

RESOURSE MANAGEMENT ANNEX

1. PURPOSE

The purpose of this annex is to provide for the proper management of resources in order to effectively respond to an emergency or disaster.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The City of Salem may experience a major emergency or disaster such as tornadoes, a major hazardous materials spell, or a large fire conflagration, or a city wide ice storm resulting in power outages to the extent that local and immediate resources would be depleted. Resources such as fuel in winter, potable water, backhoes, dump trucks, generators, as well as transportation routes and shelter space might be depleted.
2. A resource manual has a listing of resources available to the Incident Commander. The resources include, but is not limited to, personnel, communications, equipment, vehicles for passengers, cargo, and debris removal. Heavy equipment, pharmacies, medical supplies, construction and building materials are listed.
3. The only known mutual aid agreements are between fire, police, public works, emergency management and the hospital.

B. Assumptions

1. Organized resource management activities will enhance response and recovery operations.
2. The resource manual will be able to provide a thorough listing of resources that are likely to be needed.
3. Resources will become available in a reasonable amount of time.
4. Response agencies will sustain themselves during the first 24 hours of an emergency. Households and businesses located in the area directly affected by the emergency situation will sustain themselves during the first 72 hours of an emergency/disaster.
5. Evacuees located in a mass care facility will receive necessary life

sustaining services from the facility.

6. There is a potential for donations, given any emergency, even a forecast emergency which generates sustained media coverage.
7. Performance of the resource management function will depend on the availability of a large pool of volunteers. Offers of help will be received.
8. If the jurisdiction is depending on mutual aid to cover resource shortfalls, it assumes some parties to the agreement will themselves be affected and unable to provide the resources. To resupply themselves, the aforementioned supplies to the City's Treasurers Office.
9. Pressure on the resource management function to supply unmet needs of response agencies may be reduced by assistance from the next higher level of government. (However, the resource management functions will still be necessary given uncertainty over the timing, form, and amount of threat assistance relative to the jurisdiction's needs. Resource management planning is also necessary to generate detailed information on needs and logistics that the higher level of government may not have).
10. The Span of Control method will be activated. The 3 to 7 supervisors will be used.

III. CONCEPT OF OPERATIONS

A. General Policies

1. *Priorities.* Disaster victims will take precedence in the allocation of resources. Specific priorities will be set by the Resource Manager in consultation with the CEO or a designated official in the EOC.
2. *Initial sustainability.* Response agencies will sustain themselves during the first 24 hours of an emergency.
3. *Supplier of last resort.* Emergency services should exhaust their own channels of support (e.g., mutual aid agreements with similar agencies in other jurisdictions) before turning to the resource management function.

4. *Costs.* Cost should initially be considered the responsibility of the requesting agency. All emergency response groups and agencies shall keep all receipts pertaining to the incident.
5. ICS uses common terminology for organizational function, resource descriptions and incident facilities.

B. Sequence of Activities

1. *Notification.* The Resource Manager should be among those initially notified of an emergency. When warning is available, suppliers with whom agreements exist should be notified of the intent to activate the agreement.
2. *Activation and deployment.* The CEO or the Emergency Manager activates the resource management function. The Resource Manager has the discretion and authority to activate additional functions such as: a Needs Manager, a Supply Manager and a Distribution Manager.
3. *Emergency Activities.*

Resources refer to the combination of personnel and equipment required to enable incident management operations. Resources may be organized and managed in three different ways, depending on requirements of the incident.

A. Resources:

1. Single Resources. Individual personnel and equipment. Items and the operators associated with them.
2. Task Force. A Task Force is any combination of resources assembled in support of a specific mission or operational need. All resources elements within a Task Force must have common communications and a Designated Leader.
3. Strike Team. A set number of resources of the same kind and type that have an established minimum number of personnel. Use of Strike Teams and Task Forces will optimize the use of resources and reduce the Span of Control over large numbers of single resources and reduce the

complexity of the needs.

B. Determining needs.

1. All agencies are tasked to report to the resource Manager whether directly or through the EOC when they are unable to acquire, through their own channels, any emergency resource.
2. The following essential information is needed by the Resource Manager:
 - > WHAT is needed and WHY, as specifically as possible (since a different item might work as well or better and be readily available).
 - > HOW MUCH is needed.
 - > WHO needs it.
 - > WHERE it is needed.
 - > WHEN it is needed
 - > SIZE
 - > CAPACITY
 - > CAPABILITY
 - > SKILL
3. *Prioritization (ongoing)*. The Resource Manager will apprise the Needs Manager of priorities set by the CEO or a designated representative.
 - > Top Priority-relates to the immediate safety of life.
 - > Priority-relates to the immediate safety of property.

- > Low Priority-needs that can be addressed at a later time.
4. *Follow-up.* All resources requests shall be logged, prioritized and passed to Supply Manager. The Supply Manager will in turn submit the request to the Distribution Manager. Upon distribution of the resource, the Distribution Manager shall report to the distribution.
- C. Obtaining Supplies.
1. *Notification of suppliers.* When warning is available, the Supply Manager shall notify the suppliers with whom agreements exist. The Supply Manager will also verify the availability of resources and reserve any critical resources.
 2. *Evaluation of requests against known supplies (ongoing).* Upon receipt of a request, the Supply Manager should attempt to fill the need with jurisdictional resources or resources for which agreements are in place. If the needed resource is on hand, the Supply Manager contacts the supplier, confirms transportation responsibilities and provides necessary information (e.g., to pass checkpoints), notified the Distribution Manager of the incoming resource (or of the need to pick it up) and its priority, and informs the Needs Manager that action has been taken on the request. If the needed resource is not listed among prearranged supplies, the next step is to see if a workable offer to donate it has been made (assuming a Donations Coordination Team has been activated). If not, the options are to procure (or hire) or to solicit a donation of the needed resource.
 3. *Procurement and Hiring.* When requests are of top priority for the jurisdiction, an expedited procurement or hiring process may be used, in coordination with the Financial Officer and Legal Advisor, if necessary. The Supply Manager, Distribution Manager , and Needs Manager will be notified. This allows for an easier procedure for purchases of large

ticket items.

4. *Soliciting Donations.* When top priority needs cannot be satisfied quickly through procurement and hiring, or when cost begins to outweigh time as a consideration, an appeal can be made through the PIO for donations of the goods or service in question.
- D. *Maintaining financial and legal accountability.* The Finance Officer shall keep the Resource Manager and the Supply Manager aware of their authorized budget, log and process transactions, track accounts, and secure access to our funding as necessary and feasible (e.g., ensuring jurisdictional access to cash donations, where law permits). The Legal Advisor shall keep them aware of their legal obligations-and also of any special powers granted by law to expedite their tasks.
- E. *Distributing goods (and services).*
 1. Activating and operating key facilities. The Resource Manager shall determine what facilities (e.g., donations receiving areas, checkpoints, warehouses) will be required to handle the flow of resources into and through the jurisdiction. The Resource Manager to set up and operate the facilities.
 2. Traffic Control. The Distribution Manager shall ensure that high priority resources are dispatched quickly to where they need to be. Unnecessary traffic should be held back to rerouted.
 3. Hauling. Procurement and donations efforts shall ensure that supplies of a resource also supply transportation resources may be almost fully committed. However, the Distribution Manager may be asked to pick up resources.
 4. Reporting and coordination. From the EOC, the Distribution Manger would notify checkpoints and other facilities (as applicable) of incoming resources to expect, as well as their priority designation.

Checkpoints and other facilities (as applicable) would provide regular reports on resources passing through (or inventory), allowing the Distribution Manager to track location of resources and timeliness of delivery.

5. Post-emergency activity (recovery). When needs have largely been met, the crisis subsides, and the jurisdiction's government can begin to function in its normal, day-to-day mode, the resource management function will address four areas.
 - A. *Disposal of excess stocks.* Loaned equipment will be returned to its owners. Surplus property can be dealt with through normal procedures-except perhaps where hazardous materials are concerned. Warehouse space may be needed for excess donations as local and area volunteer agencies attempt to absorb them; a Donation Manager would then have a role in finding takers for the excess.
 - B. *Stand down.* Facilities and staff should be deactivated as soon as is feasible, with all reports and documentation filed.
 - C. *Financial statement.* The jurisdiction may need to reimburse or compensate the owners of private property. It may also have to submit required reports that address the jurisdiction's financial liability for any assistance received under the Stanford Act.
 - D. *Thank-you's.* Suppliers and donors who came through for the jurisdiction should receive some acknowledgment from the CEO or the PIO. New suppliers will be polled about their interest in developing a memorandum of agreement in time for the next emergency.

F. *Coordination with Voluntary Agencies.*

1. The Resource Manager will coordinate resource donations from voluntary agencies. Monetary donations will be referred to the City Treasurer.
2. All volunteer labor must sign the loyalty oath.
3. All volunteer labor will be assigned a supervisor.

G. *Local, State and Federal Coordination.*

1. The Resource Manager shall maintain communications with the Federal Emergency Management Agency through the Illinois Emergency Management Agency.
2. The Resource Manager shall request State resources through the IEMA Region 9 Coordinator, and if unavailable, through the State EOC.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Resource Manager

1. Is assigned by the DOEM Coordinator.
2. Directs and supervises the activities of the Need, Supply, and Distribution Managers, who are assigned by the Resource Manager.
3. Coordinates with the EOC Manager and key organizations, representatives in the EOC regarding needs and priorities for meeting them.
4. During the emergency, monitors potential resource shortages in the jurisdiction and advises the Emergency Manager or CEO on the need for action.
5. Identifies facilities/sites that may be used to store needed resources and donations.
6. Determines the need for and directs activation of facilities necessary for the coordinated reception, storage, and physical distribution of resources.
7. Makes arrangements for work space and other support needs for

resource management staff.

B. Needs Manager

1. When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
2. During multiple scene emergencies or disasters, monitors resource demands from Incident Command Logistics Officers and maintains list of all staging area resources, itemized by incident location.
3. Tabulates needs assessment and specific requests.
4. Prioritizes needs for Supply Manager, with concurrence of Resource Manager.
5. Provides regular reports to Resource Manager on the status of requests (e.g., pending, en route, met.)
6. When notified of an emergency, report to the EOC or other location specified by the Resource Manager.
7. Receive specific requests, eliciting essential information from requesting parties.

C. Supply Manager

1. When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
2. Determines appropriate means for satisfying requests (with concurrence of Resource Manager.)
3. Handles unsolicited bids.
4. Keeps Needs Manager informed of action taken on requests.
5. Keeps Distribution Manager informed of action taken on requests.
6. Requests transportation from Distribution Manager (with concurrence of Resource Manager).

D. Donations Manager/Financial Officer

1. Is assigned by the City Treasurer.
2. When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
3. Oversees the financial aspects of meeting resource requests, including record keeping, budgeting for procurement and transportation, and facilitating cash donations to the jurisdiction (if necessary and as permitted by laws of the jurisdiction).
4. Receives offers of donated goods and services.
5. Matches offers to needs (whether those of its own separate needs assessment or those of the larger jurisdictional needs assessment).
6. Through PIO, disseminates information to ensure that offers are not inappropriate to needs.
7. Makes special requests as directed by the Supply Manager.
8. Ensures that Resources Manager is apprized of “needs/unmet needs” list and that physical distribution efforts (in those jurisdictions that treat donations logistics separately) are coordinated with the Distribution Manager.

E. Procurement Manager.

1. Undertakes ad hoc procurement as directed by Supply Manager.
2. When notified on an emergency, reports to the EOC or other location specified by the Resource Manager.
3. When warning is available and directed by Supply Manager, notifies private industry parties to any memorandum of agreement of the jurisdiction’s intent to activate the agreement, confirms availability of resources specified by the agreement, and reserves supply.
4. Locates needed resources using database and/or resource listings for the jurisdiction and participating suppliers.
5. As directed by the Supply Manager, seeks to procure resources not available through pre-arranged channels.

6. In all cases, contacts suppliers, settles terms for transportation, and provides information necessary to pass checkpoints.
7. Informs Supply Manager when the jurisdiction must provide transportation in order to make use of the resource.
8. When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
9. As directed by Supply Manager, recruits and hires personnel to meet emergency staffing needs.

F. Legal Advisor/Counsel

1. Is assigned by the City Attorney.
2. When notified of an emergency, reports to the EOC or other location as specified by the Resource Manager.
3. Advises Supply Manager and Procurement Manager on contracts and questions of administrative law.

G. Distribution Manager

1. Ensures delivery of resources by overseeing routing, transportation, collection, sorting/aggregating, storage and inventory.
2. When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
3. Oversees transportation and physical distribution of resources.
4. Controls movement of resources.
5. Performs materials-handling work.
6. Heads Distribution Group.
7. Ensures facilities are activated as directed by the Resource Manager.
8. When multiple scene emergencies or disasters occur, establishes liaison with all Incident Command Staging Officers to monitor location, passage, and inventory of resources.

9. Monitors location, passage, and inventory of resources.

H. Emergency Manager (DOEM Coordinator)

1. Assists the Resource Manager as needed during response operations.

I. Law Enforcement.

1. Provides escort and security as appropriate for the delivery, storage, and distribution of resources.

J. Public Works Department.

1. Provides knowledgeable staff to serve with Distribution Manager.

2. Assists in procuring and providing transportation.

K. All Agencies.

1. Provide staff knowledgeable in a particular resource category to work with Needs Manager and/or Procurement Manager.

2. Provide updated emergency resource listings on a regular basis or as requested by Resource Manager.

3. Make personnel/resources available as needed in an emergency.

V. ADMINISTRATION AND LOGISTICS

A. Administration

1. All records and reports are found in the EOC Annex, and the Resource Manual located in the City of Salem EOC.

2. All forms should be filled out in triplicate with the original copy routed to the EOC and kept on file by City of Salem DOEM. The second copy will be retained by the reporting emergency response group or agency. The third copy will go to the City Clerk's Office for safekeeping and filing.

3. All funds appropriated shall be solely for the use of incident response and recovery. Any remaining funds are to be returned to the City Treasurer or to the proper line-item in the city budget as determined by the Finance Committee. Contingency funds are

4. Emergency procurement of resources must be approved by either the CEO, OEM Coordinator, or Incident Commander. All procurements must be listed on ICS Form 104 found in the EOC Resource Manual.
5. All normal procedures for matters of hiring and/or assigning work that is not in an employee's job description or at an employee's normal duty station, etc., will be waived during the response to and recovery from an incident contingent upon the approval of the CEO, or IC, or OEM Coordinator.

B. Logistics

1. Staffing.
 - A. The staff needed to perform resource management will consist of Resource Manager, Supply Manager, Distribution Manager, and Needs Manager.
 - B. The maximum number of Resource Management personnel may be twenty-four persons.
 - C. The augmentation of a staffing shortfall in Resource Management shall be the reassignment of jurisdictional personnel, aid from other jurisdictions, or area volunteers.
2. Facilities
 - A. Basis Resource Management activities will be conducted at the EOC with a secondary location of the Incident Command Post (s).
 - B. The Salem Airport will serve as the "point of arrival as the designated location within or near the disaster- affected area where staff, supplies, and equipment are initially directed.
 - C. The Salem Airport will serve as the mobilization center for receiving and processing resources and personnel prior to their deployment.
 - D. The Marion County Fairgrounds, the City Public Works Department shall serve as the initial staging areas.

- E. If warehouses or other storage facilities are needed, they will be requisitioned from local warehousing businesses.
 - F. The City Clerk shall serve as the donations coordination center with the City Treasurer's Department serving as lead financial agency.
 - G. In the event of a large influx of resources via semi-trucks, the checkpoints will be used for inspection, scheduling and rerouting, if necessary: Locations will be decided at time of each situation.
 - H. The Marion County Fairgrounds will be used for the donation receiving area.
 - I. The Salvation Army shall supervise the distribution of donated goods. Area churches and volunteer agencies facilities will be used for distribution centers.
 - J. Shelters and/or local motels will be used for volunteers and government workers in need of lodging.
 - K. A listing of commercial warehouses can be found in the Resource Manual.
3. Communications
- A. The number of telephone lines, fax machines, and other standard equipment required will depend on the size of the Resource Management operations. Local telephone companies will set up emergency phone lines. Equipment such as fax machines will be obtained from city agencies or purchases locally. Citizen band radios will be used for communicating semi-truck and warehouses. Amateur radio will also be used for inter-communications among Resource Management Personnel.
4. Computers
- A. Because the likelihood of an incident that would involve large amounts of information is minimal, no expanded computer system is deemed necessary.
5. Office Equipment and Supplies.

- A. Available office equipment and supplies shall first be used, and when exhausted, will then be obtained through local retailers.
- 6. Forms
 - A. The EOC will supply pre-printed forms to be copied by Emergency Response Groups for their use. The EOC will supply copies of the forms if the Emergency Response Groups run out of the forms and do not have copying capabilities. ICS Forms are location in the EOC.
- 7. Transportation
 - A. The City Public Works Department will direct transportation of all resources to their designated locations. Volunteers will be under the direction of the Public Works Department.

VI. DEVELOPMENT AND MAINTENANCE OF RESOURCE MANAGEMENT ANNEX

- 1. The responsibility for revisions, keeping attachments current, and developing necessary documents for the annex belongs to DOEM.
- 2. The responsibility for revisions and maintaining SOPs belongs to the emergency response groups and 911 PSAP's.
- 3. All Emergency Response Groups, Public Works Department shall send a basic inventory report of their resources to the City of Salem DOEM to place in the Resource Manual on an annual basis. Any mutual aid agreements that are new or revised shall be Immediately sent to the City DOEM.

VII. SUCCESSION OF COMMAND

- 1. Resource Manager
- 2. Supply Manager
- 3. Distribution Manager
- 4. Needs Manager
- 5. Or Designee

VIII. AUTHORITIES AND REFERENCES

1. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended 42 U.S.C. 5121 et seq.
2. The Illinois Emergency Management Act (P.A. 87 – 168, January 1, 1992).
3. The City of Salem ESDA Act Ordinance No. 76-8 Feb. 2, 1976.
4. The FEMA/National Donation Steering Committee, Donations Management Guidance Manual, January 1995.
5. The Federal Response Plan, April 1992.
6. The Illinois Emergency Response Plan.
7. Legislation or regulations pertaining to eminent domain, rationing and price controls, suspension of “full and open competition” can be obtained at the City Attorney’s Office.
8. Sample forms such as Resource Inventory, Donations, etc. can be found in the EOC Annex, Appendix E, and in the Resource Manual.
9. Resource Management Organization Chart will be found in Appendix D of this annex.

VIV. APPENDICES

- A. Pre-emergency Operations Checklist
- B. Response Operations Checklist
- C. Recovery Operations Checklist
- D. Resource Management Organization Chart

APPENDIX A. PRE-EMERGENCY OPERATIONS CHECKLIST

1. Train assigned Resource Management Staff and volunteer augmenters to perform emergency functions.
2. Obtain and maintain radiological and hazardous material detection devices.
3. Analyze resource requirements and determine availability.
4. Develop and maintain a Resource Manual (on file at the DOEM Office.).
5. Negotiate, coordinate, and prepare mutual aid agreements as necessary.

APPENDIX A

APPENDIX B. RESPONSE OPERATIONS CHECKLIST

1. Activate Resource Management personnel.
2. Continue to train assigned Resource Management staff and volunteers to perform emergency functions.
3. Organize, manage, coordinate, and channel donations and services of individual citizens and volunteer groups during the emergency situation.
4. Record services and resources rendered during the emergency.

APPENDIX C. RECOVERY OPERATIONS CHECKLIST

1. Support cleanup and recovery operations.
2. Coordinate resource management during recovery.
3. Assess needs of victims.
4. Estimate costs to provide resources.
5. Maintain records of resource utilization.
6. Record resource needs and available supplies.

APPENDIX C. RECOVERY OPERATIONS CHECKLIST

1. Support cleanup and recovery operations
2. Coordinate resource management during recovery.
3. Assess needs of victims.
4. Estimate costs to provide resources.
5. Maintain records of resource utilization.
6. Record resource needs and available supplies.

APPENDIX D. RESOURCE MANAGEMENT ORGANIZATION CHART.

1. Resource Manager
2. Needs Manager
3. Distribution Manager
4. Supply Coordinator