



Cal OES

GOVERNOR'S OFFICE
OF EMERGENCY SERVICES

Logistical Staging Areas



Logistics Management Directorate
Disaster Logistics Planning & Coordination
Logistical Services

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1.0 INTRODUCTION

This Logistical Staging Area Guide describes the processes, procedures, requirements, and forms needed to operate a Logistical Staging Area (LSA) in the State of California. Also included are descriptions of required positions needed to establish and operate a Type III, Type II and Type I LSA, including the reporting requirements on LSA activities.

This guide is not an exhaustive depiction of all the issues and nuances that can occur during the selection, build out, operations, and demobilization process. Every LSA is unique and often due to available land or usable space in proximity to the incident operational adjustments are required to make the selected space mission capable.

1.1 Overview

In the event of an emergency or incident that requires the staging of resources or commodities, Cal OES will deploy staff to establish and manage an LSA. A staging area is a temporary location for resources awaiting tactical assignment. A LSA is most commonly used to support Mass Care operations such as shelters and Points of Distribution (POD) by providing life sustaining commodities to survivors. These commodities include, but are not limited to, water, food, cots and blankets. LSA's can also be utilized to support response activities such as, flood fighting, firefighting, and health or medical incidents. The LSA provides the State Operations Center (SOC), Regional Emergency Operations Center (REOC) or state personnel operating from a Joint Field Office (JFO) with a standardized mechanism to receive, manage, stage and distribute large quantities of resources.

This guide is formatted to allow the user to identify the required processes needed for successful LSA operations from start to finish. Specific form names and numbers that are required, including copies of the forms, are located in the Forms Section.

1.2 Audience

Users of this guide include:

- Emergency managers at all levels of incident management

- Logistics personnel responsible for activating, coordinating, supporting or ordering the mobilization and demobilization of field logistics, including resource management.
- Agency stakeholders who work with the SOC on resource management, movement control, and distribution management tasks.
- Emergency response officials (agency heads, their deputies and logistics chiefs) at the state and federal levels responsible for sourcing and managing critical commodities, supplies and equipment.

1.3 Roles and Responsibilities

Cal OES Disaster Logistics

Cal OES Disaster Logistics generally fills the management roles of the LSA such as the Staging Area Group Supervisor (STGS), Ground Support Unit Leader (GSUL), Accountable Property Manager (APMG), and Supply/Procurement Unit Leader. Cal OES Disaster Logistics has overall responsibility for the State Logistics Staging Area Program and fulfills this role by coordinating staging area activities under the External Support Branch function within the SOC Logistics Section.

Department of General Services (DGS)

DGS serves as the lead entity for Emergency Support Function (ESF 7) during emergency response, and recovery operations. DGS is the lead entity for procuring, ordering, and mobilizing resources within each level of the Standardized Emergency Management System (SEMS).

Emergency Support Function 7

ESF 7 (Resources) supports LSA operations by providing equipment, supplies, services, and personnel through contracting and procurement.

California Department of Transportation

Caltrans serves as a co-lead for ESF 1 (Transportation). Caltrans carries out its mission of providing a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability, with six primary programs: Aeronautics, Highway Transportation, Mass Transportation, Transportation Planning, Administration and the Equipment Service Center. Caltrans supports LSA operations by:

- Maintaining surface integrity of the site and the roads leading into and out of the site.
- Providing equipment and materials required for LSA operations.
- Providing trucks and drivers to support deliveries.

- Coordinating air operations in the event the LSA delivers assets utilizing aerial transport.

California Highway Patrol (CHP)

CHP serves as the lead law enforcement agency for state facilities, and as the co-lead for ESF 1. CHP supports LSA operations by providing route closure information and can escort resources through routes closed to the public.

California Volunteers

California Volunteers is designated as the state lead for Volunteers and Donations Management as part of the State Emergency Plan (Emergency Function 17). A key role that California Volunteers can play in the immediate aftermath of a disaster is to support critical life-saving organizations such as Cal OES, the American Red Cross, and service-providing national and local nonprofit agencies in the affected areas. ESF 17 (Volunteers and Donations Management) supports LSA operations by providing public messaging and a management framework to oversee spontaneous volunteers and donations.

California Military Department (CMD)

The CMD provides assistance with emergency planning, logistical support and response capabilities for all threats and hazards. The CMD supports LSA operations by:

- Providing equipment such as generators, tents, and vehicles
- Providing personnel to serve as the ground support unit
- Providing security services when required
- Providing transportation services to support deliveries

California Conservation Corps (CCC)

The CCC supports LSA operations by providing crews to support Ground Support activities, serve as Check In/Out recorders, and act as administrative support staff. The CCC requires billeting and feeding services when utilized.

Emergency Medical Services Authority (EMSA)

EMSA is designated as the lead agency for coordinating disaster medical services. EMSA maintains oversight of warehouse operations and cache management including vehicles, equipment and supplies. EMSA supports LSA operations by providing field medical services, if required.

Volunteer Organizations Active in Disasters (VOAD)

VOAD entities such as the Red Cross may co-locate at the LSA. When this occurs, the VOAD is expected to manage its own resources and must abide by rules and guidelines established by the STGS.

2.0 Establishment of a Logistical Staging Area

This section will detail the considerations and requirements for the effective establishment of a Logistical Staging Area.

2.1 Identifying the LSA

The Logistics Section is responsible for identifying, acquiring, equipping, staffing, managing, sustaining, and demobilization of LSAs. Cal OES Disaster Logistics coordinates with the Command & General Staff, SOC Logistics, and Operational Areas to determine requirements and ensure the facility is in the proper geographical area.

A staging area should not be located too close to the incident impact zone, but should be in close enough proximity to service the needs of the impacted population. Staging operations should avoid cohabitating with shelter facilities. The location must have direct access to navigable roadways that can facilitate heavy truck movement. Ideally, the location should have the capacity to expand and contract as the incident develops. Surface area with concrete or pavement is ideal for travel lanes and overall LSA operations. If a concrete or pavement surface is unavailable, dirt or grass surface can be used if capable of supporting heavy (80,000 pounds) truck traffic, and proper movement of vehicles. Ultimately, any staging area surface needs to withstand heavy vehicles and trailers without disintegration. Airports and fairgrounds are generally configured to meet the operational requirements. Airports are preferred since there are generally large open spaces available, areas that are secured by fencing, and can support air operations if required.

The Logistics Section may only have a few hours after notification of an impending emergency to begin investigating possible staging sites. Cal OES Disaster Logistics maintains a catalog of previously assessed sites that have been identified as capable of supporting LSA activities. Use of the Staging Area site catalog helps facilitate contact with staging area site operators and familiarize SOC and field personnel with potential site resources, layout, and feasibility.

Facility Acquisition

The following three Courses of Action (COA) are used to acquire an LSA:

- 1) A Lease - when property owners want to be paid for usage. This COA requires integration of leasing and legal agents.
- 2) A License Use Agreement - when property owners won't charge money for the use of a site. Integration with legal counsel is required when pursuing this COA.
- 3) Purchase - this COA is seldom applied, but may be considered based on the severity of the incident being supported.

Table 2.1 LSA Space Requirements Planning Guide

LSA Space Requirements Planning Guide		
# of Tractor & Trailers	Minimum Acres required	
Less than 20 T&Ts	1/2 acre	TYPE III LSA
21 to 40 T&Ts	1	
41 to 60 T&T	2	TYPE II LSA
61 to 100 T&Ts	4	
101 to 200 T&Ts	6	TYPE I LSA
201 to 400 T&Ts	14	

Source: Cal OES Disaster Logistics

Table 2.2 Steps for Identifying the LSA

STEP	TASK	RESPONSIBLE PARTY
1	Identify Potential LSA	Disaster Logs/SOC Logs
2	Contact Site Operator/Property Owner	Disaster Logs/SOC Logs
3	Select Site	Disaster Logs/SOC Logs
4	Gain consensus with SOC leadership	Disaster Logs/SOC Logs
5	Secure Lease or License Use Agreement	SOC LOGS/ESF 7/Cal OES Legal

Source: Cal OES Disaster Logistics

2.2 Staffing the LSA

The Expeditionary Logistics Force is made up of personnel from the Disaster Logistics Unit, and should be ready to deploy at all times. Staff must maintain a 'Go-Bag' that includes the following Items:

- Required PPE gear
- Sufficient clothing and footwear

- Personal field tools (Headlamp, Leatherman, etc.)
- Travel supplies and toiletries
- All necessary Laptops and Cellular Devices
- Food and water for first 48-72 hours

The LSA team must be prepared and equipped to sustain initial operations in austere environments. Personnel may need to work out of a vehicle for up to 72 hours as LSA resources are mobilized, and infrastructure is established.

Initial Mobilization

In the opening hours of the LSA, there will often only be two to three personnel dispatched to secure the location and begin accepting commodities and equipment. This will usually be the STGS and an assistant for the A shift. If the number of requests coming into the SOC warrant 24 hour operations, a B shift will be established by direction of the External Support Branch Director.

During initial mobilization, arrangements should be made with the SOC Logistics Section Chief using the following priorities:

1. Using Disaster Logistics vehicles
2. Other Cal OES fleet vehicles
3. Other State Agencies fleet vehicles
4. Rental car company

LSA's require four-wheel drive vehicles with the ability to tow and haul. Use of Disaster Logistics vehicles is permitted and additional four-wheel drive trucks or SUVs may be sourced by Cal OES HQ Fleet Services. Ensure a Voyager Card (Credit Card) is assigned to the vehicle and staff are informed as to card use and purchase restrictions.

Upon activation, ESF-7 (Resources) will begin the process of executing emergency contracts, procurements, arranging for delivery of essential equipment to the LSA. This will be completed with Pre-scripted Resource Requests (Equipment) by type located in Pre-Scripted LSA Resource Request forms and reporting on the status of those requests prior to arrival. Contracted drivers and wraparound services will be deployed to the LSA in accordance with outlined resources in the Pre-Scripted LSA Resource Requests (Services) by type. Upon arrival at the LSA, the Ground Support Unit Leader will work closely with Logistics staff to direct and coordinate contracted drivers and loaders.

Building the Team

Options to staff ground support services, security, or other contracted positions include:

- California Military Department (CMD)
- California Conservation Corps (CCC)
- Local law enforcement agencies
- Private sector vendors
- FEMA Corps

When working with CMD and CCC, ensure clear lines of communication with their leadership or management to address issues and concerns related to job performance and professionalism. CCC requires feeding and billeting services if utilized.

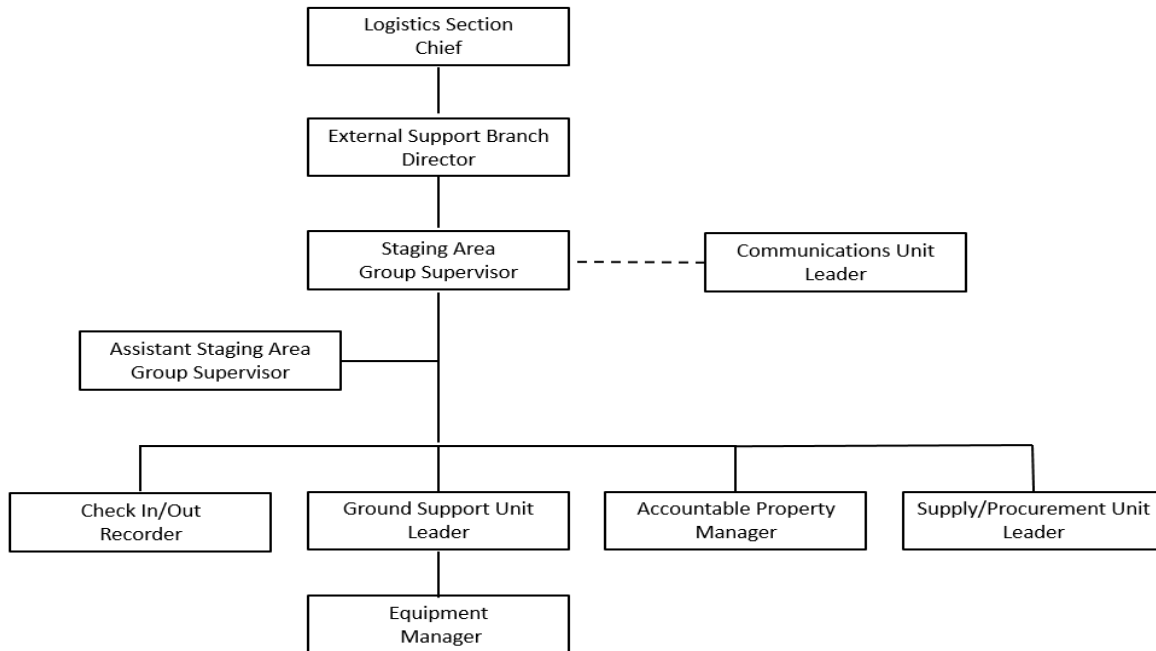
Table 2.3 LSA Staffing Requirements

LSA Staffing Requirements						
Positions	Contract Positions	12-hr Op	24-hr Op	12-hr Op	24-hr Op	24 hour Op
		TYPE III LSA		TYPE II LSA		TYPE I LSA
Staging Area Group Supervisor (STGS)	N	1	2	1	2	2
Assistant STGS	N	0	1	1	2	2
Communications Unit Leader (COML)	N	1	1	1	1	1
Resource Unit Leader	N	0	0	1	1	2
Accountable Property Manager (APMG)	N	1	1	1	1	2
Ground Support Unit Leader (GSUL)	Y	1	2	1	2	2
Supply/Procurement Unit Leader	N	1	1	1	1	2
Equipment Manger	Y	0	0	1	1	2
Equipment specialists (Operators)	Y	2	4	4	4	8
Ground Support Specialists (Yard Escorts)	Y	0	0	6	6	10
Status Check In-Out Manager	Y	0	0	1	2	2
Check In recorders	Y	1	4	4	4	24
Check Out Recorders	Y	1	4	2	4	6
Planning Specialist	N	0	0	1	2	4
Security	Y	2	4	4	8	10
Warehouse Manager	Y	0	0	1	2	2
Warehouse workers	Y	0	0	4	4	12
Safety Specialist	Y	0	0	1	2	2
Staffing Totals		11	24	36	49	95
Note: When more than two Staging Areas are activated it signals a time to consider a Staging Area Branch Director Position with the Incident Logistics Section. Add a Second Branch Director for 24 hour Ops						

Source: Cal OES Disaster Logistics

Figure 2.1 LSA Type III Organization Chart

State LSA type III Org Chart



Source: Cal OES Disaster Logistics

Table 2.4 Steps for Staffing the LSA

STEP	TASK	FORMS REQUIRED	RESPONSIBLE PARTY
1	Identify and deploy initial Expeditionary Logistics Team		SOC LOGS/Cal OES Disaster Logs/STGS
2	Develop staffing requirements based on LSA Type		SOC LOGS/STGS
3	Identify source for LSA Staff (Cal OES, CNG, CCC, other)		SOC LOGS
4	Develop Staffing Plan and Organizational Chart	ICS 207	STGS/Assistant

Source: Cal OES Disaster Logistics

2.3 Building the LSA

Upon arrival at the site, complete a thorough walkthrough with the property manager or owner to address the following issues:

- Identify usable space that preferably does not impede daily operations for the site.

- Establish communications with SOC Logistics. Ensure redundancies are in place for radio, voice and data communications.
- Ask clarifying questions about the surrounding businesses, competition of access to local resources, security concerns, and any other information that may be unique to the property.
- Take pictures of any preexisting damage or concerns about the property to codify Cal OES's responsibility and the lessors.
- Identify requirements to vacate the property in the same condition it was prior to use.

Developing Site and Traffic Plans

With consensus of the site operator/owner, develop a site plan and traffic plan. Establish "check in" and "check out" control points, equipment lines, incident command post position, and commodity trailer layout in anticipation of arriving resources and materials. Prior to the arrival of resources, assess safety and security concerns paying close attention to terrain, structural issues, and lines of sight. Also, develop an evacuation plan including a call down roster. Once the site is mission capable (usually within 24 hours), the LSA can begin deploying commodities as requested.

Setting up a Command Post (CP) for the LSA ensures that staff has an effective workspace using familiar tools and resources, and that they are out of the elements. The CP should have computers, printers, phones, radios, internet access, and office supplies. In the initial hours of LSA operations, a vehicle or trailer may act as the CP.

Consider the allocation of space at the LSA for other agencies including, but not limited to:

- CMD
- FEMA
- EMSA
- Red Cross

Establishing Communications

The Communications Unit Leader (COML) will provide communications capabilities through either a satellite system or radio infrastructure. The COML is responsible for completing the Incident Radio Communications Plan (ICS 205), and establishes network connectivity for the LSA considering the estimated duration of the incident. Pending the establishment of the communications infrastructure, LSA personnel will use a Mobile Ready Office (MRO) or mobile

hotspots for email communication, internet access, and conferencing, provided there is adequate cell service.

Delivery of Initial Inventory

Cal OES Disaster Logistics maintains small caches of commodities in both the northern and southern regions of the state that are rapidly deployable for LSA operations. SOC Logistics will coordinate the distribution of the state's northern or southern commodity cache and staging area kit to the LSA. This can be done by utilizing established loading plans and ensuring that each trailer that departs is properly recorded. Shipments will include a Bill of Lading (BOL) that details the contents of each trailer which allows for immediate awareness of commodities on hand and faster mission capability. Once the LSA is identified, Disaster Logistics can begin movement of the cache to expedite on hand inventory.

Begin Demobilization Plan

Demobilization planning begins as soon as the LSA is established. A demobilization plan will be established to track all resources. This allows a complete record of all activities that need to occur when demobilization is authorized by the SOC Director (*Refer to section 4.0 for additional information*). *The STGS will coordinate with the LXB and ESF7 to ensure that all resources are returned to their point of origin, and all contracts and agreements are properly closed out prior to returning the LSA site to the property owner/operator.*

Weather Conditions at the LSA

When conditions at the LSA are adverse such, as high temperatures, staff must take regular breaks and stay hydrated. Establishing cooling centers (air conditioned cooling trailers/tents) can help to mitigate the effects of heat stress. Pop up tents and portable shade canopies should be set up for staff working in fixed locations such as the check points.

If symptoms of heat stress are detected staff should take immediate action to lower core temperature and if required seek medical assistance utilizing the Medical Plan.

In winter months establishing warming centers (heated trailers/tents) or portable heaters as needed. Personnel that assigned to fixed location such as check points are more vulnerable to colder temperatures.

In the event of a severe weather system or threat that is likely to impact LSA staff safety, the STGS will determine to shelter in place or activate either the Operations Contingency Plan or Emergency Procedures Plan.

Emergency Procedures

- 1) LIFE: Evacuate all persons from the building/area/trailer.
- 2) CONTAINMENT: Keep fire/smoke from spreading by closing doors as you evacuate.
- 3) ALARM: Sound the building's alarm, air horns, or car horns upon discovering a fire. Designate an individual the task of calling 911.
- 4) EXTINGUISH: Use portable fire equipment, but only if it is safe to do so.
- 5) EVACUATION: In the event an evacuation of the LSA is necessary, an evacuation order will be issued by the STGS and staff will be instructed where to go. Evacuate LSA staff if life or safety is in question. Relocate to a pre-arranged SAFE ASSEMBLE AREA/MEETING PLACE, up-wind, uphill, and/or upstream from the building/area/trailer. Conduct a "head count" against the call down roster and gate logs. Report any missing people to STGS immediately.
- 6) REPORT: If emergency procedures are activated, immediately report the situation and status to SOC Logistics, the State Warning Center and management.

Continuity of Operations Planning

Develop a plan identifying alternate LSA sites that allow for the relocation and sustainment of LSA operations should the primary LSA become inoperable. An inoperable LSA is defined as a site that is no longer able to meet mission objectives or fulfill resource requests. Relocation should not be required if the degradation of LSA functionality is due to communications or security concerns, or other issues that can be mitigated.

Table 2.5 LSA Equipment, Facility, and Services Requirements

LSA Equipment, Facility & Servicing Requirements						
Type or kind	TYPE III LSA		TYPE II LSA		TYPE I LSA	
	12-hr Op	24-hr Op	12-hr Op	24-hr Op	24 hour op	
Light Towers	6	6	12	12	20	
Fork Lifts (NLT 6,000 lb. capacity & All Terrain)	4	4	4	4	10	
Variable Message Boards	4	4	6	6	10	
Pallet Jacks	4	4	6	6	10	
Truck Tractors w Operators	4	6	6	9	20	
Empty Trailers	3	3	4	4	8	
Box or stake body truck, NLT 20' long w/ Lift Gate	4	6	6	9	12	
CP & Gate Generators	3	3	6	6	10	
Tables	6	6	12	12	50	
Chairs	12	12	24	24	100	
20 Yard roll offs	1	1	2	2	4	
Blue Rooms	4	4	15	15	28	
Hand Wash Stations	3	3	5	5	8	
Yard Escort Vehicles	1	1	3	3	6	
Total pieces of equipment	59	63	111	117	296	
Warehouse or covered open space	Not required	Not less than 4,000 sq. ft.	Not less than 8,000		Not less than 20,000 sq. ft.	
Team Facility	Not required	Not Required	Not less than 1,000 sq. ft.		Not less than 2,000 sq. ft.	
Recycle & Waste Removal	Every 8 days		Every 4 days		Every other day	
Blue Room Service	Every 2 days		Every 2 days		Every day	

Source: Cal OES Disaster Logistics

Table 2.6 Steps for Building the LSA

STEP	TASK	FORMS REQUIRED	RESPONSIBLE PARTY
1	Integrate with other logistics partners including ESF 7 entities, CNG, and FEMA Region 9 Logistics		SOC Logs
2	Request communications infrastructure from ESF 2		SOC Logs/STGS
3	Mission Task ESF 7 to deliver pre-scripted push pack to LSA		SOC OPS/SOC Logs
4	Initiate delivery of commodity cache to LSA		SOC Logs
5	Initiate delivery Staging Area Kit to LSA		SOC Logs
6	Develop Site Plan		GSUL
7	Develop Traffic Plan		GSUL

8	Develop Medical Plan	ICS 206	STGS
9	Develop Evacuation Plan		STGS/Assistant STGS
10	Develop Call Down Roster		STGS/Assistant STGS
11	Develop Incident Radio Communications Plan	ICS 205	COML

Source: Cal OES Disaster Logistics

2.4 LSA Functional Areas

Listed below are the recommended LSA functional areas. When developing the site and traffic plans, utilize risk identification methodology limiting risk, injury and loss (Refer to section 3.3 *Identifying Risks and Shortfalls*).

Speed Limits: Speed limits must be posted and highly visible as resources come into the LSA. Speed limits should be reiterated to drivers at Check In. LSA Functional Areas with greater risk of injury should have reduced speed limits posted as they enter these areas of higher risk. Speed limits must be enforced vigorously and violators will be subject to progressive discipline up to being barred future access.

Check-In Gate: The point of entry for arriving shipments. The Check-In Gate should be in a location that does not inhibit the flow of traffic on area streets.

Holding Area: An open area where shipments requiring additional action are temporarily positioned upon arrival.

Shipment Storage Areas: Open areas where shipments are primed, staged, and ready for deployment.

Equipment Yard: An area for items requiring special handling, storage, maintenance and fueling, such as generators.

Driver Support Center: A support facility for drivers, with amenities such as restrooms and showers, water, and information for drivers awaiting deployment.

Check-Out Gate: The point of exit for departing deployments.

Ground Support Area: An area for support equipment used at the LSA, including fuel, tool kits, spill kits and limited repair parts needed for equipment requiring support.

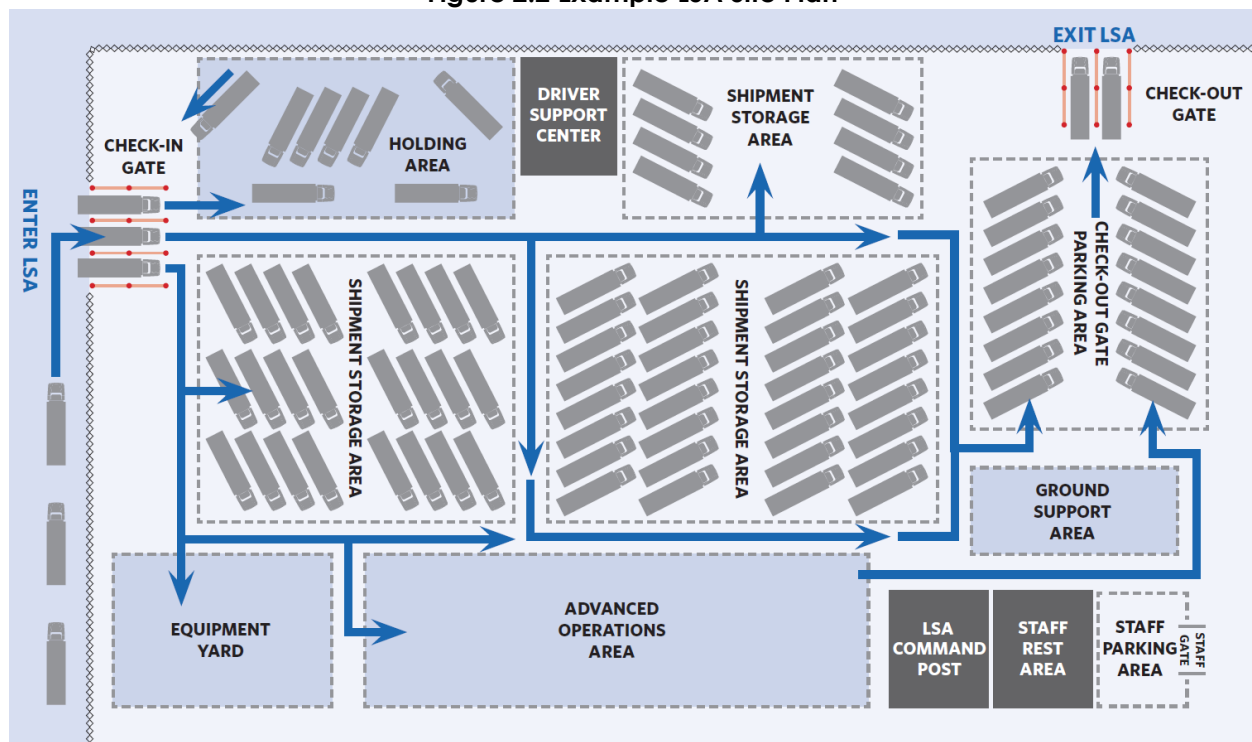
LSA Command Post (CP): A field office for command staff work stations. The CP is most effective when placed in a location that allows the most visibility of the check in and holding areas.

Staff Gate & Parking Area: This area should be separate from the Check In/out stations.

Advanced Operational Areas: Areas that may be activated when there is a need for special operational capabilities at the LSA, including:

- Ground operations: cross-docking or managing leased trailers/shuttle tractor fleets.
- Intermodal operations: movement of shipments between different modes of transportation.

Figure 2.2 Example LSA Site Plan



Source: Bay Area UASI – Logistics Staging Area Manual (2014)

3.0 Maintaining LSA Operations

This section covers key activities, daily reporting, and tracking requirements.

3.1 Gate Logs

The accurate completion of gate logs by the Check In/Out recorders is one of the most important activities at an LSA. Without accurate, complete, and legible gate logs the ability to track inbound and outgoing shipments, resources, vendors, and staff is reduced. Logs must be reviewed for accuracy and to ensure all required data is captured. Check In/Out recorders submit gate logs to administrative staff at the end of each shift documenting the date and shift worked.

Table 3.1 Steps for completion of Gate Logs

STEP	TASK	RESPONSIBLE PARTY
1	Review recording requirements with Check In/Out recorders	STGS/GSUL/APMG/Admin
2	Record all gate activity on gate logs	Check/Out Recorders
3	Submit Logs at end of shift to Admin	Check/Out Recorders
4	File Logs in a designated place in preparation for demobilization	APMG/Admin

Source: Cal OES Disaster Logistics

3.2 Safety Briefings and Shift Transitions

The safety of all personnel within the LSA is the highest priority of leadership. Conducting a safety brief during shift transitions ensures safe working practices and allows leadership to share concerns on evolving risk factors. Risk can come from a geographic location including line of site issues or in a work process with greater propensity for injury. Staff should provide a through briefing to oncoming staff when leaving for a day of rest or ending their deployment. If a face to face briefing is not possible, an email detailing pertinent information is acceptable.

When working in proximity to wildfires and other expanding incidents, it's important to understand the risks to the LSA site. Situational awareness of the evolving incident is required at all times. Develop triggers that would initiate the relocation of LSA operations. Personnel safety is more important than the protection of staged resources. In the development of the evacuation plan, designate a rally point for all staff outside areas of risk. Working with SOC Logistics, identify an interim location to stage resources should the LSA become compromised and be ready to execute the relocation plan if required.

Discuss alternative methods with the COML for communication methods for reporting efforts and fulfilling resource requests if cell and satellite services are unavailable. Strategize and identify redundancies for workflows critical to operational success.

3.3 Identifying Risks and Shortfalls

The identification and mitigation of risks in and around the LSA reduces the chances of physical injury and damage to equipment and property. The site plan and traffic plan can help identify and address risk. Once a risk factor or safety issue is identified it must be mitigated by identifying and executing an avoidance strategy.

Risk of personal injury or damage to property often comes from the misuse of tools and material handling equipment due to inadequate training, or the lack of proper resources for the required task. Such issues need to be immediately addressed and corrected. If the risk of injury or damage to property is severe, a work stoppage should be called to allow for mitigation or correction of the issue. Ensure communication of the change or correction is understood by LSA staff.

Communication with visual signage is a recommended strategy to ensure the efficiency and safety of contracted drivers and staff. Ensure signage clearly directs traffic into and out of the LSA. Hazardous materials and flammables need to be placed in low traffic areas, be clearly marked, and fire extinguishers need to be readily available and highly visible.

Safety is everybody's responsibility, but it's the responsibility of leadership to ensure LSA personnel are conducting themselves in a manner that creates a safe environment at the LSA.

Risk Mitigation: A systematic **reduction** in the extent of exposure to a risk or safety concern.

Risk Avoidance: The **elimination** in the exposure to a risk or safety concern.

Table 3.2 Steps for identifying risks and shortfalls

STEP	TASK	RESPONSIBLE PARTY
1	Audit Site and Traffic Plan for Risks	STGS
2	Assigning tasks to individuals that are trained, credentialed, or certified for the assigned task	STGS/GSUL
3	Daily observation of LSA workflows and vehicle movements	STGS/GSUL
4	Ensure all equipment is properly maintained and mission capable daily	Equipment Manager
5	Employ Mitigation and Avoidance strategies	All Staff

Source: Cal OES Disaster Logistics

3.4 Fulfilling Mission Requests from the SOC

Upon receipt of an approved mission assignment from the Logistics Chief or a predesignated individual in the Logistics Section, the LSA prepares the requested resources for transportation. Well defined lines of communication ensure only actionable information is delivered to the STGS from SOC Logistics. Proper communication practices avoid duplication of effort and ensure the LSA and SOC Logistics are aligned on mission requests and fulfillment.

The STGS reviews the mission request for completeness and the assistant to the STGS or admin staff will record the request in the mission tracker. The STGS sends an email addressed to the GSUL, assistant STGS or admin staff for tracking purposes. It is important that **only** the STGS and assistant are assigning missions to the GSUL for execution. SOC Logistics will include key stakeholders in the initial email including the mission assignment. Include these stakeholders in relevant subsequent emails by selecting the “Reply All” feature.

Communication Flow:

1. Email from SOC Logistics to STGS, Assistant STGS, and GSUL.
2. Email from STGS to assistant, GSUL and SOC Logistics stating (**Coordinating**). This action confirms to the SOC that the LSA has received the mission and is taking action.
3. Reply All from GSUL includes driver (**In Transit**) when the load departs the LSA. This action confirms to everyone the load has departed the LSA.
4. Reply All from GSUL with picture of signed BOL showing delivery completed (**Delivered**). This action confirms the load has been delivered and accepted by the requesting party (also known as “**Fulfillment**”).

5. Reply All from GSUL reporting the resource (Driver) has returned to the LSA. This action confirms that the assets (operator and truck) have returned to the LSA and the mission is now closed.

Table 3.3 Steps for fulfilling Mission Requests from the SOC

STEP	TASK	FORMS REQUIRED	RESPONSIBLE PARTY
1	Record Mission in Mission Tracker	Mission Tracker	APMG/Admin
2	Provide Mission Specifics to GSUL		STGS/Assistant
3	Load requested resources and develop a BOL for the Driver	BOL	GSUL
3	Report Mission Status to SOC		STGS/Assistant/GSUL
4	Confirm driver returned to LSA		GSUL

Source: Cal OES Disaster Logistics

Figure 3.1 Staging Area Report Example

State Staging Area Report (Los Alamitos) 12/07/2017										
Task #	Mission Description	Cal OES Mission #	Status	Truck # Source	Delivery Truck #	Time Request Received	Time Dispatched	Time Delivered	Delivery Address	Contact
1	20,000 standard masks & 5000 small masks.	43715	Delivered	Estes	1	1150 hrs	1240 hrs	1630 hrs	27 S. La Patera Ln Goleta Ca. 93117	805-964-4767

Source: Cal OES Disaster Logistics

3.5 Staffing and Timekeeping

Daily sign in sheets are required to be filled out by all LSA staff and sent to SOC Logistics and SOC Finance & Admin at the end of each shift for incident cost accounting. Staff working in the field need to stay up to date on daily time reporting in Lotus Notes if a Timekeeping Unit in the SOC has not been established. Travel Expense Claims (TEC) should be entered for processing monthly, or at the end of staff deployment.

The STGS or Assistant STGS is required to project staff overtime for the month and send to SOC Finance & Admin when requested. Staff can work no more than 13 days without taking a day of rest. Staff on deployments that require consistent shifts of longer than 12 hours should take a rest day every 6 working days. Each individual handles the stresses of field assignments and long working hours differently. Identifying fatigue and scheduling rest days will reduce the risk of injury and improve the overall safety of the LSA.

Table 3.4 Steps for staffing and timekeeping

STEP	TASK	FORMS REQUIRED	RESPONSIBLE PARTY
1	Sign In and Out each shift	Sign In Sheet	All Cal OES Staff
2	Send Sign In Sheets to SOC Logs, SOC Finance & Admin once daily	Sign In Sheet	APMG/Admin
3	Enter Travel Expense Claims monthly or upon demobilization		All Cal OES Staff

Source: Cal OES Disaster Logistics

3.6 Fueling and Maintenance

Fueling and maintenance schedules must be established as Material Handling Equipment (MHE) (light towers and generators) are put into service. Utilizing equipment provided by a vendor can be easier to manage as the vendor can remove and replace equipment that is malfunctioning or needing service. State-owned equipment must have maintenance interval service established. In coordination with the Equipment Manager, the GSUL or Equipment Manager provides the requirements to the Supply/Procurement Leader to determine the best procurement method to establish services. Procurement can be executed by ESF 7 partners, SOC Logistics, or by LSA staff with an emergency purchase on a P-Card. All receipts for service and fuel need to be collected and filed by date by the APMG or admin staff.

Table 3.5 LSA Fuel Requirements

LSA Fuel Requirements					
TYPE III LSA		TYPE II LSA		TYPE I LSA	Planning Factors & Assumptions
12-hr Op	24-hr Op	12-hr Op	24-hr Op	24 hour op	
360	720	600	1200	1,200	Diesel for trucks @ 60 gallons per day, per truck, @ 5 mpg traveling 300 miles per day (150 miles out, 150 to return)
	48		96	192	Diesel for light towers (1 gph for 12 hour o-periods)
72	144	144	288	5,760	Diesel for 20Kw generators at full load. (20 Kw 2 gph, 50Kw 5 gph, 100 Kw 7 gph, 200 Kw 15 gph, 400 Kw 29 gph)
24	48	24	96	192	Diesel supplement for fork lifts (at 1 gph)
456	960	768	1680	7,344	Diesel Fuel Totals
72	144	234	468	1,176	Gasoline Totals (escort & staff vehicles at 0.5 gph, per vehicle)
48	96	96	384	480	Propane Totals in pounds (fork lifts @ per 4 lbs. per hr.)

Source: Cal OES Disaster Logistics

Table 3.6 Steps for fueling and maintenance

STEP	TASK	RESPONSIBLE PARTY
1	Develop fueling and maintenance schedule based on usage (Run Time) and equipment service intervals	Equipment Manager
2	Provide reports on fueling and maintenance status to identified stakeholders	Equipment Manager/GSUL
2	Periodically review invoices from fuel vendors	STGS
3	Review demobilization checklist to ensure all resources are captured	Equipment Manager
4	Ensure resources are properly demobilized	STGS/GSUL/Equipment Manager

Source: Cal OES Disaster Logistics

3.7 Media and the Public

If approached by media, LSA staff will refer them to a Cal OES Public Information Officer (PIO). LSA personnel are not permitted to speak to the media on behalf of Cal OES unless prearranged or approved by the Cal OES PIO. If approved, the STGS will represent Cal OES when speaking to the media. LSA staff should never speak for other state agencies, counties, jurisdictions or non-profit/non-governmental organizations about their actions or performance to the media or the public.

Area residents, including survivors, often come to the LSA looking for resources, seeking information, expressing interest in volunteering, or offering donations. Always be courteous and professional while directing them to the proper resources. When beneficial, provide survivors a map to local resources/shelters. If social media posts or public messaging is observed that contains incorrect information inform SOC Logistics immediately.

Spontaneous donations from the public should be redirected to a proper facility whenever possible. Donated resources from the private sector should also be redirected unless pre-arranged with SOC Logistics and the Business Operations Center (BOC). Only donations approved and coordinated by the BOC will be accepted.

3.8 Coaching and Performance Evaluations

LSA leadership has the responsibility to mentor and coach staff as well as complete performance evaluations for staff demobilizing from the LSA. The performance evaluation identifies team member's strengths and opportunities for improvement. Utilize the Position Performance Rating Form (ICS 225) to complete the evaluation.

4.0 Demobilizing the LSA

Upon receiving demobilization authorization from the SOC Director, the LSA will begin the process of retrograding commodities and returning resources to vendors and state partners. Daily coordination calls with SOC Logistics and ESF 7 should occur throughout the demobilization process. The Demobilization checklist has several fields, including what needs to be demobilized, when it needs to occur, who is responsible, when it actually occurred and by whom.

Coordination with FEMA and other state or federal partners who have resources at the LSA will be required. When certain equipment is identified to be demobilize The STGS will work with the owner of the resource and/or ESF 7 to identify a date and time for retrograde, pickup, delivery, return etc.

Cal OES resources and commodities must be loaded with a clear inventory and BOL before being retrograded to storage. Commodity counts in Cal OES trailers must reflect inventory levels designated by the Cal OES Disaster Logistics Unit. The Staging Area kit must be reconstituted, inventoried, and delivered to the point of origin. The STGS will work with Cal OES Disaster Logistics and the Cal OES Facilities Warehouse Manager on coordinating movement to Cal OES facilities. Per SOP, Generators and gas cans must be drained of all fuels before transport. Any required maintenance or service to resources or equipment should take place at the LSA prior to demobilization. **Best Practice: Due to the nature of our business, all Cal OES resources need to be ready for re-deployment the following day.** Keep critical resources on site as long as required to effectively complete the demobilization process.

Schedule a preliminary walkthrough with the site operator/owner noting concerns and taking pictures of damage, if present. Any damage to the site or facility not previously discussed during the initial walkthrough needs to be addressed. This process is coordinated with Cal OES Disaster Logistics, ESF 7 partners, and possibly Cal OES legal staff.

Schedule a final walkthrough with the site operator/owner to thank them for the use of the property and return any keys, locks or other items.

Table 4.1 Demobilization Checklist Sample

Demob Tasks for The Cal OES Staging Area at Napa as of 11/03/17					
Line #	What needs to be done?	Who is responsible for the task execution?	When does it need to occur?	When did it actually occur and by whom?	Notes
1	Vacate no later than 08:00 November 5, 2017	STGS & SOC	5-Nov		
2	Move 11 FEMA organic & FEMA Contracted trailers from Los Al to FEMA Distribution center at Moffet Field	SOC LOG, STGS & GSUL	TBA	11-03-17, BS.	10/29 New Task listed. Details under development
3	Notify Shower & Laundry vendors to retrieve their assets	ESF-7	25-Oct	10/25 & 10/27 STGS	Completed
4	Notify T-Comm relocate Comm #64	STGS & TCOMM	27-Oct	10/27 TCOMM & STGS	10/29 suggested to T-comm they can retrieve the unit at will. We can sustain on hot spots. Removal was slated for 11-3
5	Dispatch tractor to Bradview facility	GSUL	27-Oct	10/27 GSUL	Assign to C. Hacker to reconfigure Bradview yard
6	Relocate Staging Area commodity trailers & equipment yard to overflow area	All Staging Staff	27-Oct	10/27 All Staging Area Staff	
7	Notify Light tower vendor to retrieve (5) light towers on 11-3	ESF-7	2-Nov		ESF-7 will notify Vendor on 10/30. 11-02-17, United Rentals removed (5) light towers. (4) Herc towers remain.
8	Laundry & Shower vendor (spencer) retrieve their assets	STGS	27-Oct	10/26 & 10/27 STGS	At 21:52 10/26 the Laundry was removed from the overflow area by Terry (702-816-8799). 10/27 mid day Bob Hammon (916-276-8480) removed the shower from the overflow area. Both Terry & Bob retrieved all of the propane including those labeled "Allied".
9	Advise SOC CCC LNO to release CCC on 11-4	STGS	27-Oct	10/27 STGS	Release after dinner meal on 11-4
10	Advise meal vendor to cease CCC meals	STGS	27-Oct	10/27 STGS	
11	Revision Mobile Modular has been notified to remove both buildings.	ESF-7	30-Oct	11/02, JW.	10/28 Request sent to ESF-7. Wait for Monday 10/30 when vendor is open for business. MM has been notified, waiting for quote confirmation before providing pick up date.
12	All 3 Peterson generators, cabling and wire bridges were removed	STGS		11/01, JW.	
13	Notify Napa Valley Petro to terminate fuel delivery on 11-3	ESF-7 & STGS	4-Nov	11-03, JW.	
14	Notify Airport Manager & Erik Hombaker of Demob date	STGS	27-Oct	10/27 STGS	
15	Palletize Cribbing. Move to Bradview 11-3	CCC Napa-3	3-Nov		This will be a continuous task until Demob day
16	Notify Meal Contractor to terminate meals service for CCC Napa-3	SOC LOG	27-Oct	10/27 STGS	Demob after dinner 11-4

Source: Cal OES Disaster Logistics

Table 4.2 Steps for demobilizing the LSA

STEP	TASK	RESPONSIBLE PARTY
1	Draft initial Demobilization Plan upon build out of LSA	STGS/GSUL
3	Update Demobilization Plan throughout the course of the incident	STGS/GSUL
4	Establish coordination calls with SOC Logistics, CA - ESF 7, Federal - ESF 7	STGS/SOC LOGS/ESF 7/FEMA R9 Logs
5	Identify date LSA communications no longer required, report to ESF 2 and COML for demobilization.	STGS/ESF 2/COML
6	Finalize Demobilization Checklist	STGS

7	Notify ESF 7 and Cal OES accounting of demob date	STGS/Disaster Logistics
8	Organize Records for storage	APMG/Admin
9	Develop Retrograde Plan for commodities, equipment	STGS/GSUL
10	Reconstitute staging area kit	APMG/Admin
11	Return LSA grounds and buildings to pre-occupancy conditions	All Staff
12	Perform pre-walkthrough with Lessor	STGS
13	Perform final walkthrough with lessor	STGS
14	Hold hot wash and develop After Action Report (AAR)	STGS

Source: Cal OES Disaster Logistics

5.0 Positions and Responsibilities

External Support Branch Director (LXB)

The External Support Branch Director is responsible for the oversight of mission areas such as Logistics State Staging Areas, Responder Base Camps, and state logistical support of Joint Field Offices, Area Field Offices, Debris Removal Operations Centers, and Local Assistance Centers. The External Support Branch Director reports to the Logistics Section Chief, and coordinates LSA activities from the SOC.

State Staging Area Group Supervisor (STGS)

The STGS oversees all LSA activity including activation, ongoing operational coordination, and demobilization of an LSA, including setting objectives and supporting fulfillment of resource needs. The STGS should have the authority to financially and contractually obligate the Cal OES to obtain use of a site and manage large teams of personnel. The STGS is responsible for the safety of all personnel at the LSA and approves the call down roster, evacuation plans and any policy or procedures required to keep staff safe, including safety briefs. The STGS is responsible for daily reporting of all activities including fulfilled mission requests, internal missions, key actions taken, resources awaiting tactical assignment, and totals of all commodities received and distributed. If required, the STGS can appoint an assistant to act on his or her behalf when unavailable.

Communications Unit Leader (COML)

The COML is responsible for both the operational and technical aspects of communications during an incident, establishing field communications between the Incident Team and the SOC, and managing communications equipment. Operational requirements include dispatching and monitoring field communications, and ensuring effective use of radio channels/talk groups. Technical aspects include satellite communications and internet including Wi-Fi networks, and determining the appropriate radio channels/talk groups to be used. COML is responsible for Installation and maintenance of incident radios, interference mitigation, programming and deployment of cache radios, etc.

Accountable Property Manager (APMG)

The APMG is responsible for tracking all resources entering and departing the LSA. This includes commodities, equipment, and resources. In coordination with Check In/Out personnel and the Ground Support Unit Leader, the APMG ensures all Bills of Lading are complete, collected, and recorded for reporting purposes. The APMG maintains real time inventory tracking to meet reporting requirements established by LSA and SOC management.

Ground Support Unit Leader (GSUL)

The GSUL works directly with the STGS and gives direction of truck drivers and ground crews. The GSUL receives approved mission requests directly from the STGS or Assistant STGS, and coordinates last mile delivery, which includes reporting the status, (Coordinating, In Transit, Delivered) back to the STGS, SOC Logistics and APMG. The GSUL is responsible for tracking driver hours, ensuring LSA activities are completed safely, managing ground support staff personnel issues, maintaining adequate staffing, and ensuring contracted fleet vehicles are properly maintained and safe to operate. The GSUL is also required to ensure the most effective use of driver time and trucks in service while meeting mission requirements. The GSUL works closely with Check In/Out recorders and the Equipment Manager to ensure resources, commodities, and supplies are directed to the proper location in the LSA. The GSUL directs resources to be staged for deployment including, portable restrooms, showers, generators, MHE etc. to the Equipment Manager for placement in the equipment yard or resource storage area.

Equipment Manager

The Equipment Manager is responsible for managing all resources in the equipment yard including equipment in use at the LSA. Run times, fuel burn rates for generators, light towers, Material handling equipment and other equipment that require periodic maintenance are recorded to ensure effective fuel

strategies and maintenance schedules are in place, allowing continued operation of critical equipment. The Equipment Manager is responsible for identifying broken and out of service equipment to the GSUL. The Equipment Manager schedules approved service requests and ensure Check In/Out staff are aware of scheduled service times. Equipment Managers work closely with the Supply/Procurement Leader to ensure a proper procurement process is in place for fuel, fluids and service.

Check In/Out Recorders

The Check In/Out Recorders track all arriving and outbound resources, personnel, and commodity shipments. Essential elements of information (EEI) are recorded on Check In and Check Out Gate Logs. EEI's include BOLs, date, time, license plate number, driver name and contact info. The recorder is also responsible for the traffic flow as resources enter and leave the LSA. The flow of traffic must remain fluid through the LSA to prevent impacting day to day activities in the surrounding community. A holding area is established to allow placement of cargo that requires further screening to prevent a backlog at the check in gate. The Check In recorder communicates the details of incoming resources with the GSUL for placement within the LSA.

Supply/Procurement Unit Leader

The Supply/Procurement Unit Leader monitors resources used during the daily activities of the LSA. This includes office supplies, consumable items, safety equipment, personal protective equipment and any supplies required to meet the mission. The Unit Leader tracks the inventory of these resources as well as burn rates to establish a reordering strategy that ensures critical supplies remain available at all times. At the direction of the STGS, the Unit Leader purchases needed resources or supplies, ensuring the appropriate method of procurement to meet the required timeframe of fulfillment. Procurement methods include utilizing a P-Card in the field, completing a requisition request or coordinating procurement with SOC or JFO Logistics. The Unit Leader will track all procurements and ensure P-Card procurements are properly processed for timely reconciliation. This position serves as the subject matter expert in the field for all procurement questions, policies, and authorities. The Unit Leader can communicate with the SOC or JFO Finance and Admin section to clarify procurement issues, concerns and questions.

6.0 Required Forms

<u>Form Number</u>	<u>Form Title</u>
ICS 225	Cal OES Employee Sign-in Sheet (Excel)
	Cal OES LSA Gate Log (Excel)
	Position Performance Rating Form
	Cal OES LSA Demobilization Checklist (Excel)
ICS 205	Mission Tracker (Excel)
	Incident Radio Communications Plan
ICS 206	Medical Plan
	Cal OES LSA Organizational Chart
	AAR Template (Word)
	Pre-Scripted LSA Resource Request Type I EQUIPMENT
	Pre-Scripted LSA Resource Request Type I SERVICES
	Pre-Scripted LSA Resource Request Type II EQUIPMENT
	Pre-Scripted LSA Resource Request Type II SERVICES
	Pre-Scripted LSA Resource Request Type III EQUIPMENT
	Pre-Scripted LSA Resource Request Type III SERVICES