BAY AREA

REGIONAL LOGISTICS PROGRAM

Point of Distribution Field Operations Guide

February 2014

Introduction

This Point of Distribution* (POD) Field Operations
Guide (FOG) is designed to assist local
government, partner agencies, and volunteers in
the opening, operation, and demobilization of a
POD. The guidance in this FOG is intended for
the POD Manager, POD Deputy Manager, and
Crew Leaders; however, POD line staff may also
benefit from the guidance contained in this FOG.

*NOTE: "Distribution" describes the process of providing goods to the
public. For the purposes of this FOG, distribution does not include the
process of procurement, staging, or transportation of supplies to the POD.*

This Field Operations Guide (FOG) is intended to provide structure to disaster
logistics operations and is neither prescriptive nor comprehensive. The actions
described in this guide will not necessarily be completed during every disaster
event nor is every activity that may be required described in this guide. Federal,
State, and local agency personnel will use judgment and discretion to determine
the most appropriate actions at the time of the incident.

How To Use this Field Operations Guide

This FOG has been formatted for use at a POD site and uses tabs for easy reference.

OVERVIEW

1

Overview

1. What Is a POD?

A POD is a designated area where commodities are distributed to the public following a disaster or emergency.

- POD staff members safely and efficiently distribute life-sustaining commodities to the public on a first-come, first-served basis.

- Items distributed at a POD often include emergency meals and water. Other items such as ice and baby formula may be distributed at the local government's discretion.

- PODs are activated only when local residents do not have access to life-sustaining resources; PODs should close once services are restored.

2. What Does a POD Look Like?

The POD is usually located on a flat, paved area that is easily accessible to the public. Depending on the number of people expected at the site and the mechanism for distribution, there are several layout options, as indicated below.

Vehicular POD	
Type I	• Can serve up to 20,000 people per day. • Four-lane operation (100,000 sq ft minimum space).
Type II	• Can serve up to 10,000 people per day. • Two-lane operation (75,000 sq ft minimum space).
Type III	• Can serve up to 5,000 people per day. • One-lane operation (50,000 sq ft minimum space).
Pedestrian POD	
Type I	• Can serve up to 20,000 people per day. • Used in parks, parking lots, and other large, open spaces.
Type II	• Can serve up to 10,000 people per day. • Used in parks, parking lots, and other open spaces.

NOTE: The number of people served per day is based on operations in which distribution takes place during daytime hours only and restocking occurs at night.

Diagrams of all five layout options follow.

Layout Key

MANAGER

DEPUTY MANAGER

MEMBER OF THE PUBLIC

FLOW CREW LEADER

FLOW CREW

PERSONAL VEHICLE

53 FT TRACTOR TRAILER

LOADING/ RATION POINT CREW LEADER

LOADING/ RATION POINT CREW

FORKLIFT

PALLET

WATER

ICE

FOOD

TARP

OFF-LOADING/ SUPPLY CREW LEADER

OFF-LOADING/ SUPPLY CREW

RESTROOM

TRAFFIC CONE

Type II – Vehicular POD Layout

ENTRANCE

ADMIN AREA

REST AREA

TENT

TENT

LIGHTS

WTR ICE
BRR TRP

WTR ICE
BRR TRP

WTR ICE
BRR TRP

WTR ICE
BRR TRP

WTR ICE
BRR TRP

WTR ICE
BRR TRP

OFF-LOADING & SUPPLY AREA

OFF-LOADING & SUPPLY AREA

DUMPSTER

DUMPSTER

EXIT

300ft +/-

250ft +/-

Type III – Vehicular POD Layout

ADMIN AREA

TENT

REST AREA

FC

ENTRANCE

OL SC

LR FC

FC

M

WTR ICE MRE TRP

LR FC LR FC

OL SC

WTR ICE MRE TRP

LR FC LR FC

LIGHTS

OFF-LOADING & SUPPLY AREA

PM

OL SC

DUMPSTER

EXIT

FC

300ft +/-

150ft +/-

Type I – Pedestrian POD Layout

DUMPSTER

DELIVERY ENTRANCE/EXIT

PUBLIC EXIT

OFF-LOADING AREA

LANE 4

LANE 3

SUPPLY AREA

LANE 2

LANE 1

PUBLIC ENTRANCE

ADMIN AREA

REST AREA
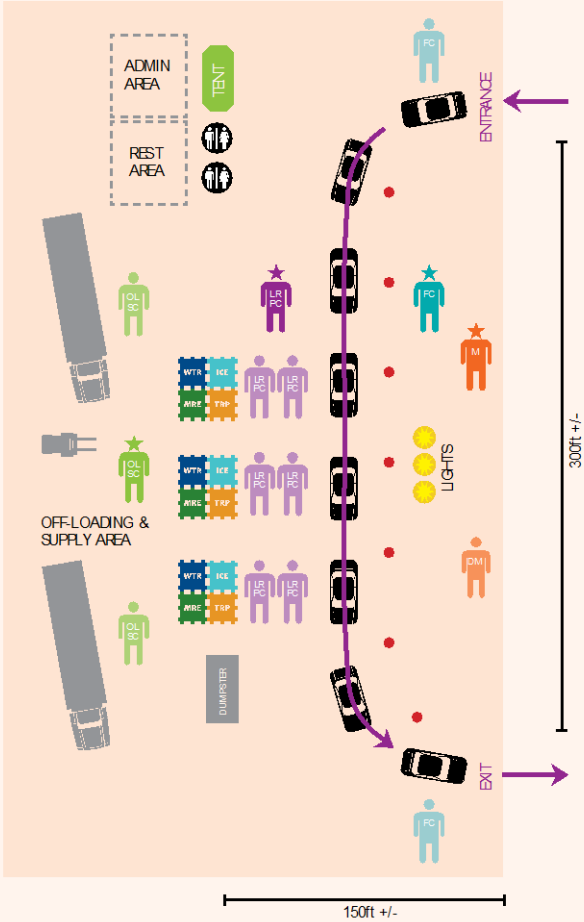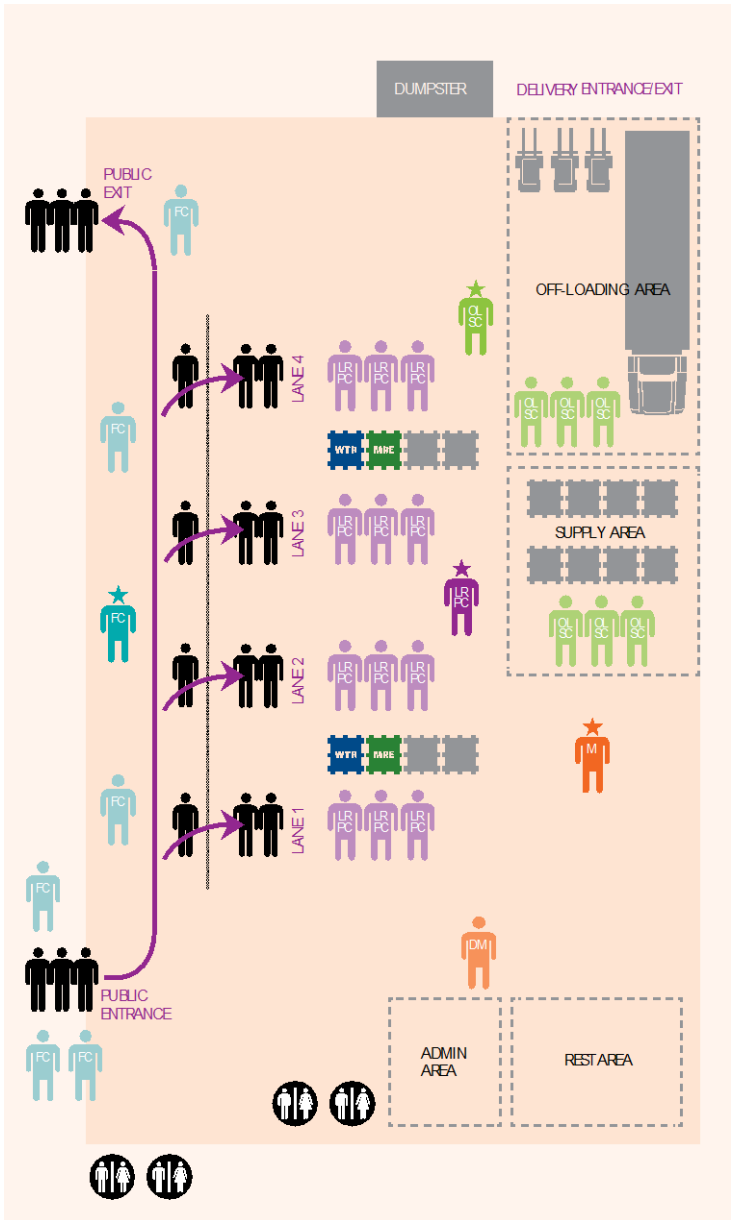
Type II – Pedestrian POD Layout
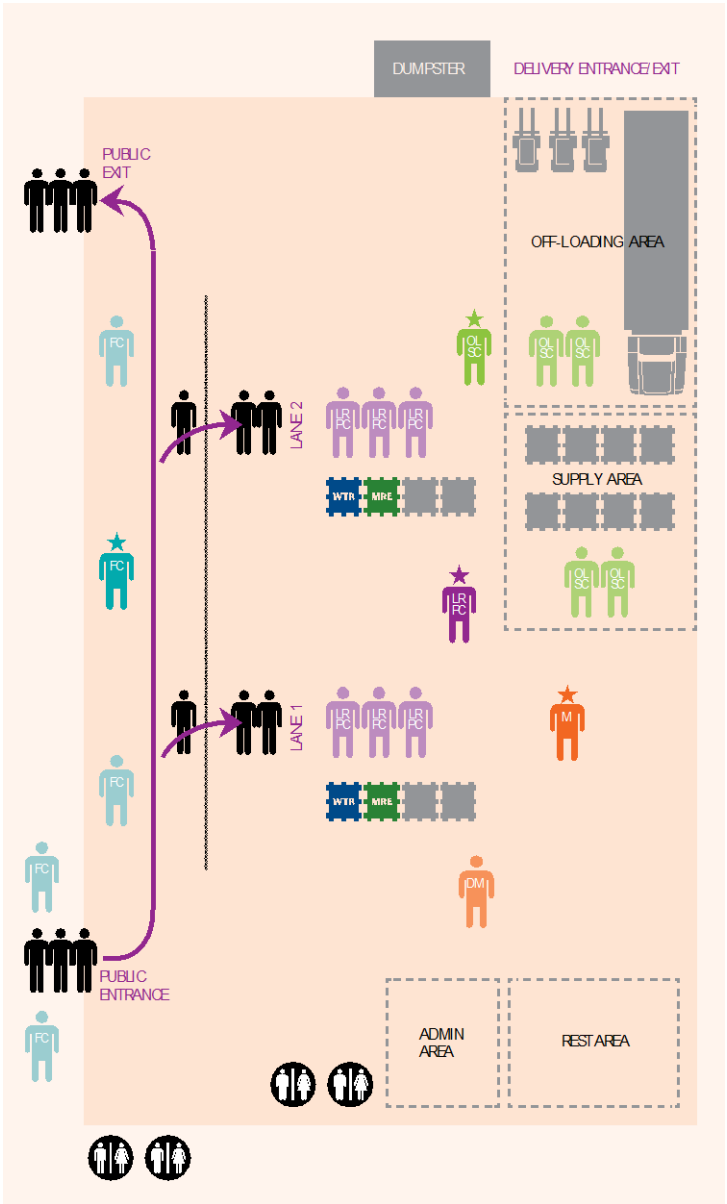
POD Areas

Entrance

There is one point of public access for people or vehicles. Staff and security personnel maintain order at the entrance and along the line that forms leading up to the entrance.

Distribution Area

As people or vehicles enter the POD they are directed to the Distribution Area, where commodities (food, water, and any other supplies) are distributed by a Loading/Ration Point Crew member. Members of the public are then directed to the exit.

- In pedestrian pods, commodities are distributed using multiple lanes.
- In vehicular pods, commodities are distributed using multiple loading points.

Exit

People or vehicles leave the POD through the exit. Staff and security personnel help move people out of the POD and count the total number of individuals who have received commodities.

Off-Loading Area

This is the area where staff members unload supplies from trucks.

Supply Area

This is the area where supplies are temporarily placed before they are distributed to the public.

Rest Area

This is an area where staff and truck drivers may rest, eat, and have access to restrooms.

Administration Area

This is an area where administrative supplies are stored, forms are completed, and staff sign in and out.

3. Where Is the POD?

Local government (the emergency management agency or lead agency responsible for PODs) should have pre-designated POD sites. They should be able to provide some basic information before your arrival at the POD, including POD layout, location, major nearby highways or intersections, and a general description of the area.

4. Who Staffs the POD?

Local governments are responsible for identifying the managers, staff, and security for a POD. Ideally, volunteers (e.g., a community organization) will provide the bulk of the non-supervisory staff at the POD. Staff members fill the various roles outlined in the following pages.

Key Positions

POD Manager (Task Force Leader)
- Oversee and manage all aspects of the POD operation.
- Establish and maintain proper lines of command, control, and communications.
- Manage external communications.

See *Job Action Sheet C-1: POD Manager* (page 127)

POD Deputy Manager
- Support the POD Manager.
- Ensure that all roles in the POD are staffed, staff are signed-in and trained, and operations run smoothly.

See *Job Action Sheet C-2: POD Deputy Manager* (page 130)

Security/Law Enforcement Supervisor
- Oversee security outside and within the POD.
- Provide protection and deter criminal activity.
- Control crowds and manage traffic.
- Coordinate with law enforcement personnel.
- Work with the Off-Loading/Supply Crew Leader to control truck and/or delivery entry to the POD.
- Work with the Flow Crew Leader to control public entry to the POD.

See *Job Action Sheet C-3: Security/Law Enforcement Supervisor* (page 132)

Safety Officer
- Develop and recommend measures for ensuring personnel safety, and assess and mitigate hazardous or unsafe situations.

See *Job Action Sheet C-4: Safety Officer* (page 134)

Loading/Ration Point Crew Leader
- Oversee safe and efficient distribution of commodities to the public.
- Ensure goods are distributed according to set guidelines.
- Coordinate with the Off-Loading/Supply Crew Leader to maintain a steady and efficient commodity distribution flow.

See *Job Action Sheet C-5: Loading/Ration Point Crew Leader* (page 135)

Flow Crew Leader
- Serve as the public face of the POD.
- Lead a crew to direct the public through the POD entrance, distribution area, and out of the exit.
- Manage the line leading into the POD; inform the public on hours of operation, per person rations, and commodity status.
- Ensure that the number of pedestrians or vehicles receiving commodities is recorded.

See *Job Action Sheet C-6: Flow Crew Leader* (page 137)

Off-Loading/Supply Crew Leader
- Oversee the unloading, positioning, and movement of commodities within the supply and distribution areas.
- Manage documentation and inventory control.
- Ensure that work areas are organized and free of trash and debris.

See *Job Action Sheet C-7: Off-Loading/Supply Crew Leader* (page 140)

Flow Specialist
- Direct members of the public to and through the POD.
- Inform the public on hours of operation, per person rations, etc.
- Determine individual eligibility for additional rations as necessary.
- Record the number of recipients exiting the POD.

See *Job Action Sheet C-8: Flow Specialist* (page 143)

Loading/Ration Point Specialist
- Distribute commodities to the public.
- Perform the final check to ensure that commodities have not expired and are not otherwise unfit for consumption.

See *Job Action Sheet C-9: Loading/Ration Point Specialist* (page 145)

Off-Loading/Supply Specialist
- Unload commodities and operate equipment.
- Secure, organize, and position commodities for distribution.

See *Job Action Sheet C-10: Off-Loading/Supply Specialist* (page 147)

This section includes time-phased, sequential procedures for opening a POD. Detailed position-specific information is included in Appendix C: Job Action Sheets beginning on page 125.

NOTE: Use these Operational Guidelines unless otherwise directed by your supervisor. Responsibility for executing tasks may be delegated.

OPEN A POD

OPEN A POD   17

1. Establish Communications

Establish communications with higher command
POSITION: POD Manager

- Contact your supervisor once you arrive at the POD; this will be your official arrival notification.
- Document your arrival on *Form A-1: Check-in/Check-out Log* (page 73).
- Work with your supervisor to determine communications channels, including radio types and frequencies, IP addresses, cell phone numbers, etc.
- Make sure your supervisor and the security/law enforcement supervisor have all of your contact information. Refer to *Guideline B-1: Communications* (page 87).

Notify your supervisor of any problems
POSITION: POD Manager

Contact your supervisor immediately if:

- The POD is in close proximity to an open grocery store.
- The POD is co-located with a comfort station, feeding kitchen, or shelter.
- The POD site has not been cleared of refuse, debris, flooding, visible utility damage, or downed power lines.

Locate equipment and supplies
POSITION: POD Manager

- Review the supplies that can be used to run a POD, using *Supplemental Information D-1: General Equipment and Supplies* (page 151).
- Gather available supplies and tell your supervisor what is still needed. Local government may have some stored equipment or supplies available for your use.
- Work with your supervisor to determine if you can safely open and operate a POD with the supplies you have on hand.
- Inspect and inventory equipment and supplies at the site and send requests for any additional resources needed to your supervisor.

Establish power supply
POSITION: POD Manager

- Work with your supervisor or command element to verify power supply locations and details so that you can charge batteries, cell phones, or any other equipment that needs power. Anticipate the need for portable generators and lights.

Identify site support services
POSITION: POD Manager

- Learn the location of and details relating to fuel supply, waste removal, recycling, and portable toilet cleaning/servicing.

Set up administrative areas
POSITION: POD Manager

- Organize supplies.
- Determine time and frequency of meetings for all POD staff.
- Identify an area as the central point for all meetings and make sure relevant details are clearly posted.

2. Conduct Site/Hazard Assessment

Evaluate your site and confirm that the assigned layout and type can be established at your POD
POSITION: POD Manager

- Higher command will designate one of the layout options outlined in the *Overview* (page 1).
- You may need to improvise to improve the area to the best of your ability. Can you use nearby parking lots for extra space? Is there a way to improve traffic or pedestrian flow within the site?
- Evaluate your site and determine how the public will reach you. You may want to walk a few blocks in each direction to get a sense of the neighborhood.

Address all safety concerns at your site
POSITION: Safety Officer

Safety should be your highest priority, for both your staff and members of the public.

- Confirm that the site perimeter is secure and safe.
- Establish an off-site location where staff members can report in case of an emergency evacuation. Include this information in every safety briefing.
- Locate the nearest open hospitals, fire stations, and police stations.
- Decide where the first aid kit will be kept within the POD.
- Assist the POD Manager in completing the Medical Plan and the Security Plan. Use the *Guideline B-6: Medical Plan* (page 97) and *Guideline B-11: Security Plan* (page 105).
- Report any security concerns to the POD Manager.

Document your arrival
POSITION: POD Manager

Use *Form A-4: POD Operations Report* (page 76) to record key information about your POD upon arrival.

3. Organize Arriving Staff

Check-in staff
POSITION: POD Deputy Manager
- Initiate the check-in process. Another staff member may be delegated to manage check-in, but the POD Deputy Manager is still responsible for ensuring that everyone has checked in.
- Ensure all staff members clearly sign *Form A-1: Check-in/Check-out Log* (page 73) with their name, date, and time of arrival/departure. Also determine if volunteer staff are registered Disaster Service Workers (DSWs). See *Guideline B-2: Disaster Service Worker Volunteer Program* (page 88).
- Direct staff members to report to their supervisor at the POD. If the supervisor has not yet arrived, the POD Manager or POD Deputy Manager serves as interim supervisor.

Assign staff
POSITION: POD Deputy Manager
- Organize and assign staff members as soon as they arrive on-site. Refer to *Guideline B-13: Staff Assignment* (page 108) and the POD Staffing Chart (page 38).
- DO NOT assign untrained personnel to a security position; only trained law enforcement personnel should execute site security.
- Record position assignments using the POD Operations Report.
- Alert your supervisor if you need additional personnel.

Distribute supplies to staff
POSITION: POD Deputy Manager
- Distribute administrative supplies and ensure staff members have visible identification.

Distribute personal protective equipment (PPE)
POSITION: Safety Officer
- Distribute all necessary PPE before POD operations begin, including reflective vests, back braces, work gloves, etc.
- Ensure all Off-Loading Specialists are trained or experienced, as appropriate, and using proper PPE.

Train staff members
POSITION: POD Deputy Manager
- Train POD staff using *Guideline B-4: Just-in-Time Training* (page 91).
- Hand out *Job Action Sheets* (page 125) for each position.
- Conduct an initial safety briefing for the entire POD staff using *Guideline B-17: Staff Safety* (page 118).

Review hours of operation
POSITION: POD Deputy Manager
- Work with the command element to establish crew working hours and POD hours of operation:
  - Hours of operation are the hours during which commodities are distributed to the public. Ideally, the POD should distribute commodities only during daylight hours.
  - Crew working hours are the hours the POD staff members are working on location, including set-up, re-supply, and clean-up of the POD.
  - Crew working hours exceed the POD hours of operation.

4. Organize the Site

Set up pedestrian/vehicle lanes
POSITION: POD Deputy Manager
- Use traffic cones/barricades/chalk lines to establish lanes. Identify resources and natural barriers to reinforce the lanes.
- For vehicle lanes, place traffic cones/barricades 12 feet wide. Do not place cones more than 20 feet apart.
- For pedestrian lanes, place traffic cones/barricades/chalk lines 5 feet apart. Do not place cones more than 10 feet apart.

Set up entrance/exit lanes
POSITION: POD Deputy Manager
- Ensure that supply trucks can enter and exit the off-loading area.

Set up storage and off-loading areas
POSITION: Off-Loading/Supply Crew Leader
- Stage pallet jacks/forklifts.
- Determine the secure storage capacity at your site and notify your supervisor so planning can proceed accordingly when ordering commodities. Assume that any commodities left unsecured will be taken.

Set up distribution area
POSITION: Loading/Ration Point Crew Leader
- Receive commodities such as water, emergency meals, baby formula (if applicable), and ice (if applicable).
- Prepare loading/ration points from which crews of 3 or 4 people (1 for water, 1 for emergency meals, and 1 for other commodities) will load items into vehicles or hand them to pedestrians.

Set up support services area
POSITION: POD Deputy Manager
- Establish the portable toilet locations for staff.
- Establish the dumpster and recycling location.

Set up rest area
POSITION: POD Deputy Manager
- Establish the break area location.

Set up external signage
POSITION: POD Deputy Manager or Flow Crew Leader
- Determine signage locations and post signage at POD entrance/exits and hours of operation using the *Guideline B-12: Site Signage* (page 106).

Anticipate potential security concerns
POSITION: Safety Officer
- If the POD closes at night (this is standard procedure), there is not likely to be overnight security; all equipment, supplies, and commodities must be securely stored before staff members leave.
- When the POD is staffed 24 hours a day, re-supply will typically occur at night. If re-supply must take place in daylight hours, pay close attention to the safety of the public and staff; anticipate the delivery; and unload the truck as quickly and safely possible.

5. Conduct a Final Walk-Through

Conduct a final safety briefing and site walk-through with all POD staff
POSITIONS: POD Manager, POD Deputy Manager, Safety Officer
- Refer to *Guideline B-17: Staff Safety* (page 118).
- Refer to *Guideline B-15: Staff Briefing* (page 114).

Confirm that you have adequate staff, security, equipment, and commodities
POSITIONS: POD Manager, POD Deputy Manager
- Ensure all POD crew members have completed their training.
- Once you have trained your crew, set up your site, receive your commodities, and run through your activation checklist, you should be ready to open the POD.

6. Notify Command and Open the POD

Notify supervisor/higher command
POSITION: POD Manager
- When the POD is ready to open.
- When the POD is officially open.

Open POD
POSITION: POD Manager
- Officially open the POD to the public.

This section explains how to run a POD. These guidelines will help you distribute commodities, control flow, collect data, manage the supply area, and manage staff. Individual Job Action Sheets are included at the end of the FOG (page 125).

This section is organized into pedestrian and vehicle models.

NOTE: Use these guidelines unless otherwise directed by your command element. Find tips for resolving common on-site issues in *Guideline B-8: Problem Solving* (page 99).

RUN A POD

RUN A POD 29

1. Distribute Commodities

What do I hand out to the public?
POSITION: All POD Staff
- Water and emergency meals — Shelf-Stable Meals/Meals Ready To Eat (SSMs/MREs) — are the most commonly distributed commodities. Your jurisdiction may choose to distribute additional items, such as ice or baby formula.
- The local office of emergency services (OES) determines the amount of water and emergency meals that each person will receive. If the OES does not direct you on how much to give to each person, follow the guidance on the next page.

General distribution guidelines
POSITION: All POD Staff
- Any individual of any age, including an unaccompanied minor, who waits in line will be given at least one daily allocation of commodities.
- Staff must maintain a no-identification-required policy toward the public; members of the public are not required to show identification for themselves or their children in order to receive commodities at the POD.
- The entire POD crew should double-check the commodities as they move through the POD site for any expired items or evidence of tampering. Loading/Ration Point Crew members perform the final check. Notify your supervisor immediately if you find any suspect items.
- Take care of your crew's families first.

Pedestrian POD
Daily per Person Rations

Water   3 liters or 1 gallon

Follow the distribution guideline, regardless of the types of water containers used.

SSMs/MREs   2 meals

If available, distribute vegetarian, halal, and kosher SSMs or MREs to those who request them. Infants under one year of age do not receive SSMs/MREs.

Ice (if applicable)   One 8-pound bag

A jurisdiction must determine its own guidelines on whether to distribute ice. If you distribute ice for medical reasons, you may refer to the list of medications requiring refrigeration in *Supplemental Information D-3: Ice Distribution for Medications Requiring Refrigeration* (page 159).

Baby formula (if applicable)   48 ounces

For infants under one year of age, baby formula may be given to the accompanying adult (proof of age not required).

Notes:

- A pedestrian may be allowed to receive up to three daily rations if there are adequate supplies and the pedestrian can carry the commodities. This policy must be established ahead of time by your supervisor.
- For children who cannot carry their own commodities, the adult accompanying them will be given the child's commodities.

Vehicular POD
Daily per Person Rations

Water **9 to 12 liters or 1 case**

Follow the distribution guideline, regardless of the types of water containers used.

SSMs/MREs **6 meals**

If available, distribute vegetarian, halal, and kosher SSMs or MREs to those who request them. Infants under one year of age do not receive SSMs/MREs.

Ice (if applicable) **3 bags (8 pounds each)**

A jurisdiction must determine its own guidelines on whether to distribute ice. If you distribute ice for medical reasons, you may refer to the list of medications in *Supplemental Information D-3: Ice Distribution for Medications Requiring Refrigeration* (page 159).

Baby formula **48 ounces**

For infants under one year of age, baby formula may be given to the accompanying adult (proof of age is not required).

Notes:

- A vehicle represents three people. If there are more than three people in the car, give allocations for the number of people you see.
- Members of the public should drive through the POD and receive commodities without leaving their vehicles.

2. Control the Flow of the POD

Control the general public
POSITION: Flow Crew

- Establish clear lines leading up to the POD and keep members of the public in lines at all times.
- Walk up and down the line communicating information to the crowd as frequently as possible:
  - Share as much information as is known, including POD hours of operation, daily per person rations, approximate wait time, etc. If possible, distribute information on flyers as well.
  - If time and resources permit, post general information on a board near the waiting line (FEMA information, hotlines, lost-and-found information, etc.).
- Set crowd expectations; build trust with the crowd.
- Keep commodities out of the public's line of sight as much as possible.
- Distinguish the staff from the crowd and make sure the crowd is aware of the presence of security.
- Inform the crowd that only service animals are allowed inside the POD (no pets).
- Flow Crew staff working at a vehicle-based POD should review *Guideline B-18: Traffic Control* (page 122).

3. Collect Data

Keep track of the quantities of commodities distributed and on-hand
POSITION: Off-Loading/Supply Crew Leader

- Keep track of commodities handed out to the public using *Form A-4: POD Operations Report* (page 76). At a minimum, you must record inventory at the beginning and end of each shift.
- Brief your commodity / supply source (supervisor or OES or point of contact) at least once a day on how quickly you are using supplies (referred to as burn rate). Make recommendations on whether they should send more or fewer supplies the following day; provide supply counts to support your recommendation.

Count numbers served
POSITION: Flow Crew

- Keep track of the total number of vehicles or pedestrians served at the POD.

4. Manage Off-Loading/Supply Area

Manage supply trucks
POSITION: Off-Loading/Supply Crew Leader

- Estimate the quantity of commodities your POD might receive each day using *Supplemental Information D-2: Commodity and Truck Calculations* (page 156).
- Notify your supervisor/command element as supply trucks arrive.
- Off-load commodities from trucks as quickly as possible into the off-loading area. Use *Guideline B-5: Materials Handling Equipment* (page 94) for guidance on how to use pallet jacks.

5. Manage Staff

Manage POD staff
POSITION: POD Deputy Manager, all Crew Leaders
- Every crew member must have regular breaks, and have unlimited quantities of water and regular meals provided to them while on-site:
  - Each crew member should also receive up to two emergency meals per day while working at the POD. If possible, hot meals should be served in lieu of emergency meals.
  - Crew members on break should go to a designated rest area where food and water are available. Use *Guideline B-14: Staff Breaks and Feeding* (page 111) for scheduling assistance.
- If a reporter arrives at the POD, notify the POD Manager. The Manager or Crew Leader will take the reporter's name, affiliation (news station or paper), phone number, request for information and deadline, and forward this information to their supervisor or direct the reporter to the proper supervisor / command element. Refer to *Guideline B-7: Press and Media* (page 98) for more info.

Individual Roles and Responsibilities

The following pages provide details on individual roles and responsibilities other than those of crew leaders.

POD Staffing Chart
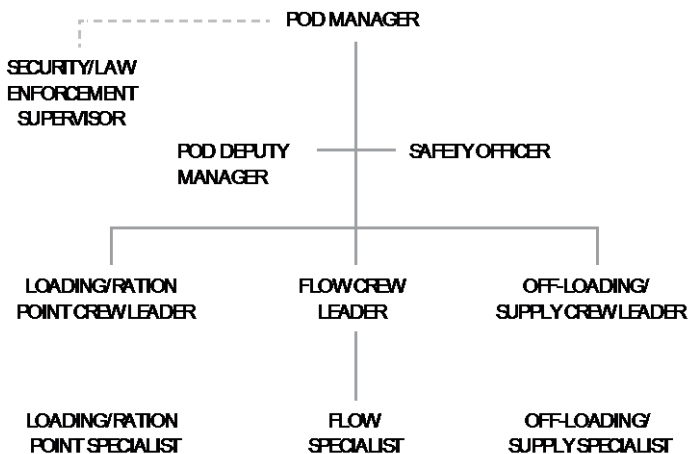
There are three crews at the POD: The Flow Crew (sometimes called Flow Monitor Unit), the Loading/Ration Point Crew (sometimes called Commodity Distribution Unit), and the Off-Loading and Supply Crew (sometimes called Storage and Handling Unit). All crews are supported, at the managerial level, by the POD Manager and POD Deputy Manager. The POD Security/Law Enforcement Supervisor ensures a secure operating environment.

TYPE I – PEDESTRIAN POD LAYOUT

OVERVIEW | TYPE I – PEDESTRIAN POD LAYOUT

11
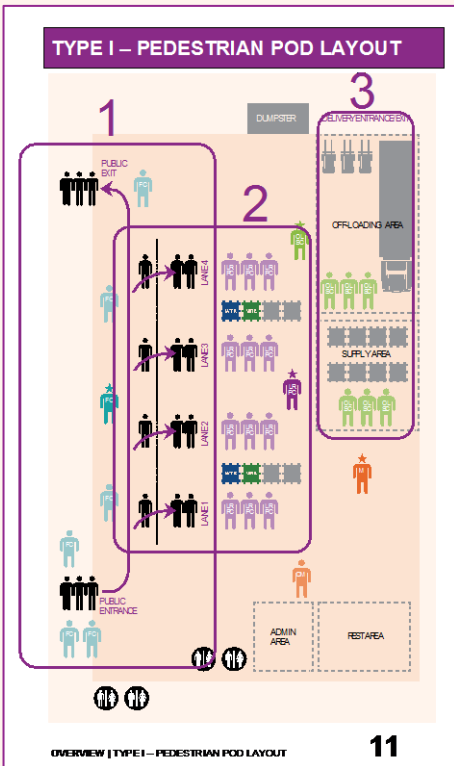
PEDESTRIAN

PEDESTRIAN POD   39

Pedestrian POD

Flow Crew Operations

This section outlines specific operational guidelines for the flow crew, and may be used by the Flow Crew Leader to assign tasks. Specific Job Action Sheets supplement the information contained below.

The Flow Crew at a pedestrian POD is comprised of one Crew Leader and up to ten Flow Crew Specialists. All Flow Crew staff members work to ensure the safe and efficient movement of the public leading up to, through, and out of the POD. All Flow Crew staff members interface directly with the public and are likely to receive questions about the POD operation.

Recommended Staff Assignments

These recommended staff assignments are intended to direct a fully staffed POD, and to serve as general guidance for smaller operations. The POD Manager and POD Deputy Manager may modify the staffing plan for their site as long as all of the required tasks are completed safely and effectively. Crew Leaders may assign Squad Leaders as needed to maintain span of control.

TYPE I – PEDESTRIAN POD LAYOUT

OVERVIEW | TYPE I – PEDESTRIAN POD LAYOUT   11
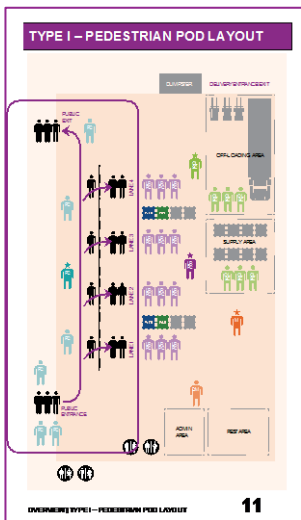
Flow Crew Operations (Type I – Pedestrian POD)
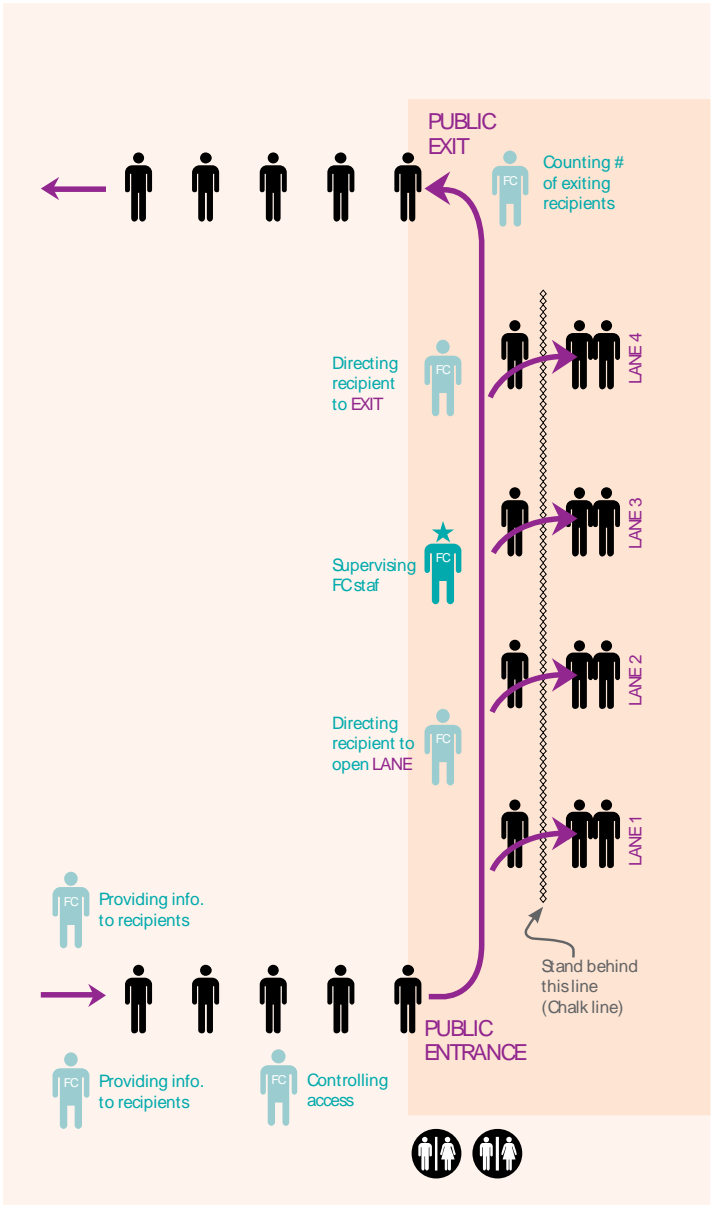
PUBLIC EXIT

Counting # of exiting recipients

Directing recipient to EXIT

LANE 4

Supervising FC staf

LANE 3

Directing recipient to open LANE

LANE 2

LANE 1

Providing info. to recipients

Stand behind this line (Chalk line)

Providing info. to recipients

Controlling access

PUBLIC ENTRANCE

Pedestrian POD Flow Crew
Roles and Responsibilities

STAFF REQUIREMENTS	TYPE 1	TYPE 2

Crew Leader   1   1

• Manage and oversee the assignment of the Flow Crew and ensure that staff placement facilitates the safe and efficient movement of members of the public.

Specialist   2   1

Walk the line leading up to the POD:

• Provide real time information and answer any questions the public may have regarding hours of operation, commodity allocation and distribution guidelines.
• Advise people in the line to utilize bags, strollers, push carts or other carrying containers if they are on foot.
• Depending on the wait time, encourage people to sit during wait periods, with the aim of reducing pushing and jostling.
• Move individuals who cannot stand in line for long periods of time (i.e., those with functional needs or with infants under 6 months of age) to the front of the line outside the POD. Prioritize people on a case-by-case basis.
• Advise members of the public with pets that only service animals are allowed inside the POD; pets are not allowed inside.
• If the SSMs/MREs have heaters included, instruct those waiting in line on how to use them.

Specialist   1   1

• Stand at the entrance to the POD and control access to the site.
• As members of the public receive commodities and move through the lane, direct additional people to enter the site.
  NOTE: *Unless directed by the POD Deputy Manager, there should be no more than three individuals/families in each lane at any given time.*

Specialist   1   1

• Stand within the POD site, and ensure that members of the public are directed to an open lane as they enter.

Pedestrian POD Flow Crew
Roles and Responsibilities (cont'd.)

STAFF REQUIREMENTS	TYPE 1	TYPE 2
Specialist	**2**	**1**

- Direct individuals who have received supplies to the exit.
- Expedite the movement of people out of the POD.
- Ensure that the public leaves the site in a safe and expedient manner.
- Record the number of people who have been served at the POD (using a counting device issued by the POD Deputy Manager).

TOTAL STAFF REQUIRED	7	5

Optional/Additional Support Staff

Specialist	**3**	**0**

- The Crew Leader may assign up to three additional Flow Specialists to a specific location/task, or to serve as relief staff.

Specialist	**1**	**1**

If ice is being distributed to refrigerate prescription drugs, assign a Specialist to:

- Stand outside the entrance to the POD to identify members of the public who possess a valid prescription that requires refrigeration.
- Issue prescription-holders something to indicate eligibility to receive ice (for example, a colored, and/or signed index card).

If baby formula is being distributed, this Specialist may:

- Ask parents the age of their infant(s). If a child is under one year of age (no proof required), issue the parent/guardian something to indicate eligibility to receive baby formula (for example, a colored, and/or signed index card).

If neither of these commodities is being distributed, this specialist may be assigned different duties by the Flow Crew Leader, or may serve as relief staff.

TOTAL OPTIONAL STAFF	4	1

Pedestrian POD Loading/Ration Point Crew Operations

This section outlines specific operational guidelines for the Loading/ Ration Point Crew and may be used by the Crew Leader to assign tasks. Specific Job Action Sheets supplement the information that follows.

The Loading/Ration Point Crew at a pedestrian POD is comprised of one Crew Leader and up to 16 Loading/Ration Point staff members. All Loading/Ration Point staff members distribute commodities to the public in the Distribution Area. In order to minimize wait times and provide supplies to as many members of the public as possible, the Loading/Ration Point Crew must move members of the public quickly and efficiently through the Distribution Area. The area itself is divided into two to four lanes of operation. Each lane is separated by chalk lines, line tape, or barriers, and has a table that separates the staff area from the public waiting area.

Recommended Staff Assignments

These recommended staff assignments are intended to support a fully staffed POD, and to serve as general guidance for smaller operations. The POD Manager and POD Deputy Manager may modify the staffing plan for their site as long as all of the required tasks are completed safely and effectively.

TYPE I – PEDESTRIAN POD LAYOUT

OVERVIEW | TYPE I – PEDESTRIAN POD LAYOUT   11

Loading/Ration Point Crew Operations

Supervising Loading/Ration Point Staff

LANE 2

Family 1

Family 3

TABLE

Family 2

LR PC

LR PC

LR PC

LR PC

Distributing Commodities

WTR   MRE   OTHER   OTHER

Stand behind this line (Chalk line)
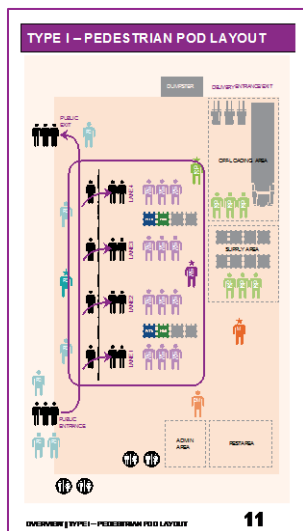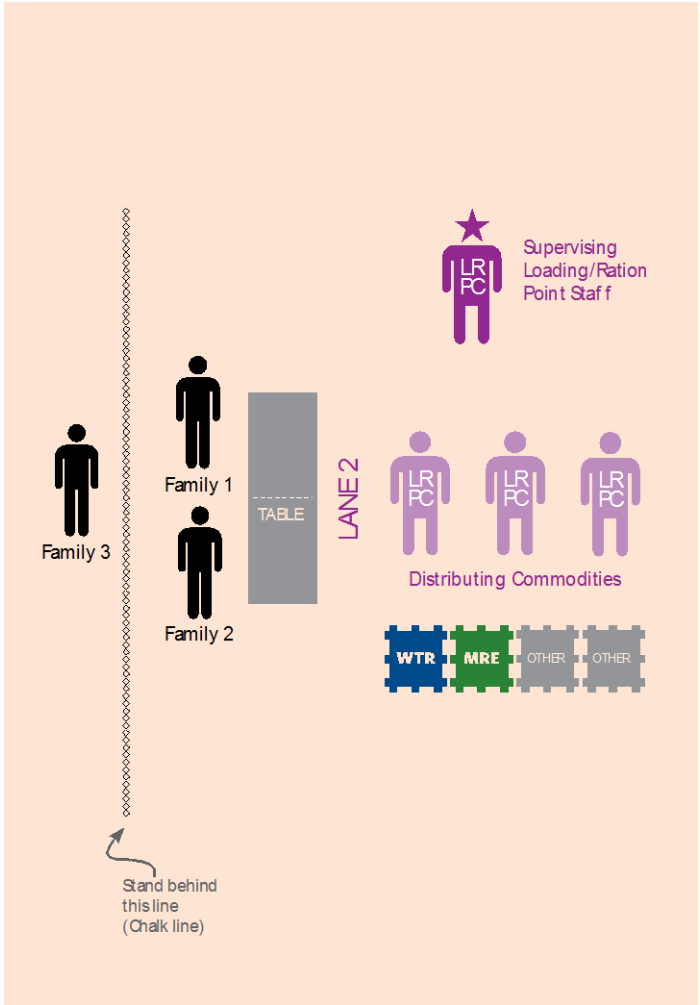
Pedestrian POD Loading/Ration Point Roles and Responsibilities

STAFF REQUIREMENTS	TYPE 1	TYPE 2

Crew Leader — 1 — 1

• Manage and oversee the assignment of the Loading/Ration Point Crew and ensure that staff members are able to carry out the distribution operation at all lanes.

Specialist — 12 — 6

Each of the four lanes has at least three staff members assigned to it, for a total of 12 staff assigned to all lanes:

• At the direction of a Flow Crew Leader, an individual or family enters the POD and stands behind a line reading "Stand Behind This Line."
• Instruct the individual or family to approach the table.
• Use the distribution guidelines (page 29) to determine the number and type of commodities to be distributed per person.
• If ice is distributed, those eligible to receive it have been pre-identified by the Flow Crew and received an item (such as a colored and/or signed index card) which they must hand over to staff members in order to receive the ice.
• If baby formula is distributed, those eligible to receive it have been pre-identified by the Flow Crew and received an item (such as a colored and/or signed index card) which they must hand over to staff members in order to receive baby formula.
• Place the designated commodities on one half of the table.
• As the individual or family is picking up commodities, instruct the next person/group waiting behind the chalk line to come forward to the empty half of the table.
  NOTE: *By using both halves of the table, families packing their commodities will not slow or obstruct operations.*
• Direct any questions from members of the public to the Flow Crew member located near the POD exit.
• If possible, keep vegetarian, halal, and kosher meals to the side and only provide these meals to members of the public who specifically request them.

TOTAL STAFF REQUIRED	13	7

Pedestrian POD Loading/Ration Point Roles and Responsibilities (cont'd.)

STAFF REQUIREMENTS	TYPE 1	TYPE 2
Optional/Additional Support Staff		
Specialist	**4**	**2**

• The Crew Leader may assign up to four additional Loading/Ration Point Specialists to a specific location/task, or to serve as relief staff.

	TYPE 1	TYPE 2
TOTAL OPTIONAL STAFF	**4**	**2**

Pedestrian POD Off-Loading and Supply Crew Operations

This section outlines specific operational guidelines for the Off-Loading and Supply Crew and may be used by the Crew Leader to assign tasks. Specific Job Action Sheets supplement the information that follows.

The Off-Loading and Supply Crew in a pedestrian POD is comprised of one Crew Leader and up to six staff members. All staff members are assigned to "back-room" operations to move and store supplies and equipment at the POD. Staff must be familiar with *Guideline B-17: Staff Safety* (page 118) and *Guideline B-5: Materials Handling Equipment* (page 94).

Recommended Staff Assignments

These recommended staff assignments are intended to support a fully staffed POD, and to serve as general guidance for smaller operations. The POD Manager and POD Deputy Manager may modify the staffing plan for their site as long as all of the required tasks are completed safely and effectively.

TYPE I – PEDESTRIAN POD LAYOUT

OVERVIEW | TYPE I – PEDESTRIAN POD LAYOUT   11

OFF-LOADING/SUPPLY CREW OPERATIONS

DELIVERY ENTRANCE/EXIT

OFF-LOADING AREA

OL SC

OL SC

OL SC

OL SC

Supervising Off-Loading/ Supply Crew Specialists

SUPPLY AREA

OL SC

OL SC

OL SC

Pedestrian POD Off-Loading and Supply Crew Roles and Responsibilities

STAFF REQUIREMENTS	TYPE 1	TYPE 2
Crew Leader	**1**	**1**

- Manage the unloading, inspection, inventory, recording, movement, and placement of arriving supplies and equipment.
- Work closely with the Loading/Ration Point Crew Leader to ensure that commodities are staged effectively in the Distribution Area.
- Ensure all Off-Loading Specialists use proper PPE, and that any staff members operating forklifts have the proper training/experience.

STAFF REQUIREMENTS	TYPE 1	TYPE 2
Specialist	**6**	**4**

- Assist with unloading, inspection, inventory and recording of arriving supplies and equipment in the Off-Loading Area.
- Assist with the organization and placement of commodities in the Storage Area and the Distribution Area; ideally, there should be one staff member per lane.
- Staff members with proper training/experience may act as forklift operators in the Off-Loading Area.

TOTAL STAFF REQUIRED	7	5

TYPE II – VEHICULAR POD LAYOUT

1

ADMIN AREA

TENT

ENTRANCE

REST AREA

TENT

2

LIGHTS

OFF-LOADING & SUPPLY AREA

OFF-LOADING & SUPPLY AREA

300ft +/-

MRE

MRE

MRE

MRE

MRE

MRE

DUMPSTER

DUMPSTER

EXIT

250ft +/-

3

OVERVIEW | TYPE II – VEHICULAR POD LAYOUT   **9**

VEHICULAR

VEHICULAR POD   51

Vehicular POD Flow Crew Operations

This section outlines specific operational guidelines for the Flow Crew, and may be used by the Flow Crew Leader to assign tasks. Specific Job Action Sheets supplement the information that follows.
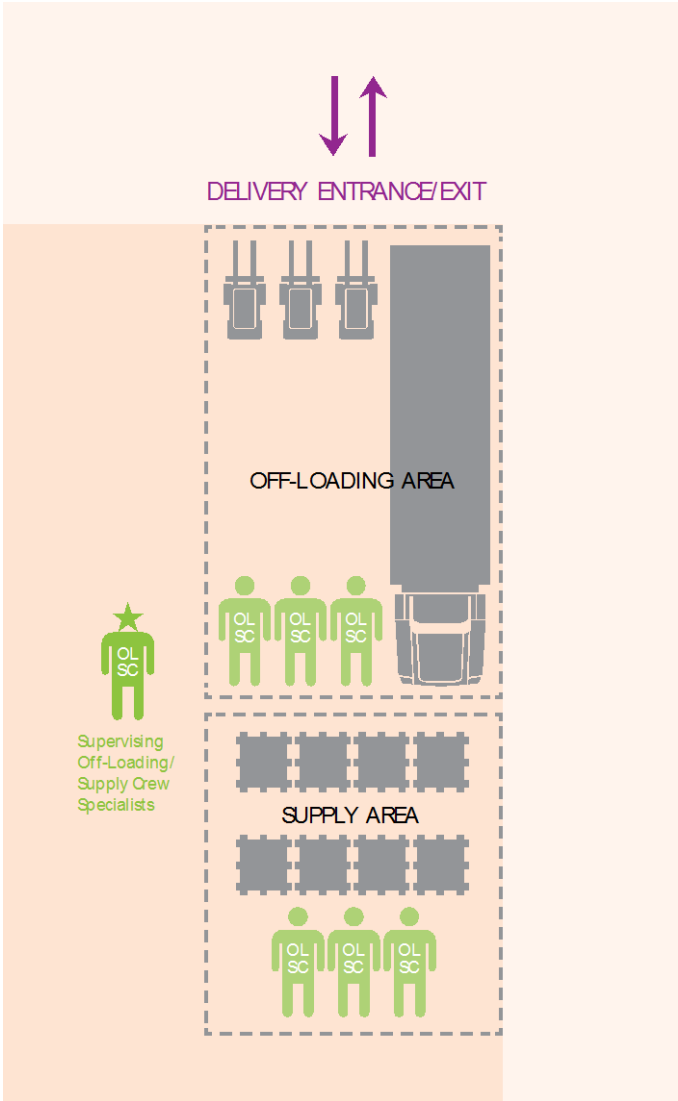
The Flow Crew at a vehicle-based POD is comprised of one Crew Leader and up to eight Flow Crew Specialists. All Flow Crew staff members work to ensure the safe and efficient movement of the public leading up to, through, and out of the POD. All Flow Crew staff members interface directly with the public and will likely receive questions about the POD operation.

Recommended Staff Assignments

These recommended staff assignments are intended to direct a fully staffed POD, and to serve as general guidance for smaller operations. The POD Manager and POD Deputy Manager may modify the staffing plan for their site as long as all of the required tasks are completed safely and effectively.
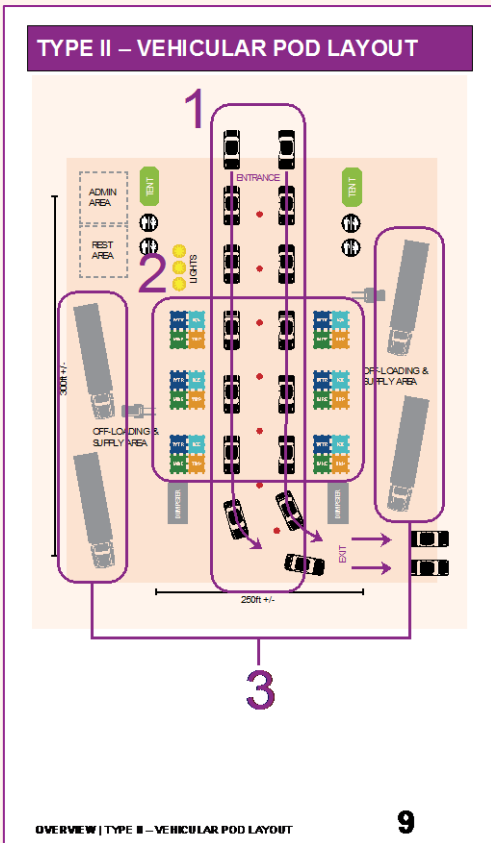

TYPE II – VEHICULAR POD LAYOUT

OVERVIEW | TYPE II – VEHICULAR POD LAYOUT   9

Controlling access

ENTRANCE

Directing recipient to open lane

Supervising FC Staff

Controlling traffic

WTR ICE
MRE TRP
LOADING POINT 1

WTR ICE
MRE TRP
LOADING POINT 2

WTR ICE
MRE TRP
LOADING POINT 3

LOADING POINT 4
WTR ICE
MRE TRP

LOADING POINT 5
WTR ICE
MRE TRP

LOADING POINT 6
WTR ICE
MRE TRP

20'   20'

Controlling traffic

EXIT

Controlling traffic

Counting # of exiting recipients

Vehicular POD Flow Crew
Roles and Responsibilities

STAFF REQUIREMENTS	TYPE 1	TYPE 2	TYPE 3
Crew Leader	1	1	1

• Manage and oversee the assignments of the Flow Crew, and ensure that staff placement facilitates the safe and efficient movement of vehicles.

Specialist	1	1	1

• Stand at the entrance to the POD and control access to the site.
• As vehicles receive commodities and move through the lane, direct additional vehicles to enter the site.
• If the SSMs/MREs have heaters included, instruct those waiting in line how to use them.
• Staff may mark the vehicle (non-permanently: chalk on tires, small sticker on license plate, etc.) to ensure vehicles do not re-enter the line.

Specialist	1	1	0

• Control traffic in the POD.
• Stand just within the POD site and direct vehicles to open loading points.

Specialist	4	2	1

• Stand at the head of the traffic lane within the POD.
• When the front vehicle is adjacent to the first loading point, signal for it to stop.
• Once all vehicles come to a stop, blow a long whistle and say "LOAD" in a loud voice. This will signal to Loading/Ration Point staff that they may load supplies into the vehicle.
• Once all Loading/Ration Point staff step back and say "CLEAR," visually verify that all staff have cleared the vehicle line.
• Instruct vehicles to depart the POD.
• Ensure that vehicles leave the site safely and promptly.

TOTAL STAFF REQUIRED	7	5	3

Vehicular POD Flow Crew
Roles and Responsibilities (cont'd.)

STAFF REQUIREMENTS	TYPE 1	TYPE 2	TYPE 3

Optional/Additional Support Staff

Specialist

	1	0	0

• The Crew Leader may assign one additional specialist to estimate the number of people in each car and count how many people have been served at the POD (use a counting device issued by the POD Deputy Manager), or to serve as relief staff.

Specialist

	1	1	1

If ice is being distributed, assign a specialist to:

• Stand outside the entrance to the POD to identify members of the public who possess a valid prescription requiring refrigeration.
• Issue to prescription-holders whatever item is being used to indicate eligibility to receive ice (for example, a colored and/or signed index card).

If baby formula is being distributed, this specialist may:

• Ask parents the age of their infant(s). If a child is under one year of age (no proof required), issue the parent/guardian with whatever item is being used to indicate eligibility to receive baby formula.

If neither of these commodities is being distributed, this specialist may be assigned different duties by the Flow Crew Leader or may serve as relief staff.

TOTAL STAFF REQUIRED	2	1	1

Vehicular POD Loading/Ration Point Crew Operations

This section outlines specific operational guidelines for the Loading/Ration Point Crew and may be used by the Crew Leader to assign tasks. Specific Job Action Sheets supplement the information that follows.

The Loading/Ration Point Crew in a vehicle-based POD is comprised of one Crew Leader and up to 36 Loading/Ration Point Specialists. Staff distribute commodities to the public in the Distribution Area. In order to minimize wait times and provide supplies to as many members of the public as possible, the Loading/Ration Point staff must move members of the public quickly and efficiently through the Distribution Area. This area itself may be divided into one, two, or four lanes, with three loading points per lane. Each lane is separated by traffic cones, line tape, or barriers.

Recommended Staff Assignments

These recommended staff assignments are intended to direct a fully staffed POD, and to serve as general guidance for smaller operations. The POD Manager and POD Deputy Manager may modify the staffing plan for their site as long as all of the required tasks are completed safely and effectively.

OVERVIEW TYPE II – VEHICULAR POD LAYOUT 9
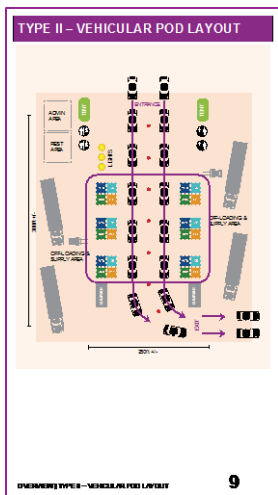
Loading/Ration Point Crew Operations
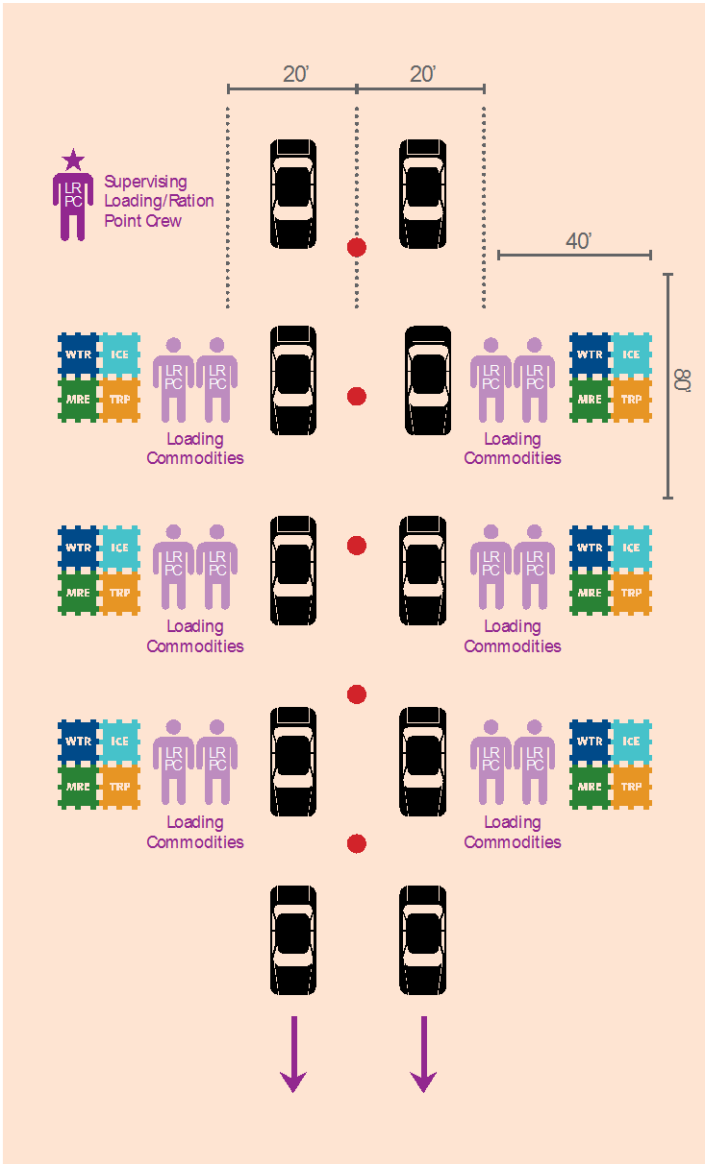
Vehicular POD Loading/Ration Point Roles and Responsibilities

STAFF REQUIREMENTS	TYPE 1	TYPE 2	TYPE 3
Crew Leader	**1**	**1**	**1**

• Manage and oversee the assignment of Loading/Ration Point staff and ensure that staff members are able to carry out the distribution operation at all lanes.

Specialist	**24**	**12**	**6**

Each lane has three stations with two staff per station.

- Six vehicles enter the POD at once, each moving to an empty Loading Point. Once vehicles are stopped, a Flow Crew member issues a long whistle blast and says "LOAD."
- Use the distribution guidelines (page 29) to determine the number and type of commodities to be distributed.
- If ice is distributed, those eligible to receive it have been pre-identified by the Flow Crew and received an item (such as a colored and/or signed index card) which they must hand over to staff members in order to receive the ice.
- If baby formula is distributed, those eligible to receive it have been pre-identified by the Flow Crew and received an item (such as a colored and/or signed index card) which they must hand over to staff members in order to receive baby formula.
- Load the commodities into the vehicle.
- Mark the vehicle with a sticker on the back of the mirror or license plate; returning vehicles with a sticker are not served again that day.
- Step back from the vehicle and say "CLEAR."

Note: *At no time should a member of the public exit their vehicle.*

TOTAL STAFF REQUIRED	25	13	7

Optional/Additional Support Staff

Specialist	**12**	**6**	**3**

- At the discretion of the Crew Leader, additional Loading/Ration Point specialists may be assigned to each station, or serve as relief staff.

| TOTAL OPTIONAL STAFF REQUIRED	12	6	3

Vehicular POD Off-Loading/Supply Crew Operations

This section outlines specific operational guidelines for the Off-Loading/Supply Crew and may be used by the Crew Leader to assign tasks. Specific Job Action Sheets supplement the information that follows.

The Off-Loading/Supply Crew in a vehicular POD is comprised of one Crew Leader and up to six staff members. All staff members are assigned to "back-room" operations to move and store supplies and equipment at the POD. Staff must be familiar with *Guideline B-17: Staff Safety* (page 118) and *Guideline B-5: Materials Handling Equipment* (page 94).

Recommended Staff Assignments

These recommended staff assignments are intended to support a fully staffed POD, and to serve as general guidance for smaller operations. The POD Manager and POD Deputy Manager may modify the staffing plan for their site as long as all of the required tasks are completed safely and effectively. The use of colored and/or signed index cards to indicate eligibility for ice and baby formula is at the discretion of the jurisdiction.

TYPE II – VEHICULAR POD LAYOUT

OVERVIEW [TYPE II – VEHICULAR POD LAYOUT]   9

OFF-LOADING/SUPPLY CREW OPERATIONS

DELIVERY ENTRANCE

50'

OL SC   OL SC   OL SC

OL SC

OFF-LOADING & SUPPLY AREA

OL SC   OL SC   OL SC

DELIVERY EXIT
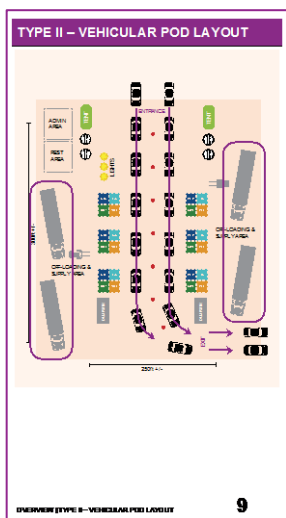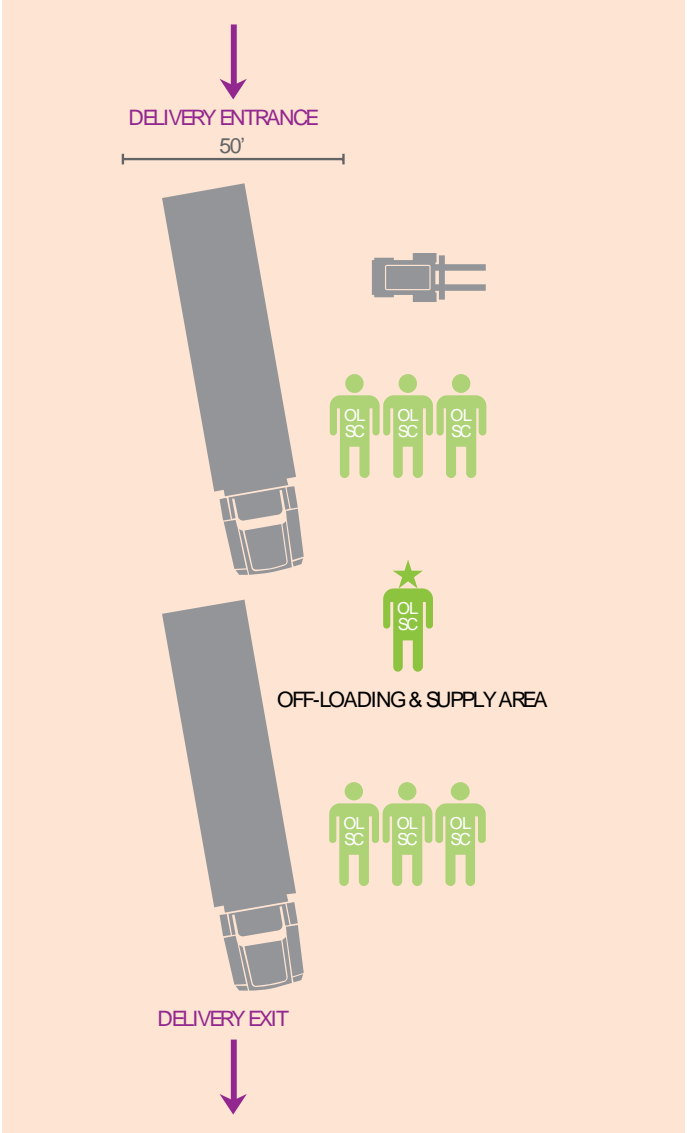
Vehicular POD Off-Loading/Supply Crew Roles and Responsibilities

STAFF REQUIREMENTS	TYPE 1	TYPE 2	TYPE 3
Crew Leader	1	1	1

- Manage the unloading, inspection, inventory, recording, movement and placement of arriving supplies and equipment in the Off-Loading and Storage Areas.
- Work closely with the Loading/Ration Point Leader to ensure commodities are staged effectively in the Distribution Area.
- Ensure all Off-Loading Specialists are trained and using proper PPE.

	TYPE 1	TYPE 2	TYPE 3
Specialist	6	4	2

- Assist with unloading, inspection, inventory and recording of arriving supplies and equipment in the Offloading Area.
- Staff members with proper training/experience may act as forklift operators when such equipment is available.
- Staff members familiar with pallet jacks act as pallet jack operators when such equipment is available.

	TYPE 1	TYPE 2	TYPE 3
TOTAL STAFF REQUIRED	7	5	3

This section includes time-phased, sequential procedures for closing the POD. Detailed position-specific information is included in the Job Action Sheets at the end of the FOG.

CLOSE A POD

1. Initiate Demobilization

Initiate demobilization
POSITION: POD Manager
- Receive notification from your supervisor/ higher command to demobilize the POD.
- Confirm that the POD is in fact closing (will not open again) as opposed to suspending operations (will not open tomorrow but may open in the future), or relocating (opening tomorrow at a different location).

Notification
POSITION: POD Manager
- Notify all agencies supporting the POD of the demobilization notice.
- Work with your supervisor to ensure that a formal public notification is issued regarding POD closure.
- Give the public as much notice as possible.

End receiving
POSITION: Off-Loading/Supply Crew Leader
- Notify your supply source that any shipments scheduled for the next day should either be canceled or sent to a new location.

Demobilization planning
POSITION: POD Manager, POD Deputy Manager, Off-Loading/Supply Crew Leader
- In coordination with your supervisor/higher command, develop plans to repack and return all commodities and equipment.
- Refer to *Form A-6: Demobilization Log* (page 82).

2. Dismantle the POD

End operations
POSITION: POD Deputy Manager
• Locate and recover all equipment and supplies at your POD.

Inventory equipment
POSITION: Off-Loading/Supply Crew Leader
• Inventory all equipment and compare to initial receipts.

Pack equipment and supplies
POSITION: Off-Loading/Supply Crew Leader
• Dismantle all equipment, prepare forklifts and pallet jacks for pickup and loading, and coordinate with your supervisor to pack remaining commodities. Refer to *Guideline B-10: Repacking Pallets and Equipment* (page 104).
• Recycle any leftover pallets. Refer to *Guideline B-9: Recycling* (page 103).

Transport ready
POSITION: POD Manager, POD Deputy Manager
• Coordinate with vendors and owners of local, state, and federal as- sets to ensure they are ready for pickup. Use *Form A-6: Demobilization Log* (page 82).

Load equipment
POSITION: Off-Loading/Supply Crew Leader
• Work with your supervisor to determine how you will load equipment if loading capability is no longer available at the POD (particularly when dismantling and loading the last forklift).

Clean site
POSITION: POD Deputy Manager
- Notify your supervisor of any fuel spills or leaks and follow instructions for restoring the site to its previous condition.
- Empty any remaining garbage into dumpsters and recycle any applicable items. Refer to the *Recycling Guidelines*.

Site inspection
POSITION: POD Manager
- Perform a site inspection and identify any damage.
- Coordinate any final disposition instructions with your supervisor.

Return control of site
POSITION: POD Manager
- Arrange to disconnect any electrical, water, phone, or cable service that you established.
- Notify your supervisor when control of the site has been returned to the site owner.

3. Shut Down Operations

Release POD staff
POSITION: POD Deputy Manager
- Ensure all POD staff members are properly rested and recovered prior to returning home.
- Have staff members return all PPE, IDs, signage, and any other equipment and supplies that may have been issued.
- Make sure each staff member officially checks out on *Form A-1: Check-in/Check-out Log* (page 73).
- Establish whether crew members will be required to notify the POD Manager when they arrive home.

Return records
POSITION: POD Manager
- Send all shipping, receiving, bills of lading, and other truck and trailer documentation back to your supervisor.
- Send all bills, receipts, reports, resource requests, and logs of events (plus copies of all electronic media and records) back to your supervisor.

Final demobilization notification
POSITION: POD Manager
- Notify all parties who have been in communication with the POD (e.g., local law enforcement) that operations are discontinued, staff members have checked out, and demobilization is complete.
- Notify your supervisor that the POD is closed.

POD IS DEMOBILIZED

APPENDICES

APPENDICES 69

NOTE: Full sized forms are available through your local emergency management agency or lead local agency responsible for PODs.

Appendix A: FORMS

71

Use this form in lieu of ICS Form 211 to record the arrival of each POD staff member, key information, and his/her departure time.

Check-in/Check-out (In Lieu of ICS Form 211)

POD Site Name and Number: _____

Type of Site: _____

POD Manager: _____

Operational Period: _____

Date: _____

Hours: _____

Name	Time IN	Initials	Time OUT	Initials	Agency/ Organization (Volunteer?)	Registered DSW? (Y or N)	Previously Managed a Team? (Y or N)	Experience with Pallet Jack or Forklift? (Y or N)	Experience Controlling Crowds or Directing Traffic? (Y or N)	Can lift 30 lbs.? (Y or N)	Languages Spoken (List)

Resource Order Log (ICS 259)

Use this Resource Order Log (ICS 259) to track resource requests and fulfillment.

RESOURCE ORDER SUPPLIES

| INITIAL DATE/TIME | 2. INCIDENT/PROJECT NAME | 3. INCIDENT/PROJECT ORDER NUMBER | 4. OFFICE REFERENCE NUMBER |

5. DESCRIPTIVE LOCATION/RESPONSE AREA

6. SEC. | TWN | RNG | Base MDM | 8. INCIDENT BASE/PHONE NUMBER | 9. JURISDICTION/AGENCY

7. MAP REFERENCE | 10. ORDERING OFFICE

11. AIRCRAFT INFORMATION
BEARING | DISTANCE | LAT | LONG | OTHER AIRCRAFT HAZARDS
BASE OR OMNI | AIR CONTACT | Ground Contact

12. INCIDENT/PROJECT ORDER NUMBER
Request Number | Ordered Date/Time | From | To | Q T Y | RESOURCE REQUESTED | Needed Date/Time | Deliver To | To From | Time | Agency ID | FREQUENCY | RELOAD BASE | RESOURCE ASSIGNED | ETD ETA | RELEASED Date To | Time ETA

13. Req. No. | ACTION TAKEN | ORDER RELAYED Date Time | To/From | Req. No. | ORDER RELAYED Date Time | To/From | ACTION TAKEN

Use this form to record information about each shipment that arrives at the POD during a given operational period.

GATE LOG

POD Site Name and Number: _____

Type of Site: _____

POD Manager: _____

Delivery Location: _____

Operational Period: _____

Date: _____

Hours: _____

#	Date/Time	Truck Number	Resource/ Commodity	Shipper's # (Bill of Lading Verification)	Driver's Last Name	Driver's First Name	Driver's Company	Driver's Cell Phone
1								
2								
3								
4								
5								
6								
7								
8								

This form is completed each operational period to provide the EOC with key information and feedback on each POD.

POD OPERATIONS REPORT

POD Site Name and Number: _____   Operational Period: _____
Type of Site: _____   Date: _____
POD Manager: _____   Hours: _____

Progress Report: *Include brief summary of activities during last operational period.*

Special/Security Considerations:

Local Needs Assessment: *Have stores opened? Is there still a need for a POD? What is the chief complaint of those waiting at the POD?*

Other Items:

1

POD OPERATIONS REPORT

POD Site Name and Number: _____   Operational Period: _____

Type of Site: _____   Date: _____

POD Manager: _____   Hours: _____

Distribution Guidelines

	Water	Shelf Stable Meals/MREs	Baby Formula (if applicable)	Other Commodities
Pedestrians (Per Person)	Three (3) liters or one (1) gallon (3.79 liters per gallon)	Two (2)	Equivalent of 48 oz	
Vehicles (Per Vehicle)	One (1) case of water (9-12 liters)	Six (6)	Equivalent of 144 oz	
Total Served: (Pedestrians)				
Total Served: (Vehicles)				

2

POD OPERATIONS REPORT

POD Site Name and Number: _____ Operational Period: _____

Type of Site: _____ Date: _____

POD Manager: _____ Hours: _____

Staff Assignments

POD ORG CHART – Local Organization

POD MANAGER

SECURITY/LAW ENFORCEMENT SUPERVISOR

DEPUTY POD MANAGER — SAFETY OFFICER

LOADING / RATION POINT CREW LEADER

FLOW CREW LEADER

OFF-LOADING / SUPPLY CREW LEADER

LOADING/RATION POINT SPECIALIST

FLOW SPECIALIST

OFF-LOADING/ SUPPLY SPECIALIST
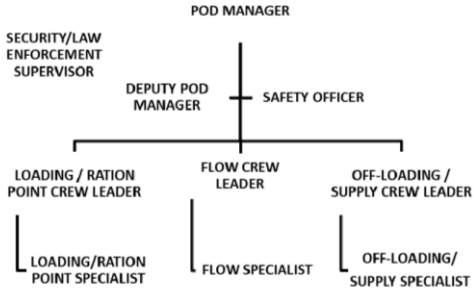
Position	Name
POD Manager	
Deputy POD Manager	
Security/Law Enforcement Supervisor	
Safety Officer	
Loading/Ration Point Crew Leader	
Loading/Ration Point Specialist	

POD OPERATIONS REPORT

POD Site Name and Number: _____ Operational Period: _____
Type of Site: _____ Date: _____
POD Manager: _____ Hours: _____

Flow Crew Leader	
Flow Specialist	
Off-Loading/Supply Crew Leader	
Off-Loading Supply Specialist	
Additional Positions	

4

POD OPERATIONS REPORT

POD Site Name and Number: _____ Operational Period: _____

Type of Site: _____ Date: _____

POD Manager: _____ Hours: _____

Site Layout: *Sketch the current layout if changed since the previous operational period. Include entrances, exits, unloading area, storage area, distribution area, rest area, and administrative area. Note any space constraints.*

Approximate Space being used for POD Operations (sq. feet): _____

Burn Rate

	Water	Shelf Stable Meals/MREs	Baby Formula *(if applicable)*	Other Commodities
Opening Balance (a*)				
Quantity Received (b**)				
Quantity Remaining (c***)				
Total Quantity Distributed (a + b - c)				

*To calculate (a), inventory all supplies on-site at the beginning of the operational period.
**Use the total numbers from the Resource Tracking Log as values for (b).
***To calculate (c), inventory all supplies on-site at the end of the operational period.

5

Use this form developed by the U.S. Army Corps of Engineers (USACE) to track commodities received, on-hand, and expected or requested over a 24-hour period.

POD Commodities Tracking Sheet

POD Commodities Tracking Sheet   NAME _____

POD Name:	**Address:**	
Operational Area / Jurisdiction:	**GPS Coordinates:**	
POC Name:	**POC Telephone:**	

Date:	Commodity:	Received Last 24	Distributed Last 24	On-Hand	Order for Tomorrow
	Ice (pounds)				
	Water (liters/gallons)				
	MRE/SSM (meals)				
	Baby formula (ounces)				
	Ice (pounds)				
	Water (liters/gallons)				
	MRE/SSM (meals)				
	Baby formula (ounces)				
	Ice (pounds)				
	Water (liters/gallons)				
	MRE/SSM (meals)				
	Baby formula (ounces)				

This form may be used to track demobilization and retrograde shipments.

Demobilization Log

POD Site Name and Number: _____
Type of Site: _____
POD Manager: _____
Delivery Location: _____

Operational Period: _____
Date: _____
Hours: _____

Pallet Demob #	Commodity Type	Pallet Repacking Date / Time	Trucking Company Name and ID#	Driver Name and Cell Phone#	Pickup Date / Time	Notes

General Message Log (ICS 213)

This form may be used for any general messaging needs at any point during POD operations.

General Message Log (ICS 213)

GENERAL MESSAGE			
TO:	POSITION:		
FROM:	POSITION:		
SUBJECT:	DATE:		TIME:
MESSAGE:			
SIGNATURE:	POSITION:		
REPLY:			
DATE:	TIME:	SIGNATURE/POSITION:	

Appendix B: GUIDELINES

External Communications

Except for 911 emergencies, external communications, including communications to and from the EOC, Staging Area, and POD, are handled exclusively by the POD Manager:

• External communications run over cell phones (if operable), two-way radios, or satellite phone. When using two-way radios, establish what kind of radios and which frequencies will be used.
• If phone and radio communications fail, you may use a runner.

Internal Communications

Good internal communications are essential for successful operations:

• Two-way communications are important. Staff meetings should be held at the beginning of every shift to provide updates on POD operations, resolve issues, and answer questions.
• Debriefing sessions for staff should be held at the end of each shift.
• The POD Manager, POD Deputy Manager, POD Security/Law Enforcement Supervisor, and all Crew Leaders should be issued two-way radios for internal communications at the POD site.

Public Communications

POD staff members communicate directly with the public. Although signs explaining distribution guidelines are posted at the POD, all staff members should be prepared to answer questions regarding POD hours of operation and expected wait times. When POD staff and security interact with the public, the following guidelines should be adhered to:

• Provide only correct information.
• Do not discuss grievances with a large group.
• Do not engage in unruly group discussions.
• Maintain poise; if confronted by a hostile crowd, do not show anger.
• Manage expectations and be straightforward about expected wait times and distribution guidelines.

Disaster Service Worker Volunteer Program

Purpose

The Disaster Service Worker Volunteer Program (DSWVP) is a state-funded workers' compensation program for individuals who contribute their services to protect the health and safety and preserve the lives and property of the people of California. The program provides the same DSW liability protection for volunteers as is applied to State and local government employees.

DSWVP Registration

To become DSWs under the DSWVP, volunteers must sign an oath and provide some personal information.

In general, volunteers may be registered as DSWs in advance of a disaster or during and following a disaster. Volunteers who may be registered in advance include members of the local Community Emergency Response Team (CERT).

Volunteers who come forward to help in a disaster, but are not affiliated with an emergency response organization or are not acting in their trained capacity with that organization, are called convergent (or spontaneous) volunteers. These volunteers should be registered as DSWs.

Contact the local emergency management agency for specific procedures, as they vary by jurisdiction. The jurisdiction may wish to register convergent volunteers at a central location.

Other Liability Protection

Some non-governmental organizations maintain their own liability protection for volunteers (e.g. the American Red Cross). Volunteers of these organizations typically do not need to be registered as DSWs. Check with your local emergency management agency to determine if an organization's volunteers need to be registered as DSWs.

DSWVP Classifications

Upon registration, DSW volunteers are assigned to one or more of 13 DSWVP classifications based on the work that they will perform. Their liability protection is limited to the scope of duties of the classification to which they are assigned. DSWs may be assigned more than one DSWVP classification.

The following table provides guidance on unskilled positions at PODs and the DSWVP classification(s) that are appropriate for volunteers who staff these positions:

Position[1]	DSWVP Classification
Off-Loading/Supply Crew	CERT Member Human Services Logistics Laborer
Loading/Ration Point Crew	CERT Member Human Services Logistics Laborer
Flow Crew (Pedestrian POD)	CERT Member Human Services Law Enforcement Laborer
Flow Crew (Vehicular POD)	Law Enforcement

1. Crew Leader or Crew Member

Once all supplies, commodities, and equipment are repacked, the POD Manager coordinates with higher command to set a date and time for pickup and ensures that sufficient security remains at the site to support pickup operations.

When vehicles arrive to begin pickup, the POD Manager uses *Form A-6: Demobilization Log* (page 82) to track the pickup of all pallets and equipment. For each pickup the following procedures are followed:

- Record the name of the trucking company, vehicle license plate, and driver name and ID number.
- Record the date and time the truck arrives.
- Oversee the loading of the vehicle with the appropriate pallets and/or equipment.
- Sign the order form releasing the pallets and/or equipment to the driver.
- Keep a copy of the signed order form with demobilization records.

Secure all demobilization paperwork for delivery to your supervisor/higher command upon completion of the demobilization phase.

Just-in-Time Training

All workers require some form of training before POD operations commence. All new workers are trained by their supervisors at the beginning of their first shift.

Training should include a general overview of POD site operations, as well as position-specific guidance. Introduce yourself and state your position. Give others the chance to introduce themselves.

Definition/Purpose of a POD

A Point of Distribution (POD) is a temporary site where commodities are distributed to the public following a disaster or emergency.

Hours of Operation

The hours during which commodities are distributed to the public, may not be the same as the hours that the POD is staffed:

- Crew Working Hours are the hours that the POD site is staffed.
- Hours of Operation are the hours during which commodities are distributed to the public.

Chain of Command

Explain the chain of command at the site:

- Show your staff a copy of the POD organization chart so that they understand the reporting structure.
- Show staff members where they fit in the organization chart and to whom they report.

Distribution Guidelines

Read through the distribution guidelines (page 29) with your staff:

• Each member of the public who visits a Pedestrian POD (regardless of age) is provided with one daily allocation of commodities (three daily allocations of commodities if there are adequate supplies). No IDs are required.
• If a person asks for additional commodities for themselves, decline the request.
• If distribution guidelines change, or if additional commodities are distributed, communicate this information to your staff.

Good Communications

It is important that staff members understand the protocols for internal and external communications.

• Since POD staff members work directly with the public, ensure that they know what information to pass along and when.
• Distribute copies of *Guideline B-1: Communications* (page 87) and talk through these with the staff.

Staff Safety

Safety of the POD Crew is of the utmost importance.

• Read through *Guideline B-17: Staff Safety* (page 118) with staff members.
• Clearly identify the Safety Officer and his/her role.

POD Process

• Explain the process by which members of the public approach the POD, are served, and leave the POD.
• Explain how each crew works together to support the overall POD operation.

Give staff members a chance to ask questions about the material you have discussed:

• If a staff member asks a question to which you do not know the answer, tell them that you will get back to them with an answer. Contact your supervisor to ask for guidance.
• Distribute a Job Action Sheet to every worker, if possible. At the very least, each supervisor should have one.

Once you complete this just-in-time training for your staff, notify the POD Deputy Manager.

Materials Handling Equipment

Supplies and equipment will arrive at the POD on pallets and will need to be handled with special equipment.

Pallet Jack

Off-Loading/Supply Crew members may use a pallet jack to lift and move pallets. A standard pallet jack is depicted below:

Components of a Pallet Jack
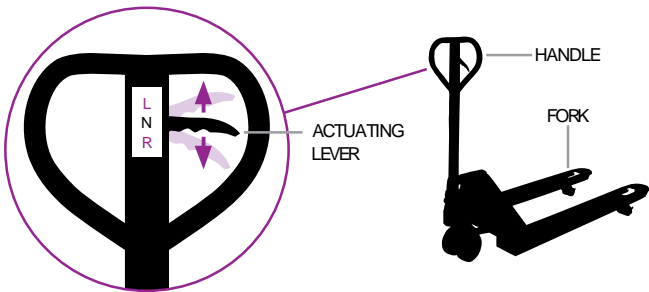
Steps to move pallets using a pallet jack

- Lower the forks by pulling the actuating lever up (L position on the diagram) and hold it there until the forks are in their lowest position.
- Insert the forks of the pallet jack into the wheel openings of the pallet.
- Push the actuating lever down (R position on the diagram) and pump the handle up and down. One inch of clearance between the floor and the pallet is usually sufficient.

- Put the actuating lever in a neutral or middle position (N position on the diagram) to move the load. This position disengages the lifting mechanism and frees the handle from hydraulic resistance, but keeps the forks raised.
- Move the pallet.
- Remove the forks of the pallet jack from the wheel openings of the pallet.

When using the pallet jack, always:

- Wear PPE.
- Ensure that the load is balanced:
  - Center the forks evenly under the load to maintain good balance.
  - Avoid overloading.
  - Ensure the stability of the load.
  - Use both forks for lifting a load.
  - Do not carry riders.
- Check that pallets are shrink-wrapped and strapped before moving; if they are not, loads should be no higher than three feet.
- Be aware of tripping hazards associated with the forks and handle:
  - Park the pallet jack out of high-traffic areas in a safe, level place with the forks lowered.
  - The handle should be left in the "up" position to reduce the tripping hazard.
- Recognize that it is difficult to control the speed of the pallet jack because it does not have brakes; take the following measures:
  - Avoid moving loads up or down ramps.
  - Operate at a controllable speed.
  - Announce loudly "Pallet coming through" to alert others.
- Operate at a controllable speed.
- Pull (rather than push) loads for increased maneuverability. To reduce operator fatigue, use the neutral position to maneuver loads.
- Be alert to your surroundings. Stay out of vehicle lanes when vehicles are moving.

Forklifts

A forklift is a powered industrial vehicle used to move supplies. Off-loading/Supply Staff may use the forklift to move pallets around the POD if they have previous training or experience operating forklifts, or are given documented, on-site training by a qualified individual.

The POD Safety Officer prepares a Medical Plan for each operational period. The following key points should be considered when drafting a POD Medical Plan:

- The POD location should include cross streets.
- Information about area hospitals can be found in the POD Information Package (issued by the EOC). The POD Safety Officer should confirm that any hospitals they have listed are open.
- Medical emergency procedures should provide guidance on how to handle emergencies involving either POD staff or members of the public.
- When possible, include contact information (cell phones, office/work phones, or radio frequencies).

Press Communications

The media is not expected to visit the POD, and POD staff members should not actively seek out the media for interviews. Since any worker could be perceived as a spokesperson for the jurisdiction, it is important that POD staff members adhere to the following public information protocols:

- No reporters or media personnel should be permitted to enter a POD without the permission of the EOC (depending on the incident, this may be the Joint Information Center, or JIC). TV cameras and other media will be accommodated at select PODs as directed by the EOC or JIC.
- If a reporter arrives at the POD, notify the POD Manager. The POD Manager will take the reporter's name, affiliation (e.g. news station or paper), phone number, request for information, and dead- line, and either forward this information to the EOC or direct the reporter to the appropriate point of contact for media inquiries.
- Be courteous. Never get angry, put your hand up to a camera, or say "no comment."

Batch distribution requests

Some local residents will not be able to reach the site. DO NOT allow a representative from any organization to pick up a batch of commodities for their residents. Any such arrangement needs to be pre-coordinated, especially if commodities are limited. Allowing "batch commodities" to leave the POD is a problem because:

- Those waiting in line at the POD may resent someone showing up with a truck demanding a large number of commodities.
- If you allow an individual or an organization to take a larger quantity of commodities than the guidelines dictate, you show perceived favoritism and may lose any credibility or trust you had gained with the crowd waiting in line.

Communications

If landlines or cell phones are down or inaccessible:

- Use two-way radios, satellite phones, or runners if necessary.
- Continue acting independently until communications are restored.
- Contact your supervisor once communications are restored.

Media

If media personnel arrive, immediately notify the POD Manager and refer to *Guideline B-7: Press and Media* (page 98).

Need supplies/Problem with equipment

The POD system is designed so that supplies are pushed to the POD; in theory, the POD should not need to request supplies. However, the POD Manager should make contact with his/her supervisor if:

- Expected equipment or supplies are not delivered.
- Additional equipment, supplies, or commodities are needed, in addition to those already ordered/expected.
- There are mechanical or other problems with equipment on-site.

Public Relations – Request for additional commodities

- If a person asks for additional commodities for themselves, politely decline the request.
- The procedure for handling requests for additional commodities for a family member who cannot visit the POD for health reasons will be assessed at the time of incident as follows:
  - When the POD Manager advises that there is excess supply, an individual may take as many additional commodities as he or she can carry.
  - When the POD Manager advises that there is not excess sup- ply, an additional half allocation (1.5 liters of water, 1 emergency meal) may be distributed to each household.

Public Relations – An uncooperative individual

- Locate a member of the POD security contingent. Controlling disorder or violence at the POD is the responsibility of the POD Security/Law Enforcement Supervisor.
- Never discuss grievances with a large group and do not engage in unruly group discussions.
- Maintain poise; if confronted by a hostile crowd, do not show anger.
- Provide a continuous flow of information to the public via the Flow Crew members, and ensure that all information is correct.

Public Relations – Individuals with pets

- Only service animals are allowed inside the POD. No pets.

Security issues

- Locate the POD Security/Law Enforcement Supervisor. He/she is responsible for controlling the site, facilities, staff and the public.
- If serious security concerns arise, consider suspending distribution until issues are resolved.
- If staff members are involved in any incident, the POD Manager and the POD Security/Law Enforcement Supervisor should forward this information to the POD Manager's supervisor.

Site – Cannot gain access to the Site

- Contact the POD Manager's supervisor.

Site – Problems with the site

- Perform the site assessment outlined in *Form A-4: POD Operations Report* (page 76) and isolate unsafe areas. If it is possible to safely conduct POD operations using the remainder of the site, do so:
  - For debris issues, if possible, remove any small debris that is interfering with POD set-up or operations.
  - For power or utility issues, such as loss of electricity or malfunctioning toilets, contact the POD Manager's supervisor.

Staff – Need to evacuate

The POD Manager and POD Security/Law Enforcement Supervisor have the authority to order an immediate evacuation of the POD if they believe conditions at the site have become too dangerous. In case of an emergency, the POD Manager or POD Security/Law Enforcement Supervisor should:

- Attempt to resolve internally with the POD security contingent.
- Leave everything in place, and move staff away from the operating area to the designated off-site meeting place as quickly as possible.
- Check that all staff have evacuated safely.
- Notify the POD Manager's supervisor.

Staff – Not enough POD staff members

- Ensure that members of the POD Crew are not waiting at the site's perimeter.
- The POD Manager should contact his/her supervisor with a request for additional staff, or request to recruit volunteers. Volunteers must be registered as DSWs.

Staff – Too many POD staff members

- If needed, open additional work areas, space permitting.
- Increase frequency of staff rotation and break schedules.
- The POD Manager should contact his/her supervisor to arrange to release staff.

Staff – Sick or hurt POD staff and worker compensation claims

- If there is a medical emergency at the POD, call 911 if phone service is available. If POD security is provided by uniformed police officers, ask the police officer to summon emergency medical personnel. Otherwise, use the portable radio issued to the POD to summon emergency personnel through the chain of command.
- Document names, nature of the injury or illness, actions taken and other pertinent details, and send this information to the POD Manager's supervisor.

Staff – Difficulty with staff

- If possible, remedy the problem:
  - There may be situations where additional well-trained or specialized personnel can help to resolve problems with difficult staff; if you believe that additional managerial-level staff will help remedy the problem, the POD Manager may contact his/her supervisor with a request for additional managerial-level staff.
  - Separate staff that distract each other from their work.
  - Ask staff who seem unfamiliar with the POD operation to review the Guidelines and Job Action Sheets in this FOG.
- If the problem cannot be remedied, dismiss staff:
  - Document each incident, including the staff member's name and actions taken.
  - Notify and work with the POD Security/Law Enforcement Supervisor, if necessary.
  - Notify the POD Manager's supervisor.

Staff – Payroll questions

- *Form A-1: Check-in/Check-out Log* (page 73) is used to record work hours for payroll purposes. Staff members must sign in to be paid, and should contact their home agency with any and all payroll questions.
- Volunteers are unpaid.

Guideline B-9:
Recycling

The POD Deputy Manager should work with the Off-Loading/Supply Crew Leader to recycle items at the POD. While every effort should be made to recycle items at your POD site, it may not always be possible:

- Determine if recycling is an option.
- Determine which items at your POD can be recycled, such as wooden pallets, plastic water bottles, etc. Recycling criteria can change across city and county lines; make sure you know what is acceptable in your jurisdiction.
- Establish collection sites. Make sure your recycling sites and containers are easily identifiable, especially if you are able to recycle different types of materials.

Repacking Pallets and Equipment

Repacking Guidelines

Repacking of supplies or commodities at a POD must adhere to the following guidelines:

- Use empty pallets to repack all remaining supplies and commodities.
- Repack like commodities on the same pallet (water with water, etc.).
- All pallets can be repacked to max height of four feet (approximately chest high). Use a measuring tape to verify pallet height.
- Do not repack pallets higher than four feet.
- Use shrink wrap to secure items on pallets.

Using the Demobilization Log

Form A-6: Demobilization Log (page 82) lists all repacked pallets and equipment ready for pickup at a POD. When a repacked pallet or piece of equipment is ready for pick-up, the Off-Loading/Supply Crew Leader follows the steps outlined below:

- Select the next sequential demobilization log number and assign it to the pallet or equipment.
- Record the commodity type using codes provided by the POD Managers (F = Food, W = Water, E = Equipment).
- Record the date and time that the pallet or equipment was repacked.
- Move the repacked pallet to a designated pickup area in close proximity to the Off-Loading/Supply Area.

At the end of each operational period, the POD Manager must collect and copy the *Demobilization Log* and report repacking progress to their supervisor/higher command. When ready, the POD Manager will coordinate pickup of repacked pallets and equipment using the Demobilization Log.

The POD Security Supervisor generates a Security Plan for each operational period. The following key points should be considered when drafting a POD Security Plan:

- The POD location should include cross streets.
- When possible, include contact information (cell phones, office/work phones, satellite phones or radio frequencies).
- Identify a specific individual at the POD for each operational period to handle any security issues or concerns elevated by the POD Manager.
- The POD emergency meeting point directions should identify how to reach the POD meeting point from various emergency exits throughout the site.
- POD security concerns should include any outstanding or new security issues/concerns. If the issue/concern has been or will be mitigated, include the mitigation details.
- Additional POD security procedures should be established, as necessary.

The Flow Crew Leader oversees placement of signage at the site. Signs should be posted at appropriate locations to help the public easily identify, and move within, the POD.

The table below contains a list of all signs that should be posted at the POD. Signs may be prepared and delivered, or created by POD staff members as needed.

SIGN TEXT	QUANTITY
About the Point of Distribution	10
Administrative Area	8
COMMODITY – A	6
COMMODITY – B	6
COMMODITY – C	6
COMMODITY – Food	6
COMMODITY – Water	6
Point of Distribution	4
Deliveries	15
Distribution Guidelines[2]	10
Do Not Enter	8
Entrance	4
Entrance (Forward Arrow)	2
Entrance (Right Arrow)	2

SIGN TEXT	QUANTITY
Entrance (left arrow)	2
Exit	10
Lane[3]	12
Loading Point[4]	12
No Parking	6
Off-Loading Area	2
Please Keep Moving	20
Staff Only	4
Supply Area	2

1. Includes hours of public distribution and rules of the POD (members of the public should not return that day, etc.). At pedestrian-based sites, guidance should highlight the importance of bringing bags and carrying containers. At vehicle- based sites, guidance should indicate that drivers must engage the parking brake, flip the trunk, and not exit their vehicle inside the POD. Signs may include flow diagrams.

2. See page 31 for information you may wish to include.

3. Lane signs will be numbered (1 through 6) with two signs per lane, for use at pedestrian sites.

4. Loading Point signs will be numbered (1 through 6) with two signs per loading point, for use at vehicle sites.

Guideline B-13:
Staff Assignment

Assigning Staff

The POD Manager is responsible for assigning staff to the appropriate positions. The POD may have up to 61 staff members, depending on the scale of the operation. In addition, security personnel should be assigned to the site.

Prepare to receive staff by designating an area for check in/check out.

- Use *Form A-1: Check-in/Check-out Log* (page 73) to record staff hours.
- Once all staff have signed in, compare information from *Form A-1: Check-in/Check-out Log* to the individual skills and qualifications listed on page 111 to assign staff members to appropriate positions.
- Record assignments on *Form A-4: POD Operations Report* (page 76) and give this information to the POD Manager.

Individual Skills and Qualifications

Managerial experience
Crew Leaders

Crew Leaders manage personnel; it is preferable for these leaders to have prior experience leading and managing individuals or teams.

Certified to use a forklift and/or experience using pallet jacks
Off-Loading/Supply Crew

At all sites, Off-Loading/Supply Crew members unload and move supplies.

Able to lift heavy objects (up to 30 pounds)
Off-Loading/Supply Crew

At all sites, Off-Loading/Supply Crew members unload and move supplies.

Experience with vehicle traffic control
Flow Crew or Off-Loading/Supply Crew

At vehicle-based distribution sites, Flow Crew members control traffic; at all sites, Off-Loading/Supply Crew members manage delivery vehicle traffic in the Supply Area.

Experience with crowd control
Flow Crew

At pedestrian-based distribution sites, Flow Crew members perform crowd control duties at the POD site.

Language skills
Flow Crew

Flow Crew members have the greatest exposure to and interaction with the public. Assigning staff with language skills to Flow Crew positions helps to effectively disseminate information.

No skills or qualifications

Any Crew member

Assign Crew members with limited competencies to non-leadership positions, working under a Crew Leader.

Rotating crew members

Staff members may be rotated or reassigned to positions that better suit their skills or abilities and address changing needs at the POD. If you decide to reassign staff, work with your Crew Leaders to ensure that staff members receive adequate training for their new position.

Affiliated, trained volunteers

Volunteers from community and faith-based organizations, the American Red Cross, and government-affiliated volunteers such as the local CERT may be deployed to support POD operations. These volunteers typically have specific competencies from prior training; work with the volunteer leadership to ensure volunteers are assigned appropriately and trained as necessary (see *Guideline B-4: Just-in-Time Training,* page 91). These volunteers may or may not need to be registered as Disaster Service Workers (see *Guideline B-2: Disaster Service Worker Volunteer Program*, page 88).

Unaffiliated, untrained volunteers

The local government may seek unaffiliated, untrained volunteers to staff PODs by either recruiting volunteers or utilizing volunteers who come forward to help (sometimes called convergent or spontaneous volunteers). These volunteers will need training (see *Guideline B-4: Just-in-Time Training*, page 91). Check with your local emergency management agency to determine procedures for utilizing unaffiliated, untrained volunteers. Typically, these volunteers must first be registered as Disaster Service Workers (see *Guideline B-2: Disaster Service Worker Volunteer Program*, page 88).

Note: *All staff must sign in and sign out in order for their work time to be recognized by their home agency/organization.*

Work at the POD is labor- and energy-intensive. It is important that all workers take breaks in order to maintain a safe working environment.

POD staffing guidelines include a designated number of relief workers in each crew. Each crew should be able to continue POD operations even while some of the staff members are on break.

Those on break should go to the Rest Area, where food and water is available. Water should be available in unlimited quantities to every POD staff member while on site. In addition, each POD staff member should receive up to two emergency meals per day; if possible, hot meals should be served in lieu of emergency meals.

The POD Deputy Manager should implement a lunch schedule to ensure that the Rest Area is not overwhelmed during peak lunch hours. Only a few staff members from each crew should be assigned to the same lunch time, allowing each crew to continue POD operations even while some of the staff members are eating. Crew Leaders should also stagger their lunch times to allow them to cover for each other. A sample lunch schedule is included on the following pages.

A break schedule should preferably allow staff members a ten minute break every hour. The POD Deputy Manager should also work with the POD Security/Law Enforcement Supervisor to implement a break schedule for security personnel, who may use the rest area and amenities of the POD.

Sample Staff Member Lunch Schedule

TIME	STAFF MEMBERS		
1140-1200	2 Flow Crew members	6 Loading/ Ration Point Crew members	1 Off-Loading and Supply Crew member
1200-1220	2 Flow Crew members	6 Loading/ Ration Point Crew members	1 Off-Loading and Supply Crew member
1220-1240	1 Flow Crew member	6 Loading/ Ration Point Crew members	1 Off-Loading and Supply Crew member
1240-1300	1 Flow Crew member	6 Loading/ Ration Point Crew members	1 Off-Loading and Supply Crew member
1300-1320	1 Flow Crew member	6 Loading/ Ration Point Crew members	1 Off-Loading and Supply Crew member
1320-1340	1 Flow Crew member	6 Loading/ Ration Point Crew members	1 Off-Loading and Supply Crew member

Sample Managerial Staff Lunch Schedule

TIME	MANAGERIAL STAFF	COVERING SHIFT
1140-1200	Loading /Ration Point Crew Leader	Off-Loading/Supply Crew Leader
1200-1220	Off-Loading/Supply Crew Leader	Flow Crew Leader
1220-1240	POD Manager	POD Deputy Manager
1240-1300	Flow Crew Leader	POD Deputy Manager
1300-1320	Off-Loading/Supply Crew Leader	Loading/Ration Point Crew Leader
1320-1340	POD Deputy Manager	POD Manager

POD staff briefings are conducted prior to shift operations. Regardless of the audience, each shift briefing should answer six questions (who, what, why, when, where, and how) specific to each POD and staff should be allowed to ask questions.

Managerial Staff Briefing

The Managerial Staff Briefing is led by the POD Manager and brings together all POD Crew Leaders, including the Safety Officer and Security Supervisor, to present basic operational information and prepare Crew Leaders to brief their staff. The briefing should touch on the following topics:

- Who: introductions by all POD managerial staff.
- What and why: review purpose and objectives of the POD.
- When: review the POD operating pattern.
- Where: review the site layout and the individual POD operational areas.
- How: discuss POD operations, pass out any supporting documentation, discuss any new operational procedures, processes, or guidelines, review the basics of the Medical Plan and Security Plan, and go over *Guideline B-17: Staff Safety* (page 118).
- Questions.

All-POD Staff Briefing

The All-POD Staff Briefing is led by the POD Manager and brings together all POD staff to present basic operational information and transition into Crew Staff Briefings. The briefing should touch on the following topics:

- Who: Introduce all POD managerial staff and their basic units.

- What and why: Review the purpose and objectives of the POD.
- When: Review the POD operating pattern.
- Where: Review the site layout and the POD operational areas.
- How: Discuss POD operations and review the basic POD *Staff Safety Guidelines*.
- Transition to Crew Staff Briefings.

Crew Staff Briefing

Crew Staff Briefings are led by individual Crew Leaders for their respective crews, to present the specific operational information necessary to prepare the crew members to conduct their roles. The briefing should touch on the following topics:

- Who: Introductions by all crew members.
- What and why: Review purpose and objectives of the unit.
- When: Review the unit's operating pattern.
- Where: Review the site layout and the unit's operational areas.
- How: Review the crew's operations, including procedures, guidelines, and tools or equipment. Discuss any new operational procedures, processes, or guidelines, review the basics of the Medical Plan and Security Plan, and go over the basic POD *Guideline B-17: Staff Safety*.
- Questions.

POD staff debriefings are conducted at the end of shift operations. Regardless of the audience, each shift debriefing should capture outstanding tasks, review the previous operational period, and identify the next shift for POD staff.

Crew Staff Debriefing

Crew Staff Debriefings are led by the individual Crew Leaders and bring together all respective crew members to close out and review the current operational period in preparation for the next shift. The briefing should touch on the following topics:

- Thank the staff for their hard work.
- Complete any pending tasks.
- Capture outstanding tasks for the next operational period.
- Review the operational period (discuss the operations of the unit, including what worked, what should be adjusted/improved, and how).
- Identify the next shift.
- Questions.
- Ensure that all staff have a way to get home (if this was their last shift at the POD) or to a safe place to rest between operational periods.

Managerial Staff Debriefing

The Managerial Staff Debriefing is led by the POD Manager and brings together all POD crew leaders, the Safety Officer, and the Law Enforcement/Security Supervisor, to close out and review the current operational period in preparation for the next shift. The debriefing should touch on the following topics:

- Thank the staff for their hard work.
- Complete any pending tasks.
- Capture outstanding tasks for the next operational period.

- Review the operational period (discuss the operations of each crew, including what worked, what should be adjusted/improved, and how).
- Ensure each staff member knows when his or her next shift begins.
- Questions.
- Ensure that all staff members have a way to get home (if this was their last shift at the POD) or to a safe place to rest between operational periods.

The Safety Officer and POD Manager are responsible for the safety of all POD staff members.

For POD staff members to be safe while working at the POD, work areas must be kept clean and clear of hazards, and staff members should:

- Take frequent rest breaks and consume plenty of water.
- Drink at least 16 ounces (one-half liter) of water per hour.
- Use teams of two or more to move bulky objects and avoid lifting any material that weighs more than 50 pounds per person in order to prevent injuries. Where possible, use forklifts or pallet jacks.
- Dress appropriately. Wear PPE and closed-toed shoes (steel-toed boots are ideal). Wear a back brace when carrying heavy items. You may also require safety vests and work gloves.
- Always maintain at least a 10 foot distance from delivery trucks.
- Stay out of truck driver blind spots.
- Report any observed hazards (downed power lines, frayed electric wires or gas leaks), injuries, accidents and illness to your supervisor.
- Wash hands frequently with soap, or use hand sanitizer.
- If you have a question regarding safety, ask your supervisor.
- Follow the 20-20-20 rule: take 20 seconds to assess all risks within 20 feet of where you will be working every 20 minutes.

Proper Lifting Techniques

Those working at a POD are required to lift and move items. In order to minimize the associated risks, POD staff should follow these steps:

- Plan ahead. Before attempting to lift or move something heavy, step back and analyze what needs to be accomplished.
- Keep feet shoulder-width apart with one foot slightly in front of the other for balance.
- Bend your knees, keep your back straight and tighten your stomach muscles. Using both hands, grasp the object firmly and pull it as close as possible to your body. Since leg muscles are stronger than back muscles, lift with the legs, until they are straightened.
- Ensure that you can see over the load; realize that you will have limited visibility.
- To turn, move your feet around by pivoting on your toes, and avoid twisting your body or bending at the waist. Avoid jerky movements.
- Watch out when passing by another object to ensure that you do not pinch your fingers.
- When it is time to put the load down, reverse the procedures for lifting to minimize the strain on the back.

Stand close to the load & bend your KNEES . . . not your BACK! Let your legs do the lifting.
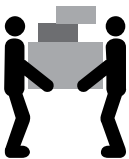
Get help with heavy or awkward loads.

Use the right tools.

Avoiding Weather Injuries

Hot Weather

Working in hot weather can be dangerous. To prevent a hot weather injury:

- Drink small amounts of water frequently, totaling at least 16 ounces (one-half liter) of water per hour.
- Avoid alcohol and caffeinated beverages.
- Wear light-colored, loose-fitting, breathable clothing.
- Take frequent short breaks in the shade.
- Keep skin covered and use sunscreen with an SPF of at least 30.
- Wear a hat with a wide brim.
- Wear UV-absorbent sunglasses.

If you experience any of the following, you may have a heat-related illness, and you should seek medical attention immediately:

- Sunburn
- Headaches
- Flu-like symptoms, including fever or chills
- Confusion, irrational behavior, loss of consciousness or convulsions
- Lack of sweating, abnormally high body temperature, or heat stroke
- Painful muscle spasms, or heat cramps
- Headache, nausea, dizziness, weakness, thirst or giddiness
- A red cluster of pimples or small blisters, or heat rash

Cold Weather

Working in cold weather can also be dangerous. To prevent a cold- weather injury:

- Keep hydrated.
- Avoid alcohol and caffeinated beverages.
- Wear multiple layers of light, loose-fitting clothes.

- Do not overexert or overheat yourself, and avoid sweating.
- Limit skin exposure by wearing gloves, hat and scarf.

If you experience any of the following, you may have a cold-weather injury and you should seek medical attention immediately:

- Excessive shivering
- Blue lips and fingers
- Slurred speech
- Poor coordination
- Impaired thinking
- Pain or numbness in extremities

At vehicle-based PODs, the Flow Crew Leader is responsible for controlling traffic. Make sure all members of the POD Crew are wearing reflective vests before allowing traffic to enter the POD. The OSHA standard reflective vest, ANSI 207, 207, should be worn.

To signal a vehicle to stop:

1 Make one long whistle blast.

2 Point at the vehicle.

3 Hold your hand above your head to ensure visibility.

STOP

To signal a vehicle to proceed:

1 **Make two short whistle blasts.**

2 Point with your arm and index finger toward the first vehicle.

3 **Get the attention of the driver and then swing your hand over your head with your palm up.**

When controlling traffic, staff should always keep the following points in mind:

- Be visible.
- Maintain eye contact with motorists.
- If stopping traffic in multiple lanes, stop traffic one lane at a time.
- Keep all turning vehicles in front of you at all times.
- Do not stand directly in front of vehicles.
- Be constantly alert.
- Watch out for mirrors, protruding cargo, or overhanging objects.

Appendix C:
JOB ACTION SHEETS   125

POD Manager

Reports to: Supervisor determined at time of incident

Supervises: POD Deputy Manager, Safety Officer, Loading/ Ration Point Crew Leader, Flow Crew Leader, Off- Loading/Supply Crew Leader.

Job Summary: As the senior decision-maker, the POD Manager oversees and manages all aspects of the POD operation including site setup, commodity distribution, movement of the public, equipment and supplies, and demobilization. The POD Manager establishes and maintains proper lines of command, control, and communications and ensures all key information is reported up. The POD Manager has the authority to make changes to the POD if it improves operational efficiency or eliminates a safety hazard.

START OF SHIFT

- Assess the physical aspects of the site, the amount of available equipment and supplies, and the number of trained and untrained crew members. Review this Field Operations Guide and all *Job Action Sheets*.

- Sign in on *Form A-1: Check-in/Check-out Log* (page 73) and put on your ID.

- Receive a transition briefing from the outgoing POD Manager:
  - Conduct a site walk-through with the Security/Law Enforcement Supervisor and outgoing POD Manager; ensure that the site can continue to support safe operations and distribution of commodities to the public.
  - Take possession of equipment/supplies from the outgoing POD Manager. Wear PPE and find a way to identify yourself as the POD Manager.

- Contact your supervisor and receive updates.

- Receive a list of staff assignments from the POD Deputy Manager.

- Conduct a shift briefing using guidelines *B-15: Staff Briefing* (page 114), *B-17: Staff Safety* (page 118), and *B-1: Communications* (page 87).

- Ensure that Crew Leaders conduct just-in-time training for any new staff, using *Guideline B-4: Just-In-Time Training* (page 91).

- Check that all staff members have visible ID and appropriate PPE.

DURING SHIFT

- Receive instruction from and provide situational updates to your supervisor. Communicate general information to POD staff using *Form A-7: General Message Log* (page 83).

- Hold regular managerial staff meetings with the POD Deputy Manager, Safety Officer Crew Leaders, and Security/Law Enforcement Supervisor, following *Guideline B-15: Staff Briefing.*
  ○ Discuss problems or areas where additional support is needed. Document concerns in *Form A-4: POD Operations Report* (page 76).

- Be visible and accessible while moving about the site. Ensure that all operations are following the guidelines in **Run a POD** (page 29).

- Work closely with Security/Law Enforcement Supervisor to ensure that the site remains safe and secure.

- Instruct the Off-Loading/Supply Crew Leader to inform you of equipment break-down or inbound truck delays:
  ○ Work together to determine the point at which you will run out of commodities, and alert your supervisor.
  ○ As supplies and commodities are unloaded, work with the Off-Loading/Supply Crew Leader to ensure that empty pallets are placed in a designated area until they are needed for demobilization purposes.

- Manage the development of the *POD Operations Report*.

- Submit *Form A-4: POD Operations Report* (page 76) and any *Form A-7: General Message Log* (page 83) to your supervisor.

- Use *Guideline B-16: Staff Debriefing* (page 116) to brief the incoming POD Manager, and transition any equipment and supplies.

- Sign out.

POD Deputy Manager

Reports to: POD Manager

Supervises: N/A

Job Summary: The POD Deputy Manager supports the POD Manager, ensuring that all necessary roles are staffed and that staff are tracked (checked-in, checked-out), adequately trained, and supervised. The POD Deputy Manager also helps to oversee the internal operations in the POD including site setup, commodity distribution, movement of the public, equipment and supplies, and demobilization.

START OF SHIFT

- Know which of your staff members are trained or untrained. Review the Guidelines and all Job Action Sheets to schedule just-in-time training.

- Make positive contact with the POD Manager and put on your ID.

- Receive a transition briefing and take possession of equipment/supplies from the outgoing POD Deputy Manager.

- Locate a new *Form A-1: Check-in/Check-out Log* (page 73) for the shift:
  - Follow *Guideline B-2: Disaster Service Worker Volunteer Program* (page 88).
  - Document the check-in of all staff, including yourself.
  - Confirm that all POD staff members are on-site and have checked in. Report any human resource requests to your supervisor.

- Use *Guideline B-13: Staff Assignment* (page 108) to assign staff according to skills and experience, and record assignments in *Form A-4: POD Operations Report* (page 76).
  - Give the POD Manager the list of staff assignments.

- Attend the shift briefing. Refer to *Guideline B-16: Staff Briefing* (page 116).

- Ensure that Crew Leaders conduct more in-depth just-in-time training with their crews, using *Guideline B-4: Just-in-Time Training* (page 91) and *Job Action Sheets* as references.

DURING SHIFT

- Oversee site operations. Ensure relevant operational information is documented in *Form A-4: POD Operations Report* (page 76).

- Be visible and accessible to staff members.

- Troubleshoot problems and answer questions. If you don't know the answer, refer to *Guideline B-8: Problem Solving* (page 99) before consulting the POD Manager.

END OF SHIFT

- Debrief Supervisors, Crew Leaders, the Security/Law Enforcement Supervisor and the Safety Officer, using *Guideline B-16: Staff Debriefing* (page 116). Share key operational concerns, issues, and findings.

- Document staff check-out on *Form A-1: Check-in/ Check-out Log* (page 73).

- Use the *Guideline B-16: Staff Debriefing* to brief the incoming POD Deputy Manager, and transition any equipment and supplies.

- Sign out.

Security/Law Enforcement Supervisor

Reports to: Supervisor determined at time of incident

Supervises: Security personnel at the POD site

Job Summary: The Security/Law Enforcement Supervisor oversees security within and around the POD. This includes providing protection, deterring criminal activity, maintaining order, controlling crowds, managing traffic, and coordinating with law enforcement agencies. The Security/Law Enforcement Supervisor works with the Off-Loading/Supply Supervisor to control truck entry to the POD and works with the Flow Crew Supervisor to control public entry to the POD. He/she reports any incidents to the POD Manager and coordinates with emergency services personnel.

START OF SHIFT

- Sign in on the *Check-In/Check-Out Log* and put on your PPE and ID.

- Receive a transition briefing from the outgoing Security/Law Enforcement Supervisor:
  - Take possession of any equipment/supplies from the outgoing Security/Law Enforcement Supervisor.
  - Ensure POD staff members and the public can easily identify you.

- Attend the shift briefing. Identify any ongoing issues or changes to POD safety procedures. Use *Guideline B-11: Security Plan* (page 105).

- Work with the Off-Loading/Supply Supervisor to control truck entry to the POD. To ensure the gate, *Form A-3: Gate Log* (page 75) is used at the delivery entrance to capture information including trailer numbers, bills of lading, driver contact information, etc.

- Work with the Flow Crew Supervisor to control public entry to the POD.

DURING THE SHIFT

- Control crowds as required. Discourage and eject loiterers and disorderly persons.

- Ensure a secure work environment for POD staff members, and a safe environment for the public to receive commodities.

- Patrol assigned areas.

- Report security incidents and unusual occurrences to the POD Manager immediately, and to law enforcement personnel as appropriate.

- Remain visible and on-post.

- Coordinate law enforcement and emergency services personnel as necessary.

END OF SHIFT

- Notify the POD Manager of any updates to the Security Plan.

- Use *Guideline B-16: Staff Debriefing* (page 116) to brief the incoming Security/Law Enforcement Supervisor, and transition any equipment and supplies.

- Verify the start time of your next assigned shift.

- Sign out.

Qualifications

- Law enforcement or public safety officer with jurisdictional authority.
- Able to stand for long periods of time.

Reports to: POD Manager

Supervises: N/A

Job Summary: The Safety Officer is responsible for the safety of POD operations.

START OF SHIFT

- Sign in on the *Check-In / Check-Out Log* and put on your ID.

- Put on appropriate PPE and find a way to identify yourself.

- Attend the shift briefing and give the safety briefing, including weather conditions, workplace safety, evacuation procedures, and the location of the first aid kit, HazMat spill kit, and fire extinguishers. Refer to *Guideline B-17: Staff Safety* (page 118) and *Guideline B-15: Staff Briefing* (page 114).

- Check that all POD staff members are wearing appropriate PPE and identification.

DURING THE SHIFT

- Ensure staff members have a safe rest area, where food and water is available. Refer to *Guideline B-14: Staff Breaks and Feeding* (page 111).

END OF SHIFT

- Report any updates on safety issues to the POD Manager.

- Brief the incoming Safety Officer.

- Sign out.

Loading/Ration Point Crew Leader

Reports to: POD Manager

Supervises: Loading/Ration Point Specialists

Job Summary: The Loading/Ration Point Crew Leader is responsible for ensuring that commodities are handed out to the public in a safe and efficient manner. The Loading/Ration Point Crew Leader must know the correct allocation of commodities to be distributed, understand and enforce the distribution guidelines, and ensure that all commodities are distributed fairly.

START OF SHIFT

- Sign in on the Check-In / Check-Out Log and put on your PPE and ID.

- Receive a transition briefing from the outgoing Loading/Ration Point Crew Leader and take possession of equipment/supplies.

- Attend the shift briefing and identify any ongoing issues or changes in POD procedure.

- Hold a Loading/Ration Point Crew briefing, and issue staff assignments, PPE and IDs. Refer to *Guideline B-15: Staff Briefing* (page 114) and *Guideline B-5: Materials Handling Equipment* (page 94).

DURING THE SHIFT

- Use the layout guidance in **Run a POD** (page 29) to position Loading/Ration Point staff members according to the POD type and model (vehicle or pedestrian).

- Oversee the flow through the distribution point:
  - Watch for any interruptions in the distribution process.
  - Enforce distribution guidelines.
  - Work with the Flow Crew Leader to move the public through the POD as quickly as possible.
  - Work with the Off-Loading/Supply Crew Leader to ensure your crew has enough commodities at each distribution point.
  - Work with the Security/Law Enforcement Supervisor to ensure the safe and secure movement of the public through the POD.

- Ensure that all staff members are given adequate break/rest time. Your crew is doing the heavy lifting at the POD. Implement a break schedule and watch carefully for any injuries. Refer to *Guideline B-14: Staff Breaks and Feeding* (page 111).

END OF SHIFT

- Report any updates on flow operations to the POD Manager.

- Debrief and collect equipment and supplies from your crew. Refer to the *Guideline B-16: Staff Debriefing* (page 116).

- Brief the incoming Loading/Ration Point Crew Leader on current operations, including all information that was given to the public during your operational period, and transition any equipment and supplies.

- Verify the start time of your next assigned shift.

- Sign out.

Qualifications
- At sites with a large non-English speaking population the ability to speak the local language(s) is preferred.
- At vehicle-based sites, experience with traffic control is preferred.
- Able to stand for long periods of time.

Flow Crew Leader

Reports to: POD Manager

Supervises: Flow Specialists

Job Summary: The Flow Crew Leader is responsible for overseeing the safe and efficient movement of the public in and out of the POD. Since the Flow Crew interfaces directly with the public, the Flow Crew Leader must ensure that the crew is prepared to disseminate accurate and timely information to the public about operating hours and commodity allocations. The Flow Crew Leader is also responsible for counting the number of pedestrians/vehicles visiting the POD.

START OF SHIFT

- Sign in on the Check-In / Check-Out Log and put on your ID.

- Receive a transition briefing from the outgoing Flow Crew Leader:
  - Ensure that information given to the public during a previous shift remains consistent. If the information given to the public changes from one operational period to the next, it is essential that the Flow Crew Leader knows when different messages went out in order to anticipate the public reaction.
  - Take possession of any equipment/supplies from the outgoing Flow Crew Leader.

- Attend the shift briefing:
  - Identify any ongoing issues or changes in POD procedure.
  - Issue PPE and IDs to crew.

- Hold a Flow Crew briefing and issue staff assignments. Refer to guidelines *B-15: Staff Briefing* (page 114), *B-17: Staff Safety* (page 118), *B-12: Site Signage* (page 106), and *B-18: Traffic Control* (page 122).

- Position personnel strategically around the POD site to ensure an orderly progression through the POD. Follow the guidance in **Run a POD** (page 29).

- Manage the line through the POD and enforce all guidelines. Do not allow your crew to show favoritism or make exceptions for any member of the public.

- Disseminate information to the public on a regular basis, including POD hours of operation and per person rations.

- Make sure the public understands all POD rules and the consequences of breaking them.

- Count the number of pedestrians or vehicles receiving commodities and report this number at the end of each operational period.

- Oversee the flow of the public through the entrance, the distribution point, and the POD exit:
  ○ Work with the Loading/Ration Point Crew Leader to move the public through the POD as quickly as possible.
  ○ Work with the Security/Law Enforcement Supervisor to ensure the safe and secure movement of the public through the POD.

- Ensure that all staff members are given adequate break/rest time. Refer to *Guideline B-14: Staff Breaks and Feeding* (page 111).

END OF SHIFT

- Report any updates on flow operations and the number of pedestrians or vehicles receiving commodities to the POD Manager.

- Debrief and collect equipment and supplies from your crew. Refer to *Guideline B-16: Staff Debriefing* (page 116).

- Brief the incoming Flow Crew Leader on current operations, including all information that was given to the public during your operational period, and transition any equipment and supplies.

- Verify the start time of your next assigned shift.

- Sign out.

Qualifications

- At sites with a large non-English speaking population, the ability to speak the local language(s) is preferred.
- At vehicle-based sites, experience with traffic control is preferred.
- Able to stand for long periods of time.

Off-Loading/Supply Crew Leader

Reports to: POD Manager

Supervises: Off-Loading/Supply Specialists

Job Summary: The Off-Loading/Supply Crew Leader is responsible for overseeing the unloading and positioning of commodities at the off-loading and supply areas and moving them to the distribution area. This includes managing the flow of commodities, the related commodity documentation, and inventory control at the POD.

The Off-Loading/Supply Crew Leader coordinates with the Loading/Ration Point Crew Leader to maintain a steady and efficient commodity distribution flow, and ensures that work areas are organized and clear of trash and debris.

START OF SHIFT

- Sign in on the *Check-In / Check-Out Log* and put on your identifying vest and ID.

- Receive a transition briefing from outgoing Off-Loading/Supply Crew Leader:
  - Verify starting inventory levels and provide an accurate count to the POD Manager. Record any discrepancies and general operational information in *Form A-4: POD Operations Report* (page 76).
  - Verify operability and fuel levels of all equipment and provide this information to the POD Manager.
  - Take possession of any equipment/supplies from the outgoing Off-Loading/Supply Crew Leader.

- Attend the shift briefing:
  - Identify any ongoing issues or changes in POD procedure.
  - Issue vests and IDs to crew.
  - Refer to *Guideline B-15: Staff Briefing* (page 114).

- Hold an Off-Loading/Supply Crew briefing and issue staff assignments. Refer to guidelines *B-15: Staff Briefing* (page 114), *B-17: Staff Safety* (page 118), *B-5: Materials Handling Equipment* (page 94), *B-10: Repacking Pallets and Equipment* (page 104), and *B-18: Traffic Control* (page 122).

DURING THE SHIFT

- Check on-site equipment such as forklifts, pallet jacks and light towers to ensure they are in proper working order.

- Check on the availability/supply of fuel and oil for all equipment.

- Include daily operations in the *POD Operations Report*.

- Oversee the receipt of arriving equipment and supplies:
  - Work with the Security/Law Enforcement Supervisor to control and account for vehicles entering the POD.
  - Count and inspect commodities during unloading.
  - Check for damage; if there is evidence of tampering, carefully inspect for missing contents.
  - Compare quantities received to the bill of lading or packing list.
  - Record quantities received on *Form A-5: POD Commodities Tracking Sheet* (page 81).
  - Record any damaged or missing items and report the shortfall to the POD Manager in the *POD Operations Report*.

- Ensure safe heavy lifting as well as forklift and pallet jack operations. Refer to *Guideline B-5: Materials Handling Equipment* (page 94).

- Oversee positioning of supplies in either the off-loading/supply area or at the distribution area.

- Coordinate with Loading/Ration Point Crew Leader when moving commodities to the distribution area; stop or adjust operations as necessary to ensure staff safety.

- Ensure that the site is kept clean and free of debris.

- Ensure that all staff members are given adequate break/rest time. Refer to *Guideline B-14: Staff Breaks and Feeding* (page 111).

END OF SHIFT

- Report any updates on Off-Loading/Supply operations to the POD Manager.

- Debrief and collect equipment and supplies from your crew. Refer to *Guideline B-16: Staff Debriefing Guidelines* (page 116).

- Brief the incoming Off-Loading/Supply Crew Leader on current unit operations, and transition equipment and supplies.

- Verify the start time of your next assigned shift.

- Sign out.

Qualifications

- Able to lift items that weight at least 30 pounds.
- Able to stand for long periods of time.

Reports to: Flow Crew Leader

Supervises: N/A

Job Summary: Flow Crew Specialists are responsible for directing members of the public to and through the POD, providing information to the public, determining individual eligibility for additional commodities when necessary, and recording the number of recipients exiting POD.

START OF SHIFT

- Sign in on the *Check-In / Check-Out Log* and put on your identifying vest and ID.

- Attend shift briefings and receive your assignment.

DURING THE SHIFT

- Familiarize yourself with the distribution guidelines (page 29).

- Look at the site layout and identify the following:
  ○ Site layout model (vehicle or pedestrian).
  ○ Entrances and exits.
  ○ Traffic lanes.
  ○ Distribution area.

- For vehicle-based operations:
  ○ Stand at the entrance to the POD and control access and traffic: Direct vehicles to open loading points.
  ○ When the front vehicle is adjacent to the first loading point, signal for them to stop, blow a long whistle and say "LOAD" i*n a loud voice. This will signal to Loading/Ratio*n Point staff that they may load supplies into the vehicle.

- Once all Loading/Ration Point staff step back and say "CLEAR", visually verify that all staff have cleared the vehicle line.
- Direct vehicles to depart the POD in a safe and expedient manner.
- Estimate the number of people in each car and count the number of people who have been served at the POD.

- For pedestrian-based operations:
  - Walk the line leading up to the POD and provide information and answer any questions the public may have regarding hours of operation and commodity distribution.
  - Individuals who are clearly unable to stand in line for long periods of time may be moved to the front of the line outside the POD. Flow Crew specialists will prioritize people on a case-by-case basis.
  - Only service animals are permitted inside the POD. No pets.
  - Stand at the entrance to the POD to control access to the site and direct members of the public to an open lane.
  - Direct individuals to exit the POD in a safe and expedient manner.
  - Record the number of people who have been served at the POD.

END OF SHIFT

- Report any updates on flow operations and number of pedestrians or vehicles receiving commodities to the Flow Crew Leader.

- Debrief and return any equipment and supplies.

- Verify the start time of your next assigned shift.

- Sign out.

Qualifications
- At sites with a large non-English speaking population the ability to speak the local language(s) is preferred.
- At vehicle-based sites, experience with traffic control is preferred.
- Able to stand for long periods of time.

Loading/Ration Point Specialist

Reports to: Loading/Ration Point Crew Leader

Job Summary: Loading/Ration Point Specialists are responsible for handing commodities out to the public in a safe and efficient manner. A Loading/Ration Point Specialist must know the correct quantities of commodities to be distributed, understand and enforce the distribution guidelines, and ensure that all commodities are distributed fairly.

START OF SHIFT

- Sign in on the *Check-In / Check-Out Log* and put on your identifying vest and ID.

- Attend shift briefings and receive your assignment.

DURING THE SHIFT

- Look at the site layout and identify the distribution points. Each Loading/Ration Point Specialist is assigned to a distribution point.
  - For vehicle-based operations, each loading point should have three or four members to load each vehicle.
  - For pedestrian-based operations, each distribution lane should have three or four members to hand out commodities to individuals.
  - Enforce allocation guidelines.
  - Notify the Loading/Ration Point Crew Leader if you notice that commodities are running low at your distribution point.
  - Notify the Loading/Ration Point Crew Leader and the Security/Law Enforcement Supervisor if you notice any disturbances as the public moves through the POD.

- Debrief and return any equipment and supplies.

- Verify the start time of your next assigned shift.

- Sign out.

Qualifications

- At sites with a large non-English speaking population, the ability to speak the local language(s) is preferred.
- At vehicle-based sites, experience with traffic control is preferred.
- Able to stand for long periods of time.

Off-Loading/Supply Specialist

Reports to: Off-Loading/Supply Crew Leader

Supervises: N/A

Job Summary: Off-Loading/Supply Specialists are responsible for the safe unloading and positioning of commodities at the temporary storage area and movement to the distribution area. These Specialists must be certified to operate the appropriate equipment.

START OF SHIFT

- Sign in on *Form A-1: Check-in/Check-out Log* and put on your PPE and ID.

- Attend shift briefings and receive your assignment.

- Review *Guideline B-17: Staff Safety* (page 118).

DURING THE SHIFT

- Look at site layout and identify the following:
  ◦ Location of arriving trucks.
  ◦ Location of the off-loading/supply areas.
  ◦ Location of the distribution area.

- Work with the Off-Loading/Supply Crew Leader to decide how to position commodities as they are unloaded from the truck.

- Report any updates on off-loading or supply operations to the Off-Loading/Supply Crew Leader.

- Debrief and return any equipment and supplies.

- Verify the start time of your next assigned shift.

- Sign out.

Qualifications

- Training/experience operating a forklift or pallet jack preferred.
- Able to lift items that weight at least 30 pounds
- Able to stand for long periods of time.

Appendix D: SUPPLEMENTAL INFORMATION 149

General Equipment and Supplies

ITEM	UNIT	QUANTITY VEHICULAR TYPE			QUANTITY PEDESTRIAN TYPE	
		1	2	3	1	2
REQUIRED						
Barricade tape (1,000-foot rolls)	Roll	4	4	2	4	4
Batteries (assorted sizes based on equipment needs)	Boxes of 12	4	4	2	4	4
Batteries, portable radio	Each	4	4	2	4	4
Box cutter	Each	4	4	2	4	4
Chalk	Box	10	10	5	10	10
Dumpster, open top (30 cubic yards), with service	Each	4	2	1	4	4
Electrical distribution (spider box), 50 amp	Each	2	2	1	2	2
Fire extinguisher (A, B, C type, 5-pound)	Each	3	2	1	2	2
First aid kit (ANSI-compliant for up to 50 persons)	Kit	3	2	1	2	2
Forklift [1] (4,000 pound capacity)	Each	1	1	1	1	1
Gasoline/Diesel[2]	Gallon	TBD	TBD	TBD	TBD	TBD
Hand truck	Each	6	6	6	6	6
Index cards (blue)	Pack	15	15	7	15	15
Index cards (pink)	Pack	15	15	7	15	15
Measuring tape	Each	1	1	1	1	1

ITEM	UNIT	QUANTITY VEHICULAR TYPE			QUANTITY PEDESTRIAN TYPE	
		1	2	3	1	2

Required (cont.)

ITEM	UNIT	1	2	3	1	2
Pallet jack (hand-operated)	Each	3	2	1	2	2
Portable light tower/generator[3]	Each	4	4	4	4	4
Portable toilet, with service	Each	6	4	2	4	4
Safety vest (for all staff, standard ANSI 207)	Each	79	43	25	50	28
Portable radio, public safety	Each	4	4	2	4	4
Support Belts or Vests for Loading/Ration Point and Off-Loading/ Supply Crews (medium, back)	Each	25	13	7	18	9
Talkabout two-way radios	Dozen	16	16	8	16	16
Traffic cones	Each	30	15	10	15	15
Trash bags (18 to 20 per box)	Box	10	10	5	10	10
Work gloves[4]	Pair	14	10	6	14	10
Whistle	Each	4	4	2	4	4

1. Additional forklifts recommended, per the following table.
2. Each light tower is expected to consume about 11 gallons per day.
3. Magnum light towers (commonly used) have 5KW generators with 30 gallon tanks.
4. Required for off-loading/supply personnel, additional work gloves recommended for other personnel, per the following table.

ITEM	UNIT	QUANTITY VEHICULAR TYPE			QUANTITY PEDESTRIAN TYPE	
		1	2	3	1	2
PREFERRED						
Barricades	Each	12	12	6	12	12
Bus, 40-passenger (cooling station or rain shelter, based on whether conditions)	Each	1	1	1	1	1
Chocks, vehicle (for each piece of rolling equipment)	Pair	4	2	1	2	2
Duct tape	Roll	4	4	2	4	4
Ear plugs (all staff)	Pair	79	43	25	50	28
Extension cords, 12/3 gauge (50 foot)	Set	10	10	5	10	10
Flashlight, industrial	Each	12	12	6	12	12
Folding chairs (17 x 31 inches)	Each	79	43	25	50	28
Folding table (30 x 96 x 29 inches)	Each	10	10	5	10	10
Forklift	Each	2	1	-	1	1
Glasses, safety	Each	79	43	25	50	28
Glow sticks, orange or red (2 per pack)	Pack	45	30	15	30	30
Hand/tally counter	Each	4	4	2	4	4
Hand-washing station/hand sanitizer, with daily service	Each	3	2	1	2	2
Hard hats	Each	79	43	25	50	28
HazMat spill kit	Kit	1	1	1	1	1
Megaphone	Each	1	1	1	1	1
Pallet grabbers	Set	1	1	1	1	1

ITEM	UNIT	QUANTITY VEHICULAR TYPE			QUANTITY PEDESTRIAN TYPE	
		1	2	3	1	2
Preferred (cont.)						
Recycle bin, with service	Each	2	2	1	1	2
Sunscreen	TBD	TBD	TBD	TBD	TBD	TBD
Stop/Slow sign; handheld, two-sided	Each	8	5	3	-	-
Tent, shade (20 x 40 feet)	Each	2	2	1	2	2
Tire repair kits	Each	2	2	2	2	2
Trash can, wheeled (96-gallon)	Each	2	2	1	2	2
Work gloves, additional	Pair	65	33	19	36	18
		79 (total)	43 (total)	25 (total)	50 (total)	28 (total)

ADMINISTRATIVE KITS

REQUIRED						
Copier/scanner/printer	Each	2	2	1	1	1
Ink cartridge	Each	3	3	1	3	3
Laptop	Each	2	2	1	1	1
Paper	Ream	10	10	5	10	10
Pens	Dozen	36	36	18	36	36
PREFERRED						
Calculator	Each	2	2	1	1	1
Hole punch	Each	2	2	1	2	2
Marker (black)	Each	15	15	7	15	15

ITEM	UNIT	QUANTITY VEHICULAR TYPE			QUANTITY PEDESTRIAN TYPE	
		1	2	3	1	2
Administrative Kits, Preferred (cont.)						
Marker (whiteboard)	Each	10	10	5	10	10
Nametags	Each	400	400	200	400	400
Whiteboard	Each	2	2	1	2	2
Zip ties	Each	50	50	25	50	50

Signage

Signs may be pre-printed using the list in *Guideline B-12: Site Signage* (page 106). If pre-printed signs are not available, large poster-board/whiteboards and markers may be provided as a replacement.

COMMODITIES NEEDED TO SUPPORT A POD (SERVING 20,000 PEOPLE) FOR ONE DAY

COMMODITIES PER DAY	AMOUNT PER PERSON	TOTAL NUMBER	UNIT	4 X 4 PALLET[1]	POUNDS PER PALLET
Water	4	80,000	Liter	70	1,900[2]
Food – MRE	2	40,000	Meals	69	1,100[3]
Food – SSM	2	40,000	Meals	11[4]	N/A
Food – baby formula	6	2,400[5]	8-ounce cans	1	1,200
Ice	1	5,000	8-pound bags	20	2,000

1. Refers to a standard 48 x 40-inch wooden pallet.
2. Assumes 1 liter bottles, 12 bottles per case, 72 cases per pallet for a total of 864 liters per pallet, which converts to 1,900 pounds per pallet.
3. Assumes 48 cases per pallet, with 12 meals per case for a total of 576 meals per pallet.
4. Assumes 302 cases per pallet with 12 meals per case for total of 3,624 meals based on USACE and U.S. Department of Defense, Defense Logistics Agency (DLA) calculations.
5. Baby formula is calculated based on an assumption that no more than 2 percent of the population will require baby formula (at 48 ounces per baby per person per day provided in 8-ounce cans, 2400 cans are needed per day to support a POD serving 20,000 people. For one leading brand of baby formula, one pallet includes 100 cases per pallet, with 24 cans/case for a total of 2,400 cans/pallet).

Commodity and Truck Calculations (cont'd.)

MAXIMUM NUMBER OF PALLETS PER VEHICLE[6]				
COMMODITIES PER DAY	53-FOOT TRACTOR TRAILER[7]	48-FOOT TRACTOR TRAILER	40-FOOT TRACTOR TRAILER	24-FOOT BOX TRUCK[8]
Water	21	21	20	7
Food – MRE	36	36	36	13
Food – SSM[9]	6	6	6	2
Food – baby formula	33	33	33	12
Ice	20	20	20	7

6. Truck capacity depends on both the cube size and the weight limit of the truck.
7. Planning cargo weight should not exceed 40,000 pounds due to tractor-trailer gross weight restrictions on interstate highways (cannot exceed 80,000 pounds).
8. 24-foot-box trucks have a payload limit of 15,000 pounds.
9. Based on DLA measurement of standard SSMs.

Commodity and Truck Calculations (cont'd.)

	WATER[12]	MRES[13]	SSMS[14]	ICE[15]	BABY FORMULA
			NUMBER OF VEHICLES AND PEDESTRIANS SERVED BASED ON TRUCK SIZES		
24-foot box truck serves:	672 vehicles or 2,016 people	1,248 vehicles or 3,744 people	1,208 vehicles or 3,624 people	583 vehicles or 1,750 people	4,800 infants
40-foot tractor trailer serves:	1,920 vehicles or 5,760 people	3,456 vehicles or 10,368 people	3,624 vehicles or 10,872 people	1,660 vehicles or 5,000 people	13,200 infants
48-foot tractor trailer serves:	2,016 Vehicles or 6,048 People	3,456 vehicles or 10,368 people	3,624 Vehicles or 10,872 People	1,660 vehicles or 5,000 people	13,200 infants
53-foot tractor trailer serves:	2,016 vehicles or 6,048 people	3,456 vehicles or 10,368 people	3,624 vehicles or 10,872 people	1,660 vehicles or 5,000 people	13,200 infants

12. Based on 864 liters per pallet and maximum number of pallets allowed without exceeding weight restrictions.
13. Based on 576 meals per pallet and maximum number of pallets allowed without exceeding weight restrictions.
14. Based on 3,624 meals per pallet and maximum number of pallets allowed without exceeding weight restrictions.
15. Based on 2,000 pounds per pallet and maximum number of pallets allowed without exceeding weight restrictions.
16. Based on 2,400 cans per pallet and maximum number of pallets allowed without exceeding weight restrictions.

Ice Distribution for Medications Requiring Refrigeration

If your jurisdiction decides to distribute ice for the purpose of keeping medication refrigerated, individuals must provide medication information, such as a medication container or prescription.

Medications that Require Refrigeration[1]

GENERIC NAME	BRAND NAME
Adalimumab	Humira
Alprostadil injection	Caverject Solution
Alprostadil urethral suppository	Muse
Amphotericin B	Amphocin (others)
Azithromycin ophthalmic	Azasite
Becaplermin	Regranex
Benxoyl peroxide/ clindamycin	Duac
Calcitonin nasal	Fortical
Calcitonin injectable	Miacalcin
Calcitonin nasal	Miacalcin
Chlorambucil	Leukeran
Darbepoetin alfa	Aranesp
Desmopressin	DDAVP Rhinal Tube
Dinoprosotone cervical gel	Prepidil
Dornase alfa	Pulmozyme
Dronabinol	Marinol
Epoetin alfa	Epogen or Procrit
Estradol/norethindrone acetate transdermal system	CombiPatch
Etonogestrel/ethinyl estradiol vaginal ring	NuvaRing
Estramustine	Emcyt

GENERIC NAME	BRAND NAME
Etanercept injection	Enbrel
Etoposide capsules	VePesid
Exenatide	Byetta
Filgrastim	Neupogen
Formoterol	Foradil
Gabapentin oral suspension	Neurontin
Glatiramer acetate injection	Copaxone
Interferon alfacon-1	Infergen
Interferon beta-1a	Avonex or Rebif
Interferon gamma-1b	Actimmune
Latanoprost	Xalatan
Liotrix	Thyrolar
Lopinavir/ritonavir solution	Kaletra
Lorazepam intensol oral concentrate	(N/A)
Malphalan tablets	Alkeran
Octreotide	Sandostatin
Octreotide injectable suspension	Sandostatin LAR
Papin/urea topical	Ethezyme
Peginterferon alfa-2a	Pegasys
Peginterferon alfa-2b	PegIntron
Pramlintide injection	Symlin
Promethazine suppositories	Promethegan
Proparacaine ophthalmic solution	(N/A)
Ritonavir capsules	Norvir
Sinecatechins	Veregen
Sirolimus solution	Rapamune
Teriparatide	Forteo
Tobramycin for oral inhalation	Tobi
Triflurdine	Viroptic

1. This list from the Therapeutic Research Center was last updated in November 2008.

Acronym	Definition
ANSI	American National Standards Institute
CERT	Community Emergency Response Team
DLA	U.S. Department of Defense, Defense Logistics Agency
DSW	Disaster Service Worker
DSWVP	Disaster Service Worker Volunteer Program
EOC	Emergency Operations Center
FC	Flow Crew
FC L	Flow Crew Leader
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
ICS	Incident Command System
L/RP	Loading/Ration Point
L/RP L	Loading/Ration Point Leader
MHE	Material Handling Equipment
MRE	Meal, Ready-to-Eat
OES	Office of Emergency Services
OS	Off-Loading and Supply Crew
OS L	Off-Loading and Supply Crew Leader

Acronym	Definition
OSHA	Occupational Safety and Health Administration
POD	Point of Distribution
PPE	Personal Protective Equipment
SSM	Shelf-Stable Meal
UASI	Urban Areas Security Initiative
USACE	U.S. Army Corps of Engineers

Supplemental Information D-5:
Acknowledgments

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Agency

Agency
Alameda County Sheriff's Office of Homeland Security and Emergency Services
American Red Cross Bay Area Chapter
Bay Area UASI
Cal OES Coastal Region
Contra Costa County OES
County of Sonoma Fire and Emergency Services Department
FEMA Region IX
Oakland Fire Department, Emergency Management Services Division
Marin County Sheriff's OES
Monterey County OES
Napa County Emergency Services
San Benito County OES
San Francisco Department of Emergency Management
San José OES
San Mateo County Sheriff's OES
Santa Clara County OES
Santa Cruz County OES
Solano County OES

This document is based on the New York-New Jersey-Connecticut-Pennsylvania Regional Logistics Program's Commodity Point of Distribution Field Operations Guide. For more information, visit:
www.EmergencyLogistics.org

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http://bayareauasi.org/programs/rcpgp/projects