

# Attachment H

## Resource Management

### Introduction

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All responding agencies manage people, equipment, facilities, and supplies to accomplish their tasks. However, emergencies can require more specialized resources than the responding agencies have available. The resource management function is necessary to ensure that:

- A complete picture of available resources is known to decision-makers.
- All available resources are used appropriately and arrive where and when they are most needed.
- Additional resources can be secured for responders as their own resources are expended or damaged.
- Critical resource needs of the public are met despite disruption of commerce and infrastructure.
- Accountability is maintained for the jurisdiction's use of resources.

As presented here, resource management is a process that ranges from determining needs to finding and staging resources to meet these needs. In practice, different jurisdictions assign parts of this process to several different organizational elements. The goal of this Guide is not to prescribe an organizational arrangement, but to suggest all that is involved in resource management and how the pieces fit together. The Guide is meant to stimulate ideas, however your jurisdiction organizes to do resource management.

### Developing a Resource Management Annex

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#### Purpose

A resource management annex describes the means, organization, and process by which a jurisdiction will find, obtain, allocate, and distribute resources to satisfy needs that are generated by an emergency.

**Situation and Assumptions**

The situation and assumptions section describes the planning environment for the resource management function, i.e., factors that directly impact the ability of the jurisdiction to satisfy resource demand and manage support activities during response operations. Factors to be considered include:

*Situation*

- *Hazards.* The situation and assumptions section should outline the potential for emergencies requiring the resource management function. In particular, the section could highlight potential critical resource shortages (e.g., power, fuel in winter, potable water in times of drought or as a secondary effect of heavy flooding) and credible emergency scenarios that would deplete responding agencies' resources. Possible effects on the transportation and distribution network also should be noted.
- *Resources.* Complete listings of resources and planned requirements should be maintained in attachments to the plan, a resource manual/database, or in organizational SOPs, as appropriate. However, the situation section can summarize the jurisdiction's status for general resource categories, such as:
  - Personnel (including skilled labor and professionals).
  - Communications equipment.
  - Vehicles for passengers, cargo, and debris removal (e.g., dump trucks and garbage trucks).
  - Heavy equipment for public works applications (e.g., cranes, road graders, etc.) and materials handling (e.g., fork lifts, conveyor belts).
  - Pumps.
  - Useful materials and tools such as fuel, sand and sandbags, plastic sheeting (for roof repair, etc.), shovels, picks, chainsaws, hatchets, etc.
  - Mass care supplies such as medicine and first aid supplies; potable water; food; bedding, blankets, and cots; sanitation supplies (e.g., portable toilets), lighting (lanterns, candles, etc.).

- Portable generators.
- *Mutual Aid.* The situation and assumptions section can also note the jurisdiction's participation in mutual aid agreements.

### *Assumptions*

Assumptions might include the following:

- *Information.* A resource inventory or database will be maintained by the Emergency Manager or the Resource Manager.
- *Initial sustainability.* 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. (An ongoing public information activity will help ensure that the population knows what to include in a disaster supply kit.)
- *Evacuee Support.* Evacuees located in a mass care facility will receive necessary life sustaining services from the facility.
- *Donations.* A resource management annex should acknowledge the potential for donations, given any emergency--even a forecast emergency-- that generates sustained media coverage.
- *Availability of volunteers.* Performance of the resource management function will depend on the availability of a large pool of volunteers. Offers of help will be received.
- *Access to Mutual Aid.* 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.
- *Availability of aid from a higher level of government.* 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 function will still be necessary given uncertainty over the timing, form, and amount of that 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.)

## **Concept of Operations**

This section should describe how the resource management organization will be activated and the sequence of tasks it will perform. It also should set forth resource management policies (if these are not described in a separate “Policies” section ).

### *General*

General policies might include:

- *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.
- *Initial sustainability.* Response agencies will sustain themselves during the first 24 hours of an emergency.
- *Supplier of last resort.* Emergency services agencies 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.
- *Costs.* Purchase prices and contract costs, where possible, should be established during development of the EOP. Even if eligible for reimbursement, costs should initially be considered the responsibility of the requesting agency.

### *Sequence of Activities*

- *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 agreements.
- *Activation and deployment.* The annex should specify who (the “CEO” or the Emergency Manager) activates the resource management function. It also should specify the core cadre of staff that will perform the function at the EOC, regardless of the scope of the activation. The **Resource Manager’s** discretion and authority to activate additional facilities and personnel--for example, a Donations Coordination Team and associated telephone banks, donations receiving areas, checkpoints, and warehouses--

should be indicated. (A complete breakout of the staffing requirements at each possible facility is appropriate as a tab to the Administration and Logistics section, but could be referenced here.)

- *Emergency activity.* The concept of operations should address four basic concerns of emergency resource management activity: determining needs, obtaining supplies, maintaining financial and legal accountability, and distributing supplies. See Figure 5-H-1.

- *Determining needs*

- *Needs assessment (ongoing).* The annex should explain how needs known in the field will become known to the resource management organization. At first, this may be a matter of anticipating needs based on preliminary damage assessments and past experience. The **Resource Manager** should relay to the resource management organization all needs determined by the “CEO.” All agencies should be tasked to report to resource management--whether directly or through the EOC Manager--any needs they are unable to meet through their own channels as the emergency progresses. For its part, the resource management organization must ensure that it extracts the essential information from those who report a need. Essential information includes:

- \* 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.

- *Prioritization (ongoing).* The **Resource Manager** will apprise "the **Needs Group**" of priorities set by the “CEO” or a designated representative. A formal classification system may be useful. Note that among the highest priorities may be satisfying needs

of the resource management organization, e.g., securing the use of any additional facilities required by the Resource Manager.

- *Follow-up.* Resource requests should be logged, prioritized, passed on to those responsible for obtaining and committing resources, and then tracked (as Pending, En Route, Met, etc.) via subsequent feedback from "the **Supply Group**," "the **Distribution Group**," and the requesting party. The **Resource Manager** should receive reports on a regular basis about needs and the status of requests.
- *Obtaining Supplies*
  - *Notification of suppliers.* When warning is available, the **Supply Group** should notify suppliers with whom agreements exist of the jurisdiction's intent to activate the agreement. Availability of supplies should be validated and key items should be reserved.
  - *Evaluation of requests against known supplies (ongoing).* Upon receipt of a request, the **Supply Group** 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 Group** contacts the supplier, confirms transportation responsibilities and provides necessary information (e.g., to pass checkpoints), notifies the **Distribution Group** of the incoming resource (or of the need to pick it up) and its priority, and informs the **Needs Group** 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.

- *Procurement and Hiring.* When requests are of high priority for the jurisdiction, an expedited procurement or hiring process may be in order. Procurement involves contacting suppliers, negotiating terms (in coordination with the **Financial Officer** and **Legal Advisor** if necessary), making transportation arrangements, notifying the **Distribution Group**, and notifying the **Needs Group** of action taken. Hiring can take advantage of local or State job service records and personnel, any "applicant supply files" the government personnel office maintains for particular types of positions, etc., in order to fill positions.
  
- *Soliciting Donations.* When high 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 a Donations Coordination Team and the PIO for donations of the goods or service in question. See the National Donations Steering Committee's *Donations Management Guidance Manual*
  
- *Maintaining financial and legal accountability.* The **Finance Officer** should keep the **Resource Manager** and the **Supply Group** aware of their authorized budget, log and process transactions, track accounts, and secure access to more funding as necessary and feasible (e.g., ensuring jurisdictional access to cash donations, where law permits). The **Legal Advisor** should keep them aware of their legal obligations--and also of any special powers granted by law to expedite their tasks.
  
- *Distributing goods (and services.)*
  - *Activating and operating key facilities.* The **Resource Manager** should 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** should then direct the **Distribution Group** to set up and operate the facilities.

- *Traffic control.* The **Distribution Group** should ensure that high priority resources are dispatched quickly to where they need to be. Unnecessary traffic should be held back or rerouted.
  - *Hauling.* Procurement and donations efforts should try to ensure that suppliers of a resource also supply transportation for it: the jurisdiction's transportation resources may be almost fully committed. However, the **Distribution Group** may be tasked to pick up resources.
  - *Reporting and coordination.* From the EOC, the **Distribution Group** 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 Group** to track location of resources and timeliness of delivery.
- *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 have to address four areas:
- *Disposal of excess stocks.* Loaned equipment will have to 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 Donations Coordination Team would then have a role in finding takers for the excess.



- *Stand down.* Facilities and staff should be deactivated as soon as is feasible, with all reports and documentation filed.
- *Financial settlement.* 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 Stafford Act.
- *Thank-you's.* Suppliers and donors who came through for the jurisdiction should receive some acknowledgment, as feasible and in coordination with the Office of the Chief Executive and the PIO. New suppliers might be polled about their interest in developing a memorandum of agreement in time for the next emergency.

*Coordination  
with Voluntary  
Agencies*

A resource management annex should address how the jurisdiction's government will coordinate its resource management activities with voluntary agencies' own donations management efforts. It also should address policies on use of volunteer labor.

*Local, State,  
and Federal  
Coordination*

The resource management annex should describe what relationship, if any, the resource management function has to the resource support efforts of the next higher level of government. For example, State donations management planning should recognize that an 800 number and technical assistance are available through FEMA upon request.

**Organization  
and  
Assignment of  
Responsibilities**

The organizational scheme used here (see Figure 5-H-1, next page) is conceptual. It was meant to reflect the process of resource management activity: determine needs, find a source for meeting the needs, ensure financial and legal accountability, and transport and distribute the resources. It should be adapted to conditions in the jurisdiction. For example, in some local jurisdictions one person may receive and log requests, determine resource availability, and initiate procurement actions if needed. They may leave donations management work to voluntary agencies or a State Donations Coordination Team. In some States, transportation or financial management may be separate functions, and donations management may be a subset of mass care logistics. The important thing is to ensure that the entire process of resource management is well coordinated, however it is organized.



(Those jurisdictions opting to treat donations management separately should recognize and structure the links between it and the resource management function. Both functions will rely on the jurisdiction's transportation, distribution, and traffic control systems. Each will need access to the other's information regarding needs and supply: donations management can supplement resource management's efforts to obtain certain items and also should relay useful bids from the contractors and vendors that inevitably call donations hotlines; at the same time, donations management may be unsuccessful in filling some identified needs by a certain time, making procurement through resource management necessary.)

The following types of tasking should be performed for resource management, and could be assigned to individuals and organizations as listed in the left margin below:

*Resource  
Manager*

Upon arrival at the EOC:

- Directs and supervises the activities of the Needs, Supply, and Distribution Groups.
- Coordinates with the EOC Manager and key organizations' representatives in the EOC regarding needs and priorities for meeting them.
- During the emergency, monitors potential resource shortages in the jurisdiction and advises the Emergency Manager or "CEO" on the need for action.
- Identifies facilities/sites that may be used to store needed resources and donations.
- Determines the need for and directs activation of facilities necessary for the coordinated reception, storage, and physical distribution of resources.
- Makes arrangements for work space and other support needs for resource management staff.

- Needs Group* Receives requests and reports on the function's success in meeting needs; under Resource Manager. (Includes Needs Analyst and Needs Liaisons.)
- Needs Analyst*
- When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
  - 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.
  - Tabulates needs assessment and specific requests.
  - Prioritizes needs for Supply Group, with concurrence of Resource Manager.
  - Provides regular reports to Resource Manager on the status of requests (e.g., pending, en route, met).
- Needs Liaisons* (May be specialists in a certain resource category, the better to elicit essential information from requester.)
- When notified of an emergency, report to the EOC or other location specified by the Resource Manager.
  - Receive specific requests, eliciting essential information from requesting parties.
- Supply Group* Locates and secures resources. Headed by Supply Coordinator. As needed, includes teams for procurement, personnel, and donations. Should be supported with financial information and legal advice.
- Supply Coordinator*
- When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
  - Determines appropriate means for satisfying requests (with concurrence of Resource Manager).
  - Handles unsolicited bids.

- Keeps Needs Group informed of action taken on requests.
- Keeps Distribution Group informed of expected movement of resources, along with the priority designation for the resources.
- Requests transportation from Distribution Group (with concurrence of Resource Manager).

*Donations  
Coordination  
Team*

Headed by a Donations Coordinator.

- When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
- Receives offers of donated goods and services.
- Matches offers to needs (whether those of its own separate needs assessment or those of the larger jurisdictional needs assessment).
- Through PIO, disseminates information to ensure that offers are not inappropriate to needs.
- Makes special requests as directed by Supply Coordinator.
- Ensures that Resource Manager is apprised of needs/"unmet needs" list and that physical distribution efforts (in those jurisdictions that treat donations logistics separately) are coordinated with the Distribution Group.

*Procurement  
Team*

Undertakes *ad hoc* procurement as directed by Supply Coordinator; otherwise, uses database and/or resource listings to fill requests through prearranged supply channels. May consist of specialists in a certain resource category.

- When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
- When warning is available and as directed by Supply Coordinator, 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.

- Locates needed resources using database and/or resource listings for the jurisdiction and participating suppliers.
  - As directed by Supply Coordinator, seeks to procure resources not available through pre-arranged channels.
  - In all cases, contacts suppliers, settles terms for transportation, and provides information necessary to pass checkpoints.
  - Informs Supply Coordinator when the jurisdiction must provide transportation in order to make use of the resource.
- Personnel Team*
- When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
  - As directed by Supply Coordinator, recruits and hires personnel to meet emergency staffing needs.
- Financial Officer*
- When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.
  - 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 the laws of the jurisdiction).
- Legal Advisor*
- When notified of an emergency, reports to the EOC or other location as specified by the Resource Manager.
  - Advises Supply Coordinator and Procurement Team on contracts and questions of administrative law.
- Distribution Group*
- Ensures delivery of resources by overseeing routing, transportation, collection, sorting/aggregating, storage, and inventory.
- When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.

	<ul style="list-style-type: none"> <li>➤ Transports resources, as requested.</li> <li>➤ Controls movement of resources.</li> <li>➤ Performs materials-handling work.</li> </ul>
<i>Distribution Coordinator</i>	<ul style="list-style-type: none"> <li>➤ Heads Distribution Group.</li> <li>➤ When notified of an emergency, reports to the EOC or other location specified by the Resource Manager.</li> <li>➤ Oversees transportation and physical distribution of resources.</li> <li>➤ Ensures facilities are activated as directed by Resource Manager.</li> <li>➤ When multiple scene emergencies or disasters occur, establishes liaison with all Incident Command Staging Officers to monitor location, passage, and inventory of resources.</li> <li>➤ Monitors location, passage, and inventory of resources.</li> </ul>
<i>Emergency Manager</i>	Assists the Resource Manager as needed during response operations.
<i>Department of General Services or equivalent</i>	Provides knowledgeable staff to serve on Supply Group (Supply Coordinator, Procurement Team), Distribution Group (warehousing, etc.) and in other capacities as appropriate.
<i>Office of Personnel and Job Service</i>	Provide knowledgeable staff for Personnel Team to obtain human resources.
<i>Comptroller's Office or equivalent</i>	Provides knowledgeable staff to serve as Financial Officer (and associated support).

<i>Legal Counsel or equivalent</i>	Provides expert in contracts and administrative law to assist Supply Group's Procurement Team.
<i>Office of Economic Planning or equivalent</i>	Provides knowledgeable staff to serve on Needs Group.
<i>Police Department or equivalent</i>	Provides escort and security as appropriate for the delivery, storage, and distribution of resources.
<i>Department of Transportation or equivalent</i>	<ul style="list-style-type: none"> <li>➤ Provides knowledgeable staff to serve on Distribution Group.</li> <li>➤ Assists in procuring and providing transportation.</li> </ul>
<i>All Agencies</i>	<ul style="list-style-type: none"> <li>➤ Provide staff knowledgeable in a particular resource category to serve as Needs Liaisons and/or Procurement Team members, as appropriate.</li> <li>➤ Provide updated emergency resource listings on a regular basis or as requested by Resource Manager.</li> <li>➤ Make personnel/resources available as needed in an emergency.</li> </ul>
<b>Administration and Logistics</b>	This section addresses the administrative and general support requirements for carrying out resource management tasking.
<i>Administration</i>	<p>The following specific areas should be addressed:</p> <p><i>Reports and records.</i> The annex should address what kinds of records must be kept, for how long, in what form (e.g., hard copy or database); what reports should be made, from whom to whom, in what format; and how records vital to operations will be protected. (Note: Hard copy "resource manuals" are useful, but where possible jurisdictions should take advantage of the search</p>



and sorting capacities of a computer database in maintaining the resource inventory.)

- *Finance.* The annex should address the jurisdiction's financial policies, e.g., regarding use of funds already appropriated and how contingency funds will be made available.
- *Procurement.* The annex should note the jurisdiction's policies on emergency procurement.
- *Hiring and Other Personnel Issues.* The annex should note waivers of normal procedure for matters of hiring, assigning work that is not in an employee's job description or at an employee's normal duty station, and the like.

### *Logistics*

The following specific areas should be addressed:

- *Staffing.*
  - *Core Cadre.* The annex should identify by position what staff will be required to perform the resource management function, regardless of the nature or scope of the emergency.
  - *Maximum Complement.* The annex also should set forth an estimate, based on the kinds and number of facilities that would be activated, of the maximum number of personnel that would be needed to support the resource management function. A breakdown by facility would be useful.
  - *Augmentation.* The annex should indicate the means the jurisdiction will use to meet a staffing shortfall in the resource management function, be it reassignment of jurisdictional personnel, aid from other jurisdictions, area volunteers, or use of the National Guard.
- *Facilities.*
  - *Minimum.* The annex should spell out where basic resource management activities will be conducted, if locations other

than the EOC are involved (e.g., if procurement activity will be conducted from the Department of General Services, with communications links to the EOC).

- *With significant influx of aid expected.* The Resource Manager may direct that other facilities be activated, such as the following:
  - *Point of Arrival.* The FRP refers to the "point of arrival" as "the designated location (typically an airport) within or near the disaster-affected area where newly-arriving staff, supplies, and equipment are initially directed." While meant for States expecting Federal resources, this FRP concept is a useful planning consideration for any jurisdiction that could expect to receive significant mutual aid: some idea must be had of where to report first.
  - *Mobilization Centers.* A mobilization center is a designated location for receiving and processing resources and personnel prior to their deployment to a staging area or incident site. It may coincide with the point of arrival. For arriving personnel, the mobilization center may have to provide briefings, billeting, and feeding. Local jurisdictions should identify potential mobilization centers.
  - *Staging Areas.* At staging areas, personnel and equipment are assembled for immediate deployment to an operational site in the affected area. Local jurisdictions should identify potential staging areas; options include fairgrounds and academic facilities.
  - *Warehouses and other storage facilities.* Aid from governmental sources should not exceed the capacity of mobilization centers, staging areas, the incident site, and the jurisdiction's agencies to absorb it. However, the jurisdiction may wish to make arrangements with realtors to provide a regular update on warehouse availability. Alternatives

include making arrangements with military installations and neighboring jurisdictions to assist with any logistical excess.

- *With extensive donations expected.* At the State level, the Resource Manager and/or Donations Coordinator may require the following facilities to handle donations, as discussed in the *Donations Management Guidance Manual*. Local jurisdictions should consult the State on how best to support the State donations management framework; however, large jurisdictions may wish to make similar provisions for handling donations within the jurisdiction.

*Donations Coordination Center/Telephone Bank.* At a Donations Coordination Center, representatives of the jurisdiction's government and volunteer agencies screen unsolicited donations offers and match them with possible recipient organizations. States choosing to activate an 800 telephone number might set up the telephone bank at this facility.

- *Checkpoints.* Checkpoints permit inspection, scheduling, and (re)routing of inbound trucks and other vehicles bearing donations. At the State level, potential locations include weigh stations and rest areas.
- *Donations Receiving Area(s).* A donations receiving area serves as a collection point and sorting area for unsolicited donations of goods. It should be located as close to air, water, and rail transport facilities as is feasible outside the disaster area. Other considerations include parking (for the large number of workers required), covered storage space, and ample room for trucks to maneuver. State fairgrounds have been used as donations receiving areas. Since fairgrounds also have been suggested as prime locations for staging areas, it should be noted again that jurisdictions must coordinate the logistical demands of donations

management with those of the entire resource management system. (Note: Some people in donations refer to this facility as a “reception center”; however, that could cause confusion with the use of the same term in evacuation.)

- *Warehouses.* Where possible, the donations effort should rely on volunteer agencies' warehousing capacity. However, should additional space be necessary--particularly when disposal of donations becomes difficult--the jurisdiction should have on hand information from realtors or a real estate board to locate suitable warehousing space.
- *Distribution Centers.* Goods are distributed directly to victims at distribution centers. Churches and volunteer agencies' facilities are good locations. In Federally declared disasters, distribution centers and Disaster Recovery Centers (DRC) can be collocated or fairly near one another to allow comprehensive service delivery to the affected populace.
- *Lodging.* An influx of volunteers and government workers creates a need for billeting. Provision should be made for this at points of arrival, mobilization centers, and even donations receiving areas; the space can be reclaimed for other purposes if sufficient hotel, church, or school gym space just outside of the affected area is available
- *Communications.* As a potentially far-flung enterprise, resource management depends on communications. The number of telephone lines, fax machines, and other standard equipment required will depend on the anticipated size of the jurisdiction's resource management operation. Special considerations include data modems for a State Donations Coordination Center (to receive information from the national database), a 1-800 trunk line for a State Donations Coordination Center (to receive calls), citizens band radio and dispatching for communicating with trucks, and internal communications systems for warehouses (such as walkie-talkies or a public address system).

- *Computers and software.* Resource management involves large amounts of information best handled with databases (resource listings) and spreadsheet programs (financial management, inventory control). Reports will require a word processing program.
- *Office equipment and supplies*
- *Forms.* Where hard copy forms are used, each facility should have a sufficient supply on hand from the start (e.g., in a "go kit"). Including the forms in the EOP also permits reproduction, if photocopiers are available.
- *Transportation.* The annex should discuss what transportation resources are available for resource management.

**Plan  
Development  
and  
Maintenance**

Much ongoing activity is necessary to support the resource management function, including: conducting planning meetings; updating resource listings; monitoring potential resource crises; developing and negotiating standard contracts and leases, memoranda of understanding, and mutual aid agreements; developing ready-to-use public information materials (or at least templates); writing and refining SOPs; training; and exercising the function. Responsibility for this activity should be assigned in this section.

The Emergency Manager should have responsibility for calling planning meetings on advice from the Resource Manager, who should determine how often to hold meetings. Meeting organizers should strive to include representatives from groups such as private industry, professional and labor associations, volunteer groups, and the media (at least when donations are an issue).

The annex may specify what triggers the need to revise the annex, including plan review, exercise results, post-event critiques, changes in the hazard situation, or the incorporation of new players and new technology.

**Authorities  
and  
References**

Authorities and references that might be included, cited, or consulted include:

*Authorities*

- Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- State/local emergency legislation, in particular matters of eminent domain, rationing and price controls, and the like.
- State/local procurement regulations, in particular any provisions for an expedited process (e.g., suspension of "full and open competition" requirements).
- State/local personnel regulations, in particular any special hiring authorities.

#### *References*

- FEMA/National Donations Steering Committee, *Donations Management Guidance Manual* January 1995.
- The Federal Response Plan, April 1992.
- State/local resource listing compilation, if maintained under separate cover.
- State/local compilation of memoranda of agreement.
- Other resource directories (e.g., from real estate board).
- Suggested attachments.
  - Map identifying key facilities and transportation routes (perhaps with overlay of likely hazard areas, if known).
  - Organizational chart.
  - Staffing charts.
  - Resource requirements for the resource management function.
  - Sample forms (e.g., resource inventory, donations intake form, report formats).