



National Capital Region Water/Wastewater Agency Response Network (NCRWARN) Operational Plan

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Record of Changes Form

Changes to this document are expected due to lessons learned, updates to protocols, and/or modification to the NCR WARN Agreement. The NCR WARN will document all changes to the Plan according to the following procedure:

1. Record updates/changes on the log below. (Add new pages as needed.)
2. The Water Security Work Group approves updates to this NCR WARN Operational Plan and electronically advises all NCR WARN Member utilities and Associate Members when approved updates have been made and are available on the NCR WARN Web site.
3. Member utilities replace old pages with current pages and destroy outdated material.

Change Number	Date of Approval	Section #, Header, and Page #	Brief Description of Change	Approved by
1				
2				
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List of Acronyms

AWWA

American Water Works Association

COG

Metropolitan Washington Council of Governments

DOC

Department Operations Center

EMAC

Emergency Management Assistance Compact

EOC

Emergency Operations Center

ERP

Emergency Response Plan

ESF

Emergency Support Function

FEMA

Federal Emergency Management Agency

HSEEP

Homeland Security Exercise and Evaluation Program

HSPD

Homeland Security Presidential Directive

IAP

Incident Action Plan

IC

Incident Commander

ICS

Incident Command System

MACS

Multi-Agency Coordination System

NCR WARN

National Capitol Region Water/Wastewater Agency Response Network

NIMS

National Incident Management System

NRF

National Response Framework

PA Program

FEMA Public Assistance Program

RICCS

Regional Incident Communication and Coordination System

U.S. DHS

U.S. Department of Homeland Security

U.S. EPA

U.S. Environmental Protection Agency

USACE

U.S. Army Corps of Engineers

WARN

Water/Wastewater Agency Response Network

WSWG

National Capital Region Water Security Work Group

List of Definitions from the NCRWARN Agreement

Activation

Occurs when one Member utility calls another Member utility to discuss the exchange of resources.

Associate Member

Any non-utility participant, approved by the Regional Water Security Work Group, that provides a support role for the WARN program and who is a member of the Regional or State Regional Water Security Work Groups and does not officially sign the WARN Agreement.

Authorized Representative

An employee of a Member authorized by the Member's governing board or management to request assistance or offer assistance under the WARN Agreement.

Confidential Information

Any document shared with any signatory to the WARN Agreement that is marked confidential, including but not limited to any map, report, notes, papers, opinion, or e-mail which relates to the system vulnerabilities of a Member or Associate Member.

Emergency

A natural or manmade incident that is, or is likely to be, beyond the control of the services, personnel, equipment, and facilities of a WARN Member.

Incident

In this document, the term incident is used as a generic description for a planned event, a small incident, or major disaster.

Member

Any public or private water or wastewater utility that manifests intent to participate in WARN by executing the WARN Agreement.

Mutual Aid

Mutual aid is the sending and receiving of personnel, equipment, and resources without the expectation of reimbursement. The WARN Agreement may be executed under the same understanding if so agreed between both parties in writing prior to sending aid.

Mutual Assistance

While operationally consistent with mutual aid, mutual assistance is the provision of personnel, equipment and resources with the understanding that reimbursement is expected as described in the WARN Agreement.

National Incident Management System (NIMS)

A national, standardized approach to incident management and response that sets uniform processes and procedures for emergency response operations.

Non-Responding Member

A Member that does not provide assistance during a period of assistance under WARN.

Period of Assistance

A specified period of time during which a Responding Member assists a Requesting Member. The period begins when personnel, equipment, or supplies depart from a Responding Member's facility and ends when the resources return to their facility (portal to portal). All protections identified in the WARN Agreement apply during this period. The specified period of assistance may occur during response to or recovery from an emergency, as previously defined.

Requesting Member

A Member who requests assistance under WARN.

Responding Member

A Member that responds to a request for assistance under WARN.

Response Team

A group of volunteers assembled by each utility to respond in request for assistance or when requesting assistance. The team should be developed before an emergency occurs and should know the steps to take in case of an emergency.

Introduction

Mutual aid and assistance agreements such as Water/Wastewater Agency Response Networks (WARNs) help local jurisdictions respond to incidents that call for resources beyond the capability of a local utility. The NCRWARN Agreement identifies the administration of the program, describes how to access mutual aid/assistance, specifies reimbursement procedures for the use of resources, and authorizes the creation of a NCRWARN Operational Plan.

While the NCRWARN Agreement is the legal instrument authorizing the exchange of resources, the NCRWARN Operational Plan is the operational extension of the NCRWARN Agreement and outlines the procedures that need to be in place to make the NCRWARN Agreement work. The NCRWARN Operational Plan describes how to implement the NCRWARN Agreement. Other documents, such as the American Water Works Association's (AWWA) *Water & Wastewater Mutual Aid & Assistance Resource Typing Manual*, identify the type of teams and associated equipment that utilities may request¹. All three of these documents (the NCRWARN Agreement, NCRWARN Operational Plan, and *Water & Wastewater Mutual Aid & Assistance Resource Typing Manual*) are interrelated and support the mission of NCRWARN. Other job aids may be developed to help facilitate the implementation of the NCRWARN Operational Plan.

Purpose of the WARN Operational Plan

The NCRWARN Operational Plan is an instructional guide for NCRWARN Member utilities and Associate Members describing the use of the NCRWARN Agreement and the coordination of resource flow. It is not designed to be a command and control element outside of the emergency management system. Rather, it is a coordination tool within the emergency management system. The NCRWARN Operational Plan facilitates integration of Member utilities' actions before, during, and after an incident, including those actions that occur prior to a formal emergency declaration. The NCRWARN Operational Plan also describes how to sustain operations throughout the emergency and into recovery. Specifically, the NCRWARN Operational Plan achieves the following goals:

- Describes the pre-emergency governance structure of the NCRWARN program
- Describes training, exercises, and procedures to update the NCRWARN Operational Plan
- Provides a general set of procedures for coordinating with Associate Members and other response partners
- Provides a general set of procedures for activating the NCRWARN Agreement
- Provides a general set of procedures for mobilization of NCRWARN Member utility resources
- Provides a general set of procedures for internal NCRWARN response coordination
- Describes documentation and forms for NCRWARN standard reporting formats
- Describes communications tools for NCRWARN Member utilities
- Describes a general set of procedures for writing an After Action Report and Improvement Plan

¹ AWWA developed the AWWA *Water & Wastewater Mutual Aid & Assistance Resource Typing Manual* to provide guidance to water and wastewater utilities when they request and provide mutual aid/assistance resources during and after an emergency. Resource typing is the categorization and description of response resources that are commonly exchanged in disasters through mutual aid/assistance agreements. For more information on resource typing, visit <http://www.fema.gov/emergency/nims/rm/rt.shtm>. The AWWA *Water & Wastewater Mutual Aid & Assistance Resource Typing Manual* is available at www.nationalwarn.org.

The NCRWARN Operational Plan also addresses how the NCRWARN will utilize other available tools, such as the NCRWARN website (www.ncrwarn.org) and the AWWA *Water & Wastewater Mutual Aid & Assistance Resource Typing Manual*.

Organization of the NCRWARN Operational Plan

Table 1 shows how the NCRWARN Operational Plan is organized. Notably, Sections 4, 5, 6, and 7 (the shaded sections in the table) address actions that will be taken by the NCRWARN Member utilities during an emergency.

Table 1. WARN Operational Plan: Content and Purpose by Section

Section	Content	For use by:	When it is used:
1.	Pre-emergency Governance Structure	Staff responsible for administrative and preparedness activities	Pre-emergency
2.	Training, Exercises, and Updates	Staff responsible for preparedness activities	Pre-emergency
3.	Concept of Operations	Staff planning and establishing WARN operations prior to an emergency	Pre-emergency
4.	NCRWARN Activation	Member utilities requesting assistance and Member utilities responding to requests	During NCRWARN activation
5.	Response Considerations	Member utilities responding to requests	During NCRWARN activation
6.	NCRWARN Response Coordination	NCRWARN “Response Team” Members helping to coordinate the WARN Member’s response during an emergency	During NCRWARN activation
7.	NCRWARN Communication Tools	Member utilities requesting assistance and Member utilities responding to requests	During NCRWARN activation
8.	After Action Report and Improvement Plan	Staff responsible for post-incident activities	Post-emergency

Assumptions

Several key assumptions form the basis of this document and implementation procedures for the NCRWARN:

- Emergency Response Plans are in place.** While utility-specific Emergency Response Plans (ERPs) are not within the scope of this document, the NCRWARN encourages all utilities to develop or update an ERP. With the establishment of the National Incident Management System (NIMS), ERP updates include how a utility uses the Incident Command System (ICS), how a utility integrates with its local emergency management and response agencies, and how the ERP addresses vulnerability assessments, if they are also completed. Additionally, Member utilities’ ERPs can integrate expected NCRWARN activities.
- Designated personnel are trained according to their ERP, ICS, NIMS, and Resource Typing.** In order to respond to all emergencies, Member utilities can provide practical employee training regarding the utility ERP, ICS, and NIMS. Additional training on how to use mutual aid/assistance resources ensures the ability to coordinate response with outside agencies. *Section 8* of this document includes a list of recommended NIMS and ICS trainings.

Additionally, employees can be familiar with resource typing efforts such as that described in the *AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual*.

- **Utilities have signed a single, National Capital Region WARN Agreement.** The NCRWARN Agreement establishes the foundation of NCRWARN and serves as the legal instrument authorizing the request for mutual aid/assistance, provides a mechanism for reimbursement, identifies the legal protection and immunities for employees and for use of resources, and establishes eligibility for possible federal reimbursement of expenditures associated with mutual aid/assistance. The agreement can be found on the NCRWARN website (www.ncrwarn.org).
- **Integration of the NCRWARN Operational Plan.** The Water Security Work Group approved the NCRWARN Operational Plan with feedback from a review team and distributed the plan to educate Member utilities and Associate Members. It is the Member utilities' and Associate Members' responsibility to integrate the NCRWARN Operational Plan into their respective emergency response or emergency operations plans. Descriptions of the NCRWARN Operational Plan and suggested training do not replace other regulated trainings, such as those required for hazardous materials response.
- **The NCRWARN Operational Plan is coordinated with local and regional authorities.** Coordinated response and access to restricted areas relies on communication between the NCRWARN and the following groups or organizations:
 - Utilities
 - Local emergency management agencies
 - Region emergency management agency
 - Region drinking water primacy agency
 - Region wastewater permitting authority
 - Local and State law enforcement authorities

The relationship between the NCRWARN, state and local agencies, and utilities, is defined by the NCRWARN Agreement and documented in this NCRWARN Operational Plan. Exercising with Member utilities, Associate Members, and other response agencies facilitates an increased level of preparedness to respond to an actual emergency.

SECTION 1: Non-Emergency Responsibilities

Member Utility

A Member utility may be any public or private water or wastewater utility that signs the NCR WARN Agreement. The Member utility identifies an Authorized Representative and alternates to manage its participation in the NCR WARN and response to possible incidents. Member utilities are eligible to participate in one or more committees to support the NCR WARN. Additionally, the NCR WARN encourages Member utilities to participate in all meetings, trainings, and other activities.

Pre-emergency responsibilities for Member utilities include the following:

- Identify an Authorized Representative and alternates who are responsible for the following:
 - Requesting Assistance
 - Offering Assistance
 - Refusing Assistance
 - Withdrawing Assistance
- Provide the NCR WARN with contact information for their Authorized Representative and alternates
- Ensure employees are trained according to the current NIMS guidance and complete relevant training requirements as appropriate
- Identify procedures for how or when the Authorized Representative may request or send mutual aid/assistance
- Clarify reporting and coordination procedures with the local emergency management officials
- Review the NCR WARN Operational Plan and incorporate appropriate portions into the utility emergency response plan
- Develop procedures to track costs for personnel, equipment, and other resources during an emergency
- Volunteer to support the pre-emergency organization of the NCR WARN, as available
- Attend NCR WARN trainings and general meetings
- Maintain NCR WARN database information for utilities in accordance with their policy. Print a hard copy of the NCR WARN database on a periodic basis (e.g. every six months) to ensure the information is available when a power loss disrupts computer access
- Update the contact and other database information every six months or as changes occur

Water Security Work Group

The NCR Water Security Work Group includes Member utilities and Associate (non-utility) Members. The state drinking water primacy agency, state wastewater permitting authority, emergency management agency, and water sector associations are included in the Regional Water Security Work Group as Associate Members. Under the leadership of the Water Security Work Group Chair and with the support of COG staff, the Water Security Work Group is responsible for the following actions:

- Organize and coordinate emergency planning and response activities for the NCR WARN
- Encourage the active participation of Member utilities
- Establish regular Water Security Work Group meeting schedules to maintain continuity
- Maintain communication with Member utilities regarding updates, changes, or modifications to the NCR WARN
- Maintain the NCR WARN Operational Plan for implementing the NCR WARN Agreement
- Obtain and manage grants as available

- Manage issues related to Web site management
- Determine costs associated with hosting workshops, training, etc.
- Set training and exercise schedules
- Represent the membership when engaged in meetings, discussions, and consultations with other associations, states, and local agencies regarding the NCR WARN

Associate Members

Associate Members sit on the NCR WARN Regional Water Security Work Group as advisors. An Associate Member is a non-utility NCR WARN participant that provides a support role to the NCR WARN on the Regional Water Security Work Group, but does not sign the NCR WARN Agreement. Associate Members may include, but are not limited to, the following:

- Professional water sector association representatives
- State drinking water primacy agency
- State wastewater permitting authority
- State or local emergency management agency
- State or local department of public health
- U.S. Environmental Protection Agency Regional Office

Associate Members attend NCR WARN meetings and participate in NCR WARN activities. As advisors, these Associate Members do not vote on NCR WARN actions, but do provide input.

SECTION 2: Concept of Operations

NCR WARN Relation to Local, State, Regional, and Federal Response

The relationship between the NCR WARN and the local and state emergency response system is critical. According to NIMS, local jurisdictions retain command, control, and other authority over response activities for their jurisdictional areas.² Incidents typically begin and end locally and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. Local jurisdictions have flexibility to adjust the scale and scope of their response to the emergency. Should the local and state jurisdictions become overwhelmed during a response; the state may request federal assistance.

The following is a list of the emergency responsibilities and levels of response that may be part of a mobilization of the NCR WARN. The cumulative activities mirror those described in the NIMS Multi-Agency Coordination System (MACS) Group process (for more information on MACS, see the training courses at <http://training.fema.gov/>). In general, a MACS is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities. While direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command, the primary functions of a MACS include the following:

- Support incident management policies and priorities
- Facilitate logistics support and resource tracking
- Inform resource allocation decisions using incident management priorities
- Coordinate incident related information
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

² Page 12. Draft National Incident Management System. April 2007.

The NCR WARN and its various levels of interaction as described below can be considered a MACS.

SECTION 3: NCR WARN Activation

Following an incident, each Member utility initiates a damage assessment and evaluates its resource needs. When a Member utility determines that mutual aid/assistance is warranted, it has three options for receiving mutual aid and assistance: local mutual aid agreements, the NCR WARN, or an existing Statewide Master Mutual Aid Agreement.

A utility may have as many as three options for obtaining assistance, including local mutual aid agreements, the WARN Agreement, or any existing Statewide Master Mutual Aid Agreement.

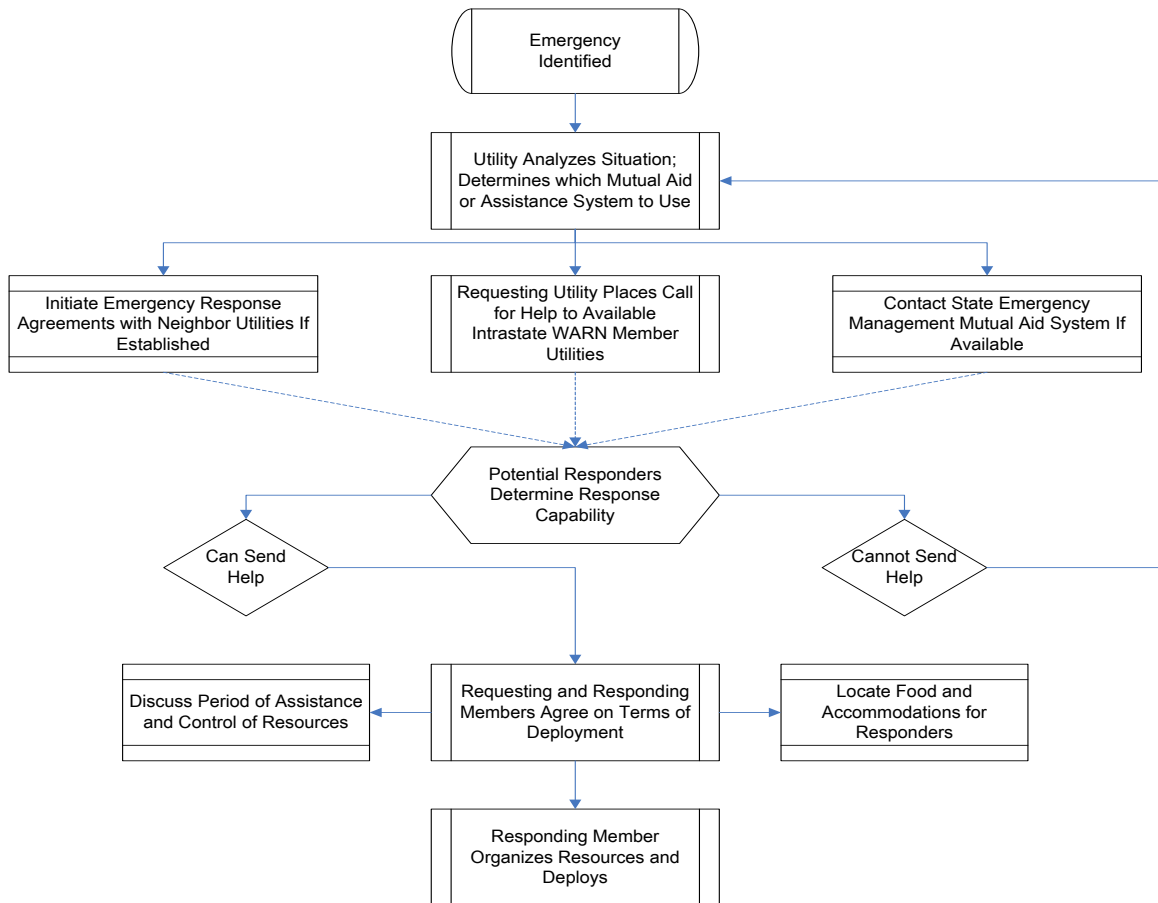


Figure 2: Utility Activation of NCR WARN: Mutual Aid/Assistance Process Flow Diagram

Member utilities choosing to obtain aid/assistance through the NCR WARN may do so as described below.

Who Activates NCR WARN?

Any Member utility of the NCR WARN Agreement can determine that it needs the assistance of another Member utility and therefore decide to activate the NCR WARN Agreement. (See **Attachment A: Requesting Utility Checklist**.) The NCR WARN Agreement can be activated by a utility-to-utility request, or during large events through the WSWG. Activation occurs when one Member utility calls

another Member utility to discuss the exchange of resources. A Member utility activating the NCR WARN Agreement is referred to as the Requesting Utility. When the resources of a Responding Utility fill the need of the Requesting Utility, the Authorized Representatives confer and agree on the terms of deployment.

What is Activated?

The NCR WARN Agreement provides the terms of reimbursement to the Responding Utility and a release of liability for services provided. It does not determine the response times, amenities provided to the Responding Utility, or any other operations-specific needs. In addition, the NCR WARN Agreement does not dictate the activation of the EOC of the Responding Utility. These items are determined by dialogue between the Requesting Utility and a Responding Utility at the time of the emergency.

Pre-Event Activation

Some types of emergencies (e.g. severe storms or hurricanes) can be characterized as “warning” or “notice” events due to a build-up of intensity over time and/or scientific methods of predicting an event. This type of event allows Member utilities to anticipate the magnitude of damage and therefore response needs. Activating prior to the disaster opens the lines of communication and coordination among Member utilities which helps to ensure a timely and proactive response. The Requesting Utility can initiate the following activities:

- Print a list of contacts, your utility resources, and the forms found on the NCRWARN website
- Notify Member utilities of the expected conditions
- Maintain contact with Member utilities about changing conditions and information
- Receive requested resources and identify follow-up actions
- Get radios from radio cache if given enough warning+

Other disasters provide no warning or notice (e.g. earthquakes), or end up impacting a utility in a greater way than anticipated (e.g. flash flooding). Activations during these events do not have the added benefit of pre-event planning.

Notification

Notification occurs when a Requesting Utility notifies a Member utility or NCR WARN “Response Team” (if activated) that they need resources. Initial communication occurs via a phone call, NCRWARN Web database (www.ncrwarn.org), Web-based discussion board, use of the Regional Incident Communication and Coordination System (RICCS), or other methods. Verbal notifications between Requesting and Responding Utilities will be confirmed via written communication (fax or e-mail) using **Attachment B: NCR WARN Emergency Notification Form**. The utility requesting mutual aid/assistance gathers the following information:

- Type of incident
- Impact on utility
- Number of agencies in response
- Known limitations or restrictions
- Available communication tools

In all cases in which the NCR WARN Agreement is activated, participating Member utilities notify the NCR WARN “Response Team” or Regional Water Security Work Group that the request has been made and met with resources from another member.

Response to a Request for Assistance

A Member utility is not obligated to respond to a request. Once a Member utility receives a request for assistance, the Authorized Representative evaluates whether or not to respond. The Authorized Representative considers these questions:

- Does my utility have the resource requested?
- Do the resources meet the operational requirements that the Requesting Utility identified (refer to the *AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual*)?
- Did this event impact normal operation?
- If we provide resources, can we maintain our ability to respond to unanticipated needs?

If the Authorized Representative determines that resources are available to respond to the Requesting Utility, thereafter the Member utility is referred to as a Responding Utility. The Authorized Representative of the Responding Utility communicates, as soon as possible, with the Requesting Utility that it is available to respond and provides the approximate arrival time of such assistance. When possible, the Authorized Representatives of both the Requesting and Responding Utilities will confirm all verbal agreements with written documentation (fax or e-mail).

In addition, the Authorizing Representatives will clarify and agree upon the following items:

- Requesting Utility's ability to provide care and shelter (food, sleeping arrangements, first aid, etc.) for personnel and resources,
- Reimbursement process to determine whether the Responding Utility follows the reimbursement article of the NCR WARN Agreement, and
- What aid the Responding Utility can provide, the cost, and confirmation of the approval from the Authorized Representative and the Member utility's management to provide aid.
- Time at which the Responding Utility will require the resources to be returned

If agreement is reached on the above items, the Authorized Representatives will complete and transmit the appropriate authorization forms.

SECTION 4: Response Considerations

Upon agreement of two or more Member utilities to share their resources, both the Requesting Utility and the Responding Utility are responsible for ensuring the safe and effective use of their resources. This section provides basic considerations for response based on lessons learned from previous disasters. ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of objectives and distributing information. To be consistent with the ICS feature of standardization, there will be references to ICS forms in this and remaining sections.³

Requesting Utility

In general, the Requesting Utility is responsible to complete the following tasks:

- Use the NCRWARN website and the *AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual* to determine how to type the resources requested and which Member utilities can potentially meet that need (www.ncrwarn.org)
- Use **Attachment B: NCR WARN Emergency Notification Form** to initiate the mutual aid/assistance process and then transmit the form to potential Responding Utility(ies)

³ For a complete listing of ICS forms, go to the FEMA ICS Resource Center at: <http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>.

- Discuss resource needs and conditions of use with potential Responding Utility(ies). Complete and forward **Attachment C: Request and Authorization Form** to the Responding Utility
- After the Responding Utility returns **Attachment C: NCR WARN Request and Authorization Form** back to the Requesting Utility with available resources and estimated costs, review and determine whether to accept this mutual aid/assistance proposal
- Assign a Mutual Aid Coordinator to address care, feeding, and other support for incoming mutual aid personnel. See **Attachment E: Mutual Aid/Assistance Coordinator Checklist** for a list of what to consider in determining your capability to manage the mutual aid/assistance
- Notify local emergency management coordinating partners, all law enforcement agencies coordinating check points, and the Operational Area of the incoming mutual aid
- Identify a Staging Area and assign a Staging Area Manager for incoming mutual aid. See **Attachment F: Staging Area Manager Checklist**
- Identify work assignments for the incoming mutual aid
- Consider how to integrate incoming mutual aid resources with existing workforce
- Develop a demobilization plan that includes protocols on how and when mutual aid resources will be released

Responding Utility

In general, the Responding Utility is responsible to complete the following tasks: (See **Attachment H: Responding Utility Checklist** for more detail)

- Contact the NCR WARN “Response Team” (if convened) to notify them of available resources, based on the resources described in the *AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual*
- If mutual aid/assistance is requested via **Attachment B: WARN Emergency Notification Form** or **Attachment C: NCR WARN Request and Authorization Form**, review and determine whether it can meet this request
- Estimate the cost of response utilizing **Attachment D: Cost Estimator Worksheet** if needed. These costs will then be indicated on **Attachment C** and returned to the Requesting Utility for consideration.
- Identify supervisors and staff to respond to the Requesting Utility, and consider which employees can adapt to the environment of the incident (consider physical and mental health impacts),
- Develop a Communications Plan between supervisors of the responding teams and the Responding Utility
- Conduct a deployment briefing with all responding team staff. Include the following items:
 - ICS refresher training and review of the command structure of the incident, if known
 - Pre-deployment health and safety considerations, including but not limited to immunizations, special tools, or clothing
 - Environmental conditions onsite
 - Care and shelter arrangements
 - Rules of conduct during deployment, including but not limited to, activities allowed after work hours
 - Review of documentation procedures
- Inform Requesting Utility of the Responding Utility’s deployment and estimated time of arrival and demobilization

Requesting Utility Demobilization

Following standard ICS practices of demobilization, the Requesting Utility writes a demobilization plan on how to coordinate the return of resources, including the debriefing of staff and the inspection of equipment and materials. The plan should:

- Capture personnel evaluations and identify future tactical resource needs. This would be conducted by both the Requesting Utility prior to releasing the personnel, as well as by the Responding Utility once its personnel are back.
- Identify release priorities, procedures, and timeline. This would include internal resources, mutual aid resources, and any contracted resources.

Responding Utility Demobilization

While preparing to demobilize and prior to leaving, the Responding Utility's team is responsible to complete the following tasks:

- Deliver documentation collected during response to the Requesting Utility
- Return any sensitive or confidential information to the Requesting Utility
- Collect all information on costs and process it through the Requesting Utility Finance and Administration Function. Keep copies of all cost documentation for Responding Utility.

Information includes:

- Injury reports
- Timesheets
- Material purchased
- Equipment used

The Responding Utility will prepare appropriate invoices as described in the NCR WARN Agreement.

SECTION 5: NCR WARN Coordination

Depending on the size of the emergency, this coordination role may not be necessary. Most emergencies are local. Frequently, the resource needs can be addressed by one utility calling another, and nothing else will be needed. In this case, communication to the WSWG through COG staff is suggested so that the WSWG is aware that resources were requested. In emergencies that affect more than one utility or locality, coordination at the county level may be necessary. In an emergency that affects multiple counties, coordination at the state or National Capital Regional level may be necessary. The following applies when coordination is needed at the county, regional, or state levels.

Once a utility contacts the COG NCR WARN staff, the NCR WARN is activated. The initial response effort can be managed by one person and then grow to include a team. The Chair or designated Water Security Work Group persons can initiate the response. As emergency response grows or, alternatively, when an emergency starts as a large-scale event (such as a catastrophic earthquake), the NCR WARN coordination can expand. As the need for coordination increases, trained volunteers from NCR WARN Member utilities that are not affected by the emergency may be requested to help with the coordination of the NCR WARN. The purpose of the NCR WARN coordination is to:

- Provide a point of contact and liaison for utility-related matters during an emergency
- Collect information regarding:
 - Extent and type of customer and infrastructure damages
 - General geographic location(s) of outages
 - Expected duration
 - Number of customers affected
 - Resource and information requirements of the affected utilities
- Assist in locating emergency resources, personnel, or material necessary for service restoration
- Advise utilities of restoration assistance and resources available

If necessary, COG may assemble a “Response Team.”

“Response Team” Member Roles and Responsibilities

The Water Security Work Group Chair or designated alternate may act as the NCR WARN Leader in a State EOC, a local EOC, or other designated location. The NCR WARN Leader is responsible to:

- Manage the NCR WARN system
- Liaise with the state operations activities
- Identify possible sources of additional support for NCR WARN Member utilities
- Monitor the number of requests
- Identify gaps in the requests and resources available
- Act as a liaison with the state drinking water primacy agency, state wastewater permitting authority, and emergency management agency
- Provide damage assessment data to the state agencies
- Coordinate response and resolve issues with neighboring NCR WARNs

Team Member Response

“Response Team” Members serve as volunteers and assist the NCR WARN Leader in managing the NCR WARN system. The volunteers may come from non-affected parts of the region. The support offered by volunteers allows the utility management from the requesting utility to focus on managing its own response and field personnel. “Response Team” Members may organize themselves, as needed, to address the emergency, by reporting to an EOC, managing damage assessment data, and tracking and coordinating resource orders and staging area information.

“Response Team” Members reporting to the State/County EOC or other designated location are responsible to (see Attachment I for more detail):

- Identify themselves at the security post and sign in
- Check in with the NCR WARN Leader to receive an initial briefing on the situation and list of immediate tasks to be performed
- Review the latest information
- Review NCR WARN communications for critical contact information
- Open and maintain an Activity log. (See the Attachments.) At a minimum, for each utility, record the following in the activity log:
 - Date and time
 - Contact name and number
 - Communications received/made (record conversations in which decisions were reached, instructions given or received, information exchanged)
 - Coordination received/made
 - Follow-up required/completed
 - Contact utility Authorized Representative in the affected area to obtain situation reports and determine whether assistance is required
- Alert the NCR WARN Leader to emerging issues or concerns
- Keep all related status boards up to date

- Coordinate with the NCR WARN Leader regarding shift assignments and assist in identifying NCR WARN “Response Team” Members for relief at the end of shift
- Provide comprehensive shift turnover briefing

As a team, the NCR WARN “Response Team” helps manage the following activities, and as the emergency expands each “Response Team” Member may be assigned to focus on just one of the following activities:

Manage Damage Assessment Data

- Receive damage assessment data from Member utilities
- Compile the damage data
- Report the damage data to the NCR WARN Leader
- As requested, share the damage data (including operational status) with the state drinking water primacy agency, state wastewater permitting authority, and/or emergency management agency.

Receive, Track, and Monitor Requests – Via NCR WARN website:

- Track incident name/I.D. number
- Track orders/requests
- Date and time of order
- Quantity, kind, and type, including special support needs as appropriate
- Reporting location (specific staging area)
- Requested time of delivery
- Person/title placing request
- Callback phone number or radio frequency for clarification or additional information

Coordinate Resource Orders –Via NCR WARN website:

- Monitor requests for assistance
- Distribute messages to the “Response Team” Members regarding the requests
- Match requests with offers of resources, including personnel, resources, and material
- Identify gaps between resource requests and resources needed
- Communicate gaps to the NCR WARN Leader
- Communicate with the NCR WARN Member utilities as needed

Coordinate Staging Area Information

- Expected number, kind, type of resources sent to the staging area
- Communications to be used
- Minimum resource levels to be maintained
- Procedures for obtaining additional resources
- Expected duration for use of the staging area
- Procedures for obtaining logistical support

As stated at the beginning of this section, depending on the size of the emergency, all of these coordination roles may not be necessary. All emergencies are local. If the resource needs can be addressed by one utility calling another, that may be all that is needed. Similarly, if the resource needs can be addressed by one coordination role, that may be all that is needed. Adjustments may be made based on the situation at hand.

SECTION 6: NCR WARN Communication Tools

The primary communications tools available to the NCR WARN Member utilities include the typical systems of landline telephone, cellular phone, fax and e-mail. A unique aspect of the NCR WARN program is use of the NCR WARN website (www.ncrwarn.org), and RICCS, which bring all of these systems together. The website includes a list of NCR WARN Member utilities and the contact information for each Member utility. The website also provides the ability to send text notices of the event, updates about the conditions, mutual aid/assistance requests, response, and demobilization.

The COG RICCS Roam Secure Alert Network is a software application used to send emergency alerts, notifications and updates to cell phones, pagers, BlackBerry's, PDA's and/or e-mail accounts. In the event of an emergency, NCR WARN members and other organizations will be able to send important alerts and updates right to the cell phones or mobile devices of all NCR WARN members. All NCR WARN members should have a COG RICCS Roam Secure Alert Network account. Directions for sending a RICCS message can be found on the NCR WARN website. Messages can also be sent on the behalf of a member utility by calling COG staff or the District of Columbia Homeland Security and Emergency Management Agency at (202) 727-6161 (24 hours a day, seven days a week).

Radio Cache

The National Capital Region (NCR) Radio Cache consists of 1,250 portable radios and ancillary support equipment. Additionally, each cache has two disposable batteries and two rechargeable batteries per radio and the capability of recharging a third of its batteries simultaneously. All equipment is stored in three individual, self-contained, field deployable, caches. The radios are programmed to affiliate with the fourteen 800 MHz Public Safety Radio Systems operating in the region. They are capable of communicating with all Law Enforcement and Fire and Rescue agencies within those systems. The three radio caches are located, maintained, and managed in the following jurisdictions: Montgomery County, Maryland with 500 radios, Fairfax County, Virginia with 500 radios, and the District of Columbia with 250 radios.

In addition to containing portable radios, each radio cache contains tactical audio gateways that permit interoperability with municipalities not operating on 800 MHz systems. There are portable repeaters that can be used on the RINS or 8TAC channels for localized operations. Additionally, special equipment to support in-building or below-grade/tunnel communications is included in each cache. Finally, each cache has the capability to reprogram its radios during emergency events to meet unanticipated communication requirements.

The NCR Radio Cache is funded through a Department of Homeland Security Urban Area Security Initiative (UASI) grant. It is available to support public safety communications within the National Capital Region for emergency and/or scheduled events. Within two hours of receiving an emergency deployment request, the radio cache would be en-route, to the requesting agency, with a support staff that includes NIMS qualified Communications Unit Leaders (COML) and communications technicians (COMT). The NCR Radio Cache Deployment Procedures can be found in Attachment XX.

Web Site

NCR WARN operates a Web site (www.ncrwarn.org) allowing Member utilities to access information before, during, and after an emergency. The Web site includes a public and member-only side. The public side allows for promoting and marketing NCR WARN and educating the general public on preparedness efforts of water/wastewater utilities. The member-only side of the Web site allows access to information such as:

- NCR WARN Emergency Notification (See Attachment B)
- NCR WARN Resource Typing Manual
- NCR WARN Resource Cost Data
- Resource Matching (See Attachment L and Attachment N)
- Damage Assessment Reporting

As exercises and response actions modify the Operational Plan, the responsible NCR WARN Steering Committee member updates Web site materials and procedures.

The NCR WARN Web site allows a Member utility to identify resources directly and lists the contact information for Member utilities to contact one another to inquire about the availability of resources and request its use. Every six months Member utilities are encouraged to **print out** a hard copy of the database, so that when power or Internet is not available during an emergency, the data is still available.

To access this information online:

- Use Internet browser to locate www.ncrwarn.org
- Click on the “Member Login” button on the left.
- Enter username and password (Given by COG)
- If you are having difficulties, click on the “Site Support Center” button. There are tutorial videos provided on the website covering a range of topics. You can also contact COG staff for assistance.

Questions during response can be addressed by Water Security Group Members. Print out their contact information sheets from the Web site and keep them with the hard copy of database resources.

SECTION 7: After Action Report and Improvement Plan

After Action Report

After an exercise or as an event is nearing the end, all departments, agencies, or jurisdictions may meet to allow for discussion of the events and actions taken depending on the scale of the event. The NCR WARN completes an After Action Report and may initiate an Improvement Plan. After action reviews and reports are typically carried out by NCR WARN Member utilities who assisted in the NCR WARN Response Team. The reviews and reports require input from all key players and groups involved in the response and recovery. Therefore, if the incident is small and only involves a small number of NCR WARN Member utilities, it may fall on the affected utility to carry out this step of the process. If the incident is large and involves many agencies and jurisdictions, the NCR WARN Response Team Members may coordinate the after action review and report process among all of the participants. Typically, the designated Member utility holds a debriefing to discuss the overall activities, state of affairs, and lessons learned. The debriefing reviews actions and activities from the response and recovery to the event. NCR WARN Response Team Members can expect to provide a quick review of activities under their function and describe what went well for them, what did not work well, what steps can be taken to improve the situation, or other lessons learned. This meeting allows for open discussion of

opportunities for improvement, actions taken and the decisions they were based on, and potential future improvements. The designated Member utility collects responses during this meeting and assembles them in an After Action Report that briefly summarizes the actions taken during the response. The After Action Report can include a brief description of the incident, the actions taken, and what needs to change in the future. The following is a list of questions addressing the key aspects of a response. (The list is not all-inclusive.) In summary, ask what went well, what did not go well, what needs to be improved, or other lessons learned. The following questions are examples of what may be asked as part of an After Action Report:

- Notification
 - What was the number and frequency of notifications?
 - Did the number and frequency provide an accurate operational understanding of the emergency?
- Activation
 - How did activation occur for utilities, NCR WARN, and other stakeholders?
 - How quickly did —full activation occur between stakeholders that responded?
 - How can the activation process be improved or streamlined?
 - Were the different departments (or jurisdictions and agencies) able to activate their plans and processes during this incident?
- Coordination
 - Were the Member utilities well-coordinated and matched to assignments according to skill?
 - What can be done in the future to maximize available resources?
 - What went well? Were the goals met?
 - What went wrong and what was done to correct it?
 - What can be improved?
 - Were resources interoperable?
 - Were the resources that were requested the same as the ones that were delivered?
 - Were databases used and are they interoperable across different workgroups and jurisdictions?
- Mobilization
 - Was the information gathered from notifications sufficient to accurately organize and prepare for mobilization?
 - How quickly did —full mobilization occur between stakeholders that responded?
- Operational Support
 - What actually occurred at all levels of participation (timeline)?
 - What were the pre-event plans and processes for preparedness, response, recovery, and mitigation?
 - Did the plans and processes meet the need of jurisdictions and agencies responding to this event?
 - How accurately were resource requests anticipated and fulfilled?
 - How can procedures for pre-staging resources, making and fulfilling resource requests, tracking and reporting on resource status, and recovering resources be improved?
 - How accurately were personnel requests anticipated and fulfilled?
 - What were some success stories?

- What areas need improvement to facilitate response in the future?
- Demobilization
 - Was a demobilization plan in place before the event? Was it followed?
 - What worked well?
 - What did not work well and were steps taken to address the situation?
 - What can be improved for the future and what options are available?
- Miscellaneous
 - What are some other lessons learned not captured above?

Improvement Plan

The After Action Report with the assessments and recommendations then serves as the basis for the Improvement Plan, which is sometimes referred to as a Corrective Action Plan. An Improvement Plan includes the broad recommendations for improvements, the agreed-upon corrective actions, a timeline for making the changes, and an assignment of responsibilities to individuals or organizations. Below are elements for an Improvement Plan:

Measurable corrective actions

Designated projected start date and completion date

Corrective actions assigned to an organization and a point of contact within that organization

Corrective actions continually monitored and reviewed as part of an organizational Corrective Action Program.

An individual can be elected to manage a Corrective Action Program to resolve corrective actions resulting from exercises, policy discussions and real-world events and support the scheduling and development of subsequent training and exercises.

Section 8: Training, Exercises, and Updates

Training

COG and the Water Security Work Group will provide training as needed

This training may include: The

- IS-100.PW Introduction to the Incident Command System, I-100, for Public Works Personnel
- IS-200.(ICS 200) ICS for Single Resources and Initial Action Incidents
- IS-700.National Incident Management System (NIMS), An Introduction
- IS-800.A National Response Plan (NRP), An Introduction
- IS-630.Introduction to the Public Assistance Program IS-701.Multiagency Coordination Systems
- IS-703.NIMS Resource Management
- IS-706.NIMS Intrastate Mutual Aid - An Introduction
- documentation, including: Damage assessment
- Tracking and documenting expenses using existing utility accounting forms
- Reimbursement following local and state emergency agencies' processes and procedures

Exercises

NCR WARN may periodically exercise its Operational Plan to validate the ability to execute and evaluate the plan. NCR WARN uses a multi-year exercise plan to initiate a building-block approach in which training and exercise activities focus on specific capabilities in a cycle of escalating complexity. According to the U.S. Department of Homeland Security's (DHS) Homeland Security Exercise and Evaluation Program (HSEEP), there are seven distinct types of exercises¹. This document discusses three types below.

Tabletop Exercises

Tabletop Exercises, a type of discussion-based exercise, bring together key personnel to discuss hypothetical scenarios in an informal setting. NCR WARN Member utilities can use this type of exercise to assess plans, policies, and procedures or to evaluate the systems needed to guide the prevention of, response to, and recovery from a defined incident. Tabletops typically aim at facilitating understanding of concepts, identifying strengths and shortcomings, and achieving changes in the approach to a particular situation. An exercise facilitator encourages participants to discuss issues in depth and develop decisions through slow-paced problem solving, rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions. The effectiveness of a tabletop is derived from the energetic involvement of participants and their consideration of recommended revisions to current policies, procedures, and plans. The NCR WARN may participate in independent, State, or local tabletop exercises.

Functional Exercises

A Functional Exercise is designed to evaluate and validate individual capabilities, multiple functions, activities within a function, or interdependent groups of functions. Functional exercises center on an exercise scenario with dynamic events that drive activity at the management level. A functional exercise simulates everyday operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel operating in a highly stressful, time-constrained environment. The NCR WARN may participate in independent, State, or local functional exercises.

Full-Scale Exercises

Full-Scale Exercises are multi-agency, multi-jurisdictional, multi-organizational exercises that validate many facets of preparedness. They include many players operating under cooperative systems such as an Incident Command System (ICS) to effectively and efficiently prevent, respond to, or initiate recovery from an incident. Full-scale exercises focus on implementing and analyzing the plans, policies, procedures, and cooperative agreements developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. In full-scale exercises, a highly realistic depiction of operations in multiple functional areas presents complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel. During full-scale exercises, facilitators' project events through a scripted exercise scenario with built-in flexibility to allow updates that drive activity. The exercises play out in real time, creating a stressful, time-constrained environment that closely mirrors real-life events.

At a minimum, the NCR WARN will try to conduct at least one tabletop exercise annually. Functional and full-scale exercises may occur periodically. In planning and conducting either type of exercise, the NCR WARN can engage the state emergency management agency; state drinking water primacy agency, and the state wastewater permitting authority. Additionally, the NCR WARN may participate in independent, State, or local full-scale exercises.

SECTION 9: Attachments

Attached are supporting documents, checklists, and forms used in response to an emergency.

Attachment A: Requesting Utility Checklist

Attachment B: NCR WARN Emergency Notification Form

Attachment C: NCR WARN Request and Authorization Form

Attachment D: Cost Estimator Worksheet

Attachment E: Mutual Aid/Assistance Coordinator Checklist

Attachment F: Staging Area Manager Checklist

Attachment G: Daily Briefing Considerations

Attachment H: Responding Utility Checklist

Attachment I: NCR WARN “Response Team” Member Checklist

Attachment J: NCR WARN Request Summary Sheet

Attachment K: Activity Log

Attachment L: State Emergency Operations Center/NCR WARN Response Coordination Site

Attachment M: *AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual*

Attachment N: RICCS User’s Guide

Attachment O: NCR Radio Cache Deployment Procedures

Attachment A: Requesting Utility Checklist

Purpose: The Authorized Representative of a utility that requests mutual aid and assistance is encouraged to use this checklist to track decisions and actions to request mutual aid and assistance. It is used in conjunction with other forms in this WARN Operational Plan.

Instructions: Review Attachments A, B, C and D together. Complete actions in this checklist. Complete Attachment B and C forms.

NOTES

- Analyze the situation and determine the best alternatives to address the emergency.
 - Ensure a real need exists. Mutual aid/assistance is designed to augment resources already effectively committed.

- Using the resource types in the AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual, determine resource and personnel needs that cannot be met by your utility that may be available through mutual aid/assistance.

- What non-utility agencies are responding to the emergency: law, fire, public works, state environmental, public health, emergency management, American Red Cross, etc.?

- Determine how significant the emergency is; does it include city, county, state, or federal resources?

- Has a local emergency been declared by the local government? Has the Governor declared an emergency? Has the President declared an emergency?

- Are normal electrical and natural gas services, vehicle fuel, and communications available?

- Complete **Attachment B: WARN Emergency Notification Form**, to inform utilities of the impact on your utility.

- Notify the local emergency management agency of your need for mutual aid/assistance.

- Contact neighboring utilities with which your utility has a local mutual aid/assistance agreement. Provide them the completed **Attachment B: WARN Emergency Notification Form**.

- If assistance is not available from neighbors, identify other WARN Member utilities to determine if they are also affected by the emergency or can provide the mutual aid/assistance. Continue the process until you locate a utility. If the WARN "Response Team" is established, contact the team.

- If you locate a utility that can send aid, discuss the conditions of the utility, what is needed, and initiate **Attachment C: WARN Request and Authorization Form**. The Responding Utility estimates costs using **Attachment D: Cost Estimator Worksheet** which will help determine cost estimates required in Attachment C. Attachments C and D are returned to you for final approval of acceptance of the aid.
- As needed, identify a person at your utility to manage all incoming mutual aid/assistance. The Mutual Aid/Assistance Manager can use **Attachment E: Mutual Aid/Assistance Coordinator Checklist**.
- Once mutual aid/assistance is deployed, notify the local emergency management authority of the arrangements for incoming resources.
- Notify local utility unions of incoming mutual aid/assistance and identify the process for assigning work between utility staff and mutual aid/assistance teams.
- As systems return to near normal, begin to determine when to demobilize mutual aid crews.
- Demobilization
 - Follow standard ICS practices of demobilization, including:
 - On small incidents, the demobilization process may be quite simple, and can be handled by an Authorized Representative
 - On larger incidents, a “Response Team” Member can be designated to develop a Demobilization Plan
 - Capture personnel evaluations and identify future tactical resource needs
 - If a formal Demobilization Plan is indicated, ensure that it includes the following five sections:
 - General Information
 - Responsibilities
 - Release Priorities
 - Release Procedures
 - Directory (maps, phone listings, etc.)
 - While preparing to demobilize the Requesting Utility needs to:
 - Collect damage and response cost figures
 - Accept bill(s) from Responding Utilities
 - Provide payment, according to the WARN Agreement
 - As appropriate, submit for FEMA or other reimbursement mechanisms
- Post demobilization:
 - Collect names of mutual aid/assistance teams and supervisors
 - Send letters of thanks
 - Request input for After Action Report
 - Send copies of After Action Report

Attachment B: WARN Emergency Notification Form

Purpose: The Authorized Representative needs to provide written information regarding the emergency, level of impact, and conditions. This form does not replace damage assessment forms required by other organizations.

Instructions: Complete form by checking boxes or circling where appropriate. Provide level of detail available. Complete Section 1 of Attachment C and forward both Attachment B and C to city/county and/or WARN Utility Member.

Water System Status Report			
INCIDENT		REPORT #:	
Date/Time:			
Utility Name:			
City and County:		General Phone Number:	
Contact:			
E-mail:		Cell Number:	Fax:
General Location of Emergency:			
Has Utility EOC been activated:		Yes	No
			Unsure
Declaration of Local Emergency:		Yes	No
			Unsure
Critical Issues (and actions taken): Note if untreated water is affected.	<input type="checkbox"/> Pipes _____		
	<input type="checkbox"/> Pump Stations _____		
	<input type="checkbox"/> Reservoirs/Tanks _____		
	<input type="checkbox"/> Wells _____		
	<input type="checkbox"/> Connection(s) Status/Flow change request(s) _____		
	<input type="checkbox"/> Power/Communications _____		
<input type="checkbox"/> Chemical _____			
Water Quality	Contamination: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Undetermined		
	Water Quality Order: <input type="checkbox"/> Boil Order <input type="checkbox"/> Do Not Drink <input type="checkbox"/> Do Not Use		
	Order Issued by: _____ Est Lift Order: _____		
Status Detail		Status	Remarks/Comments
Percentage of potable water system inoperable:		%	
Anticipated duration of outage: (hours/days)			
Number of jurisdictions affected:		#	
Number of people affected:		#	
Mutual aid received in last 24 hours:		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Mutual aid needed in next 24 hours:		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Actions taken by Utility:			
Actions taken by Coordinating Partners:			
Form Completed By:			
Name:		Title:	
Signature:			
Phone Number:		Cell Phone:	
Additional Notes:			

Wastewater System Status Report		
INCIDENT	REPORT #:	
Date/Time:		
Utility Name:		
City and County:		General Phone Number:
Contact:		
E-mail:	Cell Number:	Fax:
General Location of Emergency:		
Has Utility EOC been activated:	Yes	No Unsure
Declaration of Local Emergency:	Yes	No Unsure
Critical Issues (and actions taken):	<input type="checkbox"/> Pipes _____	
	<input type="checkbox"/> Lift Stations _____	
	<input type="checkbox"/> Outfall _____	
	<input type="checkbox"/> Chemical Status _____	
	<input type="checkbox"/> Power/Communications _____	
	<input type="checkbox"/> Other _____	
Treatment Status	<input type="checkbox"/> Operational <input type="checkbox"/> Non-Operational	
	<input type="checkbox"/> Release of Untreated Wastewater	Amount: _____
	<input type="checkbox"/> Has Untreated Wastewater reached a water way: _____	
	Comments: _____	
Status Detail	Status	Remarks/Comments
Percentage of wastewater system inoperable:	%	
Anticipated duration of outage: (hours/days)		
Number of jurisdictions affected:	#	
Number of people affected:	#	
Mutual aid received in last 24 hours:	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Mutual aid needed in next 24 hours:	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Actions taken by Utility:		
Actions taken by Coordinating Partners:		
Form Completed By:		
Name:	Title:	
Signature:		
Phone Number:	Cell Phone:	
Additional Notes:		

Attachment C: WARN Request and Authorization Form

Purpose: Authorized Representative of both the Requesting and Responding Utility Member can track approved cost associated with sending/receiving mutual aid and authorizing deployment and reception of the assistance. This form is used with Attachment B when a Responding Utility is located and agrees it has resources to send.

Instructions: Requesting Utility fills out Part I of this form completely. Attaches it to completed Attachment B and forwards it to the Responding Utility who completes Part II. The Responding Utility can use Attachment D as a worksheet to determine the cost estimates requested on this form. The form is returned to the Requesting Utility to authorize acceptance of the aid and negotiated cost identified by the Responding Utility. Once the Requesting Utility completes Part III, a copy is returned to the Responding Utility for record keeping. A copy is also sent to the WARN "Response Team" for completing their documentation and notation in Part IV.

Part I TO BE COMPLETED BY THE REQUESTING UTILITY				
Dated:		Time: hrs		From the County of:
Contact Person:			Telephone:	Fax:
WARN Member Utility:			Authorized Rep:	
Type of Emergency & Impact to Utility:				
Personnel, Expertise, Equipment & Material Needed (Follow terminology in AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual):				
Preferred Resources Requested (Follow resource types in AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual):				
Single Resource	Team	Kind	Type	Description
Date & Time Resources Needed:			Staging Area:	
Approximate Date/Time Resources To Be Released:				
Requesting Authorized Rep:			Req. Authorized Rep's Signature:	
Title:		Utility:		Request No:
Part II TO BE COMPLETED BY THE RESPONDING UTILITY				
Contact Person:			Telephone:	Fax:
Type of Personnel, Expertise, Equipment & Material Available (Follow terminology in AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual)				
Preferred Resources Deployed (Follow resource types in AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual):				
Single Resource	Team	Kind	Type	Description

NCR WARN Operational Plan

Date & Time Resources Available From:		To:	
Staging Area Location:			
Estimated Total Costs To Send Requested Assistance: \$			
Trans. Costs from Home Utility to Staging Area: \$		Trans. Costs to Return to Home Utility : \$	
Care, Shelter, Feeding Costs Required For Response: \$			
Responding Authorized Rep:		Res. Authorized Rep's Signature:	
Title:		Utility:	
Dated:	Time: hrs	Request No:	
Part III REQUESTING UTILITY CONFIRMATION AND APPROVAL			
Authorized Rep Name:		Location:	
Signature			
Dated:	Time: hrs	Request No:	
Part IV WARN COORDINATION (as needed)			
WARN Rep:		Location:	
Signature			
Dated:	Time: hrs	Request No:	
Additional Information:			
MISCELLANEOUS ITEMS / OTHER INFORMATION			

Attachment D: Cost Estimator Worksheet

Purpose: The Authorized Representative of a Responding Utility uses this form to determine costs associated with sending mutual aid/assistance.

Instructions: Identify costs associated with deploying assistance. Complete information requested by this form, which can be used in Microsoft Excel.

1. TEAM/PERSONNEL/EQUIPMENT Requested ¹ :										
Personnel (insert lines above subtotal as needed)	Position(s)	Reg Salary Hourly Rate	Fringe Benefit Hourly Rate	# of Reg Hours Worked per Day	Overtime Salary Hourly Rate	Fringe Benefit Overtime Hourly Rate	# of OT Hours Worked per Day ²	# of Days on Mission	Total Daily Cost	Total Mission Cost
							12		\$0.00	\$0.00
							12		\$0.00	\$0.00
							12		\$0.00	\$0.00
							12		\$0.00	\$0.00
							12		\$0.00	\$0.00
							12		\$0.00	\$0.00
							12		\$0.00	\$0.00
							12		\$0.00	\$0.00
							12		\$0.00	\$0.00
Subtotal:									\$0.00	\$0.00
Equipment (insert lines above subtotal as needed)	Item	Hourly Rate ³	No. of Hours	Total	Notes:					
				\$0.00						
				\$0.00						
				\$0.00						
Subtotal:				\$0.00						
Commodities/Materials (insert lines above subtotal as needed)	Item	Unit Cost	Quantity	Total						
				\$0.00						
				\$0.00						
				\$0.00						

				\$0.00															
				\$0.00															
Subtotal:				\$0.00															
Other Costs⁴	Item	Unit Cost	Quantity	Total															
(insert lines above subtotal as needed)				\$0.00															
				\$0.00															
				\$0.00															
Subtotal:				\$0.00															
2. TRAVEL	Units	Description		Total															
Lodging	\$/person/night																		
Food	\$/day/person																		
Personal Vehicle	# x miles x 0.0488/mile																		
Government Vehicle	# x miles x 0.0488/mile ⁵																		
Rental Vehicle	daily/weekly rate as applicable x duration																		
Air Travel	\$/person/roundtrip																		
Other Travel	as necessary																		
Subtotal:				\$0.00															
3. TOTAL EXPECTED DEPLOYMENT COST:				\$0.00															
Footnotes:																			
¹ From requestor, may be more than one and of different kind/type																			
² Assumes a 12-hour work day																			
³ Use FEMA rates if unknown																			
⁴ Items to Consider: Fuel for equipment, O&M for equipment																			
⁵ Consult the Internal Revenue Service for latest federal government reimbursement rate																			

Attachment E: Mutual Aid/Assistance Coordinator Checklist

Purpose: Authorized Representative of both Requesting and Responding Member utility or staff appointed to coordinate incoming mutual aid/assistance resources use this checklist to ensure mutual aid/assistance resources are prepared for deployment.

Instructions: Review this checklist as ongoing discussion between Requesting and Responding Utility occurs. Put notes in the right-hand column.

NOTES

Staging Area

- Identify a location outside the immediate impact area to serve as a Staging Area.
 - What is the address of the Staging Area?
 - What is the Staging Area Manager’s Name?
 - What is the Staging Area Manager’s Contact Information?
 - What services will be available at the Staging Area?
 - Are supplies and personnel available to repair heavy or light equipment?
 - Does Responding Utility need to bring a mechanic, tools, equipment and supplies?
 - Are tire repair services available?
 - If not available, are commercial services available?
 - Are fuel services available (gasoline and diesel)?

Transportation Impacts

- From the Requesting Utility gather responses to the questions in the top row in each of the following areas.

	Which interstates or highways are open nearby each area?	Does debris hinder access near or to each area?	Which train or rail systems are operational nearby each area?	Which airports are operational?
Staging Areas				
Utility Service Yards				
General Work Areas				
Lodging / Hotel Areas				
Shelter Facilities				
Feeding Operations Sites				
Restaurants and Stores				

Communications Impacts

- From the Requesting Utility gather responses to the questions in each of the following areas.

	Are landline telephone systems operational?	Are cell phone systems operational?	Are satellite phone systems operational?	Are utility radio systems operational?	Is the Internet operational?
Staging Areas					
Utility Service Yards					
General Work Areas					
Lodging / Hotel Areas					
Shelter Facilities					
Feeding Operations Sites					
Restaurants and Stores					

Utility Impacts

- From the Requesting Utility gather information on how utility outages are affecting each of the following areas.

	Electrical outages	Natural gas outages	Potable water outages	Wastewater outages
Staging Areas				
Utility Corp Yards				
General Work Areas				
Lodging / Hotel Areas				
Shelter Facilities				
Feeding Operations Sites				
Restaurants and Stores				

Field Response Operations

- Have curfews or other conditions been enforced by local government that might affect movement to and from worksites, feeding locations, and lodging?
- Identify additional communications operability:
 - Does Requesting Utility have satellite phones to provide Responding Utility?
 - Does Requesting Utility have local portable cell phone systems (temporary, mobile cellular systems)?
 - If operational, how does the utility communication system function?
 - What frequency does the Requesting Utility operate on?

- ◇ Will Requesting Utility provide their radios to Responding Utility?
- ◇ If yes, are radios available at the Staging Area?
- ◇ If there are not enough radios to give to all Responding Utility staff, are there enough radios to give to the Responding Utility supervisors?
- ◇ Does Requesting Utility use amateur radio equipment for emergencies? If yes, is equipment available?

- What navigation issues should the Responding Utility be aware of?
 - Are street signs in place?
 - Are utility maps available (hardcopy or electronic)?
 - Do utility maps include GPS coordinates?
 - Are GPS units available?
 - Are maps and/or GPS units going to be available at the Staging Area?
 - Are interstates and highways open?

- What sanitation services are available in the field?
 - Water for drinking
 - Water for sanitation
 - Restroom (e.g. using port-a-potties)

- What debris clearance equipment is needed?
 - Are chainsaws required to provide response and repairs?
 - Is other debris clearance equipment or tools required?

- Identify financial services capabilities:
 - Are ATMs functional?
 - Are credit cards being accepted locally?
 - Are banks open?
 - Is cash the only source of payment? If yes, what is recommended amount of cash to bring?
 - Are coins needed for laundry or other services?

Care and Shelter

- What accommodations are available?
 - Hotels
 - Fire Base Camp
 - County/State Sponsored Base Camp
 - Utility Temporary Shelter
 - Outside Agency Housing
 - ◇ If yes, what is the name of the agency (e.g. American Red Cross, faith-based organization, etc.)
 - None - Responding Utility must be self-sufficient.

- How are arrangements being addressed?:
 - Who is arranging for rooms? Requesting or Responding Utility?
 - Who is paying for rooms? Requesting or Responding Utility?
 - How far are the arrangements from the staging area?
 - How far are the arrangements from the work area?

- Where is it located (address):

- What amenities are available at the available sites?

	Hotel	Incident Base Camp	County or State Base Camp	Utility Temporary Shelter	Red Cross or other Shelter	Campgrounds
How far from work areas?						
Has feeding operations available on site?						
Has potable water for drinking?						
Has water for bathing?						
Has water for sanitation?						
Has operating restrooms?						
Requires use of portable toilets?						
Has operating showers?						
Has beds or cots?						
Has bedding?						
Has a functional laundry facility?						
Has a functional laundry facility nearby?						
Has or allows portable emergency generator power?						
Fuel (or diesel) is available nearby for generators?						
Nearby campgrounds have water and sewer hook ups?						

- Determine feeding operations.

- Are restaurants available in or around the work area or lodging area?
 - ◇ How far do the responders need to travel?
 - ◇ Who is paying for the meals when ordered? Responding or Requesting Utility?
- Does Requesting Utility have alternate feeding operations in place?
 - ◇ Mobile canteen
 - ◇ Services from American Red Cross or faith-based organization (if so, specify who)
 - ◇ Contract services
- Are grocery stores open?

- ◇ If yes, how far are grocery stores from work site or lodging?
- ◇ Is rationing in place?
- ◇ Are grocery stores limited in stock?
- If grocery stores are available, what support services are available?
 - ◇ Cooking facilities with functional utilities?
 - ◇ Refrigeration systems local to work site, staging area, or lodging?
 - ◇ Ice deliveries in operation or available?

Employee Safety Measures

- What is the expected temperature and humidity?
 - Is special weather gear required?

- What personal protective equipment is needed beyond basic equipment (hard hat, safety vest, safety shoes, mud boots, work gloves, raingear and eye and ear protection)?

- What additional exposures may responders encounter (e.g. significant odors, contamination, etc.)?

- What personal inoculations should be considered?
 - Tetanus
 - Hepatitis A or B
 - Flu
 - Other _____, _____, _____

- Are hospitals functional?

- Are paramedic and/or ambulance services functional?

- How significant is the disaster to the public?
 - Significant damage due to incident (e.g. many homes destroyed, off foundations, etc.)?
 - Significant emotional impact due to loss of life or suffering?
 - What is chance of finding deceased humans?
 - What is chance of finding significant numbers of dead livestock or pets?

- Are trained incident stress debriefing teams available?

Documentation

- Requesting Utility has electronic or hard copy means of tracking employee hours, materials used, and other documentation?
- Requesting Utility has means to accept digital photography for documentation?
- Requesting Utility optimizes use of ICS forms and documentation?
- Requesting Utility has method to track costs for FEMA reimbursement?

Reimbursement Process

- Request Cost Estimate of responding resources prior to approving their deployment. (See **Attachment D** for details.)
- Approve or disapprove costs prior to requesting deployment.
- Identify means for managing injury claims.

Sign Off:

Name of Person Completing Checklist: _____

Title of Person Completing Checklist: _____

Date/Time: _____

Attachment F: Staging Area Manager Checklist

Purpose: Personnel assigned to coordinate the arrival of mutual aid/assistance at a remote location near the event needs to track actions to support mutual aid/assistance.

Instructions: Complete actions in this checklist. Complete Attachment H and I as needed.

NOTES

General Duties

- Establish Staging Area layout.
- Draw a map of the area; consider using spray paint to mark areas.
- Establish Check-In function for personnel in coordination with the EOC.
- Establish Check-In function for supplies and resources in coordination with the EOC.
- Identify resources that may be needed to initiate, sustain, and demobilize the efforts required during an emergency operation.
- Dispatch resources at the Operations Section Chief's request.
- Maintain records of all resources entering, deployed to, and demobilized from the staging area.
- Coordinate with the Logistics Section for temporary feeding, fueling, and sanitation services as needed to support the Staging Area.
- Provide for the mechanical, technical, and maintenance needs of the resources requested or required.
- Respond to requests for resource assignments.
- Ensure the safety of personnel and equipment in the staging area.
- Obtain and issue radios and other supplies as required.
- Provide the EOC with status information of personnel, equipment, and supplies in the Staging Area.
- Provide for the orderly demobilization of resources as the incident command structure is dissolved.

**READ ENTIRE CHECKLIST AT START-UP AND
AT BEGINNING OF EACH SHIFT**

Checklist Actions

Start-Up Actions

- Determine any immediate unmet needs and/or outstanding resource requests for staging.
- Proceed to Staging Area.
- Post areas for identification and traffic control.
- Establish check-in procedure/forms for arriving resources, keep all receipts.
- Set up communications between the EOC and the staging area(s).
- Staff staging areas with additional personnel to load, unload, stock, deliver, and distribute supplies and keep pertinent records.
- Obtain and issue radios and other supplies needed for staging area operations as needed.
- Request personnel through the EOC.
- Determine any support needs for equipment, feeding, sanitation, and security. Request maintenance service for equipment at Staging Area as appropriate.
- Keep a log of items requested and check to see that they have been ordered, sent, received, and distributed to the requesting individual. (This MUST be done continually to ensure that requests are filled as expeditiously as possible).
- Respond to request for resource assignments.
- Dispatch resources as requested.
- Notify the individual that requested the item of the status of the resource request:
 - Date and time of delivery of goods and material.
 - Delivery site.
 - Type and quantity of goods and material to be delivered as well as any items that are not available.
- Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- Frequently determine required resource levels from the Operations Section Chief.
- Advise the Operations Section Chief when reserve levels reach minimums.
- Maintain and provide status to Resource Unit of all resources in Staging Area.
- Maintain Staging Area in safe and orderly condition.
- Ensure all personnel time and costs are tracked for reimbursement.
- Document:

- Messages received
- Action taken using **Attachment K: Activity Log**
- Decision justification and documentation
- Requests filled

Deactivation

- Deactivate Staging Area Manager and staging area(s) when no longer required.
- Provide for the orderly demobilization of resources as the incident command structure is dissolved.
- Ensure any unfinished business is completed before leaving or passed on to Logistics.
- Ensure any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.
- Deactivate your section and close out logs when authorized by Logistics.
- Demobilize Staging Area in accordance with Incident Demobilization Plan.
- As necessary, give the EOC Manager a forwarding phone number where you can be reached.

Attachment G: Daily Briefing Considerations

Purpose: Field Supervisors utilize this list as a starting list of considerations for Daily Staff briefings with mutual aid/assistance responding teams.

Instructions: Complete actions in this checklist.

NOTES

- Provide schedule of briefings for daily work assignments.
- Provide a status report on current conditions, status of systems and repairs, as well as any other event-specific updates.
- Provide information or resources to establish communication between the supervisor of incoming teams and supervisor of your utility.
- Provide system maps and work assignments.
- Explain current field conditions and safety requirements.
- Review key standards your utility uses for pipe repairs, fittings, and distribution methods.
- Identify critical equipment that may need to be used to complete the repairs.
- Identify locations and purchasing procedures for fuel, supplies, and parts.
- Where are contaminated soil(s) to be placed or relocated?
- Provide necessary forms required for documentation.
 - Work Hours/Overtime
 - Materials/Resources Expensed
 - Worksite Repair Information
- Review work hours, breaks, and respite facilities available in the field.
- Review where emergency medical attention can be received and reporting procedures for injuries.

Attachment H: Responding Utility Checklist

Purpose: The Authorized Representative of a Responding Utility may track actions to deploy mutual aid/assistance.

Instructions: Complete actions in this checklist and make notes in right-hand column.

NOTES

- If notified of emergency prior to a request for assistance, contact the WARN “Response Team” if activated to inform them of availability.**

- When a request for aid/assistance arrives, assess request.**
 - Review types of damage and what teams may be expected to deal with (size/type of pipe repairs, etc.). (See **Attachment B.**)
 - ◇ Nature of the emergency
 - ◇ Impact on the utility
 - ◇ Has an emergency been declared by local government?
 - ◇ Have curfews or other conditions been enforced by local government that might affect movement to and from worksites, feeding locations, and lodging?
 - ◇ Determine resource type requirements, evaluate the following needs to select the appropriate resource typing team in the AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual:
 - Desirable personnel skills and certification
 - Resource type and capability
 - Determine appropriate materials to accompany the teams
 - ◇ Estimate length of time aid/assistance is required
 - ◇ Determine method of care and shelter for personnel and resources
 - Review **Attachment E: Mutual Aid/Assistance Coordinator Checklist** with Requesting Utility
 - ◇ Confirm billing rates for use of personnel and equipment
 - Review types of resources needed, materials needed, number of teams needed, and skills required.
 - ◇ Identify equipment operation qualification requirements:
 - Security and storage of service vehicles and equipment

- Identify reporting location
 - Identify Point of Contact at the location
 - Identify designated supervision methodology
 - Responsibility for equipment security
 - Procedures for returning equipment to Requesting Utility
 - Equipment transfer, inspection, and contact information
 - Licensing requirements for transport
 - Transportation and other equipment's fuel considerations
 - Managing lost, damaged, destroyed, or stolen equipment
- How long are teams needed? Is there need for "relief" teams for first set of teams?
- How does sending teams affect your utility current operations?
- **Review reimbursement expectations and process.**
- **Prepare documentation on the costs associated with sending the assistance, and submit it to the Requesting Utility. (See Attachment D.)**
 - Be clear on how teams would be sheltered and fed. Identify any risk associated with shelter or feeding.
 - Notify elected officials.
- **Review request to determine what aid/assistance the Responding Utility can provide. Confirm approval from utility management to provide aid/assistance.**
- **Complete pre-deployment personnel activities.**
 - Identify an Incident Commander in charge of the deployment team. Appoint General Staff (Operations, Planning, Logistics and Finance) to manage the deployment of the team. (Upon arrival at the destination utility, report to the Staging Area as the Utility

Representative. The deployment team Incident Commander may be reassigned as a unit supervisor within the operations section.)

- Identify how teams are selected. Identify specialized work rules. Review with any union leadership.
- Identify a communications plan for teams. How do they communicate with each other, the borrowing agency, and family?
- Identify teams for travel.
- Conduct review with teams. Review:
 - ◇ Level of disaster and impact on community to prepare teams emotionally
 - ◇ Conditions and potential for contamination and personal protective equipment needs
 - ◇ Logistics arrangement for care, shelter, feeding, etc.
 - ◇ Communication plan
 - ◇ Employee work rules
 - ◇ Medical considerations and needs for inoculation
 - ◇ Incident Command System (ICS)
 - ◇ Documentation protocols
- **Prepare resources for deployment:**
 - Inspect vehicles for travel and equipment use.
 - Inventory and standardize stock of equipment and supplies on vehicles.
 - Send a mechanic with teams and equipment.
 - Ensure emergency food and water is present on all vehicles.
 - Ensure availability of first aid kits and other emergency supplies.
- **While teams are away:**
 - Check daily with supervisor.
 - Review costs associated with assistance.
 - Review the number of hours each team is working. How long will work last?
 - Identify problems with lodging or feeding.

- Provide daily summary of events to the General Manager.
- **While preparing to demobilize, the Responding Utility is responsible to:**
 - Deliver documentation collected during response to the Requesting Utility
 - Return all resources to the Requesting Utility that the Responding Utility may have in their possession
 - Return any sensitive or confidential information to the Requesting Utility
 - Collect all information on expenses and process it through the Requesting Utility finance and administration staff. Information includes:
 - ◇ Injury reports (if applicable)
 - ◇ Timesheets
 - ◇ Material purchases
 - ◇ Resource usage
 - Submit bills for services as appropriate, according to the WARN Agreement
- **Upon return:**
 - Hold debriefing with the supervisors within seven days.
 - Hold debriefing with all teams within 14 days. Include General Manager or other appropriate staff.
 - ◇ Identify lessons learned.
 - ◇ Identify problems and successes.
 - ◇ Review hours worked and efforts made.
 - ◇ Provide feedback to requesting agency.
 - ◇ Review ideas to improve own readiness.
- **Within 60 days:**
 - Prepare a report of events to present to the General Manager.
 - Submit bill for personnel and other costs for mutual aid/assistance response.

Attachment I: WARN “Response Team” Member Checklist

Purpose: Trained Utility Members staff who will act as part of the WARN “Response Team” use this checklist to track actions and operate as a WARN “Response Team”.

Instructions: Complete actions in this checklist. Arrive at WARN “Response Team” location.

NOTES

- Once notified of need to activate the WARN “Response Team”, make travel arrangements to the designated utility coordination site;
- Make lodging arrangements (see Appendix N for nearby locations);
- Bring all necessary personal items with you for the period of time requested; and
- Follow directions to get to the designated location provided in Appendix N.

Once you have reached the utility coordination center, complete the following:

Startup activities

- Sign in and identify self at security point check in;

- Check in with the WARN Leader to receive an initial briefing on the general situation and immediate tasks to be performed. Briefing should:
 - Detail nature and extent of emergency;
 - Identify extent of affected utilities and status;
 - Describe nature of assignment;
 - Provide status report update and criteria; and
 - Identify contact person to receive the information.

- Review any posted information and Incident Briefing ICS Forms 200, 201 and 202 for critical contact information;

- Review or open and maintain an Activity Log (see **Attachment K**). At a minimum, the Activity Log should record the following for each utility contacted:
 - Date and time;
 - Contact name and number;
 - Communications/coordination received/made; and
 - Follow-up required/completed.

Communications recorded should include conversations in which decisions were reached, instructions given or received, and vital information exchanged.

- Contact utilities in affected areas to determine situation and any assistance that may be required;
- Alert the WARN Leader of emerging issues or concerns you perceive as “sensitive”;
- Keep all related status boards up-to-date;
- Coordinate with the WARN Leader regarding your shift commitment and assist in identifying Utility Representatives to relieve you at the end of your shift;
- Provide comprehensive shift turnover briefing; and
- As questions arise, contact the WARN Leader for direction.

General activities

Support the WARN Leader by providing specific utility knowledge and sector representation by doing the following activities:

- Provide regular updates to the WARN Leader with significant changes in utilities’ status;
- Contact and receive calls from utilities in affected areas of the emergency regarding damages to services/infrastructure;
- Determine utility-specific resource and/or information needs;
- Maintain logs, Status Boards, and prepare Status Reports;
- Identify:
 - extent and type of customer and infrastructure damage;
 - general geographic location of utility outages;
 - expected duration of outages;
 - numbers of customers affected by county; and
 - resource requirements and/or information needs.

- Assist utilities in procuring resources, personnel, and provisions necessary for restoration of services;
- Communicate utility damage information and restoration priorities between government agencies and utilities, as necessary;
- Ensure regular updates to the WARN Leader on restoration concerns;
- Assist with inter-utility response coordination;
- Facilitate utility mutual aid/assistance as necessary/requested;
- Serve as liaison between utilities and emergency management for extraordinary assistance;
- Through the WARN Leader, provide utility Status Reports and special needs requests as indicated; and
- Perform additional duties to support the utility sector as requested by the WARN Leader.

Shift briefings should occur between the outgoing and incoming representatives and at a minimum include the following:

- Alerts to any safety related issues that could impact utility personnel;
- A review of the Activity Log with particular emphasis given to the follow-up columns;
- Immediate tasks to be performed that have either been assigned by the WARN Leader or required by the follow-up information on the Activity Log;
- A review of the current Utilities Outage and Restoration Status Report; and
- A review of special key contact names and numbers outside of the WARN contact database developed during event communications.

Mutual Aid / Assistance Request

If mutual aid/assistance is needed, record the following:

WARN Operational Plan

- Name and contact information of utility representative;
- Utility name and type;
- Specific resource personnel/resources need;
- Specify required certification or specification;
- Date/time needed;
- Impact if delayed;
- Delivery point of resource;
- Logistical arrangements for any incoming personnel;
- Access routes into the affected area(s);
- Estimated duration of operations; and
- Risks and hazards.

Stand Down Activities

- Under direction of the WARN Leader to “stand down,” prepare a situation status report about the utilities you represent, including estimated outages, restoration and damages;
- Provide briefing to the WARN Leader;
- Remain available by phone to respond if activation staffing is increased; and
- Sign out.

Shut Down Activities

- Under direction of the WARN Leader to “shutdown,” return all non-expendable items and identify items that need to be replaced;
- Complete reports. Provide briefing on completed items and identify follow up items;
- Assist in returning all equipment to storage location;
- Sign out; and
- Be available to participate in After Action Report Reviews.

Attachment J: WARN Request Summary Sheet

Purpose: WARN "Response Team" Members if activated use this form to track requests for mutual aid/assistance.

Instructions: After receiving a copy of Attachment C from the Requesting Utility, assign a number to each request in column 1. Put name of utility requesting aid in column 2. Summarize resource needs in column 3. Put name of Responding Utility in column 4. Put estimated time of arrival of responding resources in column 5 and the time they left in column 6. Put estimated cost of this deployment in last column.

Date/Time						
Request No.	Requesting Utility	Need Summary	Responding Utility	ETA	Estimated Deployment Time	Estimated Costs

All Times – Local 24 Hour Clock

Attachment K: Activity Log

Purpose: WARN “Response Team” members use this form this form (adapted from ICS 214) to track actions to request mutual aid/assistance. All Member utilities are encouraged to do the same.

Instructions: After reviewing the appropriate checklist for the task you are completing, complete boxes 1 – 3 with requested information. Put your response title in box 4. In box 5, note who you report to. In box 6, note what response time you are operating in. In box 7, note the personnel that are assigned to you, the position they fill and the utility from which they come (if different from yours). In box 8, track major activity you complete according to time of day using 24 hour clock. Put your name and title in box 9, once form is complete.

WARN Coordination Activity Log		1. Incident Name	2. Date Prepared	3. Time Prepared
4. Unit Name/Designators		5. Unit Leader (Name and Position)		6. Operational Period
7. Personnel Roster Assigned				
Name		"Response Team" Position		Home Utility
8. Activity Log				
Time		Major Activity		
9. Prepared by (Name and Position)				

All Times – Local 24 Hour Clock

Attachment L: State Emergency Operations Center/WARN Response Coordination Site

Purpose: WARN “Response Team” Members if activated, need to know where to report at the county, state region, or state operations center. The following sample can be modified by each WARN.

Instructions: Use the following information to locate housing and feeding locations during your re-location to the pre-designated site as part of the WARN “Response Team” if activated.

Pre-designated site	
Name of site:	
Closest Airport:	
Address:	
Phone Number:	
Fax:	
Driving directions:	
Map:	
Local Hotels Addresses and Phone Number	
Name:	
Phone Number:	
Address:	
Name:	
Phone Number:	
Address:	
Name:	
Phone Number:	
Address:	
Name:	
Phone Number:	
Address:	
Local Restaurants and Eateries:	
Name:	
Address:	
Name:	
Address:	
Name:	
Address:	
Name:	
Address:	
Additional Information:	
MISCELLANEOUS ITEMS / OTHER INFORMATION	

Attachment M: AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual

This document can be found on the website (www.ncrwarn.org) or by request to COG.

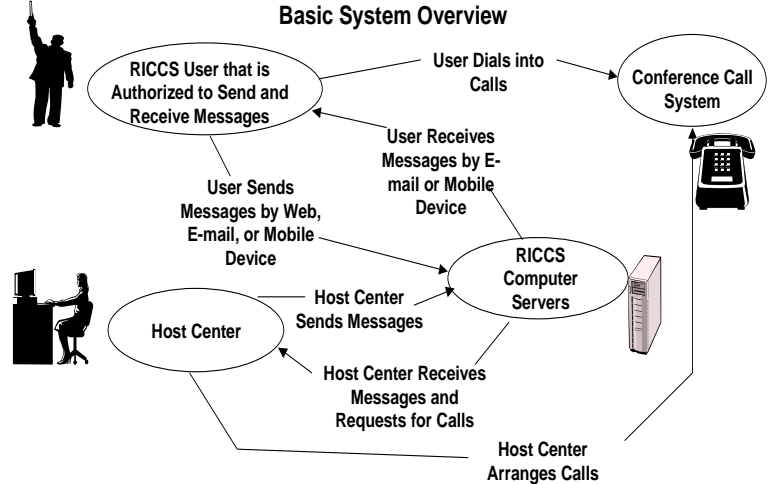
Attachment N: RICCS User's Guide



**(ESF 08 – Health, Mental Health & Medical Services edit)
PROVIDERS GROUP**

Confidentiality: Information transmitted or discussed via RICCS is considered confidential. Users of the system shall not release this information to parties outside of their RICCS group(s) unless the information is clearly intended for the media, public, or other parties inside or outside the system. Deliberate disregard of this policy may result in the loss of RICCS privileges.

Exhibit 1. RICCS Notification and Conferencing



Overview: See Exhibit 1 for the system overview. See Exhibit 2 for a list of major groups.

Registering for the RICCS (ESF 08)

1. If you are a member of Health, Mental Health & Medical Services (RESF 08) contact the data manager at riccs@mwkog.org or 202-962-3269 for a RESF 08 RICCS Registration form.
2. Return, email, or fax completed form to address on form.
3. The RICCS data manager will enter you into the system and then send a *test* alert to your registered devices. The RICCS data manager will then send an e-mail to you confirming your registration and providing information on how to access the system and update your profile (username and password) and contact devices.

Accessing the System:

1. If you are not already a confirmed user of the RICCS (have username and password), please contact the data manager at riccs@mwkog.org or 202-962-3269.
2. If you are a confirmed user, go to the RICCS at the web address <http://react.mwkog.org>. The backup server is located at <http://riccs.mwkog.org>, but it is only used when the primary server is down.
3. Select the “log-in” button from either the left-side menu or the bottom of the page.
4. At the login screen enter your user name, which should be your primary e-mail address.
5. Also enter your password. (NOTE: Repeated unsuccessful log-in attempts will result in the temporary suspension of your account. If this happens, call 202-962-3269 or contact riccs@mwkog.org.)
6. You should be logged into the RICCS system and see the welcome message.

Editing Your Profile and Contact Devices

1. Click on “Edit Profile” (gray button below your name).
2. Complete relevant fields (“Authentication Question” will be used if you call the Host Center to request service, you will use the “PIN” code if sending a message from a mobile device).
3. For security purposes, be sure you change your password from its initial value.
4. You must click on the “Update” button at lower right to save your changes.
5. To change your contact devices, click on the “Edit Devices” tab.
6. Enter all devices on which you wish to be notified. DO NOT include dashes in the telephone or pager numbers; choose the service provider for the device; click on the “Save” button.
7. When finished, click on “Home” tab. From there you can send yourself a test alert if you wish.

Sending an Alert

1. Currently, the Provider's group is unable to send a direct alert across the RESF 08 groups.
2. In order to send an alert, contact your local Health Official, and request that they send the alert.
3. If you cannot reach your local Health Official, contact another of the COG Region's Health Officials.

Other Notes about Alerts

1. Messages need to be short, preferably 200 characters or less, so they are not truncated by some devices.
2. Messages can direct to other formats: conference calls or e-mails, or can leave a number to be contacted for more information.
3. Messages can be sent to "all" devices or delivery can be limited to e-mail accounts only, pagers only, or mobile phones only.

For additional information on RESF 08 (Health) use of the RICCS, please contact:

Sandra Adomako-Bempong
sabempong@mwcoq.org
 202-962-3275

Sean O'Donnell
sodonnell@mwcoq.org
 202-962-3707

Nancy Rea
nrea@mwcoq.org
 202-962-3266

Exhibit 2. Group Codes

Group Name	Abbreviation
CAO	CAO
COG RICCS Staff	COGRICCS
Greater Wash. Board of Trade	BOT
Host Center	HOST
RESF 01 Transportation - All Groups	RESF1
RESF 01 Transportation - Core Group	RESF1CORE
RESF 01 Transportation – Info Only	RESF1INFO
RESF 01 Transportation – Level A Operations Centers	RESF1LEVA
RESF 01 Transportation – Level B Maryland	RESF1MDB
RESF 01 Transportation – Level B Virginia	RESF1VAB
RESF 01 Transportation -- Transit Only	RESF1T
RESF 02 Communications Infrastructure	RESF2
RESF 03 Solid Waste & Debris	RESF3WASTE
RESF 03 Water Supply - All Groups	RESF3H2O
RESF 03 Water Supply - Core Group	RESF3H2OA
RESF 03 Water Supply - Info Only	RESFH2OB
RESF 04 Firefighting	RESF4
RESF 05 Information & Planning - All Groups	RESF5
RESF 05 Information & Planning - Core Group	RESF5A
RESF 05 Information & Planning - Info Only	RESF5B
RESF 06 Mass Care	RESF6
RESF 07 Resource Support	RESF7
RESF 08 Health Services - All Groups	RESF8
RESF 08 Health Services - Core Group - Officers	RESF8A
RESF 08 Health Services - Providers - Info Only	RESF8B
RESF 09 Urban Search & Rescue	RESF9
RESF 10 Hazardous Materials	RESF10
RESF 12 Energy	RESF12
RESF 13 Law Enforcement - All Groups	RESF13
RESF 13 Law Enforcement - Core Group	RESF13A
RESF 13 Law Enforcement - Info Only	RESF13B
RESF 14 Media Relations	RESF14
RESF 15 Donation & Volunteer Mgmt	RESF15
RESF Support - Animal Protection	ANIMAL
School Superintendents	SCHOOL
Snow Plan - All Groups	SNOW
Snow Plan - Core Group	SNOWA

Attachment 0: NCR Radio Cache Deployment Procedures

National Capital Region Radio Cache Deployment Procedure

Description

The National Capital Region Communications Interoperability Groups (NCR-CIG) consists of 1250 portable radios with ancillary support equipment stored in three individual, self-contained, field deployable, caches. The radios are programmed to operate on the 800/700 MHz Public Safety Radio Systems that are operational in the region. The radios are capable of operating on the Law Enforcement and Fire and Rescue resources used within those systems. The three NCR-CIG's are located, maintained, and managed in the following jurisdictions. Fairfax County, Virginia has 500 radios, Montgomery County, Maryland has 500 radios, and the District of Columbia has 250 radios. The cache is funded with a Department of Homeland Security Urban Area Security Initiative (UASI) Grant. Each radio cache has two disposable batteries and two rechargeable batteries for each radio in the cache and with the capabilities of recharging all batteries.

In addition to containing portable radios, each NCR-CIG contains tactical audio switches that permit interconnection of disparate radio infrastructure, to support public safety operations. The NCR-CIG's also has portable repeaters that can be used on the RINS and 800 National channels for localized operations and special equipment to support in-building or below-grade/tunnel communications. The NCR-CIG's also maintains the capability to reprogram the cache radios during emergency events to meet unanticipated communication requirements.

The NCR Communications Interoperability Groups are available to support public safety communications needs within the National Capital Region for emergency incidents or scheduled events. Within two hours of receiving an emergency deployment request the NCR-CIG will be en-route to the requesting agency with a support staff that includes a qualified Communications Unit Leader (COML) and communications technicians.

Deployments for scheduled events shall be requested in advance (refer to details listed under scheduled events on page 3) and must be approved by the Fire Chief from the jurisdiction in which the NCR-CIG is being requested. Radios and support equipment (e.g., batteries and chargers) will typically be issued, in bulk, to a representative of the requesting agency several days prior to the event. If support personnel are requested, they will accompany the NCR-CIG to the scheduled event. A request for tactical repeaters and interconnect devices will involve a planning meeting with the NCR-CIG manager or COML to review the event's communications plan (ICS 205). This will also require the deployment of one or more NCR-CIG personnel to maintain the equipment during the event.

Deployment Procedure:

Requests for deployment of the National Capital Region Communications Interoperability Groups (NCR-CIG) may be made for Emergency Incidents or Scheduled Events.

Emergency Incidents:

Emergency Requests for deployment of the NCR-CIG to an Emergency Incident must be initiated by the NCR/COG jurisdiction's communications center. It is each agency's responsibility to maintain appropriate internal procedures to ensure that requests are only passed on from the communications center if the request originated from, or was approved by, a person with the authority to accept fiscal responsibility for the NCR-CIG's deployment costs. A request from a participating agency's communication center for deployment of the NCR-CIG is acceptance of fiscal responsibility for the cost of any damaged or lost equipment.

The requesting agency's communications center will contact the Fairfax County DPSC (for Virginia agencies), the Montgomery County PSCC (for Maryland), or District of Columbia OUC (for Washington, D.C.) and request the deployment of the NCR-CIG using the attached **NCR Communications Interoperability Groups Emergency Request Deployment Form**. The NCR-CIG Emergency Request Deployment Form must be completely filled out to ensure timely fulfillment of the deployment request and faxed to the appropriate host dispatch center. **Voice requests (via either recorded telephone or radio) for deployment of the NCR-CIG are also acceptable.** When a voice request is received the information contained on the NCR-CIG Emergency Request Deployment Form will be solicited from the requesting agency to ensure timely accurate deployment of the cache.

Once confirmation has been made that a cache will be delivered to the requesting jurisdiction, the requesting jurisdiction's NCR-CIG manager must complete the following procedures to inform all regional players about the status of the radio cache.

When the NCR Communications Interoperability Groups have been deployed for an emergency incident, the NCR-CIG Manager or the COML will contact DC EMA, the host center for RICCs, at (202) 727-6161. Have them send a page through RICCs to the following groups:

Police and Fire Communications

R-ESF 4, 9 and 10: Firefighter, HazMat, Urban Search and Rescue

R-ESF 5: Information and Planning

R-ESF 13: Law Enforcement

The page out should include the number of radios deployed from which NCR-CIG (Montgomery, Fairfax, and/or District of Columbia), what event, and dates the NCR-CIG will be deployed (if available).

On receipt of an Emergency Request for the NCR-CIG's the host agency (Fairfax, Montgomery) will deliver up to 500 radios or District of Columbia up to 250 radios to the requested location. The designated contact at the requesting agency will be contacted within 30 minutes at the contact number given, or via radio, by the host agency NCR- CIG Manager acknowledging receipt of the Emergency Deployment request. The NCR- CIG will depart the storage location within two hours of the request being received. Once the cache has departed, the host agency NCR-CIG Manager will notify the incident contact of an estimated time of arrival.

The host agency receiving the request for the NCR-CIG will notify the other NCR-CIG's of the deployment. It is the responsibility of the responding NCR-CIG manager to coordinate any additional tactical communications support request that may be needed from the remaining NCR-CIG's. The decision on whether to send additional radios or tactical support from the remaining NCR-CIG's will rest with the Fire Chief of that cache. The Fire Chief will evaluate the situation and make that decision using intelligence gathered.

If the initial request is for more than 500 radios then the host receiving the initial request will also initiate consultations with the other NCR-CIG host agency. The final determination as to whether or not to release some or all of the radios from the second NCR-CIG lies with the three host Fire Chiefs. The requesting agency will receive notification of the status of their request for radios in excess of 500 within two hours of the initial request being made.

The Radios will be returned to the host NCR-CIG site within 72 hours after the recovery phase of the incident.

Scheduled events:

Application for deployment of the NCR-CIG's for scheduled events should be initiated no later than 30 days and no more than 120 days prior to the event. There will be some events that will require last minute requests; i.e., State funerals, protests. The request will be made directly to and be granted by the Fire Chief of the jurisdiction of the host NCR-CIG using the NCR-CIG Routine Request Form. The request will be granted by the priority of the request and by date the request was received. Once an application has been approved, the requesting jurisdiction is responsible for pick-up and return of the requested radios. Inventory and inspection will occur on return of the radios and any lost or damaged radios will be billed to the jurisdiction returning the radios per the MOU. For scheduled events, only 250 radios from Fairfax, Montgomery, or the District of Columbia will be allowed. For any one event the total allowable loan amount of radios will not exceed 500 from any three combinations. Any radios loaned for scheduled events will be subject to recall for a higher priority emergency incident. A request for tactical repeaters and interconnect devices will involve a planning meeting with the NCR-CIG to review the event's communications plan and will require the deployment of NCR-CIG personnel to maintain the equipment during the event.

Request Priorities for Scheduled Events:

Priority One

Scheduled Events with the potential for significant public safety impact which include recall of off duty personnel (i.e., IMF, National Mall July 4th Celebration, and Presidential Inaugurations); these may be last minute; i.e., State funerals.

Priority Two

Community events where large support staff from various jurisdictions are participating (i.e., Police Week, National Fallen Firefighters Memorial).

Once confirmation has been made that a cache will be delivered to the requesting jurisdiction, the requesting jurisdiction's communication center must complete the following procedures to inform all regional players about the status of the NCR-CIG.

When the NCR-CIG has been deployed for a special event, please contact DC EMA, the host center for RICCs, at (202) 727-6161. Have them send a page out through RICCs to the following groups:

Police and Fire Communications

R-ESF 4, 9 and 10: Firefighter, HazMat, Urban Search and Rescue

R-ESF 5: Information and Planning

R-ESF 13: Law Enforcement

The page out should include the number of radios deployed from which NCR-CIG (Montgomery, Fairfax, and/or District of Columbia), what event, and dates the NCR-CIG will be deployed

National Capital Region Communications Interoperability Groups Emergency Deployment Form

Emergency Request Emergency Request Emergency Request

Please complete all information requested to insure timely fulfillment of the deployment request. This form shall be faxed to Fairfax County DPSC, Montgomery County PSCC, or District of Columbia Fire & EMS OUC. Voice contact via recorded telephone or radio should be made to insure that the request has been received and understood.

Fairfax County Voice: (703) 877-3824 **Fax:** (703) 997-8075

Montgomery County Voice: (240) 683-6520 **Fax:** (240) 773-7140

District of Columbia Voice: (202) 373-3805 **Fax:** (202) 730-0572

Requesting Agency: _____ Today's Date _____

Agency Contact: _____ Phone # _____ Cell # _____

Contact Email: _____ Fax #: _____

Incident Name: _____

Incident Location/Address: _____

Command Location: _____ Incident Commander: _____

Command Radio Channel: _____

Equipment Needs: Full NCR-CIG Response: Yes/No _____ Tactical Response Only: Yes/No _____

Estimated Radios _____ (500 MC/FX 250 DC Max)

Equipment Delivery Instructions: _____

Requesting Agency Signature: _____ Title: _____ Date: _____

Print Name: _____

Releasing Agency Approval: _____ Denial: _____

Releasing Agencies Fire Chief Signature: _____ Date: _____

Print Name: _____

Note: Request for deployment of the NCR-CIG indicates acceptance of fiscal responsibility for the replacement of any lost or damaged equipment.

-----EMERGENCY REQUEST-----EMERGENCY REQUEST-----

National Capital Region Communications Interoperability Groups Routine Deployment Form

Routine Request	Routine Request	Routine Request
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Please complete all information requested to insure timely fulfillment of the deployment request. This form shall be faxed to Fairfax County DPSC, Montgomery County PSCC, or District of Columbia Fire & EMS OUC. Voice contact via recorded telephone should be made to insure that the request has been received and understood. This request should be received no later than 30 days and no more than 120 days prior to the event.

Fairfax County Voice: (703) 877-3824 Fax: (703) 997-8075

Montgomery County Voice: (240) 683-6520 Fax: (240) 773-7140

District of Columbia Voice: (202) 373-3805 Fax: (202) 730-0572

Requesting Agency: _____ Today's Date: _____

Agency Address: _____

Contact Person: _____ Phone # _____ Cell # _____

Contact Email: _____ Fax: _____

Incident Name: _____ Incident Location: _____

Date of Planned Event: _____

Equipment Delivery Instructions: _____

Agency Pick-up: Yes/ No _____ Date Equipment Needed By: _____ Return Date: _____

Equipment Needs: Radios: _____ (250 MC/FX/DC 500 Total) Batteries: _____ Chargers: _____

Tactical Equipment: _____ # Com-L's Needed: _____ # Com-T's Needed: _____

Incident Talk group/ Channel: _____ Com Plan in Place (ICS 205): Yes / No _____

Requesting Agency Signature: _____ Title: _____ Date: _____

Print Name: _____

Releasing Agency Approval: _____ Denial: _____

Releasing Agency Fire Chief Signature: _____ Date: _____

Print Name: _____

Note: Request for deployment of the NCR - CIG indicates acceptance of fiscal responsibility for the replacement of any lost or damaged equipment.

-----ROUTINE REQUEST-----ROUTINE REQUEST-----