

**Coordinating Agency:**

Department of Homeland  
Security/Federal Emergency  
Management Agency

**Cooperating Agencies:**

Department of Agriculture  
Department of Commerce  
Department of Defense  
Department of Energy  
Department of Health and Human Services  
Department of Homeland Security  
Department of the Interior  
Department of Transportation  
Department of Veterans Affairs  
General Services Administration  
National Aeronautics and Space Administration

1 **INTRODUCTION**

---

2  
3 **Purpose**

4  
5 The Logistics Management Support Annex provides an overview of the processes through which  
6 the overall logistics management function operates for incidents requiring a coordinated Federal  
7 response and describes how Federal resources fit into these processes. It also describes how  
8 the National Response Framework (NRF) Emergency Support Functions (ESFs) interact to  
9 provide support to the affected population as well as support to the incident management  
10 effort.

11  
12 **Scope**

---

13  
14 This annex sets forth the overall Department of Homeland Security/Federal Emergency  
15 Management Agency (DHS/FEMA) supply chain management concept in order to provide an  
16 integrated response between DHS/FEMA Logistics and Response Directorates during incidents  
17 requiring a coordinated Federal response. The goal of DHS/FEMA's supply chain management  
18 concept is to collaboratively improve the accuracy of communications and the speed and  
19 precision of logistics support during Federal response operations in order to minimize loss of life  
20 and suffering in the impacted area and reestablish State and local self-sufficiency as rapid as  
21 possible.

22  
23 This annex:

- 24  
25 • Identifies the components of the Federal logistics delivery structure.  
26  
27 • Provides an overview of logistics management functions, roles, and responsibilities.  
28  
29 • Provides a concept of operations for logistics management in support of the NRF.  
30  
31 • Describes how DHS/FEMA coordinates logistics management with other Federal agencies;  
32 State, tribal, and local governments; and the private sector for incidents requiring Federal  
33 coordination.

**General**

---

Supply chain planning occurs at all levels within the DHS/FEMA logistics systems, but strategic planning occurs within DHS/FEMA's Logistics Directorate well in advance of a requirement for coordinated Federal response. Logistics management is conducted primarily within the Logistics Sections of the various organizational elements detailed in the NRF base document (i.e., Joint Field Offices (JFOs), Federal Mobilization Centers (MOB Centers), Federal Operations Staging Areas (FOSAs), Regional Response Coordination Centers (RRCCs), and the National Response Coordination Center (NRCC)).

The logistics management function is an element of ESF #5 – Emergency Management, for which DHS/FEMA is the primary Federal agency.

In the field, DHS/FEMA provides staff for the Logistics Section Chief for managing the control and accountability for Federal supplies and equipment; resource ordering; delivery of equipment, supplies, and services; resource tracking; facility location and operations; transportation coordination; and management and support of information technology systems services and other administrative services.

**Logistics Functions**

---

Logistics functions include:

- Materiel management that includes determining requirements; sourcing; ordering and replenishing; storing; and issuing supplies and equipment. This includes network, computer, and communications equipment required to support JFO and other field operations.
- Transportation management that includes equipment and procedures for moving materiel from storage facilities and vendors to incident victims, particularly with emphasis on the surge and sustainment portions of response. Transportation management also includes providing services in response to requests from other Federal organizations.
- Facilities management that includes the location, selection, and acquisition of storage and distribution facilities. These facilities include Logistics Centers (LCs), MOB Centers, and FOSAs. Logistics is responsible for establishing and operating facilities, as well as managing related services to shelter and support incident responders in JFOs, other field-related operations, and Base Camps.
- Personal property management and policy and procedures guidance for maintaining accountability of materiel.
- Management of asset visibility Electronic Data Interchanges, to provide end-to-end visibility of response resources.
- Readiness coordination and planning management through direct customer coordination and liaison with internal and external customers and other supply chain partners in the Federal and private sectors.
- Providing for the comprehensive review of best practices and available solutions for improving the delivery of goods and services to the customer.

1 **Logistics Roles and Responsibilities**

---

2  
3 The Federal Logistics mission is to provide incident support in an all-hazard environment to  
4 State, tribal, and local governments, through Federal JFOs and other Federal facilities and  
5 elements, to assist the State and tribal response to victims and first responders. There are four  
6 major Federal Logistics organizational elements: DHS/FEMA Headquarters Logistics, DHS/FEMA  
7 regional Logistics, JFOs, and ESF logistics support provided by other Federal agencies (OFAs)  
8 and NGOs.

9  
10 **DHS/FEMA Headquarters Logistics**

- 11  
12 • Establishes, maintains, and executes regional Federal Logistics plans, policies, procedures,  
13 and doctrines.  
14  
15 • Develops and maintains national logistics support requirements and capabilities, and  
16 visibility of resources.  
17  
18 • Provides functional command, coordination, and oversight of all Federal Logistics activities,  
19 including national resource management at JFOs, LCs, and MOB Centers.  
20  
21 • Sets up and operates Federal MOB Centers.  
22  
23 • Establishes national interagency agreements (IAAs) with OFAs/NGOs, memorandums of  
24 agreement (MOAs)/memorandums of understanding (MOUs), and standby logistics  
25 contracts.  
26  
27 • Coordinates the Federal Logistics response through the NRCC.  
28  
29 • Provides transportation assets and services contracts in support of the Mass Evacuation  
30 Incident Annex.  
31  
32 • Participates in DHS lessons learned program and revises policies, plans and/or procedures  
33 based on those lessons learned.  
34  
35 • Collaborates with appropriate DHS training element to develop Federal Logistics training,  
36 exercises, and certification requirements.  
37  
38 • Develops Federal Logistics asset visibility information management and communications  
39 capabilities.

40  
41 **DHS/FEMA Regional Logistics**

- 42  
43 • Establishes, maintains and executes supplemental Federal regional plans, policies, and  
44 procedures that implement headquarters plans, policies, and procedures.  
45  
46 • Staffs JFOs and FOSAs, and coordinates Federal Logistics response among field units.  
47  
48 • Develops and coordinates regional requirements and capabilities with State, tribal, and local  
49 emergency managers/planners.  
50  
51 • Provides accountability for Federal property and equipment assigned to the region.  
52  
53 • Executes regional IAAs with OFAs and NGOs and orders support from local sources.  
54

- 1 • Develops MOU/MOA as appropriate with Department of Defense (DOD) elements within the  
2 region in coordination with assigned Defense Coordinating Officers for potential use of sites  
3 as MOB Centers or FOSAs.
- 4
- 5 • Participates in the Remedial Action Management Plan (RAMP) process and submits after-  
6 action reports to Headquarters.
- 7
- 8 • Assists in delivery of approved Federal logistics training and exercise.
- 9

10 **JFO Logistics Section**

- 11
- 12 • Manages, directs, oversees, and executes Federal Logistics support to State, tribal, OFA,  
13 and internal DHS/FEMA functions within the area of responsibility of the disaster incident.
- 14
- 15 • Staffs JFOs, FOSAs, and other field elements.
- 16
- 17 • Locates, sets up, and supports necessary JFOs, FOSAs, and other field facilities with voice  
18 and data, communications, and logistical support.
- 19
- 20 • Provides logistical support necessary to operate FOSAs.
- 21
- 22 • Manages, directs, or acts as Contracting Officer's Technical Representative for supporting  
23 Base Camp contracts.
- 24
- 25 • Implements a single-point ordering process.
- 26
- 27 • Safeguards accountable Federal property assigned to the JFO and JFO area of responsibility  
28 (AOR).
- 29
- 30 • Manages and directs DHS/FEMA-contracted transportation resources assigned to the JFO  
31 AOR.
- 32
- 33 • Participates in the development of after-action reports and RAMP inputs to Headquarters to  
34 correct deficiencies or publicize best practices.
- 35

36 **ESF Roles and Responsibilities**

37  
38 The ESFs and organizations, along with commercial contracts and NGO agreements, may be  
39 preestablished and will be used to augment the capabilities of DHS/FEMA Logistics during all  
40 phases of incident management.

41  
42 The following ESFs provide mechanisms for interagency coordination to be used in the  
43 accomplishment of primary logistics missions:

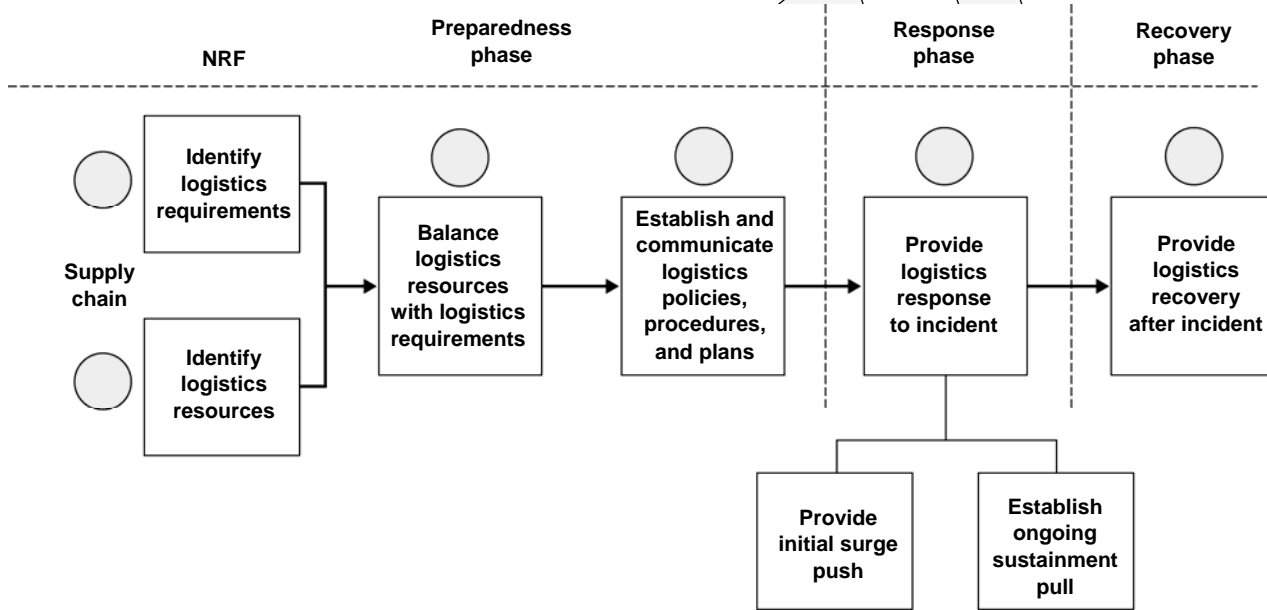
- 44
- 45 • ESF #1 – Transportation
- 46 • ESF #2 – Communications
- 47 • ESF #3 – Public Works and Engineering
- 48 • ESF #4 – Firefighting
- 49 • ESF #5 – Emergency Management
- 50 • ESF #7 – Resource Support
- 51 • ESF #8 – Public Health and Medical Services
- 52 • ESF #11 – Agriculture and Natural Resources
- 53 • ESF #13 – Public Safety and Security
- 54
- 55

1  
2 **CONCEPT OF OPERATIONS**

3  
4 DHS/FEMA Logistics has adopted a Supply Chain Management approach to managing Federal  
5 Logistics processes. Supply Chain Management focuses on integrating the end-to-end supply  
6 chain processes, beginning with planning of customer-driven requirements for materiel and  
7 services, delivery to disaster victims as requested by the State or tribe, and ending with  
8 replenishment of agency inventories.

9  
10 Figure 1 depicts the overlay between the NRF phases of incident support and a basic six-step  
11 supply chain approach.

12  
13 **Figure 1. Overlay of NRF Phases and Basic Six-Step Supply Chain Approach**



15  
16  
17  
18 The following sections describe DHS/FEMA's supply chain approach during each incident phase.

19  
20 **Preparedness Phase**

21  
22 DHS/FEMA Logistics is responsible for ensuring incident supplies, equipment, and services are  
23 available before an incident occurs. In the Preparedness Phase, DHS/FEMA Logistics will plan,  
24 establish, and maintain incident response and recovery capabilities. For life-saving, life-  
25 supporting, and sustainment, this includes contingency agreements and contracts for supplies,  
26 equipment, facilities, and services against which specific orders can be placed during and after  
27 an emergency. During the Preparedness Phase, DHS/FEMA Logistics will follow the first four  
28 steps of the supply chain management process:

- 29  
30  
31  
32  
33  
34  
35  
36
1. Identify logistics requirements.
  2. Identify logistics resources and facilities.
  3. Balance logistics resources against logistics requirements.
  4. Establish and communicate logistics plans, policies, and procedures.

1 **Step 1: Identify Logistics Requirements**

---

2  
3 The Homeland Security Council developed 15 all-hazards planning scenarios for use in national,  
4 Federal, State, tribal, and local homeland security preparedness activities. These scenarios, in  
5 addition to other NRF operational planning documents, are designed to be the foundation for  
6 the development of national preparedness standards. Examination of these scenarios and other  
7 operational planning documents enables DHS/FEMA to identify the materiel and service  
8 requirements that must be available to incident victims.

9  
10 The following methodology will be used in identifying requirements:

- 11 • DHS/FEMA Headquarters Response will annually assess, coordinate, and prioritize these  
12 scenarios and other operational planning documents based on probability, risk, and location,  
13 and describe operational requirements to DHS/FEMA Headquarters Logistics.
- 14 • DHS/FEMA Headquarters Logistics will translate the operational requirements into logistics  
15 requirements.
- 16 • DHS/FEMA Headquarters Logistics will determine the best supply chain approach to fulfilling  
17 these logistics requirements and perform risk assessments to determine mitigation  
18 strategies in collaboration with customer and partners.
- 19 • DHS/FEMA Headquarters Logistics, in coordination with regional and OFA partners, will  
20 update logistics requirements on an annual basis as a result of the after-action process for  
21 incidents.

22  
23  
24  
25  
26  
27 **Step 2: Identify Logistics Resources**

---

28  
29 DHS/FEMA Headquarters Logistics will assess potential sources for supplies, equipment,  
30 facilities, and services to determine which provides the best cost, response time, availability,  
31 and capacity to meet each requirement. Under the NRF, there are five general sources that  
32 DHS/FEMA can use to fill requirements:

- 33 • DHS/FEMA-owned supplies, equipment, and services.
  - 34 • Agreements with OFAs that offer supplies, equipment, and services, such as:
    - 35 • Defense Logistics Agency.
    - 36 • DOD/U.S. Army Corps of Engineers (USACE).
    - 37 • General Services Administration (GSA).
    - 38 • Department of Transportation (DOT).
    - 39 • Department of Agriculture (USDA).
    - 40 • Department of State.
    - 41 • DHS/U.S. Coast Guard.
    - 42 • U.S. Agency for International Development.
  - 43 • Agreements with NGOs that provide incident support. These are volunteer and charitable  
44 organizations, such as the Red Cross and Salvation Army, and include private-sector  
45 donations which may be funneled through NGOs.
  - 46 • Contracts with commercial enterprises at either the national or regional level.
- 47  
48  
49  
50  
51  
52

1 **Step 3: Balance Logistics Resources With Logistics Requirements**

---

2  
3 Balancing resources against requirements determines which resources best satisfy  
4 requirements. DHS/FEMA Headquarters Logistics will communicate and collaborate closely with  
5 both its customers and suppliers to establish effective and efficient supply chains.  
6

7 During this step, preplanning will determine the optimal supply chain strategies for each  
8 materiel and service that DHS/FEMA Headquarters Logistics manages, while exercising  
9 responsible fiscal stewardship. Several major strategies (listed below) will be innovatively  
10 employed in determining the right balance between resources and requirements.  
11

12 **Federal Supply Chain Collaboration Strategy**

13  
14 At least annually, logistics representatives from DHS/FEMA Headquarters, DHS/FEMA regions,  
15 and national resources will meet with their primary partners from the ESFs to review  
16 requirements and determine the best sources for filling them. DHS/FEMA Logistics will employ  
17 collaborative supply chain best practices within the ESF structure that include: collaborative  
18 planning, forecasting and replenishment, customer relationship management, and supplier  
19 relationship management.  
20

21 **Sourcing Strategy**

22  
23 DHS/FEMA Headquarters Logistics will employ strategic sourcing for supplies and services  
24 procured nationally. Strategic sourcing aggregates cost-benefit principles with the goal to  
25 achieve the best possible use of taxpayer dollars. When multiple and/or local suppliers are  
26 desired for delivery assurance or other reasons, a single procurement activity will initiate buys  
27 to multiple sources.  
28

29 **Joint Logistics Advisory Council Strategy**

30  
31 DHS/FEMA Headquarters Logistics in coordination with appropriate ESFs will selectively employ  
32 Joint Advisory Councils consisting of public/private-sector partnerships to establish and  
33 maintain robust incident supply chains. For select commodities, such as difficult-to-source  
34 and/or life-saving/life-sustaining supplies, DHS/FEMA Headquarters Logistics will solicit private-  
35 sector input on better ways to source and deliver materiel and services.  
36

37 **Outsourcing Strategy**

38  
39 DHS/FEMA Headquarters Logistics will determine whether the commodities and services should  
40 be outsourced or provided by DHS/FEMA. Commodities and services that are readily available  
41 from outside organizations within the timeframe required will be considered prime candidates  
42 for outsourcing.  
43

44 Sources of supply could be OFAs, NGOs, or the private sector. In general, DHS/FEMA  
45 Headquarters Logistics will provide the services and maintain inventories of those commodities  
46 that are required to sustain or support life during the surge response.  
47

48 **Materiel Positioning Strategy**

49  
50 DHS/FEMA Headquarters Logistics will strategically position stocks using a combination of  
51 DHS/FEMA-owned, OFA-owned, and third-party storage facilities. Warehouse type, size, and  
52 location will be determined based upon the required response times and destinations of  
53 materiel deliveries. To support this system, DHS/FEMA will create a nationwide inventory of  
54 MOB Center sites.  
55

1 Physical handling of materiel will be minimized. Materiel will flow directly to FOSAs, staging  
2 areas, and/or local points of distribution (PODs) whenever feasible. DHS/FEMA regions/JFOs  
3 will be responsible for establishing and operating FOSAs. All materiel in the FOSAs remains  
4 national assets until transferred to the State for distribution. When directed by NRCC  
5 leadership, the NRCC Logistics Section Chief will coordinate with the ERT Operations Section  
6 Chief and redirect materiel in the FOSAs to other sites.

7  
8 **Transportation Strategy**

9  
10 The transportation strategy utilizes a combination of DHS/FEMA-owned, OFA-managed, and  
11 third-party transportation. Government-managed cargo trailers will be used to provide initial  
12 trailer support to the incident area until commercial equipment is available.

13  
14 Each LC will request a small cadre of qualified disaster reservists as drivers to support initial  
15 transportation requirements. The LCs will use leased tractors and shuttle drivers to support  
16 deliveries to the FOSAs, State/tribal staging areas, or PODs as appropriate based on DOT  
17 infrastructure analysis. DHS/FEMA Headquarters Logistics will develop primary and alternative  
18 routes from the LCs and other primary sources of supply to the appropriate locations.  
19 DHS/FEMA regions and State or tribal counterparts will develop primary and alternative routes  
20 from the FOSAs to the projected forward locations.

21  
22 DHS/FEMA Headquarters and regional Logistics will work closely with ESF partners to develop  
23 transportation plans in support of evacuation planning. DHS/FEMA regions will work with the  
24 State and tribal governments to ensure that their plans incorporate local government plans and  
25 contingencies.

26  
27 **On-Scene Distribution Strategy**

28  
29 The last mile of distribution from the POD to the victim or first responder is critical. DHS/FEMA  
30 encourages State, tribal, and local government to adopt and use standard operating procedures  
31 (such as the USACE POD model) to ensure the PODs are not overwhelmed with materiel.

32  
33 Standardized procedures will be developed in collaboration with State, tribal, and local  
34 authorities to enable Federal services and materiel to reach their intended customers with  
35 minimal disruption while providing total visibility of the materiel through transfer to State or  
36 local authorities.

37  
38 **Resources Back-Order Strategy**

39  
40 As expendable materiel is issued and shipped from storage during the Response Phase,  
41 DHS/FEMA Headquarters Logistics initiates requisitions to replenish centrally managed stocks  
42 and pack up caches to meet ongoing requirements established by burn rates. In the Recovery  
43 Phase, this strategy is replaced by the replenishment strategy, which reestablishes inventory  
44 levels at the storage facilities.

45  
46 **Lessons Learned Strategy**

47  
48 Following each incident, DHS/FEMA Headquarters Logistics will conduct "hotwash" reviews with  
49 its supply chain partners to discuss and document problems encountered and corrective  
50 actions.

51  
52 Changes to implement RAMP-identified concerns will be incorporated into plans, policies,  
53 procedures, training, and exercises.

54

1       **Training and Exercises Strategy**

2  
3       DHS/FEMA Headquarters Logistics will, collaborate with the appropriate DHS/FEMA training  
4       element, will identify the knowledge, skills, and abilities required for Federal Logistics personnel  
5       and develop a training and certification program to achieve the desired preparedness.

6  
7       Conduct exercises with the appropriate OFAs and NGOs to identify and correct any deficiencies  
8       in plans, procedures, equipment, or personnel. Additionally, Federal agency cross-training and  
9       joint exercises will be established to ensure Federal collaboration in incident logistics  
10       management.

11  
12       **Step 4: Establish and Communicate Logistics Policies, Procedures, and Plans**

---

13  
14       Logistics policies, procedures, and plans serve to integrate Federal Logistics activities so that  
15       the logistics response is coherent and consistent for all incidents.

16  
17       DHS/FEMA Headquarters Logistics will develop policies, procedures, and plans.

18  
19       **Logistics Policies and Procedures**

20  
21       Policies and procedures document what, where, when, and how logistics operations are  
22       conducted and who will conduct them. Policies provide overall strategic direction, document  
23       major processes, and assign organization roles and responsibilities.

24  
25       **Logistics Plans**

26  
27       Logistics Plans are developed on three levels: Strategic Plans, Incident Plans, and Operations  
28       Plans.

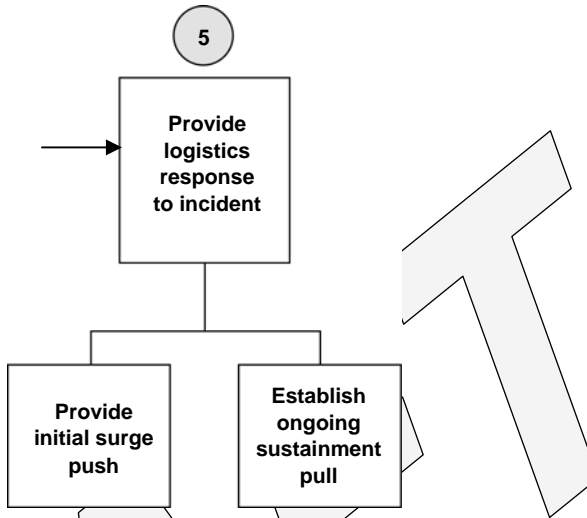
- 29  
30       • **Strategic Plans** are the highest level plans and document strategies for responding to  
31       incidents without regard to the type of incident or location.
- 32  
33       • In contrast, **Incident Plans** provide more detailed plans for responding to specific types of  
34       catastrophic incidents.
- 35  
36       • **Operations Plans (OPLANs)** are the most detailed plans. They are specific to the incident  
37       and, where possible, to the location; specify what actions need to be accomplished to  
38       respond to an incident/hazard; and usually provide a timetable for deployment of resources.  
39       These plans support the Incident Action Plan that identifies the objectives and priorities of  
40       the Unified Coordination Group.
- 41  
42       • **Logistics OPLANs** will be developed for specific scenarios. These plans will detail  
43       command and coordination, location, timing, and sustainment of all supplies and services.  
44       They include response timelines to all hazards.

45  
46       **OFA/NGO Agreements and Commercial Contracts**

- 47  
48       • To ensure accountability and proper execution, OFA/NGO agreements and commercial  
49       contracts must be clearly defined and document performance expectations and the metrics  
50       that will be used for assessing performance.
- 51  
52       • Agreements and contracts will be reviewed at least annually, updated as necessary, and  
53       readily accessible, as appropriate, during incident response operations.
- 54

Response Phase

Providing the Logistics Response is Step 5 in the Supply Chain Model shown in Figure 1.



Step 5: Provide Logistics Response to Incident

Field Office Logistics Support Strategy

DHS/FEMA regions dispatch logistics personnel to fill staff field positions established to support Federal response operations. This includes the setup of the JFO and other field facilities. When the situation requires, DHS/FEMA Logistics will request assistance from OFAs and NGOs in accordance with the designated OPLANs.

DHS/FEMA regions and/or designated JFOs will obtain life-saving and life-sustaining materiel and services from DHS/FEMA centrally managed inventories when available, and through local procurement when authorized by DHS/FEMA Headquarters Logistics.

Requests for nationally managed support, materiel and services that cannot be locally procured will be forwarded to the Headquarters NRCC-Logistics Response Center (LRC).

DHS/FEMA regions and designated JFOs are responsible for the on-scene logistics management and accountability of Federal:

- Supplies and services.
- Network and communications infrastructures and software.
- Activities such as vehicle, facilities, real property, and personal property management.

Centralized Ordering and Shipping Strategy

DHS/FEMA regions and the JFO will request centrally managed commodities and services from the LRC. Headquarters will track and account for centrally managed materiel until it is delivered to the FOSA. DOT personnel will verify receipt of transportation services provided under the National Transportation Contract as required.

1 The NRCC-LRC will act as the clearinghouse for centrally managed materiel and services, and  
2 coordinate the decisions on when to release planned waves of initial response materiel and  
3 which warehouse or vendor will issue the materiel as appropriate. Additionally, the LRC will  
4 provide delivery information (i.e., destination and timing of deliveries) and will maintain a log of  
5 all actions taken for each requirement.

6  
7 **Push-Pull Distribution Strategy**

8  
9 DHS/FEMA uses a Push-Pull Strategy for distributing materiel. DHS/FEMA will develop a  
10 phasing plan for delivering material during the initial surge response to each incident scenario.  
11 Scenario-tailored resource/materiel packages will be pushed in phases so the regional logistics  
12 teams can focus on establishing the FOSA and organizing their teams. The materiel and phased  
13 delivery plan will be coordinated for each scenario.

14  
15 Once the FOSA is established and the JFO functional, the LCs will revert to a pull strategy for  
16 sustainment that waits for the regional or JFO request before shipping resources. The LRC and  
17 region/JFO will jointly determine when to change from the push to the pull approach. The LRC  
18 is responsible for notifying the LCs and ESF #1 of the changes.

19  
20 DHS/FEMA Headquarters will coordinate and distribute resources based on emerging  
21 requirements.

22  
23 If there are insufficient quantities available either from the LCs or commercial sources to meet  
24 the needs of multiple FOSAs, the LRC will ask the NRCC leadership to prioritize the requests and  
25 concurrently works to fill the shortages.

26  
27 **Information-Sharing Strategy**

28  
29 A robust information-sharing capability is critical to DHS/FEMA Logistics. Information should be  
30 as transparent as possible, available to all pertinent parties, and accurate on a near real-time  
31 basis. To achieve this, a common operating system is used to integrate information from  
32 various sources. These sources include ordering and tracking capabilities currently in various  
33 information systems used by DHS/FEMA's ESF and private-sector supply chain partners as  
34 appropriate.

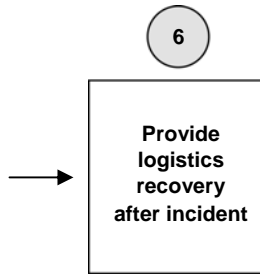
35  
36 **Performance Metrics**

37  
38 DHS/FEMA Headquarters Logistics will establish metrics to document performance expectations  
39 and assess disaster support success. The metrics will include both measures to gauge the  
40 effectiveness of customer support as well as the efficiency of the processes which deliver it. For  
41 each metric, data sources, computation methodology, and frequency of measurement will be  
42 clearly defined. Emphasis will be placed on selecting a small number of key performance  
43 outcomes for which data is readily obtainable rather than multiple functional metrics or metrics  
44 that are difficult to measure. The metrics will be used to assess performance and establish  
45 accountability both internally within DHS/FEMA and externally among ESF partners and  
46 contractors through performance agreements and contracts.

47  
48 **Recovery Phase**

---

49  
50 In most incidents, the Recovery Phase may overlap with the Response and Preparedness  
51 Phases. However, as the incident response diminishes, DHS/FEMA Logistics coordinates the  
52 Federal recovery actions as shown in Step 6 of Figure 1.



1  
2  
3 **Step 6: Provide Logistics Recovery After Incident**

---

4  
5 Recovery activities include demobilization, reconstitution, and replenishment of services,  
6 supplies, and equipment. Four major strategies are employed in the Recovery Phase: Materiel  
7 Return, Reallocation, Refurbishment, and Replenishment.

8  
9 **Material Return Strategy (Reverse Logistics)**

10  
11 The LRC will act as the clearinghouse for materiel returns, regardless of whether the materiel is  
12 residual or defective, or equipment which requires refurbishment. The regions will request  
13 disposition instructions for residual or defective items. When it is cost effective to do so and  
14 authorized by the LRC, all uncommitted residual FOSA items will be returned to an LC. The LRC  
15 will be responsible for updating the system to reflect the disposition of residual materiel. The  
16 LRC is also responsible for coordinating vendor returns and ensuring that credits are properly  
17 issued.

18  
19 The Property Management Officer and the Accountable Property Officer assigned to the JFO are  
20 responsible for ensuring all property not retained by the assigned ESFs is returned to the  
21 designated LCs.

22  
23 Mission assignments delineate the process of reimbursement to OFAs that have acquired  
24 personal property to carry out an assigned response mission. This includes property to be  
25 returned to DHS/FEMA and reimbursements from the Disaster Finance Center.

26  
27 **Reallocation Strategy**

28  
29 DHS/FEMA Headquarters Logistics will reallocate materiel among LCs based on anticipated  
30 requirements. To minimize the need for separate shipments for this purpose, the LRC will  
31 direct shipments to the LCs where stocks are most needed when providing disposition  
32 instructions for residual materiel.

33  
34 **Refurbishment Strategy**

35  
36 Some of the materiel and equipment returned from an incident will be refurbished before being  
37 placed back in stock for future incidents. The LRC will notify the receiving LC and DHS/FEMA  
38 Headquarters Logistics commodity manager of the pending delivery of materiel that must be  
39 repaired. The LC is responsible for ensuring that the systems are updated to reflect the status  
40 of the materiel as it moves through the repair cycle back to the shelf.

1     **Replenishment Strategy**

2

3     As materiel is issued and shipped from storage during the Response Phase, DHS/FEMA  
4     Headquarters Logistics will initiate procurement actions through the Finance and Administration  
5     Section in the JFO to replenish centrally managed stocks and pack up caches. The procedures  
6     used to identify requirements and acquire materiel are the same as those used in Steps 1  
7     through 4 during the Preparedness Phase.

DRAFT

1  
2

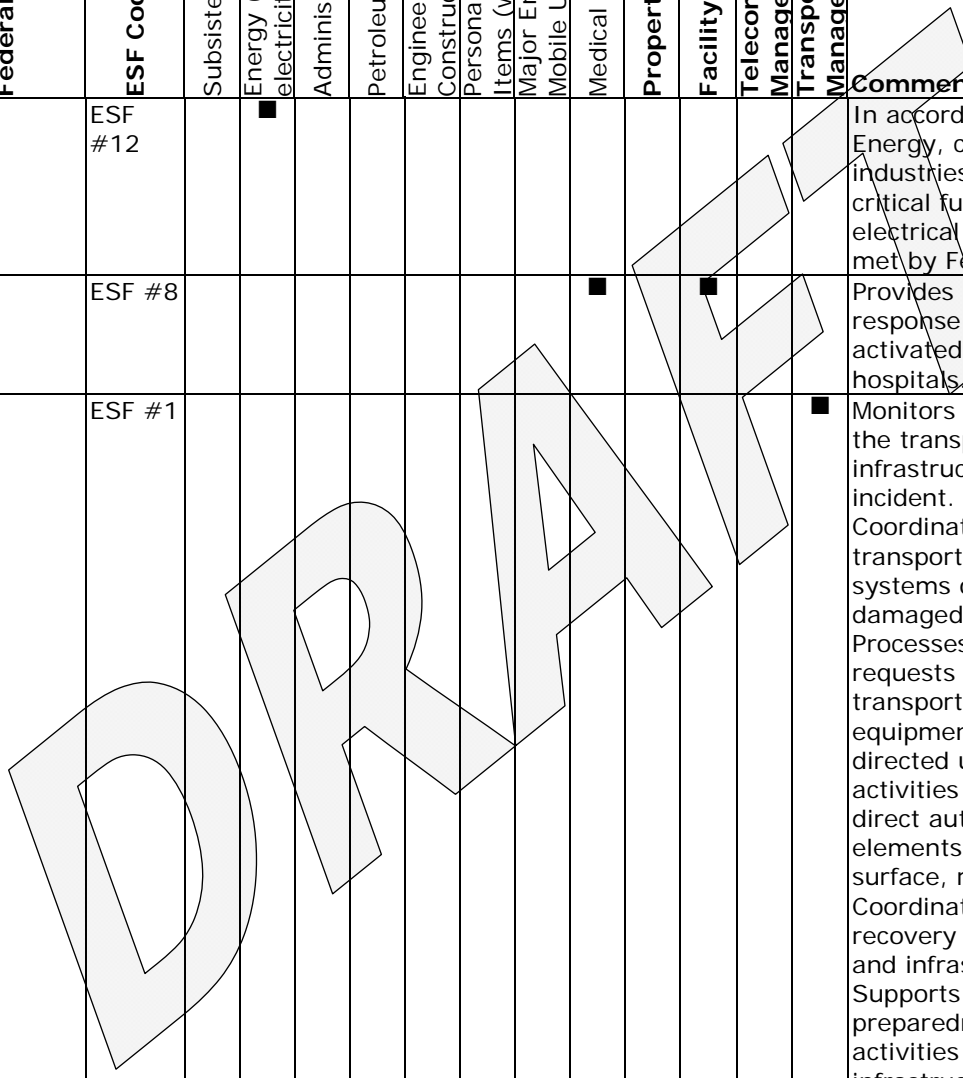
**Table 1. Agency Roles and Responsibilities Matrix**

Federal Partner	ESF Coordinator	Logistics Functions								Property Management	Facility Management	Telecommunications Management	Transportation Management	Comments
		Subsistence	Energy (oil and electricity)	Administrative Supplies	Petroleum Products	Engineering and Construction Materials	Personal Demand Items (water and ice)	Major End Items: Mobile Units	Medical Materiel					
DHS/ DHS/ FEMA	ESF #5	■		■	■	■	■	■	■	■	■	■	■	Responsible for NRF logistics planning and execution. When additional resources are needed, the other ESFs are activated through mission assignments.
USDA/FS	ESF #4									■	■	■	■	Provides staff to support MOB Center setup and operation, as available, when mission assigned.
USDA/FNS	ESF #11	■												Determines nutrition assistance needs, obtains food supplies, arranges for delivery of food supplies, and authorizes disaster food stamps.
USDA/FSIS	ESF #11	■												Inspects food and coordinates disposal of contaminated food products.
DOC											■	■		Provides technical expertise on structural surveys as well as the procurement of external consulting services.
DOD		■		■	■	■	■	■	■			■	■	When requested through ESF #7 and approved by DOD.
DOD/USACE	ESF #3		■			■	■	■			■			Provides water, ice, construction materials, and engineering services when activated under ESF #3 and ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services. ESF #3 also provides a robust capability of mobile field elements and logistics support teams as requested.

3

**Logistics Management Support Annex**

Federal Partner	ESF Coordinator	Logistics Functions								Property Management	Facility Management	Telecommunications Management	Transportation Management	Comments
		Subsistence	Energy (oil and electricity)	Administrative Supplies	Petroleum Products	Engineering and Construction Materials	Personal Demand Items (water and ice)	Major End Items: Mobile Units	Medical Materiel					
DOE	ESF #12		■											In accordance with ESF #12 – Energy, coordinates with energy industries to assist in meeting critical fuel, lubricant, and electrical power needs unable to be met by Federal or State actions.
HHS	ESF #8							■		■				Provides medical supplies and response teams when ESF #8 is activated. Also staffs field hospitals.
DOT	ESF #1											■		Monitors and reports damage to the transportation system and infrastructure as a result of the incident. Coordinates temporary alternative transportation solutions when systems or infrastructure are damaged or overwhelmed. Processes and coordinates requests for Federal and civil transportation support for goods, equipment, and responders as directed under the NRF. Performs activities conducted under the direct authority of DOT operating elements such as air, maritime, surface, rail, and pipelines. Coordinates the restoration and recovery of transportation systems and infrastructure. Supports DHS in prevention, preparedness, and mitigation activities among transportation infrastructure stakeholders within the authorities and resource limitations of ESF #1 agencies.



**Logistics Management Support Annex**

Federal Partner	ESF Coordinator	Logistics Functions										Comments			
		Subsistence	Energy (oil and electricity)	Administrative Supplies	Petroleum Products	Engineering and Construction Materials	Personal Demand Items (water and ice)	Major End Items: Mobile Units	Medical Materiel	Property Management	Facility Management		Telecommunications Management	Transportation Management	
DOI											■	■	■	■	Provides management and support of DHS/FEMA MOB Centers when authorized by DHS/FEMA or when activated under mission assignment by ESF #7.
VA		■		■		■	■			■		■		■	Provides technical assistance in procuring medical supplies and other medical services.
GSA	ESF #7	■		■	■	■	■	■	■			■	■	■	When activated, provides contracting, regional telecommunications, facilities, supplies, and other services. ESF #7, in cooperation with ESF #12, will provide contracting support to assist in satisfying critical fuel requirements unable to be met by Local, tribal, State, or Federal resources or actions.
NASA												■			Provides available space, buildings, airports, and telecommunications as may be required for emergency support operations.

1  
2