

ESF 7

Emergency Operations Plan – Emergency Support Function 7 *Logistics*

Section 1: Introduction

1.1 Lead Agency

Department of Defense, Veterans, and Emergency Management - Maine Emergency Management Agency (MEMA)

1.2 Supporting Agencies

- American Red Cross (ARC)
- Department of Public Safety – Maine State Police (MSP)
- Department of Defense, Veterans, and Emergency Management - Maine National Guard (MENG)
- Department of Administrative and Financial Services
 - Bureau of General Services (BGS)
 - Office of Information Technology (OIT)
- Department of Transportation (DOT)
- Department of Health and Human Services – Maine Center for Disease Control and Prevention (Maine CDC)
- Department of Education (DOE)
- Department of Agriculture, Conservation, and Forestry
 - Bureau of Agriculture, Food, and Rural Resources
 - Maine Forest Service

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Section 2: Purpose, Scope, Situation, and Assumptions

2.1 Purpose

Emergency Support Function 7 (ESF-7), *Logistics*, provides a framework that will be used by responsible agencies to determine and acquire the logistical support necessary to effectively respond to and recover from the negative effects of a disaster. This document also describes staging and distributing disaster response resources and life-sustaining commodities throughout affected areas. Additionally, emphasis will be placed upon the importance of tracking property and the demobilization process required for final documentation.

2.2 Scope

This document is applicable to agencies and departments of the state of Maine, as well as affiliated response partners, with a role in supporting the provision of logistics and resource management in response to a disaster.

Logistics personnel at the State Emergency Operations Center (SEOC) find appropriate, time sensitive and cost-effective ways to fill logistics requirements identified by operations personnel at the SEOC. Equipment and supplies are provided from public, private, and non-profit sources as necessary and available. Assistance provided may consist of personnel, equipment, facilities, materials, and supplies.

All state departments and agencies, acting within the scope of incident response and recovery, account for their resources in accordance with their existing policies. This occurs whether resources have been acquired from an agency's own stock, from available federal assets, or purchased with money allocated from other resources.

2.3 Situation

An emergency or disaster presents a wide variety of needs that must be addressed by emergency services personnel and emergency management officials. The major difficulty in emergency management lies not in dealing with the effects of the disaster agent itself, but in the logistics of responding to the needs caused by the incident. These needs may be classified into one of two categories: agent-generated demands and response generated demands.

Agent-generated demands are the needs made evident by the hazard (e.g., problems resulting from the disaster agent itself; be it flood, hurricane or earthquake). These demands appear immediately as the disaster unfolds. For example:

- A flood may create the need for sandbagging to protect property.
- A hurricane may necessitate the opening of shelters for those individuals and families who live in areas that may potentially be affected by storm surge.
- An earthquake may sever utility lines, leaving people without water or electricity.

Response-generated demands are those needs that become apparent as individuals, organizations, and communities attempt to respond to the agent-generated demands. Response-generated demands may be equated to the logistical challenges and operations of dealing with the primary effects of disasters. For example:

- Bags, sand, and volunteers will be needed if sandbags are to be used to protect property.
- Shelter sites must be found, cots must be set up, and mass feeding kitchens must be established if shelters are to be available for those victims who have been evacuated.
- Bottled water must be procured, transported, stored, and distributed while portable generators and refueling capabilities must be obtained until utility lines can be re-established.

Local emergency management officials are responsible for meeting all demands within their capability without outside assistance. If a hazard agent requires action and resources are above and beyond the capability of a local community to provide, then the local community may request further assistance through their county Emergency Management Agency (EMA) office. If the Governor of the state of Maine declares a state of emergency, the SEOC will be tasked by the Governor to assure that all unmet response-generated requirements are addressed.

For example, widespread disruption of public utilities in the aftermath of a disaster is not uncommon. The disruption of electrical utilities often leads to disruption of water supply due to lack of electricity at treatment facilities and pumping stations. It is also common to find that after a disaster most normal means for purchasing food stocks will be closed due to the inability to refrigerate foods and maintain records of transactions. Since power disruption often affects a large portion of the population, the agent-generated demand of providing food and water to those victims that may not have access to these commodities on their own is one demand that will most likely require state assistance. In fact, planning factors established by the federal government assume that 40% of the affected population will require support in the acquisition of life-sustaining commodities.

In recent disasters, electrical service disruption has led to a trend of delivering ice to disaster victims. While expectations are high for this product, it is not viewed as a life-sustaining commodity, and is therefore considered secondary to water and food. The request for ice should only be given consideration after all other needs have been met.

In order to mitigate the agent-generated demand of providing life-sustaining commodities to disaster victims, many response-generated demands must first be met. First, local officials must request assistance through their county EMA offices in providing commodities for distribution. Second, logistics personnel in the SEOC must work to determine the quantity of commodities that will be required to meet the demand. Depending on demand, it may be necessary to move large amounts of relief supplies into the state and this can be a logistically challenging endeavor. In order to accomplish this task, commodities must be identified, ordered, tracked, received, staged, and distributed to disaster victims.

2.4 Assumptions

- Disasters can close normal resource channels, deplete vital commodities, impact response capabilities, and place high demand on specialized personnel and equipment.
- In some cases, the most efficient and cost-effective solution will be restoration of the normal supply chain to meet logistics needs (i.e., as opposed to bringing in outside sources).
- Weather conditions or damage to infrastructure may exist, making the transportation of resources difficult for both traditional vendors and state personnel.
- ESF-7 will have methods and procedures to evaluate, locate, procure, and through coordination with ESF-1, *Transportation*, deliver essential material and personnel resources.

- ESF-7 responsible agencies have developed, and may be bound by, internal plans and procedures for implementing response activities in their respective areas of responsibility (e.g., contracting procedures). However, if a state of emergency is declared by the Governor, internal plans and procedures may be relaxed to facilitate effective emergency response.
- Maintaining state-level communications capabilities across agencies with responsibilities detailed in this ESF-7 will be critical to maintain situational awareness regarding emergency conditions and resource needs.
- The public may be emotionally distressed, lending to a need for both behavioral health services and security at facilities where resources are being distributed.
- Not all incidents will require supplemental state or federal assistance for recovery.
- Planning efforts may not rely on the assumption that federal assistance will always be available.

Section 3: Concept of Operations

3.1 General

This annex will be activated at the direction of MEMA when there is the potential for a disaster or an existing disaster requiring statewide coordination of resources. MEMA will work in conjunction with the support agencies to coordinate the activities of ESF-7.

State agencies will maintain accurate inventories of their resources. Where possible each level of government will utilize and track resources using the resource “type” as outlined by National Incident Management System (NIMS). Requests for resources should be initiated through WebEOC whenever possible and followed up by a verbal request.

3.2 Resource Requirements

a. Categories of Requirements

In the wake of a major disaster, the state of Maine will be faced with a multitude of demands that must be met. As stated previously, these demands can be categorized into two types; agent-generated demands and response-generated demands. In meeting these demands there will be resource shortfalls encountered by both state and local officials. These shortfalls translate into requirements that must be fulfilled. The requirements are divided into three categories: state response, local response, and requirements for commodities for distribution to the general public.

i. State response requirements

State requirements are needed to cover resource shortfalls encountered by state officials as they attempt to respond to demands. Some examples of these requirements are generators for critical facilities such as hospitals, disaster mortuary teams (DMORT) for deceased victims, and helicopter support for search and rescue missions.

ii. Local response requirements

Local requirements are needed to cover resource shortfalls encountered by local officials as they attempt to respond to demands. This does not include the provision of life-sustaining commodities, such as food and water to the general public residing in the local jurisdiction. These requirements are handled separately as the methodology for ordering differs slightly. Some examples of local response requirements are Urban Search and Rescue teams (USAR) to support search and rescue efforts, light sets for night time operations, and fuel support for response vehicles.

iii. Requirements for commodities for distribution to the general public

Requirements for commodities for distribution to the general public are also determined by local officials. The type and quantity of supplies that the public may need in the aftermath of a disaster or other crisis will vary by event and be influenced by many factors. Experience in emergency response over the years suggests some common necessities that the public will require to meet health, safety, and life-sustaining needs. They include potable water (usually bottled), ready-to-eat meals (MRE), blankets and other resources and supplies.

During the initial 72 hours of an event or incident, commodities are often supplied by local governments, donations from industry, and volunteer agencies. These commodities are received and staged by local officials at a Commodity Point of Distribution (C-POD) where they are dispensed to the public. If shortfalls are encountered by local officials while providing life-sustaining commodities to the general public, then state assistance may be required and future requests should be forwarded to MEMA through appropriate county EMA offices.

b. Determining Requirements

The ability of MEMA staff to promptly determine what resources are required to fill demands after an impact is essential to successful emergency response. As such it is the state's responsibility to work with its county counterparts to determine what the requirements are and how they will be filled. In the previous section we detailed three distinct categories of requirements. MEMA must determine the resources needed to fulfill each of these. The methodology used to determine those requirements varies depending on the category of the requirement.

i. State response requirements

State requirements are determined by the operations section at the SEOC through coordination with all other state agencies active in the response. Requests for MEMA assistance should be made immediately whenever a requirement is determined. Requests should be made through whatever means have been approved by the state's EMA officials. This may be phone call, fax, or web linked emergency management system such as WebEOC. It is through these requests for assistance and in direct coordination with state partners that the operations section determines state response requirements.

ii. Local response requirements

Local officials in coordination with their respective response agencies determine response requirements. Local officials must use all means available to source and allocate resources on their own. When a state of emergency has been declared by the Governor, any unmet requirements may be forwarded to the MEMA through the appropriate county EMA office as an official request for assistance. These requests for assistance in filling local requirements should be made immediately whenever a need has been identified. Requests should be made through WebEOC. It is through WebEOC that the state is notified of local response requirements.

iii. Requirements for commodity for distribution to the general public

Resources needed to fill requirements for commodities to be distributed are often difficult for local officials to determine immediately following the aftermath of a disaster. As such MEMA may receive these requests but will not rely solely on this information as a means for determining actual requirements until local communities have begun distribution operations and have the ability to determine consumption or "burn" rates. This typically occurs within the first 72 hours of distribution operations.

Until "burn rates" have been established, it is extremely important for logistics personnel to base commodity requirements on established projection models. The U.S. Army Corps of Engineers (USACE) has developed models that are recommended for this purpose. These models are based on emergency needs - not wants or perceived entitlements. By day three, a "burn rate" should be established based on the quantities being distributed daily and par levels will become much

easier to predict for local officials. These quantities can then be used when making future requests to the SEOC.

USACE provides predictive models of commodity needs based on hurricane winds, track of the storm, population density, and estimated number of residences without power. Historically, the need for commodities is directly proportional to available commercial power. If the power is out, the need is there. When the power returns, the need should diminish (except in cases of contaminated water supply). During response operations, the power restoration process must be closely monitored and commodity supplies adjusted. Using the **Power Loss Commodity Projection Model** (see Procedural Documents, Staging Area Standard Operating Procedures) as a guide, logistics personnel will determine the quantity of common necessities required by the public post-impact. Since the number of power outages can often be determined very quickly by the power provider, this model will prove invaluable in the rapid determination of commodity requirements. This will allow the logistics personnel to begin ordering commodities long before local requests for support begin pouring in. By using the information provided by the model, rather than waiting, logistics personnel can reduce the time required to supply local C-PODs.

Although it is prudent to order commodities for distribution using this model rather than waiting for local requests, commodities ordered should be staged at the state staging area until official requests are received. This will assure local communities have the ability to distribute commodities prior to their arrival.

While commodities positioned at the state staging area are based upon power loss model projections, movement of these commodities to local communities must be based only upon their ability to be distributed rather than their projected need. The 2004 hurricane season proved that the ability to distribute commodities to the public is the controlling factor in determining requirements, not the people "in need" as the previous model shows. To successfully accomplish the commodity distribution mission, we must literally "begin with the end in mind".

In the first 72 hours a local community may have difficulty determining its commodity requirements. If local officials have determined that they do in fact have a requirement but are having difficulty determining quantities then they should begin opening distribution points one at a time and let the demand determine the supply. As more distribution points are needed, more should be opened. Once the demand levels off, par levels of commodities required will become much easier to determine. When this occurs, local requests should shift to the forefront as the means for determining future requirements. This typically occurs after 72 hours.

Using the **Distribution Point Commodity Projection Model** (see Procedural Documents, Staging Area Standard Operating Procedures) as a guide, logistics personnel will ship daily commodity requirements to local distribution points during the first 72 hours post event. After 72 hours it should be used as more of a guide, and shipments should be made based upon established burn rates and local requests.

The entire process of providing life-sustaining commodities to disaster victims must operate on a 24-hour operational period that runs from 7 AM to 7 AM. During this operational period local communities shall have only one opportunity to order commodities earmarked for public

distribution. All orders required for the next operational period should be communicated to county EMAs using established protocols before 10 AM. This will allow time for logistics personnel to total orders, analyze the information, and, if necessary, develop requests for federal assistance before 12 PM. All effort will be made by the MEMA to assure that the resources ordered by the locals before 10 AM are delivered prior to the start of the next operational period. In order to manage expectations and reduce the burden on MEMA officials, it is imperative that the arrival of commodities not be considered late until after 7 AM.

This schedule will provide an analogous approach to the daily determination of requirements for local distribution commodities. However, it is extremely important to note that this schedule is only applicable to requesting assistance in the provision of commodities for distribution. All other response requirements and resources may be requested as shortfalls are identified and delivery will be made as soon as the requested resource is acquired by logistics personnel.

Regardless of the number of commodities arriving during an operational period, all orders are considered “fill or kill”. This means that orders that were only partially filled yesterday should not be considered when developing requests for today. All new orders should be based upon projected or actual burn rates and must not be adjusted in anticipation of late arrivals of commodities ordered the following day. This “fill or kill” ordering system will help to assure that orders are not duplicated.

To summarize, the process of determining requirements varies depending on the type of requirement:

- State – State agencies submit requests for requirements to the SEOC at any time.
- Local – Submitted to the SEOC by local officials through county EMA (or via the County EOC). May be submitted at any time.
- Local commodities (commodities for distribution) – Requests may be submitted by local EMA officials once daily; however, requirements should be determined by logistics personnel using the following process:
 - Requirements during first 72 hours – determined through use of USACE projection models with consideration given to local requests.
 - Requirements after 72 hours – determined by local requests and documented “burn rate”, with consideration of USACE projection models.

3.3 Ordering

Once requirements have been determined by the operations section at the SEOC, they must work on fulfilling those requirements. This can be accomplished through a variety of methods.

- Provision of assistance through MEMA sources – MEMA has a number of response resources that may be used to assist in the response to a disaster.
- Provision of assistance through official tasking of another state agency – Members of other state agencies (e.g., ERT members) will utilize their assets to assist in disaster response efforts.
- American Red Cross Bulk Distribution – Working with MEMA, the ARC has supplies for urgent relief efforts that can be co-located with C-PODs.
- Assistance provided through state pre-negotiated contracts and Memoranda of Understanding for disaster support services – MEMA has pre-disaster negotiated contracts for the provision of common response requirements such as debris removal, transportation, rental equipment, and supplies.

- State purchasing of services or supplies – Once a requirement has been determined, MEMA will attempt to source any resources that may meet the requirement.
- Donated materials – Detailed in the Donations Coordination Plan, donations received by the state will be available upon request. See Supplemental Documents.
- Requesting assistance through the Emergency Management Assistance Compact (EMAC) – Maine is a part of EMAC and using this system MEMA can turn to other states for various types of assistance, including personnel.
- Assistance may also be requested through the International Emergency Management Assistance Compact (IEMAC) – As a state that borders Canada, Maine may look to the Canadian Government for assistance in meeting response requirements.
- Federal support coordinated through FEMA – This option for ordering resources to fulfill response requirements may only be used once all in-state means have been exhausted.

a. Planning Factors

If the delivery of primary commodities is to be successful, a steady flow and time-phased operation must be coordinated which will reduce the need for prolonged staging. The following is a list of planning factors that will assist logistics personnel in ordering the proper quantity of commonly required commodities.

- Water:
 - 3 liters or 1 gallon per person (3.79 liters per gallon)
 - 18,000 liters or 4,750 gallons per truck
 - 20 pallets per truck
 - 900 liters per pallet
 - 237 gallons per pallet
 - 1900 lbs. per pallet
 - 212 trucks = 1 million gallons
- MREs:
 - 2 MREs per person per day
 - 21,744 MREs per truckload
 - 12 MREs per case
 - 1812 cases per truck
 - 46 truckloads = 1 million MREs
- Tarps:
 - 4,400 tarps per truckload
 - Tarp size is generally 20' x 25'
- Ice:
 - 8 lbs. (1 bag) per person per day
 - 40,000 lbs. per truck load
 - 20 pallets per truck
 - 2000 lbs. per pallet
 - 250 8-lb bags per pallet
 - 5000 bags per truck
 - 25 trucks = 1 million lbs.
- One truckload of water will serve about 5,000 people.
- One truckload of ice will serve about 5,000 people.

- One truckload of MREs will serve about 10,000 people.
- One truckload of tarps will serve about 4,400 homes.

b. Request for Federal Assistance

A formal request for federal assistance must be made when direct federal operations support or technical assistance is required to support the state of Maine. This request must be submitted to FEMA on an official document known as a Resource Request Form (RRF). An official request for direct federal assistance may only be made by the SEOC once a presidential emergency or disaster declaration has been issued for the state of Maine. Technical Assistance may be requested at any time regardless of declaration status. See the Supplemental Documents for the RRF.

3.4 Resource Movement

Once requirements have been determined and requests have been made to fill shortfalls, logistics personnel must insure that sufficient support personnel are assembled and prepared to receive commodities. Resource movement is the term used to describe the entire process of moving disaster supplies from the vendor to the consumer. Most commodities ordered by state means will originate at a vendor and will be shipped directly to the state staging area and then redirected to the appropriate destinations.

NIMS defines a staging area as a temporary resource location site established by the Logistics section to position and account for resources that are designated for assignment or to be handed over to state response agencies or local incident command/emergency management authorities. These resources may have been acquired through use of state purchasing agreements, EMAC, or through direct federal assistance from FEMA under the Public Assistance program in the event of a presidential declaration. Regardless of origin, it is imperative that the majority of resources be funneled through a state staging area in order to account for this property and track its location. The staging area should be the single point for information regarding the location of “in theater” equipment and supplies. See Procedural Documents, Staging Area Standard Operating Procedures for additional information.

Most of the commodities that are brought into the state of Maine in the wake of a disaster are relief supplies intended for local citizens that have been affected. These commodities are handed off to local officials at C-PODs located either in each municipality or in designated regions. Here the relief commodities are offloaded and distributed to the victims of the disaster. This is a logistically challenging endeavor that requires much planning on the part of local emergency management officials.

The purpose of a C-POD is to establish the initial point(s) where the general public will obtain life-sustaining emergency relief supplies such as food and water. These facilities must serve the population until such time as power is restored and traditional facilities such as retail establishments reopen, fixed and mobile feeding sites and routes are established, and relief social service programs are in place. See Procedural Documents, Commodity Point of Distribution Standard Operating Procedures, for additional information.

3.2 Activities

Logistics personnel should conduct the following actions:

a. Prevention

- Communicate and share information across agencies with logistical responsibilities.
- Conduct public education and outreach encouraging the public to maintain a minimum of three days of food, water, and other essential items for all members of the family.

b. Preparedness

- Conduct assessments, training, education, and exercise programs for regional entities and local governments to improve readiness, increase response capacity, and maximize the management and impact of resources.
- Develop collaborative tools for use by state, county, local, and tribal area entities to evaluate current disaster logistics readiness, identify areas for targeted improvement, and develop a roadmap to mitigate weaknesses and enhance strengths to foster a collective whole community logistics concept.
- Identify state-level resources (utilizing NIMS typing).
- Identify gaps in state-level resources, including items that require repair and maintenance in order to be deployed.
- Convene regular meetings of ESF-7 stakeholders to review and update the ESF-7 and standard operating procedures.
- Develop and maintain internal agency operational plans and procedures to support ESF-7 activities.
- Develop and maintain Memoranda of Understanding (MOUs), mutual aid agreements, and contracts to ESF-7 activities.
- Complete and deliver appropriate training.
- Ensure that ESF-7 responsible agencies have pre-designated staff available to support SEOC operations.

c. Response Actions**i. Pre-Impact**

- ☐ Maintain situational awareness of all outstanding logistical requirements, status of response to those requirements, and status of available resources.
- ☐ Determine shortfalls that may need to be fulfilled through emergency purchases, mutual aid requests, or requesting federal assistance.
- ☐ Notify the appropriate points of contact at each respective agency and organization to pre-position resources and equip response personnel as needed.
- ☐ Review existing plans and procedures.
- ☐ Provide information as needed to the MEMA Operations and Planning Sections to update situation reports and incident action plans.

ii. Initial Response Checklist

- ☐ Designate appropriate staff to support response.
- ☐ Gain and maintain situational awareness in order to plan effective response actions.
- ☐ Verify inventories of available personnel, resources and services, and provide a summary listing to the SEOC Operations Section.

- ☐ Provide information as needed to the MEMA Planning Section to update situation reports and incident action plans.
- ☐ Establish communications with appropriate agency field personnel to coordinate response efforts.
- ☐ Implement predetermined cost accounting measures for tracking overall ESF-7 and all other ESF personnel, equipment, materials, and other costs incurred during emergency response actions.
- ☐ Use existing mutual aid agreements to coordinate with other state, county, local, and tribal agencies and other ESFs in the commitment and procurement resources from outside the affected area(s).
- ☐ Coordinate and prioritize resources to support statewide requests.
- ☐ Coordinate with federal ESFs as needed.
- ☐ Update information as necessary in the Position Log, Incident Log, and Significant Events Log.
- ☐ Assign all technology related issues to the appropriate personnel.
- ☐ Assure all necessary information and authorization is valid for facilitating a request (name, location, phone number)

iii. Coordination with other ESFs

- ☐ ESF-1, *Transportation*, to support the staging and transport of emergency relief supplies and equipment, telecommunications, personnel, contracting services, and transportation services required for disaster response activities.
- ☐ ESF-2, *Communications*, to provide communications systems and support.
- ☐ ESF-3, *Public Works and Engineering*, to ensure roads are clear in order to distribute resources as needed.
- ☐ ESF-5, *Information and Planning*, to ascertain the needs of the incident (e.g., people impacted, facilities impacted, commodities needed).
- ☐ ESF-6, *Mass Care*, to enhance shelter coordination, the bulk distribution of emergency relief materials, and mass feeding activities.
- ☐ ESF-8, *Public Health and Medical Services*, to direct the distribution of pharmaceuticals and medical supplies.
- ☐ ESF-11, *Agriculture, Animals, and Natural Resources*, to direct the distribution of animal response materials.
- ☐ ESF-13, *Public Safety and Security*, to provide security support to facilities and transportation assets.

iv. Ongoing Response

- ☐ Reassess all resource priorities and requests for resources and continually update situational awareness according to the most critical needs.
- ☐ Provide regular updates to the SEOC Operations Section on the status of all requests assigned to ESF-7.
- ☐ Provide information to the SEOC Planning Section to update Situation Reports and Incident Action Plans, as well as resource and personnel needs and/or surpluses.
- ☐ Draft recommendations for after-action reports and other reports as needed.

d. Recovery

- Coordinate with the Comprehensive Emergency Management Plan, Volume III, Interagency Disaster Recovery Plan.
- Recondition or replace state equipment or materials expended.
- Assemble, categorize, and file appropriate documentation for federal reimbursement if the incident qualifies.
- Facilitate communications and collaboration among all supply chain support elements in order to minimize recovery efforts in the impacted area and reestablish local and state self-sufficiency as rapidly as possible.
- Participate in after-action reviews.

e. Mitigation

- Identify resource allocation and procurement issues and collaborate to develop or recommend plans, protocols, procedures, and policies to prevent or mitigate the situations.
- Conduct assessments of ESF capabilities to identify potential resource and personnel shortfalls.
- Develop plans to mitigate identified resource and personnel shortfalls.

Section 4: Responsibilities

4.1 Lead Agency

Department of Defense, Veterans, and Emergency Management - Maine Emergency Management Agency

- Coordinate and manage the state's response to requests for assistance from county and local governments and requests to the Federal Government when state assets are not available.
- Coordinate with support agencies and MEMA to manage and coordinate resources and personnel requirements and prioritize these according to the incident priorities and objectives. These include, but are not limited to:
 - Coordination of resource support for survivors.
 - Resource management that includes determining requirements, sourcing, ordering and replenishment, storage, and issuing of supplies and equipment.
 - Facilities management that includes locating, selection, and acquisition of incident facilities, as well as storage and distribution facilities.
 - Establishment and operation of logistics support facilities to include the management of services related to lodging and feeding of incident support personnel.
 - Personal property management to include policy and procedures guidance for maintaining accountability of material and identification and reutilization of property acquired to support a federal response operation.
 - Management of electronic data interchanges to provide end-to-end visibility of response resources.
- Plan for transitional support to recovery operations concurrent with response operations.
- Work with retail, wholesale, and other similar private industry associations for information sharing, planning, and exercises that would produce mutually beneficial results in coordinating how, when, where, and by whom critical logistics resources will be provided during all types of incidents.
- Support the actions of other ESFs in accordance with established priorities.
- Provide regular updates on ongoing ESF-7 operations to the SEOC Operations and Planning Sections.
- Provide logistical support (e.g., personnel, expertise, equipment, etc.) to emergency response efforts.

4.2 Supporting Agencies

a. Department of Health and Human Services - Maine Center for Disease Control and Prevention

- Maintain partnerships with private warehouses in order to receive assets from the Federal Government.
- Maintain the Inventory Management and Tracking System (IMATS) in order to inventory and track assets received from the Federal Government.
- Provide logistical support (e.g., personnel, expertise, equipment, etc.) to emergency response efforts.

b. Department of Agriculture, Conservation, and Forestry

- Bureau of Agriculture, Food, and Rural Resources
 - Provide logistical support (e.g., personnel, expertise, equipment, etc.) to emergency response efforts.
- Maine Forestry Service
 - Provide resources to support transport of emergency relief supplies and equipment, telecommunications, personnel (e.g., Incident Management Assistance Team [IMAT]), contracting services, and transportation services when required for disaster response activities.

c. Department of Transportation

- Provide resources to support staging and transport of emergency relief supplies and equipment, telecommunications, personnel, contracting services, and transportation services required for disaster response activities.
- Provide equipment, when necessary, to move material from storage facilities and vendors to incident victims, particularly with emphasis on the surge and sustainment portions of response.
- Monitor and report damage to the transportation system and infrastructure as a result of the incident.
- Coordinate temporary alternative transportation solutions when systems or infrastructure are damaged or overwhelmed.
- Coordinate the stabilization and reestablishment of transportation systems and infrastructure.

d. Department of Public Safety - Maine State Police

Provide resources to support transport of emergency relief supplies and equipment, telecommunications, personnel (e.g., IMAT), contracting services, and transportation services when required for disaster response activities.

e. Department of Administrative and Financial Services

- Bureau of General Services
 - Work cooperatively with ESF-7 to provide an integrated process for the collaborative implementation of the logistics capability of state, public and private sector partners, and non-governmental organizations (NGOs).
 - Provide emergency relief supplies, facility space, office equipment, transportation services, and contracting services through a centralized acquisition channel.
 - Provide support for requirements not specifically identified in other ESFs, including excess and surplus property disposal.
- Office of Information Technology
 - OIT will provide, as needed, communications assistance and emergency relief telecommunications support.

f. American Red Cross

If needed, provide support to development of the complete logistics supply chain through synchronization of pre-planning activities and coordination during responses to major disasters.

g. Department of Education

- Coordinate and provide bulk food for mass feeding via the school lunch program manager
- Coordinate school facilities and bus transportation through school districts for mass care and evacuation support.

h. Department of Defense, Veterans, and Emergency Management - Maine National Guard

- Provide personnel (e.g., Regional Support Group, Combat Service Support Battalion, etc.) to support logistical coordination if requested.
- Provide facilities, personnel, and equipment to support resource staging (e.g., warehouse facilities and maintenance shops) if requested.

i. Other Agencies

Other agencies (e.g., governmental and NGOs) not explicitly named in this plan may have authorities, resources, capabilities, or expertise required or needed to support ESF-7 activities. These agencies may be requested to support ESF-7 activities on an as needed basis.

Section 5: Supplementary and Procedural Documents

- Staging Area Standard Operating Procedures
- Commodity Point of Distribution Standard Operating Procedures
- Maine Public Health Emergency Operations Plan, Medical Countermeasure Support Annex
- Maine National Veterinary Stockpile Plan
- Financial Standard Operating Procedures
- Maine Administrative Plan for Public Assistance

Section 6: References

- FEMA National Response Framework, ESF-7
- Maine DAFS Purchases/Services Agreement
- Maine Title 37-B, Chapter 13
- Associated General Contractors MOU 2015