

ANNEX M

RESOURCE MANAGEMENT

Hidalgo County

Jurisdiction

APPROVAL & IMPLEMENTATION

Annex M

Resource Management

Signature

Date

Signature

Date

NOTE: The signature(s) will be based upon local administrative practices. Typically, the individual having primary responsibility for this emergency function signs the annex in the first signature block and the second signature block is used by the Emergency Management Coordinator, Mayor, or County Judge. Alternatively, each department head assigned tasks within the annex may sign the annex.

ANNEX M

RESOURCE MANAGEMENT

I. AUTHORITY

See Basic Plan, Section I.

Texas Local Government Code Chapter 262.024

II. PURPOSE

The purpose of this annex is to provide guidance and outline procedures for efficiently obtaining, managing, allocating, and monitoring the use of resources during emergency situations or when such situations appear imminent.

III. EXPLANATION OF TERMS

A. Acronyms

DDC	Disaster District Committee
EMC	Emergency Management Coordinator
EOC	Emergency Operations or Operating Center
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
NIMS	National Incident Management System
NRP	National Response Plan
SOPs	Standard Operating Procedures

B. Definitions

Multiagency Coordination Systems. Used in the support of incident management, this system combines facilities, equipment, personnel, procedures, and communications into a common framework. A multiagency coordination system can be used to develop consensus on priorities, resource allocation, and response strategies. Representatives from within the local government as well as external agencies and nongovernmental entities may work together to coordinate a jurisdiction's response.

IV. SITUATION & ASSUMPTIONS

A. Situation

1. As noted in the general situation statement in section IV.A of our Basic Plan, Hidalgo County is at risk from a number of hazards that could threaten public health and safety and private and public property and require the commitment of local resources to contain, control, or resolve.
2. Resource management planning during pre-disaster hazard mitigation activities is designed to lessen the effects of known hazards. During pre-disaster preparedness activities it is designed to enhance the local capability to respond to a disaster. Throughout an actual response to a disaster or during the post-disaster recovery process, resource management is essential to ensure smooth operations. Hence, we must have a resource management capability that is based on sound business practices that can function efficiently during emergency situations, and comply with the framework set forth by the National Incident Management System (NIMS) as well as including certain reporting and coordinating requirements contained in the National Response Plan (NRP).
3. Effective resource management is required in all types of emergency situations – from incidents handled by one or two emergency services working under the direction of an IC, to emergencies that require a response by multiple services and external assistance, to catastrophic incidents that require extensive resource assistance from the state and/or federal government for recovery.
4. For some emergency situations, available local emergency resources will be insufficient for the tasks that may have to be performed. Therefore, other local resources may have to be diverted from their day-to-day usage to emergency response. Additionally, we may have to request resources from other jurisdictions or the state and it may be necessary to rent or lease additional equipment and purchase supplies in an expedient manner.
5. In responding to major emergencies and disasters, the County Judge may issue a disaster declaration pursuant to Chapter 418 of the Government Code and the Executive Order of the Governor Relating to Emergency Management and invoke certain emergency powers to protect public health and safety and preserve property.
 - a. When a disaster declaration has been issued, the County Judge may use all available local government resources to respond to the disaster and temporarily suspend statutes and rules, including those relating to purchasing and contracting, if compliance would hinder or delay actions necessary to cope with the disaster. See Annex U, Legal, for additional information regarding the emergency powers of government. The county attorney should provide advice regarding the legality of any proposed suspension of statutes or rules. When normal purchasing and contracting rules are suspended, it is incumbent on the County Purchasing Officer to formulate and advise government employees of the rules that are in effect for emergency purchasing and contracting.
 - b. When a disaster declaration has been issued, the County Judge may commandeer public or private property, if necessary, to cope with a disaster, subject to compensation. This procedure should be used as a last resort and only after obtaining the advice of the County Attorney.

B. Assumptions

1. Much of the equipment and many of the supplies required for emergency operations will come from inventories on hand.
2. Additional supplies and equipment required for emergency operations will generally be available from normal sources of supply. However, some of our established vendors may not be able to provide needed materials on an emergency basis or may become victims of the emergency situation. Hence, standby sources should be identified in advance and provisions should be made for arranging alternative sources of supply on an urgent need basis.
3. Some of the equipment and supplies needed during emergency operations are not used on a day-to-day basis or stockpiled locally and may have to be obtained through emergency purchases.
4. Inter-local agreements will be invoked and resources made available when requested.
5. Some businesses and individuals that are not normal suppliers will be willing to rent, lease, or sell needed equipment and supplies during emergency situations.
6. Some businesses may provide equipment, supplies, manpower, or services at no cost during emergency situations. Developing agreements between local government and the businesses in advance can make it easier to obtain such support during emergencies.
7. Some community groups and individuals may provide equipment, supplies, manpower, and services during emergency situations.
8. Volunteer groups active in disaster will provide such emergency services as shelter management and mass feeding when requested to do so by local officials.
9. Donated goods and services can be a valuable source of resources.

V. CONCEPT OF OPERATIONS

A. Guidelines

1. Our resource management, in accordance with the NIMS, involves the application of tools, processes, and systems that allow for efficient and suitable resource allocations during an incident. Resources include personnel and facilities as well as equipment and supplies. In order to facilitate resource management, coordination activities will take place in the EOC.
2. When necessary, a Multi-agency Coordination System will be organized. Multi-agency coordination is important for the establishment of priorities, allocating critical resources, developing strategies for response, information sharing, and facilitating communication.
3. As established in the NIMS, resource management is based on four guiding principles:

- a. The establishment of a uniform method of identifying, acquiring, allocating, and tracking resources
 - b. The classification of kinds and types of resources required to support incident management
 - c. The use of a credentialing system linked to uniform training and certification standards
 - d. The incorporation of resources from non-traditional sources, such as the private sector and nongovernmental organizations.
4. It is the responsibility of local government to protect the lives and property of its citizens and to relieve suffering and hardship. We will commit our available resources to do so. In the event of resource shortfalls during emergency situations, the senior officials managing emergency operations are responsible for establishing priorities for the use of available resources and identifying the need for additional resources.
 5. As a basis for employing our resources to their greatest capacity during emergency situations, we will develop and maintain a current inventory of our dedicated emergency resources and other resources that may be needed during emergency operations. All of our resources listed in the Texas Regional Response Network (TRRN) pursuant to NIMS, are classified by kinds and types. Our complete list of our resources is extensive and updated frequently, making it impractical to include as part of this Annex. A computerized resource database for each jurisdiction is kept at the EMC's Office.
 6. In the event that all local resources have been committed and are insufficient, assistance will be sought from surrounding jurisdictions with which inter-local agreements have been established. Effective cross-jurisdictional coordination using processes and systems described in the NIMS is absolutely critical in the establishment of such agreements. Assistance will also be sought from volunteer groups and individuals. Where possible, we will execute agreements in advance with those groups and individuals for use of their resources.
 7. Some of the resources needed for emergency operations may be available only from businesses. Hence, we have established emergency purchasing and contracting procedures.
 8. Certain emergency supplies and equipment, such as drinking water and portable toilets, may be needed immediately in the aftermath of an emergency. The Resource Manager shall maintain a list of local and nearby suppliers for these essential needs items. See Appendix 1 to this annex.
 9. Although many non-emergency resources can be diverted to emergency use, certain personnel, equipment, and supplies may be required to continue essential community support functions, such a medical care and fire protection.
 10. It is important to maintain detailed records of resources expended in support of emergency operations:
 - a. As a basis for future department/agency program and budget planning.

- b. To document costs incurred that may be recoverable from the party responsible for an emergency incident, insurers, or from the state or federal government.

B. Management Operations

1. The IC is responsible for managing emergency resources at the incident site and shall be assisted by a staff commensurate with the tasks to be performed and resources committed to the operation. The ICS structure includes a Logistics Section, which is responsible for obtaining and maintaining personnel, facilities, equipment, and supplies committed to the emergency operation. The IC will determine the need to establish a Logistics Section. This decision is usually based on the size and anticipated duration of the incident and the complexity of support.
2. If the EOC is activated, the Incident Commander shall continue to manage emergency resources committed at the incident site. The Resource Manager in the EOC shall monitor the state of all resources, manage uncommitted resources, and coordinate with the Incident Commander to determine requirements for additional resources at the incident site. Departments and agencies involved in emergency operations that require additional resources should use the Emergency Resource Request Message form (ICS-213RR) in Appendix 2 to communicate their requirements to the resource management staff.
3. If additional resources are required, the Resource Manager may:
 - a. Activate and direct deployment of additional local resources to the incident site.
 - b. Request mutual aid assistance.
 - c. Purchase, rent, or lease supplies and equipment.
 - d. Obtain donated resources from businesses, individuals, or volunteer groups.
 - e. Contract for necessary services to support emergency operations.
 - f. Commit such resources to the IC to manage.
4. If the resources above are inadequate or inappropriate for the tasks to be performed, the Resource Manager shall make a request for state resource assistance for approval by the County Judge to be forwarded to the DDC.
5. The Resource Manager should be among those initially notified of any large-scale emergency. When warning is available, key suppliers of emergency equipment and supplies should be notified that short notice orders may be forthcoming.
6. The Resource Manager shall consult with the County Attorney to determine potential liabilities before accepting offers of donations of supplies, equipment, or services or committing manpower from individual or volunteer groups to emergency operations.

C. Activities by Phases of Emergency Management

1. Mitigation
 - a. Review the local hazard analysis and, to the extent possible, determine the emergency resources needed to deal with anticipated hazards and identify shortfalls in personnel, equipment, and supplies.

- b. Enhance emergency capabilities by acquiring staff, equipment, and supplies to reduce shortfalls and executing inter-local agreements to obtain access to external resources during emergencies.

2. Preparedness

- a. Establish and train an emergency resource management staff. Staff members should be trained to perform resource management in an incident command operation or in the EOC.
- b. Maintain a complete resource inventory list, located and on status boards/the Resource Management computer in the EOC. This resource inventory should include resources not normally used in day-to-day incident response that may be needed during emergencies and disasters.
- c. Establish rules and regulations for obtaining resources during emergencies, including emergency purchasing and contracting procedures.
- d. Maintain the list of local and nearby suppliers of immediate needs resources; see Appendix 1.
- e. Ensure Hidalgo County emergency call-out rosters include the Hidalgo County Resource Manager, who should maintain current telephone numbers and addresses for sources of emergency resources.
- f. Ensure that after-hours contact numbers are obtained for those companies, individuals, and groups who supply equipment and supplies that may be needed during emergency operations and that those suppliers are prepared to respond to on short notice during other than normal business hours.

3. Response

- a. Advise the Hidalgo County Judge and emergency services staff on resource requirements and logistics related to response activities.
- b. Coordinate and use all available resources during an emergency or disaster; request additional resources if local resources are insufficient or inappropriate.
- c. For major emergencies and disaster, identify potential resource staging areas.
- d. Coordinate emergency resource needs with local departments, nearby businesses, industry, volunteer groups, and, where appropriate, with state and federal resource suppliers.
- e. Coordinate resources to support emergency responders and distribute aid to disaster victims.
- f. Maintain records of equipment, supply, and personnel costs incurred during the emergency response.

4. Recovery

- a. In coordination with department/agency heads, determine loss or damage to equipment, supplies consumed, labor utilized, equipment rental or lease costs, and costs of contract services to develop estimates of expenses incurred in response and recovery operations.
- b. In coordination with department/agency heads, determine repairs, extraordinary maintenance, and supply replenishment needed as a result of emergency operations and estimate costs of those efforts.
- c. Maintain records of the personnel, equipment, supply, and contract costs incurred during the recovery effort as a basis for recovering expenses from the responsible party, insurers, or the state or federal government.

VI. ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES
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A. General.

1. The function of resource management during emergency situations shall be carried out in the framework of our normal emergency organization described in Section VI.A of the Basic Plan. Preplanning for resource management operations shall be conducted to ensure that staff and procedures needed to manage resources in an emergency situation are in place.
2. The Emergency Management Coordinator shall serve as the Resource Manager and will be responsible for planning, organizing, and carrying out resource management activities during emergencies. The Resource Manager will be assisted by a temporary staff, described below, assembled from those departments and agencies with the required skills and experience.
3. During an emergency or disaster, the Resource Manager will fulfill requests for additional personnel, equipment, and supplies received from emergency response elements, identify resources to satisfy such requirements, coordinate external resource assistance, and serve as the primary point of contact for external resources made available to the Hidalgo County.

B. Task Assignments

1. The Hidalgo County Judge:
 - a. Will administer the rules and regulations regarding resource management during emergency situations established by the local governing body.

- b. May provide general guidance on resource management and establish priorities for use of resources during emergency situations.
 - c. May issue a local disaster declaration, if the situation warrants, and use available public resources to respond to emergency situations. Furthermore, he or she may, under certain circumstances, commandeer private property, subject to compensation requirements, to respond to such situations. Issuance of a local disaster declaration is advisable if an emergency situation has resulted in substantial damage to private or public property and state or federal assistance will be needed to recover from the incident. See Annex J, Recovery, and Annex U, Legal, regarding disaster declarations.
 - d. May request assistance from the State through the DDC if local resources are insufficient to deal with the emergency situation. Cities must first request assistance from their county before requesting assistance from their DDC.
2. The IC will:
- a. Manage resources committed to an incident site.
 - b. Monitor the status of available resources and request additional resources through the Logistics Section at the ICP.
3. The Emergency Management Coordinator will:
- a. Advise elected officials and department heads regarding resource management needs and the priorities for meeting them.
 - b. Maintain the Hidalgo County resource inventory list.
 - c. Provide qualified staff at the ICP and the EOC to track the status of resources -- those committed, available, or out-of-service.
 - d. Maintain a list of suppliers for emergency resource needs (see Appendix 1). Identify sources for additional resources from public and private entities and coordinate the use of such resources.
 - e. Determine the need for, identify, and operate facilities for resource staging and temporary storage of equipment and supplies, to include donated goods.
 - f. Monitor potential resource shortages and establish controls on use of critical supplies.
 - g. Organize and train staff to carry out the Logistics function at the ICP and the Resource Management function at the EOC.
4. The Emergency Management Coordinator or a designated Supply & Distribution Coordinator will:
- a. Determine the most appropriate means for satisfying resource requests.

- b. Locate needed resources using resource and supplier lists and obtain needed goods and services.
 - c. Coordinate with the Donations Coordinator regarding the need for donated goods and services (see Annex T, Donations Management).
 - d. Coordinate resource transportation requirements with the Transportation Officer (See Annex S, Transportation).
 - e. Direct and supervise the activities of the Supply and Distribution Officers.
5. The Distribution Officer will:
- a. Arrange delivery of resources, to include settling terms for transportation, specifying delivery location, and providing point of contact information to shippers.
 - b. Advise the Supply and Distribution Coordinator when the jurisdiction must provide transportation in order to obtain a needed resource.
 - c. Oversee physical distribution of resources, to include material handling.
 - d. Ensure temporary storage facilities or staging areas are arranged and activated as directed.
 - e. Track the location and status of resources.
6. The Supply Officer will:
- a. Identify sources of supply for and obtain needed supplies, equipment, labor, and services.
 - b. Rent, lease, borrow, or obtain donations of resources not available through normal supply channels.
 - c. Keep the Distribution & Supply Coordinator informed of action taken on requests for supplies, equipment, or personnel.
 - d. Request transportation from and keep the Distribution Officer informed of expected movement of resources, along with any priority designation for the resources.
7. The Hidalgo County Financial Officer shall:
- a. Oversee 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).
 - b. Advise county officials and department heads on record keeping requirements and other documentation necessary for fiscal accountability.

8. The County Attorney shall:
 - a. Advise the resource management staff regarding procurement contracts and questions of administrative law.
 - b. Review and advise county officials on possible liabilities arising from resource management operations during emergencies.
 - c. Monitor reports of overcharging/price gouging for emergency supplies and equipment and repair materials and refer such reports to the Office of the Attorney General.
9. All departments and agencies will coordinate emergency resource requirements that cannot be satisfied through normal sources of supply with the Resource Management staff.

VII. DIRECTION & CONTROL

A. General.

1. The County Judge shall, pursuant to NIMS, provide general guidance on the management of resources during emergencies and shall be responsible for approving any request for state or federal resources.
2. The Resource Manager may provide advice regarding resource management to the County Judge, Commissioner's Court, the IC and other officials during emergencies.
3. The IC will manage personnel, equipment, and supply resources committed to an incident, establishing a Logistics Section if necessary. If the EOC has not been activated, the IC may request additional resources from local departments and agencies and may request those local officials authorized to activate inter-local agreements or emergency response contracts to do so to obtain additional resources.
4. When the EOC is activated, the Resource Manager will manage overall resource management activities from the EOC. The IC shall manage resources committed to the incident site and coordinate through the Resource Manager to obtain additional resources. The Resource Manager shall manage resources not committed to the incident site and coordinate the provision of additional resources from external sources.
5. The Resource Manager will identify public and private sources from which needed resources can be obtained during an emergency situation, and originate emergency procurements or take action to obtain such resources by leasing, renting, borrowing, or other means.
6. The Resource Manager will direct the activities of those individuals assigned resource management duties in the EOC during emergency operations. Normal supervisors will exercise their usual supervisory responsibilities over such personnel.

B. Line of Succession. The line of succession for the Resource Manager is:

1. Resource Manager
2. Director of Hidalgo County Risk Management
3. Director of Hidalgo County Health Department

VIII. READINESS LEVELS

A. Readiness Level 4 – Normal Conditions

See the mitigation and preparedness activities in paragraphs V.C.1 and V.C.2 above.

B. Readiness Level 3 - Increased Readiness

1. Review the potential emergency situation, determine resource management staff availability, and review emergency tasks assigned in the emergency management plan and this annex.
2. Designate resource management personnel on call for emergency duty.
3. Update local resource inventory.

C. Readiness Level 2 – High Readiness

1. The Resource Manager will review resource request procedures and any known resources limitations pertinent to the potential hazard facing the local area with county officials and the EOC staff.
2. The Resource Manager will brief assigned staff on the potential emergency situation and plans to deal with it should it occur and ensure that on-call staff members are available by telephone and ready to report to duty if called.
3. In coordination with the EMC and department heads, determine potential resource needs based on the potential threat.
4. Contact suppliers to advise them of threat and possible needs.
5. Consider relocation or other means of protecting resources at risk.

D. Readiness Level 1 – Maximum Readiness

1. Designated resource management personnel will proceed to the ICP or to the EOC if requested.
2. Implement protective actions for resources.

IX. ADMINISTRATION & SUPPORT

- A. Maintenance of Records.** All records generated during an emergency will be collected and maintained in an orderly manner so a record of actions taken is preserved for use in determining response costs, settling claims, and updating emergency plans and procedures.
- B. Preservation of Records.** Vital resource management records should be protected from the effects of disaster to the maximum extent feasible. Should records be damaged during an emergency situation, professional assistance in preserving and restoring those records should be obtained as soon as possible.
- C. Training.** Individuals who will be performing resource management duties in the EOC or at the incident command post shall receive training on their required duties and the operating procedures for those facilities.
- D. Resource Data**
 - 1. The Resource Manager shall keep current the list of available emergency resources in Appendix 3 or the computerized resource database maintained in the EMC's Office.
 - 2. The Resource Manager shall keep current information on the sources of essential disaster supplies in Appendix 1 and the computerized supplier list maintained in the EMC's Office.
- E. Support.** The Resource Manager is responsible for coordinating standby agreements for emergency use of resources with businesses, industry, individuals, and volunteer groups. The County Attorney shall be consulted regarding such agreements and approve them.

X. DEVELOPMENT & MAINTENANCE

- A.** The County EMC, who serves as the Resource Manager, is responsible for developing and maintaining this annex.
- B.** This annex will be reviewed annually and updated in accordance with the schedule outlined in Section X of the Basic Plan.

XI. REFERENCES

Texas Local Government Code, Chapter 203 (Management and Preservation of Records)

APPENDICES

Appendix 1	Essential Disaster Supplies
Appendix 2.....	Emergency Resource Request
Appendix 3.....	Resource Inventory

ESSENTIAL DISASTER SUPPLIES

1. Planning Factors

a. Drinking Water

- 1) The planning factor for drinking water is 3 gallons per person per day.
- 2) Emergency drinking water is usually provided in the form of bottled water. Bottled water is available from a variety of sources already palletized and ready to ship.
- 3) People sometimes request that water tankers be emplaced in specific areas as fill-it-yourself water stations. This arrangement is often undesirable because potable water tankers are generally in short supply, a distribution system of piping and faucets must be fabricated, and such facilities usually have to be staffed.

b. Ice

- 1) Ice is needed to preserve food and medicines.
- 2) The planning factor for ice is one 8 to 10 pound bag per person per day.
- 3) Bagged ice is available from a number of distributors. When arranging for ice, keep in mind that ice is obviously perishable and you will probably need to retain the refrigerated delivery truck to preserve the product while it is being distributed.

c. Portable Toilets

- 1) The general planning factor is 8 to 10 toilets per hundred people. In areas where people are well dispersed, additional toilets may be needed to keep the walk to sanitary facilities reasonable.
- 2) In requesting portable toilets, ensure that the contract for providing the toilets includes the requirement to service them on a regular basis. A local or nearby firm that has existing arrangements for waste disposal is often preferable.
- 3) Portable toilets should be sited at least 100 feet from any water source or cooking facility. To prevent disease, it is desirable to have hand-washing facilities in the vicinity of toilets.

d. Food

- 1) Shelter and mass care facilities and mobile feeding units generally aim to provide at least two, and preferably three, simple meals per day – cereal, sandwiches, and soup. When requesting feeding service, provide not only an estimate of the number of people that need to be fed, but also indicate the number of those who are infants and children 1 to 3 years of age so that suitable food can be provided.
- 2) It may be possible to obtain packaged non-perishable meals for disaster victims who remain in their homes and cannot easily be served by fixed or mobile feeding facilities. A good estimate of the number of people who must be fed and for how long is vital in requesting such meals.

e. Plastic Sheeting & Tarps

- 1) Plastic sheeting and tarps are used to protect damaged structures from further damage by foul weather.

- 2) The planning factor for plastic sheeting is 1100 square feet per home. That amount covers half the roof of a typical 1800 square foot house.
- 3) For plastic sheeting: 4 or 5 mil thickness, 8+ feet wide – the wider the better.
- 4) For tarps: inexpensive polyethylene tarps are readily available. Tarps should have grommets.
- 5) Rope can be used to install tarps that have grommets. Furring strips are usually needed to keep plastic sheeting on roofs and walls and may also be used with tarps.

f. Sandbags

- 1) Sandbags may be used to protect structures from rising water.
- 2) Sandbags are available in quantity from a number of commercial distributors.
- 3) If you plan to use a substantial quantity of sandbags, a sandbag-filling machine can expedite filling. These machines are available from a variety of commercial vendors; sandbag distributors may be able to provide such machines or contact information for those who do.

2. Suppliers of Essential Disaster Supplies

<u>Item</u>	<u>Local Supplier</u>	<u>Nearby Supplier</u>
Bottled Water	Wal-Mart HEB	Wal-Mart HEB
Ice	Wal-Mart HEB	Wal-Mart HEB
Portable Toilets	A Clean Portable Big John Portable Toilet Rent-A-Can	A Clean Portable
Packaged Meals	Wal-Mart HEB	Wal-Mart HEB
Plastic Sheeting & Tarps	Wal-Mart HEB Lowe's Home Depot	Wal-Mart HEB Lowe's Home Depot
Sandbags	Kenneth Fox Supply Gulf Coast Bagging Company The Sandbagger Corp. Eagle Bag Corp	

RESOURCE INVENTORY

Regional resources will be loaded in the Texas Regional Resource Network (TRRN) database. Electronic listing of Regional resources on file at EMC office.