific resources is accomplished through mission planning. Mission planning is performed by the requestor, by an EOC Planning Section, or by the resource provider. Mission planning is not a function of the RLST.

**Comments:** This section is used to add any comments or additional detail that would assist in responding to the request.

## PUA Resource Request Form

Incident Name: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

WebEOC Identifier: \_\_\_\_\_ OPSCenter Identifier: \_\_\_\_\_

Sequential Order #: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
Agency / City / County / RLST

Agency: \_\_\_\_\_ POC Name: \_\_\_\_\_

Phone #: \_\_\_\_\_

E-Mail: \_\_\_\_\_

City: \_\_\_\_\_ POC Name: \_\_\_\_\_

Phone #: \_\_\_\_\_

E-Mail: \_\_\_\_\_

County: \_\_\_\_\_ POC Name: \_\_\_\_\_

Phone #: \_\_\_\_\_

E-Mail: \_\_\_\_\_

RLST: \_\_\_\_\_ POC Name: \_\_\_\_\_

Phone #: \_\_\_\_\_

E-Mail: \_\_\_\_\_

Mission Task Statement:

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Resources Required: Date: \_\_\_\_\_ Time: \_\_\_\_\_ Duration: \_\_\_\_\_

Reporting / Delivery Location: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



**Specific Resources**

#	Resource Item	Quantity	Cost/ Unit	Source / Provider	Status
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					

#	Resource Item	Quantity	Cost/ Unit	Source / Provider	Status
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					
31					
32					
33					
34					
35					

#	Resource Item	Quantity	Cost/ Unit	Source / Provider	Status
36					
37					

**Originator's Comments:**

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**RLST Activity Log:**

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Lined writing area with 20 horizontal lines.



## Appendix 6: RLST Incident Administration

### **Until other arrangements are made, the following guidelines apply to administration of the RLST as a PUA resource.**

1. RLST members are provided by their home agencies as a mutual aid resource. Home agencies are responsible for all costs associated with the deployment of their member(s) of the team unless other arrangements, agreements, or reimbursement methods are in effect.
2. If an impacted county agrees to reimburse lending agencies for personnel costs, the lending agency may submit invoices to the impacted county or to the responsible agency. If the lending agency and the impacted county are both signatories to pre-existing mutual aid agreements, the lending agency and the impacted agency may follow the provisions of those agreements. Items 3 and 4 below describe current agreements that may be applicable to RLST personnel.
3. All of the Oregon counties in the Portland Urban Area (i.e., excluding Clark County) are signatories to the Oregon Omnibus Inter-County Mutual Aid Agreement. This agreement states that resources are provided at no cost to the borrowing agency for the first eight hours. The borrowing agency is responsible for all subsequent costs.
4. Several PUA agencies are signatories to the Portland Metropolitan Area Transportation (PMAT) Co-operative Intergovernmental Agreement for Equipment and Services and also to the Pacific Northwest Interagency Cooperative Intergovernmental Agreement for Equipment and Services. Either of these agreements may support reimbursement of lending agencies by borrowing agencies if they are both signatories.
5. RLST operating costs may be eligible for reimbursement through the FEMA Public Assistance Program. However, Public Assistance Policy (DAP 9523.6) requires that the agency in the declared jurisdiction have a mutual aid agreement with the lending agency for the lending agency's costs to be reimbursed. The agreement must include provisions for reimbursement. It can be an ad-hoc agreement, executed at the time of the incident. If mutual aid costs are determined to be eligible, the lending agency would invoice the responsible agency in the declared county. The responsible agency would get reimbursement from FEMA and then pay the lending agency's invoice.
6. FEMA reimburses for straight-time and overtime costs in accordance with the agency's pre-disaster policies. Lending agencies should ensure that current reimbursement policies will enable FEMA reimbursement. For example, policies may be needed to support reimbursement of overtime costs of salaried, FLSA-exempt employees (see DAP 9525.7).

7. The RLST Leader is responsible for the time and cost tracking for the team. This can normally be done by using the tracking procedures in place at the impacted or Supporting EOC.
8. The RLS Coordinator is responsible for coordinating with the impacted counties for the reimbursement of team operating costs at the time of mobilization. The RLST Leader will provide support as needed. The RLS Coordinator will also coordinate with the impacted county and the lending agencies regarding the reimbursement of team operating costs following demobilization.