

Distribution Management Plan **2025**



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APPROVAL AND IMPLEMENTATION
Distribution Management Plan 2025

This document is hereby approved for implementation and supersedes all previous editions.

Signature	Date
Lincoln County Board of Commissioners	
Chair	

Signature	Date
City of Libby	
Mayor	

Signature	Date
City of Troy	
Mayor	

Signature	Date
Town of Eureka	
Mayor	

Signature	Date
Town of Rexford	
Mayor	

Signature	Date
Lincoln County Emergency Management Agency	

This official copy will be placed in the Lincoln County emergency operations plan and on file with the county clerk and recorder's office.

Record of Change

DATE	DESCRIPTION OF CHANGE	Initials

Record of Distribution

Upon approval, Local Emergency Management will provide an electronic copy or physical copy to the following contacts.

DATE	RECIPIANT AGENCY / ORGANIZATION	e-mail address / LOCATION
	Town of Eureka	
	City of Libby	
	City of Troy	
	Town of Rexford	

Purpose

The purpose of this plan is to identify and describe the distribution process by which Lincoln County Emergency Management Office (EMA) will receive and distribute commodities in response to an emergency or disaster that disrupts the commercial supply chain to the extent that commodities (food, water, etc.) are not available.

Scope

This plan is limited to the process that Lincoln County EMA may use to order, receive, and distribute commodities to survivors of an incident. This plan also provides guidance for expectations while distributing, operating Commodity Points-of-Distribution (C-POD) and tracking all resources under Lincoln County's control.

History/Geography

Lincoln County is in the northwestern corner of the state of Montana. It has the unique characteristics of having an international border with Canada and the Regional District of East Kootenai in British Columbia; the state border with Idaho and two Idaho counties: Boundary County and Bonner County; and has contiguous borders with Flathead County to the east and Sanders Counties to the south within the state of Montana. Lincoln County was established as an incorporated county in the state of Montana in 1909 and has been a county for over 100 years.

The population of Lincoln County is approximately 20,525 citizens with additional summer residents and recreational visitors adding several thousand people to the in- county population during special events and periods of accommodating weather.

The Lincoln County seat is the City of Libby, Montana with a general population of approximately 3,000 people. Additional county offices are in the town of Eureka which is located in the northeast section of the county, near the international border crossing and north of the Libby Dam and Lake Koocanusa reservoir.

Highway 2 is the main highway through Lincoln County and is the Main Street of the City of Libby and the City of Troy. Amtrak and BNSF railroads operate passenger and freight trains with a passenger depot in Libby. Highway 37 runs north from Libby to Eureka and the International Border Crossing. Highway 56 runs from Troy south to Noxon in Sanders County.

Lincoln County's economic base is centered on its natural resources and outdoor environment for recreation and is rich in timber, lakes, streams, a winter ski area, and bountiful outdoor resources for hunting, fishing, hiking, and camping.

Major places and features in Lincoln County

Cities and Towns

- The City of Libby
- The City of Troy
- The Town of Eureka
- The Town of Rexford

Communities

- Bull Lake
- Fortine
- Stryker
- Trego
- West Kootenai
- Yaak
- Happy's Inn

Assumptions

Emergencies or disasters that require distribution efforts may only affect a specific geographical area or community within Lincoln County.

- Lincoln County Emergencies may not affect the entire state.
- Lincoln County Emergencies may necessitate working with/through the State of Montana's Emergency Operation Plan, State EMA or other associated agencies, plans and standard operating procedures.
- Emergency Support Functions (ESF), such as (ESF #6), Mass Care, (ESF #8) Public Health and Mass Fatality (ESF #14) Long term Community Recovery will be engaged in the distribution efforts, as outlined the county EOP additionally EOP (Annex F) Continuation Of Government and Continuity Of Operations Plan would be enacted as elected official and local government personnel who normally respond to such events may be among those affected and unable to perform their duties.
- A detailed and credible common operating picture might not be achievable for 24-72 hours or longer after the incident. As a result, response activities may begin without the benefit of a detailed or complete situation and critical needs assessment.
- Demand may exceed supply, evidenced through shortages of response teams, first responders, equipment, and supplies.
- Multiple jurisdictions will have to work together to share emergency commodities.
- Multiple incidents may occur simultaneously or sequentially in contiguous and/or noncontiguous areas. This will require prioritization of limited resources.
- The incident may result in significant disruptions (for an extremely long duration of time) of critical infrastructure including transportation, commodities, energy, telecommunications, public health, and medical systems.
- Transportation to impacted areas may be disrupted due to damaged roads, bridges, rail, and airports. The limited capability to refuel delivery vehicles within an affected jurisdiction may become a critical factor in planning.
- Unaffected jurisdictions may be requested to provide personnel and equipment to the affected jurisdiction/region for distribution support.
- An area's response capabilities and resources, including resources normally available through MOUs and/or MOAs, may be insufficient and quickly overwhelmed. It is highly likely that local public safety personnel who normally respond to such events may be among those affected and unable to perform their duties.
- An incident might result in such severe damage to a jurisdiction's infrastructure that habitation is not feasible during response operations. Consequently, mandatory evacuation may be ordered

by appropriate authority. Distribution of commodities may shift as the population shifts.

- The status of supply chains, infrastructure, fuel, transportation providers, material handling equipment, staffing, and other major systems will have to be evaluated on an on-going basis.
- Facilities throughout the including schools, parks, meeting/convention centers and rural fire stations have been identified as possible locations for points of distribution based on the size

Section II Roles and Responsibilities

Emergency Management Agency

Lincoln County EMA overseas community needs in time of disaster. EMA maintains direct communication with the County Commissioners and the State of Montana DES.

Local Emergency Management Agency

The determination to activate, operate, and demobilize a POD is at the discretion of the Local Emergency Management Agency. The Local Emergency Management Agency determines the location and type of POD based on; needs analysis, population density, and current methods of commodity distribution.

The Local Emergency Management Agency is responsible for activating a POD. It is important not to activate without guidance from the Local Emergency Management Agency because:

- Workers may not be covered for workers compensation or liability.
- The Local Emergency Management Agency may not have the resources to supply the POD.
- The Local Emergency Management Agency may not have the capability to communicate with or access the POD.
- The Local Emergency Management Agency may decide not to utilize PODs as a form of public commodity distribution.
- This may cause false expectations or false hope from surrounding citizens and residents.

The Local Emergency Management Agency coordinates the activation of PODs based on:

- public need,

- types of resources needed,
- infrastructure capability, and
- availability of resources.

The Local Emergency Management Agency designates resources for each POD, including the:

- type of distributed commodity.
- amount of distributed commodities.
- POD material handling equipment.

The Local Emergency Management Agency is responsible for:

- Providing POD Manager training
- Selecting POD staff and locations
 - Ensuring that POD locations support the population density, needs, and takes into account other forms of public commodity distribution
- Registering POD workers
 - At a minimum, POD Managers should be registered as an Emergency Worker in accordance with local laws.
 - It is suggested that all POD primary staff are registered
- Activating PODs
 - Determining the need and availability of PODs for activation
- Supplying PODs
 - Providing appropriate allocations of commodities for distribution based on population densities and expected public need
 - Providing material handling equipment and staff support resources
- Demobilizing PODs
 - Determining when to demobilize PODs based on need and infrastructure restoration
 - Coordinating the receipt of excess resources
 - Coordinating the removal of material handling equipment and staff support resources
 - Restoring sites to original specifications
 - Collecting and processing all paperwork associated with the POD
- Conducting POD Reset
 - Coordinating the replenishment of POD Kits
 - Conducting After Action Reviews
 - Recognizing participating organizations for service to their community

Management Structure of a POD.

The POD Manager oversees the Support Team Leader and the Loading Team Leader.

The Support Team Leader supervises the Traffic Controller, Pallet Jack Operator, Community Relations, and Fork-Lift Operator.

The Loading Team Leader oversees the Loaders and the Site Security Officer.

POD Manager

The POD Manager has overall responsibility for the safe operation of the POD. This includes all staff and resources on site throughout the activation. The POD Manager reports to the Local Emergency

Management Agency for guidance and information. The POD Manager is also the primary safety officer and ensures all operations are conducted in a safe manner for the staff and the POD customers.

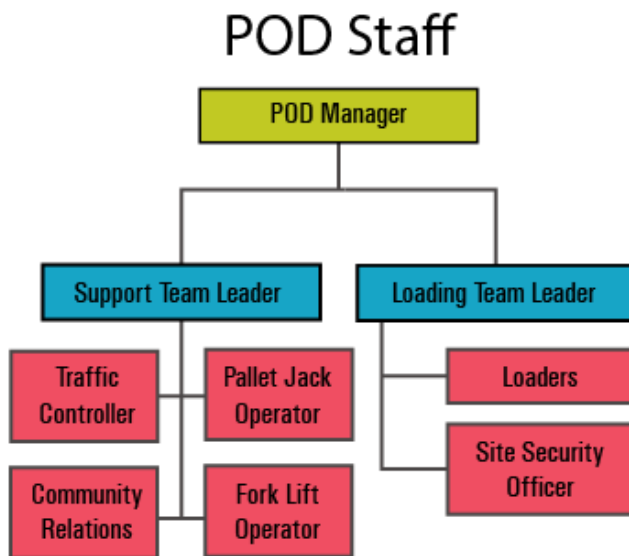
The POD Manager;

- Trains the staff
- Ensures safe operation of all equipment
- Ensures safety measures are enforced
- Provides a safety briefing at the beginning of each shift
- Accomplishes a site hazard assessment daily, develops preventative safety measures, and communicates this to all staff.
- Conducts accident investigations and develops preventative measures based on the outcome of the investigation.
- Provides connectivity with the Logistics Team or local emergency management agency
 - What supplies and resources are arriving?
 - What is in the pipeline?
 - Where is it coming from?
- Maintains accurate accounting of POD resources
 - How much has been distributed?
 - What is left?
 - What is needed for tomorrow?
- Recognizes the team
 - Reinforcing the importance of the teams' mission
 - Checking on the physical and mental health needs of individuals on the team
 - Acknowledging that disaster work is uniquely difficult, and it is crucial to be kind, considerate, and appreciative of the team

POD Staff

Under the direction of the POD manager, the POD operates using two teams:

- Loading Team
- Support Team



Support Team

The **Support Team** supports the loading line by:

- Resupplying loading points
- Unloading bulk commodities
- Maintaining traffic control
- Providing community relations

The Support Team consists of:

- Support Team Leader
- Traffic Control
- Community Relations
- Fork-Lift Operator
- Pallet Jack Operator

Support Team Leader

The **Support Team Leader** supervises all support operations including:

- Ensuring equipment used on site has been inspected, maintained, and used in a safe manner
- Coordinating supply truck movement on site
- Conducting resupply operations including downloading commodities and resupplying the loading line
- Maintaining accountability of all commodities received, on hand, and distributed from the site
- Maintaining all paperwork relating to resource accountability and providing daily resource reports to the Local Emergency Management Agency

Traffic Controller

The **Traffic Controller** manages the movement of vehicles through the POD; not just customer vehicles but also tractor trailers. The Traffic Controller directly controls the movement of vehicles in the vehicle lane and oversees the safety of loaders on the vehicle line.

All issues with customer vehicles, such as breakdowns, are coordinated with and directed by the Traffic Controller or Support Team Leader.

Community Relations

Serve as the central point of contact for media and public relations. This will ensure that a common message is carried across the jurisdiction and other PODs.

The POD manager should work closely with the Community Relations staff to ensure the correct message (whether verbal or written) is being provided to the public.

The Community Relations staff works with the Local Emergency Management Agency's Public Information Officer (PIO) to distribute public information (flyers, handouts, etc.).

Local media must be directed NOT to interfere with ongoing POD operations. They must not disrupt or stop traffic flow.

Fork-Lift Operator

The **Fork-Lift Operator** manages the movement of pallets to and from the resupply vehicle(s). This includes resupplying the loading line.

It is imperative that the Fork-Lift Operators have the **necessary qualifications** and licensure to operate the equipment.

Pallet Jack Operator

The **Pallet Jack Operator** is responsible for the movement of pallets to and from the loading line and removing empty pallets.

Similar, to the Fork-Lift Operators, Pallet Jack Operators must also have the necessary qualifications and licensure to operate the equipment.

Loading Team

The **Loading Team** conducts loading operations and sustainment of staff. The Support Team supports the loading line by:

- Conducting customer commodity loading
- Sustaining staff operations including:
 - Restrooms
 - Break Areas
 - Trash Removal
 - Meals
 - Establishing Shift Schedules

The Loading Team consists of:

- Loading Team Leader
- Loaders
- Site Security Officer

Loading Team Leader

The **Loading Team Leader** supervises all loading and sustainment operations including:

- Loading of supplies into customer vehicles

- Ensuring the Loading Line has adequate supplies
- Coordinating the staff sustainment and care including:
 - Restrooms
 - Rest Areas
 - Meals
 - Shift Schedules

- Oversees site security and coordinates with local law enforcement for assistance

Loaders are responsible for loading set quantities of supplies into customer vehicles. Loaders also coordinate with the Support Team for resupply of the loading line.

Site Security Officer

Site security is a local responsibility. Security/Law Enforcement must be assigned to critical points and traffic control. Law Enforcement must be present to resolve any issues that develop with drivers. POD staff should never get into an argument with POD customers.

The **Site Security Officer** is responsible for securing the POD site and ensuring and maintaining good order.

The Site Security Officer will be the primary staff member that will work with angered or agitated customers. The Site Security Officer should be a law enforcement officer, or an individual trained in security operations.

Section III Concept of Operations

Lincoln County supported distribution of commodities may be considered when normal or vendor supply chain routes are unavailable to protect the health and safety of individuals throughout Lincoln County. This plan is considered a guide to distribution efforts. Immediately upon implementing this plan or a distribution strategy, consideration must be given to the demobilization process. Resources and personnel must be tracked and documented from initial mobilization to track costs, personnel, and resource use through the duration of the event until they are fully demobilized.

Points of Distribution (PODs) are centralized locations where the public picks up life-sustaining commodities following a disaster or emergency. Commodities provided can include, but are not limited to, shelf-stable food, bottled water, ice, tarps, blankets, etc.

Requirement Defining

Lincoln County's population is dispersed with major population centers being widely separated from each other. Smaller communities are distributed throughout Lincoln County with much of the population living in the southern part of the county. The need to procure and distribute commodities or other resources will be event specific and determined at the time of the event.

Due to the diverse geographical nature of the county, much of EMA planning efforts are focused on the major population center while remaining flexible and scalable to serve any of Lincoln County's communities.

Calculating needs

Lincoln County EMA will use the generic FEMA planning factors of two meals and three liters of water per person of the impacted population each day.

Example of calculated meals and water requirements.

Affected Population	Liters of Water Per Day	Meals per day
5,000	15,000	10,000
7,500	22,500	15,000
10,000	30,000	20,000
12,500	37,500	25,000
15,000	45,000	30,000
17,500	52,500	35,000
20,000	60,000	40,000
22,500	67,500	45,000
25,000	75,000	50,000
27,500	82,500	55,000
30,000	90,000	60,000
32,500	97,500	65,000
35,000	105,000	70,000

Considerations When Determining Commodity Needs

Lincoln County EMA will work with the providing agency (FEMA/State DES) for specific meal types and actual quantities as determined by the community needs during an event. This will be based on the current and projected event conditions and projected needs, populations demographics and unique needs in the communities.

- **Meals:** Specific needs including meal types and quantities will be coordinated with the locally affected jurisdictions or areas.
- **Water:** Common units of measurement and clear communication will be used to identify needs

and provided quantities. (I.e., liter versus gallons). Care will be taken to make unit conversions when necessary and to provide clear communication as to unit size and packaging and handling needs.

- **Mass Care Supplies:** Identification of Mass Care supplies will be event dependent and based on the needs of the community.
- **Support/Transportation:** The transportation needs and requirements may be affected by the event, and current weather and transportation conditions
- **Capability and Capacity of Distribution Network:** Identify what is possible the state and local supply chains can accommodate. The quantity of resources ordered for the local jurisdiction should not exceed the distribution network's capacity (e.g., the maximum storage and throughput capabilities of the on-ground staging areas and C-PODs).
- **Private Sector Capability versus Requirement:** Emergency events may affect private and public supply chains, either through disruption in the supply chain or causing an increase in demand that exceeds local, state, and national supply chain capabilities. Supply chains are evaluated at the time of the event and when supply chains are affected, the SECC will look to alternate routes including emergency procurement procedures and agreements while coordinating with local, state, and federal partners.

Resource Ordering

Local jurisdictions may make a resource request when they are unable to meet local needs. Lincoln County EMA will evaluate the request and identify what assistance and resources are appropriate and how best to meet the request. Lincoln County EMA or a local official should notify the MT DES Duty Officer of the event leading to the establishment of the POD and request assistance at that time. (406-431-0411)

Lincoln County EMA does not maintain inventory of perishable items, procurement for anything that is not owned by the County will follow MT DES procurement procedures

- Any resource requests to private vendors will follow established procurement policies and procedures and through a county or state procurement officer.
- If Lincoln County EMA needs to make extensive procurement efforts, it may request that a state procurement officer be assigned to the Lincoln County EMA.
- A County procurement officer will use their resources and contracts established through the state and local agencies/organizations. In declared emergencies, the state may make purchases through the emergency procurement process.
- Local Jurisdictions resource request for commodities, including food, water, etc. are to follow the established resource ordering procedures and may include a request to the State through DLAN and direct communications. All verbal resource requests will be followed up by a written request

Transportation and Distribution Methods

Transportation and distribution methods strategies will be defined by the event.

Potential delivery methods may include:

- Direct delivery through state owned distribution vehicles such as semi-trucks, cargo vans, or other box trucks available to the state.
- Contractor/vendor supplied vehicles procured through existing or new state contracts coordinated through state procurement process.

- Commercial delivery services such as FedEx, UPS, Mergenthaler's, or other such services may be available and have current contracts with the state.
- Montana National Guard Resources, with the governor's approval.
Emergency Management Assistance Compact Requests
- Resource requests through FEMA.
- State procurement will be consulted and will determine if a current contract is available that fills the current needs, or if new contract is necessary through standard or exigent procurement procedures.

Distribution Systems

There are three types of distribution systems a Local Emergency Management Agency could use: Mobile Delivery, Direct Delivery, and Points of Distribution (PODs). These can be used exclusively or all at once. All three complement each other and provide expanded distribution coverage.

- **Mobile delivery** is a method that utilizes vehicles to drive into an affected area and provide commodities at different drop locations or where the need is identified. This type of distribution is common in rural areas and where roads are damaged.
- **Direct delivery** is coordinating with a specific location, such as a shelter, feeding site, or hospital for the delivery of specific items and quantities. These commodities could be food, water, comfort kits, etc. Direct deliveries are usually larger in size and more specific in commodity type than what is delivered through mobile delivery.
- **Points of Distribution (PODs)** are centralized points where supplies are delivered and the public travels to the site to pick up the commodities.

POD Locations

POD locations should be defined in the preparedness phase. (See Appendix) Considerations for locations include:

- Hardstand gravel or paved with ingress and egress
- Sites known by the public - school bus delivery areas, fairgrounds, commercial parking areas
- Inform the public of locations prior to the event
- Resource requirements - personnel and equipment

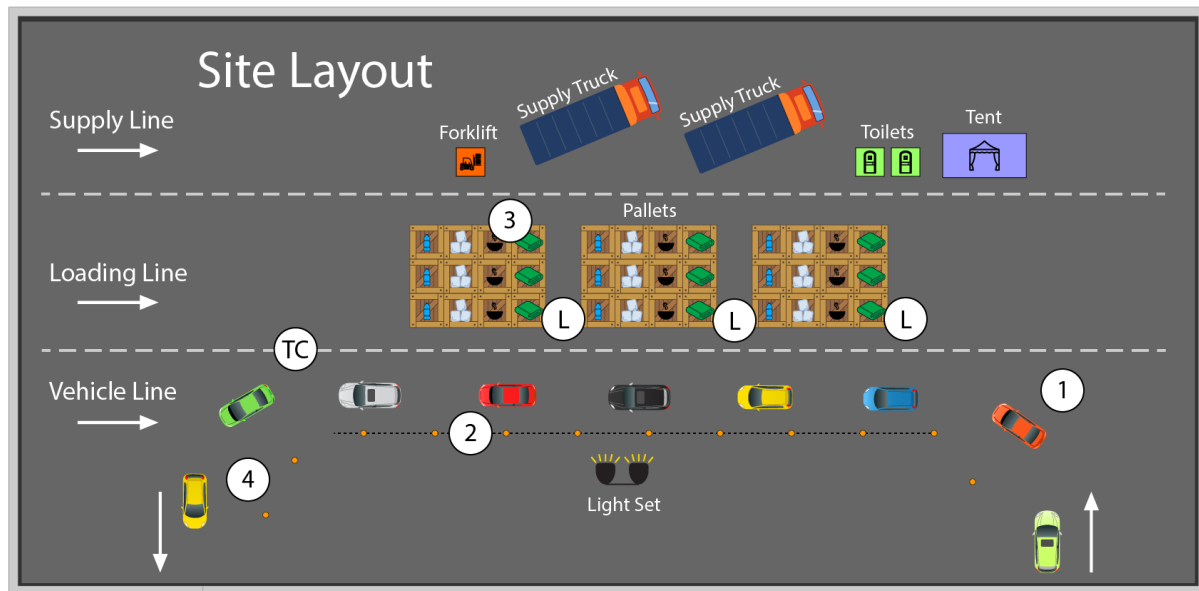
Site Layout

- **What type of POD is needed? Vehicle, pedestrian, or mass transit?** There are different set up requirements for each.
- **Are there entrance and exit concerns?** Is there more than one entry/exit point?
- **What is the traffic flow around the site?** Will residents have to cross a busy street? Will having a POD at this location halt the surrounding traffic and cause a traffic jam? Will this site impede emergency response vehicles?
- **Are there turns within the site or at the entry/exit points that require extra maneuvering?** Can large semi-trucks get in and out without assistance?
- **Are there any hazards threatening the site or staff?** Is the POD in a location that may flood? Is there debris on the site that could injure someone? Consider new hazards the disaster has created. Is there a structure that could fall on the POD? Is there a fire burning nearby that could affect the site?

POD Areas

- The **SUPPLY LINE** is where supply trucks, usually tractor-trailers, have room to unload. This area also includes staff care facilities including restroom facilities and rest tent. Having an informational bulletin board in the rest tent is a good way to keep your staff updated.
- The **LOADING LINE** is where supplies are kept waiting on stacked pallets to be distributed to the public. This is also where loaders wait while vehicles are moving through the Vehicle Line.
- The **VEHICLE LINE** is where the public drives through to get supplies. Entry into the vehicle line occurs only when all vehicles have come to a complete stop and the Traffic Controller has instructed the staff to "LOAD."

PODs provide the same quantity of supplies to each vehicle.



POD site layout. The site is divided into three lines: supply line, loading line, and vehicle line. The supply line contains a forklift, supply trucks, pallets, toilets, and a tent. The loading line contains three sets of four rectangles; each rectangle is labeled as "W," "I," "M," "T," respectively. The first grouping of rectangles is labeled as "3." The remaining two groupings of rectangles are labeled as "L." The vehicle line contains a row of vehicles travelling to the left in a single-file line in front of a light set.

Minimum Space

Minimum space for each area:

- Vehicle Line - 20 feet wide
- Loading Point - 80 feet by 40 feet each
- Supply Line - 50 feet wide

Traffic Cone placement

- **For vehicles**, cones should create a lane that is 12 feet wide. It is recommended that cones not be placed more than 20 feet apart.

- **For pedestrians**, cones should create a lane that is 5 feet wide. Cones should not be placed more than 10 feet apart.

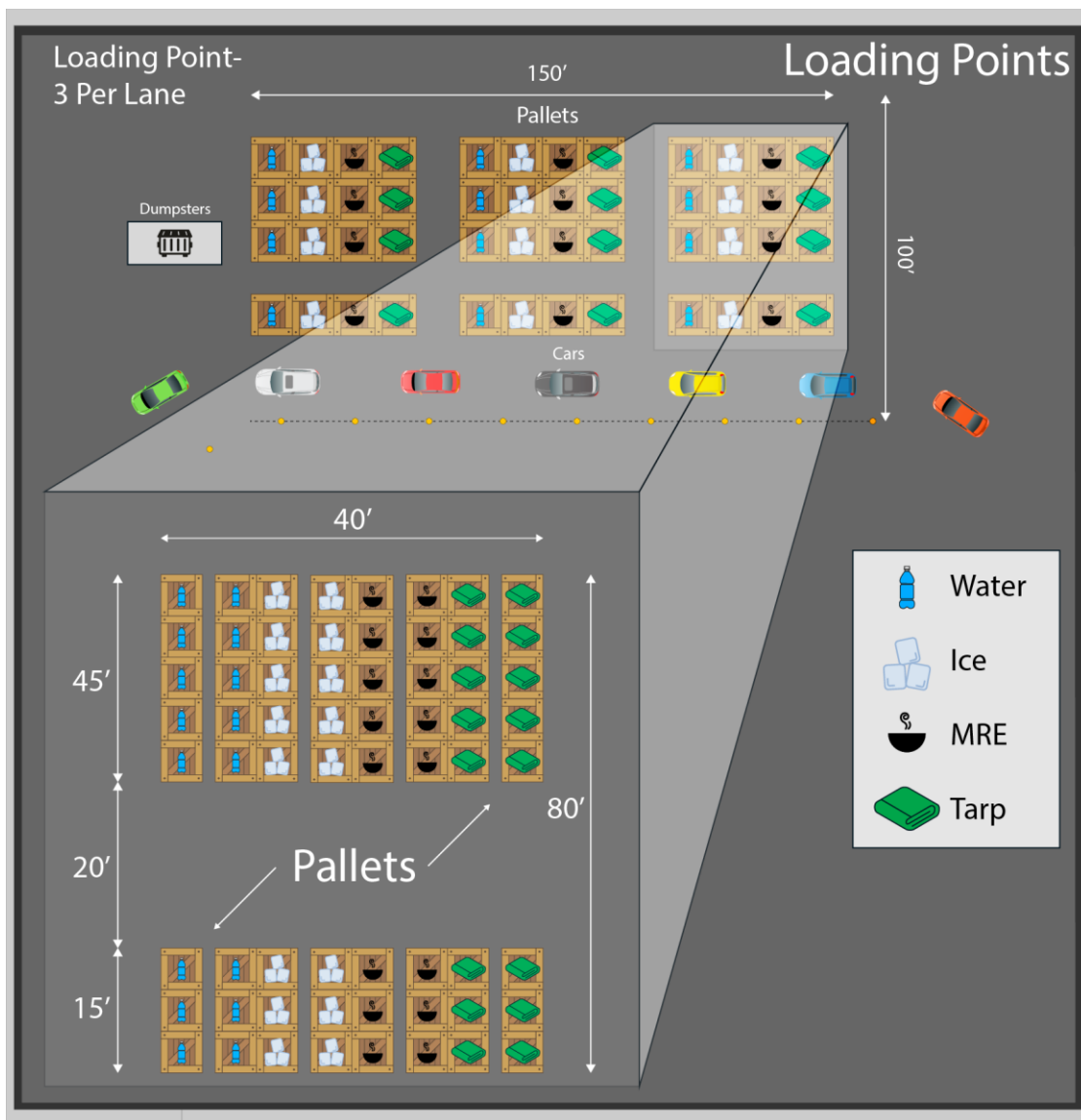
Signage

- **POD Ahead** - this sign provides directions to inbound customers in locating the entrance to the POD. There can be multiple signs placed away from the POD to give the estimated distance to the POD.
- **Enter** - this sign directs customers to enter at the correct point of the vehicle lane.
- **Loading Point** - each loading point should be marked so that customers know to stop for materials to be loaded.
- **Exit/Do Not Enter** - this marks the vehicle lane exit. It is also important to clearly mark the opposite side of the sign with "DO NOT ENTER."

Loading Points

Loading point should be 80 feet by 40 feet. These dimensions are a guide to be adjusted according to the size and quantity of commodities being distributed. In the Loading Points visual, Water (W), Ice (I), MREs (M) and Tarps (T) are being distributed. If the POD is only providing water and food, the loading point could be smaller.

Pallets of commodities must be separated at each loading point. This allows for a more efficient loading and resupply of materials. By mixing pallets of commodities, loaders have to spend additional time sorting.



In this example; It is specified that there are three cars per lane. The loading point is 150 feet by 100 feet. There are three groups of pallets. Each group of pallets contains four rows - one row of water, one row of ice, one row of MREs, and one row of tarps. On car is in front of each group of pallets. Each group of pallets is separated into two sections. The back section is 40 by 45 feet. There is a 20-foot space in between the back section and the front section. The front section is 40 feet by 15 feet.

POD Types

The United States Army Corps of Engineers has developed a typing standard for PODs. These types are Tier II resource typing definitions and, although accepted throughout most of the nation, are not yet nationally recognized.

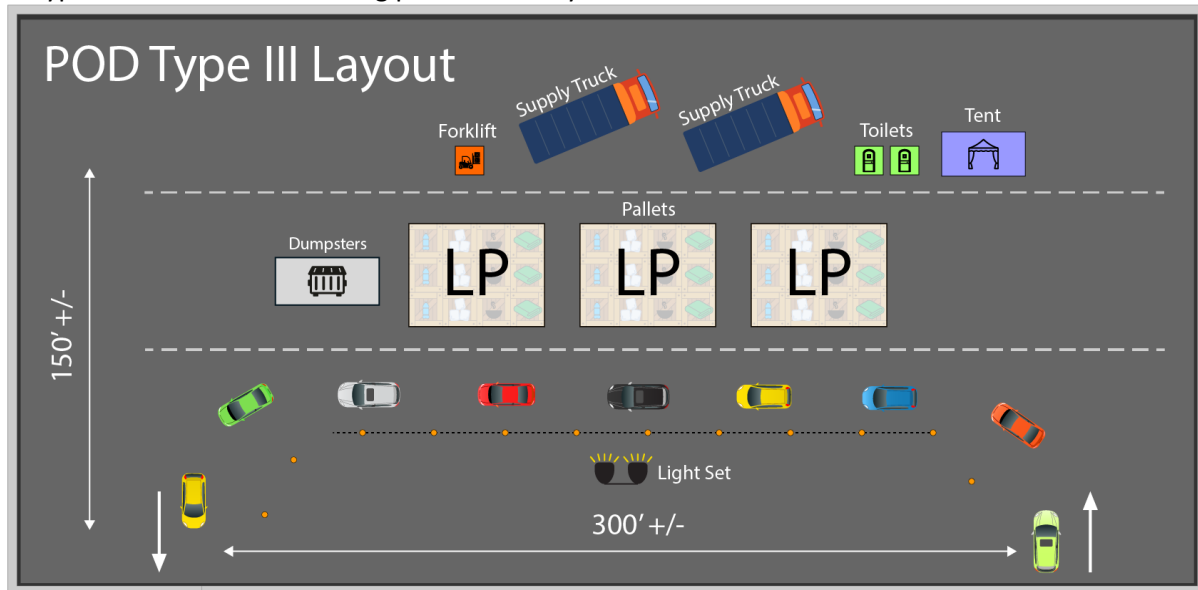
These POD types are:

- Type III - serves 5,000 people a day.
- Type II - serves 10,000 people a day.
- Type I - serves 20,000 people a day

POD Type III

The smallest of the PODs is a Type III. A Type III POD serves 5,000 people a day based on one vehicle representing a household of 3 people. A Type III POD is 150 feet by 300 feet and requires a staff of 19 per day and 4 per night.

A Type III POD has three loading points and only one vehicle lane.

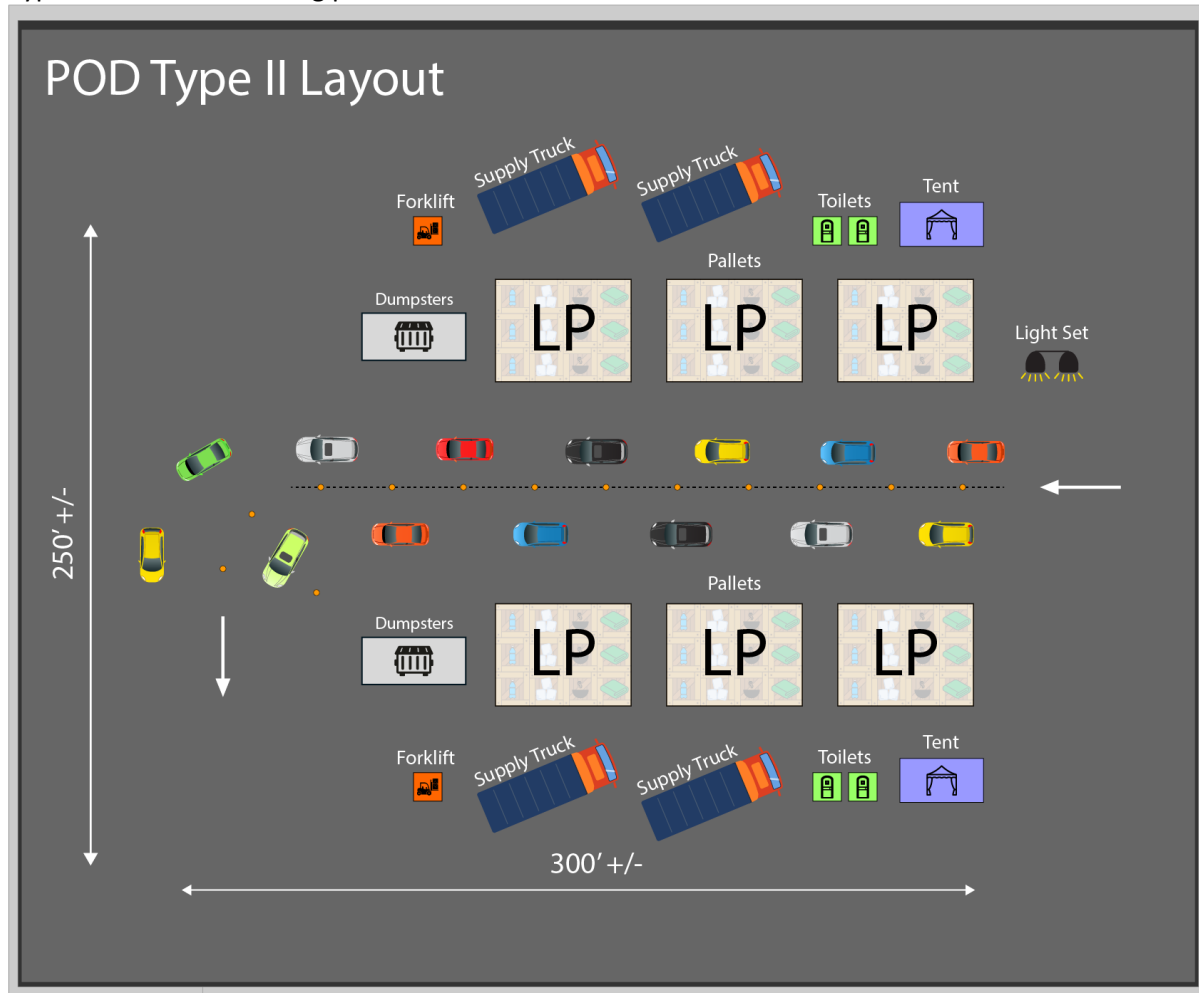


POD Type III layout. It is 300 feet by 150 feet. There are three loading points. Cars are driving in a straight line in between a light set and the loading points. There are dumpsters to the left of the loading points. Behind the loading points is a forklift, two supply trucks, two portable toilets, and a tent.

POD Type II

A Type II POD is twice the size of a Type III and serves 10,000 people a day based on one vehicle representing a household of 3 people. A Type II POD is 250 feet by 300 feet and requires a staff of 34 per day and 6 per night.

Type II POD has six loading points and two vehicle lanes.

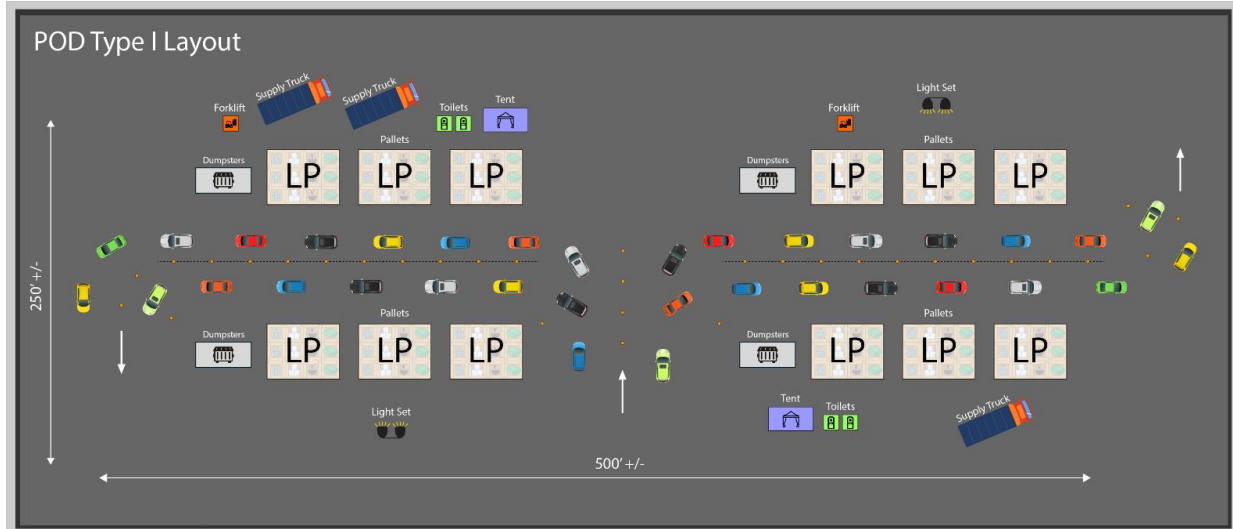


POD Type II layout. It is 300 feet by 250 feet. There are three loading points to the north and three loading points to the south. Cars are driving in two straight lines, with one line driving in front of the north loading points, and one line driving in front of the south loading points. There are dumpsters to the left of both groups of loading points. Behind both groups of loading points is a forklift, two supply trucks, two portable toilets, and a tent.

POD Type I

The largest of the PODs is a Type I. A Type I POD serves 20,000 people a day based on one vehicle representing a household of 3 people. A Type I POD is 250 feet by 500 feet and requires a staff of 78 per day and 10 per night. Type I PODs are only used in large metropolitan areas.

A Type I POD has twelve loading points and four vehicle lanes.



A POD Type I layout is 500 feet by 250 feet. There are four groups of three loading points. Cars are driving in four straight lines, with one line driving in front each of the loading points. There are dumpsters to the left of all groups of loading points. Behind one group of loading points is a forklift, two supply trucks, three portable toilets, and a tent. Behind another group of loading points is a light set and a forklift. Behind another group of loading points is one supply truck, a forklift, three portable toilets, and a tent. Behind the final group of loading points is a light set.

Activating a POD

The Local Emergency Management Agency determines if there is a need for a POD. If needed, the Local Emergency Management Agency determines the location, timeframe for operation, and what commodities will be provided to the public at the POD. During this time, POD staff should be taking care of their families and homes in preparation for activation.

Once the decision to activate a POD has been made, the Local Emergency Management Agency contacts the POD manager via phone, radio, or messenger and provides, at a minimum, the following information:

- Location of the POD
- Size of POD (Type I, II, or III)
- Time and date POD will open
- Type and quantity of commodities
- Estimated date and time of first supply shipment

POD Activation Form

Used to assist in notification of a POD activation. See Appendix

Notifying the POD Team

Once the POD Manager is notified, they must notify the POD team. This notification could be through a phone tree or by messenger. The team must determine how they will contact each other to activate the POD. As part of the notification, the POD Manager will determine what time the team will assemble at the POD site.

Conducting a Hazard Assessment

Once the team assembles at the POD site, the POD Manager must conduct a hazard assessment. There may be new hazards on the site in the wake of a disaster. The POD Manager decides if the site is safe for operations. If the site is deemed unsafe, the POD Manager will contact the Local Emergency Management Agency and report the findings of the hazard assessment. The Local Emergency Management Agency will determine the next steps.

POD Site Setup Checklist

Can be used to assist in setting up a POD site. See Appendix

Assigning Positions

The POD Manager assigns positions based on who is available and who is trained for specific positions.

The order for filling staff positions is:

- Team Leaders (Support and Loading)
- Traffic Controller
- Community Relations
- Pallet Jack Operator
- Loaders (one per loading point)
- Security Officer
- Additional Loaders

For new staff and spontaneous volunteers, you may have to provide some Just-in-Time training.

Receiving Supplies

By the time you receive your first supply shipment, you should have at least one pallet jack on site for handling the movement of pallets. When receiving supplies, it is important to track the material that comes in.

After direction from the Local Emergency Management Agency on the POD Type, you will know how many loading points to establish. When setting up a loading point, follow the guidelines provided at the beginning of this lesson.

Once you have your first supply, coordinate with your Local Emergency Management Agency to determine when to open the POD to the public. *No earlier than 30 minutes before opening*, place your signage out. This will reduce traffic in the area and set a reasonable expectation with the public. When the site opens, contact the Local Emergency Management Agency to confirm operations.

Supporting a POD Site and Staff

The POD kit has supplies for the site and individual staff positions. At each POD location, it is best to have POD kit(s) on site to support the initial setup of the POD. Each POD kit is designed for a Type III POD. If a Type II POD is established at that site, the site should have two kits. A Type I POD would need four kits.

POD Kit Checklist

Contains all items within a POD kit. See Appendix

In addition to the resources available in the POD kit, the site will need, at a minimum, a dumpster, portable restroom, break area, and light set. These will provide support for the staff and allow for safer working conditions.

How to Operate a POD

PODs can accommodate vehicle traffic (drive-through), pedestrian traffic (walk-through), and mass transit traffic (bus or rail).

PODs are generally open to the public for 12 hours a day. This reduces the amount of time the POD is open in low-light conditions.

The Local Emergency Management Agency will coordinate resupply during the 12 hours the POD is closed. The POD will work with the Local Emergency Management Agency to determine the hours of operation, but it is recommended that the open hours be from 7am to 7pm and resupply from 7pm to 7am.

Rest and Meal Breaks

The POD Manager will determine breaks for staff including meal breaks. Due to the physical nature of the work, it is recommended that staff get a ten-minute break every hour and a twenty-minute meal break. Ideally, food will be provided by the Local Emergency Management Agency at least twice a day (noon and midnight). However, if the situation does not allow delivery of hot food, POD staff are permitted to utilize the shelf-stable meals and water on site for meal breaks.

POD Divisions

A POD is divided into three areas:

1. The Supply Line
2. The Loading Line
3. The Vehicle Line

POD Operation

When vehicles approach the POD:

- The Traffic Controller stands at the front of the vehicle line where all vehicle drivers in the lane can see them.
- When the front vehicle is adjacent to the front-loading station, the Traffic Controller signals the vehicle to stop. Each vehicle behind the first vehicle stops as well.

Once all vehicles come to a stop:

- The Traffic Controller blows one long whistle blast and says, with a projected voice, "LOAD." "LOAD" is echoed by the Loaders.
- The Loaders then load a set number of supplies from the pallets into the trunk of the vehicle.
- Once the Loaders complete loading supplies into the vehicle, they step back to the loading line and speak with a projected voice, "CLEAR."
- When the Traffic Controller hears "CLEAR," she or he visually verifies that all staff and Loaders have cleared the vehicle line and, using hand signals, instructs the vehicles to depart the POD and blows a long whistle blast.
- The next set of vehicles enters the vehicle lane and the process repeats

Ordering and Resupply

Each person receives a set number of supplies. These supplies are determined by assuming each person or vehicle is provided supplies for a household of three.

It is not uncommon for the State to push out 100% of available resources on the first day with no back up until additional commodities arrive later. That is why you cannot over-distribute early - you will run out later in the day! POD personnel must be instructed not to "fill the trunk" with commodities until a strong pipeline can be assured.

Consumption Rates

Consumption Rates are determined by the number of customers through a POD per day. This information must be passed on to the Local Emergency Management Agency each day. This helps to determine POD needs and quantity of supplies to provide.

Ordering

When providing your consumption rates to the Local Emergency Management Agency, you should also order any supplies you need on the site. Supplies could include fuel for equipment or expendable POD equipment (gloves, vests, etc.).

Off Loading Supply Trucks

Resupply should be conducted during the night. The night crew must assist with unloading any supply trucks and organizing the supply and loading lines with the new resources. Commodities should be organized on a first-in/first-out basis.

Resupplying Loading Points

Loading points should be restocked during the night from the supply delivery. During the day, empty pallets should be cleared from the loading line and stored in the supply line for pick-up the following night. It is also advisable to replace empty pallets with full pallets close to the vehicle line to reduce loaders walking excessively to and from the vehicle line.

Daily Maintenance

On-site equipment must be checked daily to ensure proper working order. The forklift (if on site) should be inspected following the checklist. A similar inspection must be conducted on the pallet jack(s), light tower(s), and other equipment on site.

Break Downs

Contact the Local Emergency Management Agency to get a maintenance technician or replacement equipment.

Refueling

Generators and light towers should be refueled twice a day prior to shift change. Be sure to follow the owner's manual for proper refueling procedures.

Inventory Management

Inventory Management will likely be coordinated and tracked through state owned systems such as CIMS, and the IMATS system used by DPHHS. Orders will be tracked as they are placed and communicated to the requesting jurisdiction. Orders, when at all possible, should be for direct delivery from supplier to the requesting jurisdiction. If necessary, the Logistics Section within EMA may be assigned an inventory manager to track commodity inventory. Ordered inventory, shipping manifests, etc. received from the supplier will be forward to the requesting jurisdiction.

All inventory, when received either by the local jurisdiction or by the state, will be checked against the placed order and received shipping manifest. Discrepancies in received orders will be documented. Resources that are damaged on receipt will be reported to the SECC and to the supplier and may be held before acceptance.

Returnable durable equipment that is provided such as forklifts, pallet jacks or other returnable items will be documented and tracked. Damage to returnable equipment will be documented by the operator, local jurisdiction and the EMA.

Inventory Management Systems (IMS)

Extensive coordination with State DES and utilization of their WebEOC and the DPHHS IMATS systems are the preferred IT solutions to assist in managing warehouse resources, as well as tracking assets such as commodities resources, supplies, and equipment.

Other solutions may include an electronic spreadsheet, pen and paper, a federally supplied system or other methods appropriate for demands of the event that can be incorporated into the preferred system. Any IMS used will require an orientation or just-in-time training based on several considerations.

The overall inventory management process includes:

- Receiving product
- Storing product
- Receiving resource requests/orders from local jurisdiction Validating and approving requests/orders
- Picking approved orders

- Quality control check to assure appropriate items and quantity is picked Staging orders for distribution
- Distribution process
- Including Chain of Custody, if required
- Tracking of all orders until they reach their destination

Time and Resource Accounting

Accounting for all personnel, equipment, and supplies at your POD is one of the manager's primary responsibilities. Accuracy in this effort helps ensure that staffing levels are adequate for the task, supplies for the public are maintained at needed levels, and equipment on the site is returned to its point of origin. Additionally, the reports and forms will be used by the Local Emergency Management Agency to recoup costs once the disaster winds down.

You will need to put together three files for this purpose:

- Equipment
- Resources
- Staffing

Equipment Inventory

It's important to keep an equipment inventory. Your POD could have equipment from several different sources - two forklifts from two different rental agencies, a POD kit from the Local Emergency Management Agency, and a borrowed pallet jack from a local business. Keeping track of inventory allows you to know what you should have on hand for use and provides an easy reference tool to get items back to their point of origin when closing the POD.

Defective or missing equipment should also be reported. You may request a replacement, although in a major disaster, replacements may not be immediately available.

Equipment Inventory Form

An Equipment Inventory Form (see Appendix) can be used to assist in recording a complete list of equipment on site and provides a quick reference when closing the POD and returning equipment. In order to provide additional detailed information, be sure and keep copies of any equipment transfer forms and inventories (such as the POD Kit inventory) in your file as back up to this form Include on the Equipment Form:

- The date you received the equipment
- What kind of equipment you received
- The serial number (if any)
- The condition of the equipment (i.e., "complete" for kits, "leaking hydraulics," "dented front right fender," "no defects," etc.)
- Where the equipment came from
- The equipment location in the POD (supply line, loading line, etc.)

Vehicle Counts

Vehicle counts are important for a number of reasons. By gathering basic statistics on the number of customers served, you can gain an understanding of what will be needed to continue to provide goods at each POD. In addition, it helps the POD manager track the actual amount of goods issued so that they can report on this.

To that end, there should be a **Check-in Specialist** position. This person should keep a running tally on a clipboard as vehicles arrive at the check-in-point and provide the information to the POD manager upon request.

Receiving Supplies

As supplies arrive at the POD, the manager should use the trucker's Bill of Lading or Mission Assignment Form to account for the supplies being delivered. If there is a discrepancy, the manager should contact the point of origination (the staging area or vendor) and discuss the difference. If a resolution of the discrepancy cannot be reached, the manager should make a note of the discrepancy (and steps taken) on the form before signing. Do not sign the form without including this information. In any case, the manager should never accept supplies without signing for them.

Receiving Inventory

As inventory is received, enter on the Supply Inventory Form the date, time, truck number, mission number from the trucker's mission form, the type of supply (water, MRE, etc.), the quantity received, and the new balance on hand at the POD. For supplies being issued, make entries at regular intervals during the operational period. A suggestion is to do this hourly, but you decide when this will be for your POD. For these entries, record the date, the time, the type of supply, the amount distributed and the balance on hand. You may decide to use a form for each type of supply or use one form for all types. The Supply Inventory Form is useful because it allows you to keep track of your supplies on a regular basis and keep better control of your inventory.

POD Daily Report

(See Appendix) Can be used to assist in recording a daily summary. Enter only the balances on this form and use your inventory form as detailed back up.

Line No.	POD Reporting	Details
Line 1	Date of Message	
Line 2	Time of Message	
Line 3	Manager Last Name	
Line 4	Managing Organization	
Line 5	Location	
Line 6	Date Opened	
Line 7	Quantity of Water Received (gal)	
Line 8	Quantity of Water Distributed (gal)	
Line 9	Quantity of Food Received (each)	
Line 10	Quantity of Food Distributed (each)	
Line 11	Quantity and Type of Other Commodity Received	
Line 12	Quantity and Type of Other Commodity Distributed	

Line 13	Number of Day Staff	
Line 14	Number of Night Staff	
Line 15	Number of Unassigned Staff	
Line 16	Number of Spontaneous Volunteers	
Line 17	Initials of Reporting Manager	

Daily Inventory Reporting

Daily reporting of inventory to the Local Emergency Management Agency allows accurate restocking. The Local Emergency Management Agency will tell you when and how to report each day (they may want a verbal report instead of a written one) and what elements of information it wants. Usually, the basic items to report for each type of supply are:

- Quantities received
- Quantities distributed
- Quantities on hand

Supply Inventory Form

Retain Bills of Lading or Mission Forms as back-up to this, or any form that you use. Vehicle counts are also useful documentation in this file.

The Supply Inventory Form (see appendix) is useful for capturing all incoming and outgoing supplies, as well as balancing inventory levels. The form itself may or may not be required by the Local Emergency Management Agency, but the information you gather will need to be reported.

Staff Reporting

Daily reporting of staffing to the Local Emergency Management Agency helps the agency keep a handle on POD activities and your staffing needs.

At a minimum, you should be prepared to include the number of people assigned to the day shift and night shift. If you have unassigned personnel, they may be able to use them at another location. The reverse is also true - another site may have extra people and you need them. Additionally, it is very important that spontaneous volunteers are reported to the Local Emergency Management Agency.

Staff Report

The Staff Report is another tool for documenting POD activity. Basic elements of personnel report are:

- Assigned personnel
- Unassigned personnel, and
- Spontaneous volunteers

As with inventory reporting, the Local Emergency Management Agency will tell you when and how to report each day, and what elements of information are needed. The Daily Activity Report is a part of emergency worker management and is a good way to gather the reporting information you need.

Staff Reporting Form

Useful for capturing data on staffing levels and activities. A new form should be completed each day (including the day shift and night shift). Enter the incident information at the top as soon as you get the form. The mission number and incident name will be provided by Local Emergency Management Agency. The unit name and address are the name and location of your POD.

Each member of your team, including yourself, should be entered on the report. Include:

- Name
- Worker number or Driver's License number
- Which position you assigned them to
- Time began working, time they stopped, and total hours worked

Summary Reporting

The POD Daily Report, is ultimately needed by the Local Emergency Management Agency. The Local Emergency Management Agency may ask you to do your daily report verbally or written in summary form and collect more detailed forms later. As with inventory reporting, the daily reporting form can be useful for summary reporting.

Keep in mind, accounting is an essential part of POD operations. There is a cost share between the state and the federal government. Documentation from your POD may be requested to make sure billing is accurate.

Volunteers

At your POD site, you may get volunteers willing to assist you. These volunteers may be from your organization, friends of your staff, or spontaneous public volunteers. You must coordinate the decision to accept volunteers with your Local Emergency Management Agency. If the decision is to allow additional volunteers on the POD site, they must follow the same rules and procedures as the trained staff. This includes signing in just as the regular staff does each day.

Media

The media may wish to visit your POD site. This must be coordinated with your Local Emergency Management Agency's Public Information Officer (PIO). All questions from the media must be directed to that PIO. This ensures a common message across the jurisdiction and other PODs. Your Community Relations staff and POD Manager will be the primary points of contact for media inquiries. Additionally, the media must be directed to not interfere with ongoing POD operations, such as stopping or disrupting traffic flowing in and out of the POD site.

Public Relations

Your Community Relations staff will also provide information to POD customers. This information is provided by Local Emergency Management Agency's PIO. The information may be verbal or through handout flyers. The POD Manager should work closely with the Community Relations staff to ensure correct messages are being provided.

Staging

Local

Local jurisdictions within Lincoln County may elect to identify staging areas. The staging areas may be a designated area of their C-POD or at another location. EMA will coordinate with local jurisdictions to identify potential staging and distribution sites. When it is determined the distribution of commodities is required, the local jurisdiction must communicate which identified sites are selected County EMA.

Identified sites will be confirmed by the logistics staff at EMA including capability and restrictions of the sites to assure resources can be appropriately delivered and transferred.

For the distribution process to be accomplished with minimal complications, distribution staging areas C-POD sites planning should be done in advance, establishing appropriate inbound and outbound traffic to accommodate the distribution vehicles as efficiently and effectively as possible.

State EMA works with local jurisdictions to identify staging and POD locations which are **updated annually**. The sites will be integrated into EMA systems for increased awareness and information about each site. Pre-identifying sites does not guarantee their availability when needed, so confirmation of each location's availability and meeting the current needs is required.

Demobilization

With the implementation of a distribution effort, personal, resources and costs are tracked. Accurately tracking these resources assists with calculating costs and demobilizing from the event. Some resources may demobilize during the event, others may be demobilized when the resource is no longer needed, including the termination of the event.

Demobilization is the process of:

- Recovering resources and equipment.
- Deactivation and demobilization of staff, facilities, and equipment.
- Maintaining of vital records.

Demobilization starts at mobilization by tracking all resources, especially those that are non-consumable and are required to be returned to a state of readiness or to the owners of the resource. This may include using distribution records and chain of custody forms to account for location, accountability and return of non-consumable items.

Local jurisdictions are responsible for demobilizing their local response efforts following local plans and procedures. Commodities ordered and accepted by the jurisdiction are owned by the jurisdiction and must be handled according to their identified policies. Returnable equipment must be documented and returned to the equipment owner.

During demobilization local jurisdictions and logistics with EMA will:

- Identify where all recoverable resources are located.
- Inventory all remaining resources on site.
- Coordinate with the Logistics Chief on activities to recover resources.
- Tracking of personnel rosters and time/duration of activation.
- Arrange transportation to return personnel, as necessary.
- Recovery equipment and supplies assigned to personnel.
- Coordinate any debriefing and follow up with personnel, as necessary.
- Coordinate the return of sites, facilities, and equipment to respective owners, including the documentation and the repair of damages that occurred under state or local control.

Documentation during an incident is vital to closing out an emergency response. Vital records can assist with federal reimbursement under the Stafford Act, assuring assets are returned, as well as a

variety of other record keeping requirements. Local Jurisdiction and the EMA staff are tasked with maintaining vital records.

Unused commodities are owned by the requesting jurisdiction. A determination of short term, long term or disposal of the commodity is the responsibility of the commodity owner. Consideration should be made as to the life expectancy/expiration date of the commodity, required storage conditions, storage costs and disposal options.

Close the POD Site

The need for a POD is based on a lack of infrastructure (roadways, power, water) to support normal distribution of food, water, or other supplies. Once the local infrastructure starts coming back, it's time to close the POD. For example, if the POD is in the parking lot of a grocery store, once the electricity and roadways are back to working order and the store begins receiving stock, you don't want to interfere with their operation. The community can begin to support itself again.

The Local Emergency Management Agency will let the POD Manager know when it is time to close the POD. The Local Emergency Management Agency has the overall picture of the community and can best judge when recovery has reached a point that the community can sustain itself. The Local Emergency Management Agency can close all PODs or only those at specific sites.

It is important to remember that even if PODs are closing in nearby locations, others may need to remain open a bit longer due to infrastructure restoration being more difficult in some areas than in others.

Turn in Excess Supplies

Once you have received a POD closure notice from the Local Emergency Management Agency, you will need to block the vehicle or pedestrian lane to further traffic and clear the loading line of any remaining supplies. Ask the Local Emergency Management Agency for instructions on where to send any remaining customers. Remember to be polite and helpful to people - some of them may still need help.

Consolidate supplies by type (water with water, food with food, etc.) onto pallets in the supply line for loading back onto the truck. Inventory anything remaining prior to loading on the truck. It may be helpful to request a strapping unit or plastic wrap from the Local Emergency Management Agency to help secure loose supplies to their pallets before loading them.

Use a blank POD Supply Tracking Form to record remaining inventory balances and provide it to the truck driver as a Bill of Lading. Be sure to keep a copy of the form for your records. Load the supplies on the truck and begin cleaning the supply line.

Return Equipment

Once all supplies are loaded and off site, consolidate equipment behind the supply line and use the equipment inventory form to confirm everything is present.

If equipment is missing, check with the workers to see who had it last and where it was located. You will need to generate a written statement on any missing equipment. Damage can occur to equipment during normal use. Don't worry about these situations - it is expected and will be handled by the Local Emergency Management Agency. When you contact the Local Emergency Management Agency for pick

up, be sure to report any damaged or missing equipment so that they can take any necessary further action.

Clean and Replenish the POD Kit

Once the equipment and supplies are cleared, finish cleaning the site and collect the elements of the POD kit for repacking. Use the kit inventory sheet to ensure all elements are returned, inspect them for damage and clean them prior to repacking. Report any damaged or missing items to the Local Emergency Management Agency for replacement.

It is important to restore the kit as close to its original condition as possible to ensure it is ready for the next time it is needed. Repack the kit to its original configuration.

In some cases, the kit may have been issued by the Local Emergency Management Agency. In others, it may have been stored on site in preparation for use. Regardless, return it to the location from which it was issued.

At this point, the site should be completely cleaned up. Remember, some sites will be located on commercial properties. We need to maintain good will with the owners so that we can use their sites again should the need arise.

Submit Paperwork

ICS form 214's and any other documentation used

After Action Review

Highlight what went right and recognize those who went the extra mile, then discuss anything that you noted for improvement. Ask for their input on both good and bad aspects of the operation. Add their input to your notes.

Provide the activity totals and after-action notes along with personnel, equipment, and resource files to the Local Emergency Management Agency.

The POD will then be officially closed.

Section IV Plan Maintenance

This plan will be reviewed annually to ensure it is current and accurate. The goals of the review include:

- Ensure overall plan accuracy.
- Address and resolve policy, methodology, and technological issues.
- Coordinate with related plans, procedures, and protocols.

Minor corrections, edits, updates, or adjustments that do not impact procedures or roles and responsibilities do not need vetting by signatory officials. Those changes, however, should be tracked in a versioning method or in the Record of Change log which can be updated by County EMA.

Appendices

LOCAL POD RESOURCE LIST

Appendices

POD LOCATIONS

State of Montana C-POD Worksheet

Commodities - Points of Distribution	Example	Location Name
Address	123 Main Street, Anytown, MT	
GPS Location:	46.6179426, -112.0992804	
Location/Facility Phone	(406) xxx-xxxx	
Location/Facility Point of Contact		
Name:	J. Doe	
Phone (Primary)1:	(406) xxx-xxxx	
Phone 2 (Cell):	(406) xxx-xxxx	
Email:	pocemail@noemail.com	
Anticipated Hours available to operate:		
Physical description of Drop Off Location	Large Brick Building, Loading on South Side	
Max acceptable size of deliver vehicle	65ft, 18-wheel semi	
Characteristics:		
Type of location/facility	Gymnasium, warehouse, fairgrounds	
Size/Square Feet	200 x 150 ft. (30,000 Sq Feet)	
Loading Dock	2 loading docs	
Climate Controlled	Yes	
Vehicle Drive Through Capable?	No	
MOU Needed?	Yes	
Is it signed	No	
Available Equipment		
Forklift(s)	No – Public Works	
Hand Truck(s)	3	
Pallet Jacks	2	
Estimated staffing needs (all shifts)		
POD Managers	2	
Loading Staff	10	
Traffic Control	3	
Pallet Jack Operators	2	
Forklift Operators	1	
Community Relations	1	
Site Security	2	

Supplies: <i>available on site, or where you can get it.</i>		
Traffic Cones	Contact Law Enforcement	
Signage	Contact Roads Dept, Health Dept.	
Work Gloves	Just in time Purchase	
Duct Tape	Just in time Purchase	
Flashlights/Batteries	N/A	
First Aid Kit	2 on site	
Hard Hats		
glow sticks (for traffic controllers)		
Safety Vests	Fire, Police, Health Dept	
Back Supporting Belts	Not Available	
Fire Extinguisher	2 On Site	
Light Towers	Roads Department	

LARGE POD LOCATIONS

SMALL POD LOCATIONS

Appendices

FORMS

POD ACTIVATION NOTIFICATION FORM

Note: Line numbers are used for radio communications.

Line No.	POD Activation Type	Details
Line 1	Date and Time of Message	
Line 2	POD Manager Name/Org	
Line 3	Location of POD	
Line 4	Size (by Type)	
Line 5	Date to Open	
Line 6	Time to Open	
Line 7	Quantity of Water per Vehicle	
Line 8	Quantity of Food per Vehicle	
Line 9	Type and Quantity of Other Commodity	
Line 10	Date and Time of First Supply	
Line 11	Local Emergency Management Agency Point of Contact (POC)	
Line 12	Local Emergency Management Agency POC Number	

POD SITE SETUP CHECKLIST

POD Manager: _____

Location: _____

Item	Yes	No	Remarks
1. Team members arrived			
2. Site hazard assessment complete			
3. Communications established with the Local Emergency Management Agency			
4. Inspect POD Kit			
5. Determine the location of the Supply, Loading, and Vehicle lines			
6. Establish the port-a-potty location			
7. Establish the dumpster location			
8. Establish the break area location			
9. Set up traffic cones around the vehicle line			
10. Ensure supply trucks can enter and exit			

11. Assign staffing positions			
12. Distribute PPE			
13. Conduct a safety briefing			
14. Determine signage locations			
15. Receive port-a-potties			
16. Receive dumpster			
17. Receive pallet jack			
18. Receive first supply			
19. Notify the Local Emergency Management Agency that the POD is ready for opening			
20. Put up signage			
21. Open POD			
22. Notify the Local Emergency Management Agency that the POD is open			

Other Remarks:

POD Manager Initials: _____

Date and Time Complete: _____

POD KIT CHECKLIST

- One (1) 96-gallon trash can, wheeled (for storage of the kit)
- Sixteen (16) pairs of leather work gloves
- Four (4) rolls of duct tape
- Nineteen (19) battery-powered (D-cell) flashlights
- Nineteen (19) reflective safety vests
- One (1) First Aid Kit
- Twelve (12) 36", reflective traffic cones
- Sixteen (16) safety hard hats
- Thirty (30) orange or red glow sticks
- Thirty-six (36) D-cell, batteries
- Eight (8) medium back support belts or vests
- Eight (8) large back support belts or vests
- One (1) 5 lb. fire extinguisher

In addition to the resources available in the POD Kit, the site will need, at a minimum, a dumpster, portable restroom, break area, and light set.

Equipment Inventory Form

[illegible]

POD Daily Report

[illegible]

Form

[illegible]

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DAILY SITE HAZARD ASSESMENT FORM

Inspected by: _____ Date: _____

Location: _____ Date: _____

Assessment Areas	Yes	No	Comments
Training:			
Is each person assigned to a job within their capability?			
Did each person receive a safety brief at shift change?			
Is training on PPE and equipment provided?			
Environment:			
Are resources available to deal with very hot or very cold conditions? (drinking water, heated tent, shade)			
Does staff know the symptoms of heat cramps, heat stroke, hypothermia?			
Is the level of light adequate for safe and comfortable performance of work?			
Housekeeping:			
Is the work area clear of debris and tripping hazards?			
Are materials properly stacked and spaced?			
Are work areas clear of fluid spills or leakage?			
Are aisles and passageways clear of obstructions?			
Are walkways clear of holes, loose debris, protruding nails, and loose boards?			
Is the break area kept clean and sanitary?			
Are the dumpsters being serviced properly?			

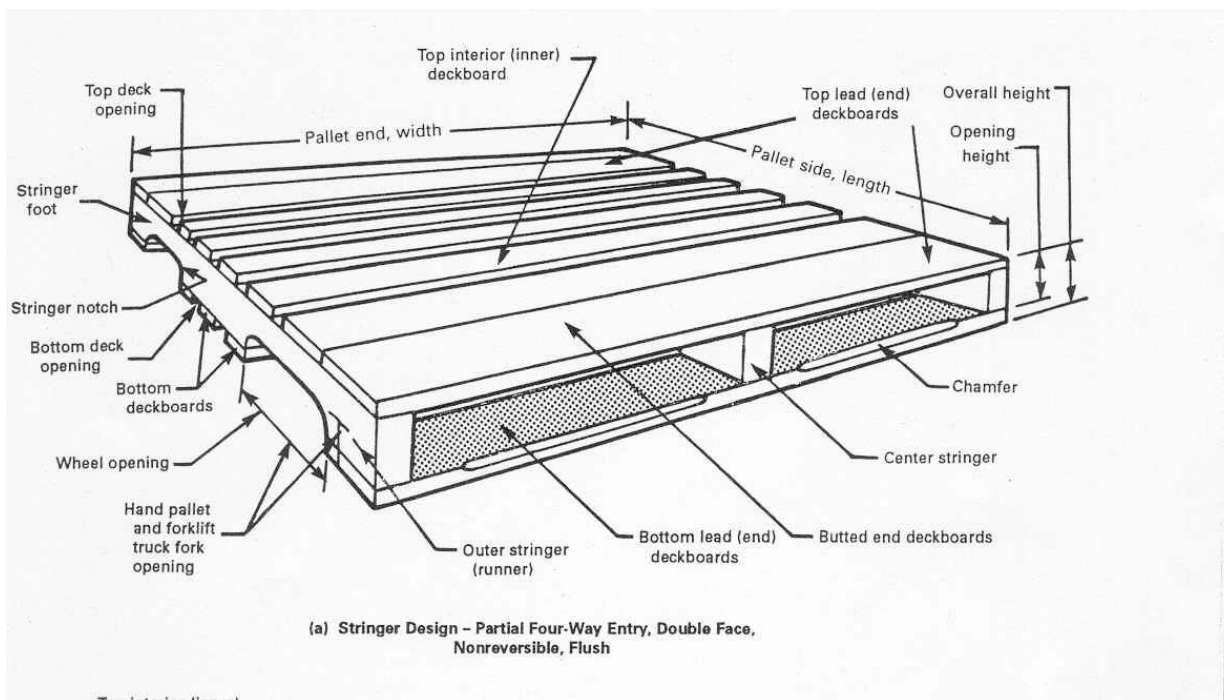
Are the restrooms (portable or fixed) clean, sanitary and restocked?			
Personal Protective Equipment:			
Is required equipment provided, maintained and used?			
Does equipment meet requirements?			
Are warning signs prominently displayed in all hazard areas?			
Material Handling and Storage:			
Is there safe clearance for all equipment through aisles and doors?			
Is stored material stable and secure?			
Are storage areas free from tipping hazards?			
Are only trained operators allowed to operate forklifts?			
Do personnel use proper lifting techniques?			
Vehicle Traffic:			
Are cones placed to direct traffic?			
Is the vehicle line free of pedestrians when vehicles are moving?			
Are pedestrian and vehicular traffic separated?			
ADDITIONAL COMMENTS OR CONCERNS			

Appendices

Equipment often used at a POD site

Pallet

This diagram lists the parts of a pallet. Notice where the wheel opening is for the tines of a pallet jack or forklift. This is a large rectangular opening on one side of the pallet.



Parts of a Pallet

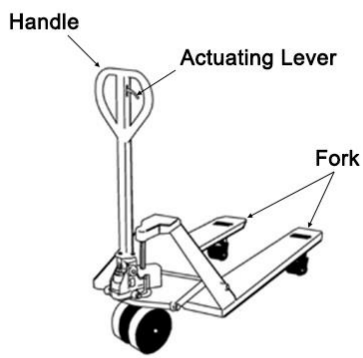
A diagram of a pallet showing the parts of a pallet. Hand pallet and forklift truck opening, wheel opening, bottom deckboards, bottom deck opening, stringer notch, stringer foot, top deck opening, pallet end and width, pallet side and length, opening height, overall height, chamfer, center stringer, butted end deckboards, bottom lead (end) deckboard, outer stringer (runner), top interior (inner) deckboard, and top lead (end) deckboards. There is a large, rectangular opening for the wheels and forks of a pallet jack on one side of the pallet.

Pallet Jack

The main parts of a pallet jack are the forks, handle, and actuating lever.

Before inserting the pallet jack into the pallet, ensure that the forks are in their lowest position.

Pallet Jack



Operating the Forks

Raise the forks by pushing the actuating lever down (R position on diagram) and pumping the handle up and down. A one-inch clearance between the floor and pallet is usually sufficient.

Put the actuating lever in a neutral or middle position (N position on diagram) to move the load. This position disengages the lifting mechanism and frees the handle from hydraulic resistance, but keeps the forks raised. When the lever is released, it will automatically return to the neutral position.

Lower the forks by pulling the actuating lever up (L position on diagram) and holding it there until the forks come to a resting position.

Pallet Jack Hazards

Some of the hazards associated with pallet jacks include:

- Load balancing
- Pushing the pallet jack versus pulling
- Controlling the speed of the pallet jack without the assistance of breaks
- Tripping hazard associated with the forks and handle

Pallet Jack Safety

To mitigate these hazards, follow the following safety rules:

- Always wear provided protective equipment
- Stay out of the vehicle lane when vehicles are moving
- Be alert to your surroundings
- Avoid moving loads up or down ramps
- Do not carry riders
- 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
- Pull rather than push loads for increased maneuverability
- Maneuvering loads using the neutral position reduces operator fatigue
- Operate at a controllable speed, since hand pallet trucks do not have brakes
- Park the pallet truck out of traffic areas in a safe, level place with the forks lowered
- The handle should be left in the up position to eliminate tripping hazards

Forklift



Parts of a Forklift

A forklift with each of its parts labeled. The overhead guard is a cage-like structure protecting the driver. The mast is the mechanism on the side of the forklift that lifts and lowers the carriage. The carriage situated on the front of the forklift holds the load. The forks and the fork heel, which jut out in front of the forklift balance the load. The drive tires are the larger set of tires in the front of the vehicle. The steer tires are a smaller set in the back of the vehicle.

Parking a Forklift

When parking a forklift, it is important to follow these steps for safety:

1. Park forklift on flat level surface.
2. Tilt mast to vertical position.
3. Lower forks to floor.
4. Shut engine off.
5. Lock drive wheels.

Forklift Hazards

Some of the hazards associated with forklifts include:

- Decreased visibility especially when carrying a load
- Lift height
- Stability on uneven (not level) surfaces
- Steering and turning radius when loaded
- Working around pedestrians

Forklift Safety

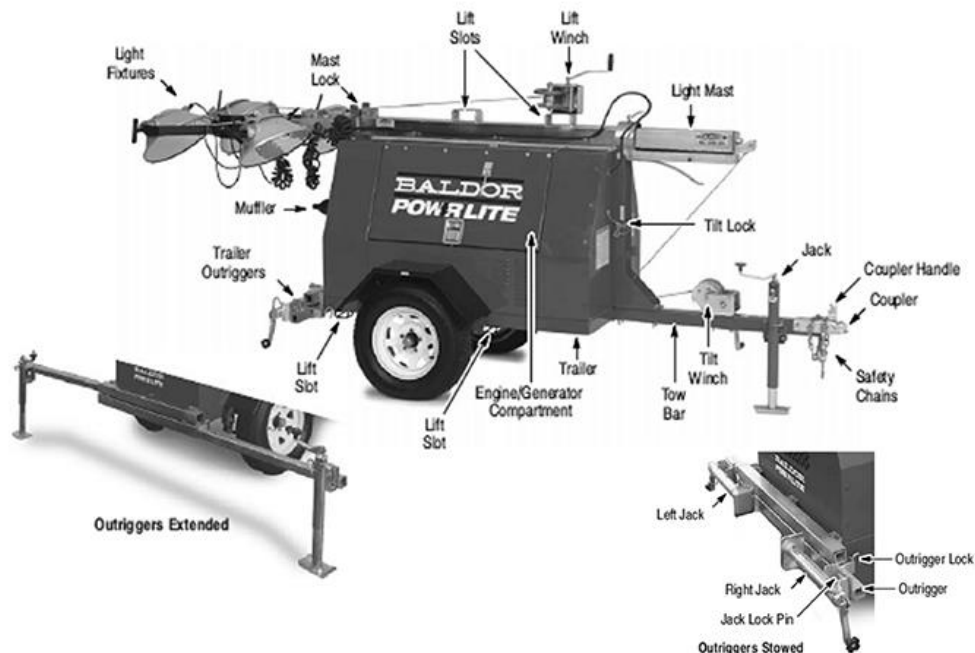
To mitigate these hazards, follow these safety rules:

- Only authorized and trained personnel (with current certification) will operate the forklift.
- Seatbelt must be worn by the operator at all times.
- Always wear provided protective equipment.
- Stay out of the vehicle lane when vehicles are moving.
- Be alert to your surroundings.
- Loads will be tilted back and carried no more than 6 inches from the ground.
- Loads that restrict the operator's vision will be transported backwards.
- Forklifts will travel no faster than 5 mph or no faster than a normal walk.
- Operator will sound horn and use extreme caution when meeting pedestrians, making turns, and cornering.
- Operator will assure load does not exceed rated weight limits.
- Grades will be ascended or descended slowly. When ascending or descending grades in excess of 10 percent, loaded trucks will be driven with the load upgrade. On all grades the load and load engaging means will be tilted back if applicable, and raised only as far as necessary to clear the road surface.
- Do not carry riders
- 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
- Pull rather than push loads for increased maneuverability
- Maneuvering loads using the neutral position reduces operator fatigue
- Operate at a controllable speed, since hand pallet trucks do not have brakes
- When unattended, forklifts will be turned off, forks lowered to the ground and parking brake applied

Light Towers

A light tower is used to provide portable lighting and power to the POD site. There are six major systems on a light tower:

- Trailer
- Engine/Generator
- Trailer Stabilization System
- Light Mast
- Light Fixtures
- Electrical System



Light Towers

Parts of a light tower, from left to right. Light fixtures, mast lock, lift slots, lift winch, light mast, tilt lock, jack, coupler handle, coupler, safety chains, tilt winch, tow bar, trailer, engine/generator compartment, lift slot, lift slot, trailer outriggers, and muffler. One zoomed-in section on the lower right shows the left jack, right jack, jack lock pin, outriggers stowed, outrigger lock, and outrigger. The zoomed-in section on the lower left shows the outriggers extended.

Light Tower Set Up

To set up the light tower:

1. Locate a suitable, level location. Ensure there are no overhead wires or obstructions.
2. Apply and check the parking brake (if equipped).
3. Disconnect the safety chains and trailer light connector from the tow vehicle.
4. Pull the pin on the Front Jack and rotate the jack 90 degrees to the vertical position.
5. Move the Coupler Handle to the vertical position to release the ball hitch.
6. Use the jack to raise the trailer Coupler from the ball hitch of the tow vehicle.
7. Move the tow vehicle away from the light tower.

After you have moved the tow vehicle away from the light tower:

8. Pull the Outrigger Lock for the right jack and fully extend the right outrigger. Lock the outrigger into position using the Outrigger Lock.
9. Pull the Jack Lock Pin for the right jack and rotate the jack to the vertical position. Lock the jack in its vertical position using the Jack Lock Pin.

After locking the jack in its vertical position:

10. Follow steps 8 and 9 for the left outrigger and jack.
11. Adjust the three jacks to level the trailer.
12. With the Light Mast in its stowed position, install or reposition the light fixtures to the desired placement when the tower is raised.
13. Pull the Mask Lock pin so the mast is no longer secured in the stowed position.
14. Pull the Tilt Lock pin so it is not in the way when the mast is raised.
15. Use the Tilt Winch to raise the mast to the vertical position.

Once you raise the tilt mast to the vertical position:

16. Secure the mast in the vertical position by inserting and locking the Tilt Lock pin.
17. Use the Lift Winch to raise the mast to the desired height.
18. To rotate the lights, loosen the Mast Rotation Lock, rotate the mast, and tighten the Mast Rotation Lock.
19. Start the generator with the lights off.
20. Once the generator is running at operating speed, turn on each light, one at a time.
21. To stow the light tower, follow the same instructions in reverse.

Appendices

Site Safety

A **hazard** is an inherent property or source of danger such as "height."

A **risk** is the extent to which a hazard such as "height" can cause harm.

Safety Practices

Safety practices include:

- Inspecting the work area daily
- Being an observer: stay alert — THINK
- Housekeeping
- Asking questions
- Reporting inquiries/incidents/illnesses
- Reporting safety issues to supervisor
-

POD Manager's Site Safety Role

The POD Manager is the primary safety officer and is responsible for the safety of all staff and visitors to the site. The POD Manager trains the staff on proper and safe operation of all equipment and ensures safety measures are enforced. The POD Manager conducts safety training with staff and provides a safety briefing at the beginning of each shift. The POD Manager accomplishes a site hazard assessment daily and develops preventive safety measures and communicates this to all staff. **Most importantly, the POD Manager sets the example for the rest of the staff in their actions.** This encourages positive behavior from the staff and assists in the enforcement of safety rules.

POD Manager's Site Safety Role

The POD Manager conducts accident investigations and develops preventive measures based on the outcome of the investigation. Additionally, the POD Manager should be open to the observations of their staff. A daily safety briefing must be presented to all POD staff at the start of each shift.

The safety brief should contain, at a minimum, the following information:

- Review of the Daily Site Hazard Assessment Form
- Reminder to use and care for PPE
- Prevention of weather-related injuries
- Changes to the HAZMAT on site
- Any additional safety items for discussion

Dealing with a Frustrated Person

When dealing with a frustrated person:

DO:

- Project calmness, move and speak slowly, quietly and confidently.
- Be an empathetic listener. Encourage the person to talk and listen patiently.
- Focus your attention on the person to let them know you are interested in what they have to say.
- Maintain a relaxed yet attentive posture and position yourself at a right angle rather than directly in front of the other person. Acknowledge the person's feelings. Indicate that you can see they are upset.
- Use delaying tactics which will give the person time to calm down. For example, offer a drink of water (in a disposable cup).
- Be reassuring and point out choices. Break big problems into smaller, more manageable problems.
- Accept criticism in a positive way. When a complaint might be true, use "it was my fault." If the criticism seems unwarranted, ask clarifying questions.
- Ask for their recommendations. Repeat back to them what you feel they are requesting of you.
- Arrange yourself so that the person cannot block your access to an exit.

DO NOT

- Reject all of a client's demands from the start.
- Use styles of communication that generate hostility such as apathy, brush off, coldness, condescension, going strictly by the rules, or giving the run-around.
- Pose in challenging stances such as standing directly opposite someone, hands on hips, or crossing your arms. Avoid any physical contact, finger pointing or long periods of fixed eye contact.
- Make sudden movements which can be seen as threatening. Note the tone, volume, and rate of your speech.
- Challenge, threaten, or dare the individual. Never belittle the person or make them feel foolish.
- Criticize or act impatiently toward the agitated individual.
- Attempt to bargain with a threatening individual.
- Try to make the situation seem less serious than it is.
- Make false statements or promises you cannot keep.
- Try to impart a lot of technical or complicated information when emotions are high.
- Take sides or agree with distortions.
- Invade the individual's personal space. Make sure there is a space of three feet to six feet between you and the person.

Source: www.dli.mn.gov/sites/default/files/pdf/vguideapg.pdf