

MARYLAND
Water/Wastewater Agency Response Network (MDWARN)

Mutual Aid/Assistance
Procedures Manual Working Draft
Operational Plan



Date: August 2009

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List of Acronyms

AWWA = American Water Works Association
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
HSPD = Homeland Security Presidential Directive
IAP = Incident Action Plan
IC = Incident Command
ICS = Incident Command System
MAAOP = Mutual Aid/Assistance Operational Plan
MDE = Maryland Department of the Environment
MDWARN = Maryland Water/Wastewater Agency Response Network
NIMS = National Incident Management System
PA Program = Public Assistance Program
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

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Descriptions of this Operational Plan and current and recommended training do not replace other regulated trainings, such as that required for hazardous materials response.

What is the Purpose of a WARN Mutual Aid/Assistance Operational Plan?

The WARN Mutual Aid/Assistance Operational Plan is designed to be an instructional guide describing the use of the WARN 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 a coordination tool within the emergency management system and specialized water sector resources. The WARN Operational Plan facilitates the integration of Member utilities before, during, and after an incident, including addressing those actions that occur prior to a formal emergency declaration. The WARN Operational Plan describes how to sustain operations throughout the emergency and into recovery. Specifically, the WARN Operational Plan:

How is the WARN Operational Plan Organized?

The WARN Operational Plan is divided into 9 sections and supporting attachments. The content and use of each are summarized in Table 1. Notably, Sections 3, 4, 5, 6 and 7 (the shaded sections below) provide instructions for the WARN Member utilities during an emergency.

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

Section	Content	For use by:	When it is used:
1.	WARN Non-Emergency Responsibilities and Structure	Staff responsible for administrative and preparedness activities	Non-emergency
2.	Concept of Operations	Staff planning and establishing WARN operations prior to an emergency	Non-emergency
3.	WARN Activation	Member utilities requesting assistance and Member utilities responding to requests	During WARN activation
4.	WARN Member Mobilization	Member utilities responding to requests	During WARN activation
5.	WARN Coordination	Member utilities helping to coordinate the WARN Member's response during an emergency	During WARN activation
6.	WARN Documentation	Member utilities requesting assistance and Member utilities responding to requests	During WARN activation
7.	WARN Communication Tools	Member utilities requesting assistance and Member utilities responding to requests	During WARN activation
8.	After Action Report and Improvement Plan	Staff responsible for post-incident activities	Non-emergency
9.	Training, Exercise, and Updates	Staff responsible for preparedness activities	Non-emergency

Assumptions

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

- **Emergency Response Plans are in place.** While utility specific Emergency Response Plans (ERPs) are not within the scope of this document, the WARN encourages all utilities to develop or update an ERP. With the development of the National Incident Management System (NIMS), ERP updates include how the utility uses the Incident Command System (ICS), how the

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utility integrates with its local emergency management and response agencies, and how the ERP addresses vulnerability assessments, if they are also completed.

- **Employees are trained according to ERP, ICS, and NIMS.** In order to respond to all emergencies, member utilities 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 9 of this document includes a list of recommended NIMS and ICS training.
- **Utilities have signed a single, statewide omnibus WARN Agreement.** The WARN Agreement establishes the foundation of WARN 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.
- **WARN is coordinated with local and state authorities.** Coordinated response and access to restricted areas relies on communication between the WARN and the following groups or organizations:
 - Utilities
 - Local emergency management agencies
 - State emergency management agency
 - State drinking water primacy agency
 - State wastewater permitting authority

The relationship between the WARN, state and local agencies, and utilities, is defined by the agreement and documented in the Operational Plan. Exercising the WARN with the Member utilities and other response agencies increases the chance of success in responding to an incident with WARN.

SECTION 1: Non-Emergency Responsibilities

MDWARN Member utilities plan and prepare for a real incident prior to responding.

Member Utility

A Member utility may be any public or private water or wastewater utility that signs the MDWARN Agreement. The MDWARN encourages Member utilities to participate in the annual meeting, trainings, and other activities. Member utilities are eligible to participate in committee activities to support the MDWARN. Member utilities can participate in more than one committee activity. The Member utility identifies an Authorized Representative and alternates to manage its participation in MDWARN and response to possible incidents.

Member utilities vote to elect Chairs (and/or Sub-Committee Chairs). Member utilities also vote on updates to the Agreement and other topics related to the operations of the Agreement. Each member has one vote. A utility that operates both water and wastewater services has one vote. A private utility with multiple service locations also has just one vote (in relation to one decision-making board).

Pre-emergency responsibilities for Member utilities include:

- Identify an Authorized Representative and alternates who are responsible for:
 - Activating the MDWARN system,
 - Authorizing the deployment of resources, and
 - Acting as the lead representative for communications and functions for their utility.
- Provide the MDWARN with contact information for their Authorized Representative.
- Provide the MDWARN with database information for their utility in accordance with their policy and following the AWWA Resource Typing Manual. Print a hard copy of the MDWARN 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.
- 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.
- Volunteer to support the pre-emergency organization of the MDWARN system, as available.
- Attend MDWARN trainings and general meetings.

Steering Committee

The Steering Committee members are elected by MDWARN Member utilities. Under the leadership of the Steering Committee Chair (referred to as the MDWARN Chair), the Steering Committee is responsible for the following actions:

- Organize and coordinate emergency planning and response activities for the MDWARN
- Encourage the active participation of Member utilities
- Establish regular meeting schedules to maintain continuity
- Maintain communication with Member utilities regarding updates, changes, or modifications to the MDWARN system
- Maintain the operational capability of the MDWARN Agreement
- Represent the membership when engaged in meetings, discussions, and consultations with other associations, states, and local agencies

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Advisors

As noted in the AWWA Utilities Helping Utilities Sample WARN Agreement, Associate Members sit on the MDWARN Steering Committee as Advisors. An Associate Member, also known as an Advisor, is any non-utility MDWARN participant that provides a support role to the MDWARN program on the Steering Committee, but does not sign the Agreement. Associate Members may include the following:

- Professional water sector association representative(s) (AWWA, Rural Water, WEF, etc.).
- State drinking water primacy agency,
- State wastewater permitting authority,
- State Emergency Management agency,
- Department of Public Health, or
- U.S. Environmental Protection Agency Region

Advisors attend MDWARN Steering Committee meetings and participate in MDWARN activities. Depending on the level of activity of the Associate Member, she or he may be elected as the Chair, or appointed Vice Chair or Secretary. As Advisors, these members do not vote on MDWARN actions, but do provide input.

SECTION 2: Concept of Emergency Operations

MDWARN Relation to Local and State Response

The relationship between MDWARN and the local and state emergency response system is critical. This Operational Plan and other NIMS concepts enable local jurisdictional authorities to benefit from standard practices and frameworks. According to NIMS, local jurisdictions retain command, control, and authority over response activities for their jurisdictional areas. Incidents typically begin and end locally and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. Local jurisdictions also have flexibility to adjust the scale and scope of their response to the emergency.

The following is a list of the emergency responsibilities and levels of response that may be part of a MDWARN mobilization. The cumulative activities mirror those described in the NIMS Multi-Agency Coordination System (MACS) Group process (for more information on MACS, see Section 9: Training, Exercise, and Updates). Linkage to the MACS and local emergency response groups is presented in following subsection, “Response Consideration by Agency”. Emergency management agencies may modify the process described below as agencies recognize the need to change and adapt incident management and emergency response for an incident, due to changes in scope and/or scale over time.

Depending on the size of the emergency, all levels of response described below may not be needed every time the MDWARN is activated. All emergencies are local. If the resource needs can be addressed by one utility calling another, that may be all that is needed. In this case, communication with the MDWARN Steering Committee is suggested so that the Steering Committee is aware that resources were requested. In emergencies that affect more than one locality, coordination at the county level may be necessary. In an emergency that affects multiple counties, coordination at the state level may be necessary.

Agent:

Utility Field
Personnel

Responsibility:

- These are the utility employees in the field responding to an emergency.
- Homeland Security Act of 2002 (P.L.107-296) and Homeland Security Presidential Directive (HSPD) 8 identifies local utilities as first responders.
- As first responders, utility employees in the field are trained and function within the Incident Command System (ICS).
- Field personnel report to their respective employer utility while coordinating response with local emergency response agencies (e.g. law, fire and rescue,

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Agent:

Responsibility:

Utility
(Private or Public)

emergency medical, etc.). This is known as unity of command in ICS.

- Public utilities can either be part of a city or county agency, or they can be an independently governed special district, not affiliated with a city or county. Public utilities comply with specific requirements, including the use of NIMS, to be eligible for federal preparedness grants.
- Private utilities are generally investor owned and operated. While private utilities are not required to comply with NIMS, most choose to follow NIMS protocols as a best practice approach.
- If the local utility is a city or county department or work unit, the utility may establish a department operations center (DOC) and/or report directly to the appropriate city or county Emergency Operations Center (EOC).
- Special districts or independent utilities may activate an agency EOC, and/or depending on the number of cities or counties served, the utility may directly report to or participate with a city, county, or State EOC.

Local Government
(Cities)

- Depending on the size and complexity of an emergency, local governments may operate EOCs to coordinate resources and manage operations within the jurisdiction.
- Local Governments may assist the local utility with the emergency, provided that local resources and supplies are available and that Local Government response resources are available and can be dedicated to this responsibility.
- If necessary, the city may request County assistance.

County
Government

- Typically led by County management, a County EOC may be activated to coordinate the emergency response actions of all jurisdictions within the boundary of the County.
- Upon request or when response to disruption of local drinking water or wastewater systems becomes a priority for the County, staff may be identified to help coordinate County resources to assist cities, special districts, and local utilities.
- If necessary, the County may request State assistance.

MDWARN

- Designated MDWARN representatives may sit in the County and/or State EOC to facilitate information flow from damaged utilities, identify utility mutual aid/assistance resources, and coordinate response.
- If the MDWARN representatives do not sit in the State EOC, the MDWARN representatives may meet at a designated facility, a member utility's DOC, or at the County and/or city EOC to help coordinate MDWARN member utility mutual aid/assistance response.
- Depending on the organizational plan, when in a city, County, or state EOC, the MDWARN representatives could be seated in the Operations Section, Planning Section, Response Coordination group, or another designated reporting location.

State Government

- As needed, the State coordinates state and regional resources to assist the Counties.
- Typically led by State management, a State EOC may be activated to coordinate the emergency response actions of all jurisdictions within the State.
- Upon request or when response to disruption of local water distribution becomes a priority, staff from the state drinking water primacy agency and the state wastewater permitting authority may be identified to help coordinate State resources to assist counties, cities, special districts, and local utilities.
- As needed, the State may request assistance from the National Guard, drinking

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Agent:

Responsibility:

water primacy agency, wastewater permitting authority, Maryland Department of the Environment, other states (through EMAC), or federal government agencies.

Federal
Government

- Upon request, or when local drinking water or wastewater system disruption necessitates federal assistance, the Federal Emergency Management Agency (FEMA) coordinates federal emergency response resources through Emergency Support Function #3 (ESF #3), Public Works and Engineering. As the ESF #3 primary agency, the U.S. Army Corps of Engineers (USACE) is responsible for coordinating supplemental assistance to state and local jurisdictions via the State.
- As a support agency to ESF #3, the U.S. EPA works closely with USACE and FEMA. U.S. EPA is the lead federal agency responsible to support the water sector as detailed in HSPD-7.
- Federal emergency response resources may also be coordinated through ESF #10 (Oil and Hazardous Materials Response) where EPA is responsible for decontamination of water infrastructure and ambient water quality.
- ESF #8 (Public Health and Medical Services), in coordination with ESF #3 and ESF #10, may assist in assessing potable water, wastewater, solid waste disposal, and other environmental health issues; conducting field investigations, including collection and laboratory analysis of relevant samples; providing water purification and wastewater/solid waste disposal equipment and supplies; and providing technical assistance and consultation on potable water and wastewater/solid waste disposal issues.

SECTION 3: MDWARN Activation

For all types of emergencies, a utility analyzes the situation and determines the best alternatives to address its needs. This could include three possible mutual aid/assistance response scenarios, identified in **Figure 1**. First, the utility may call upon neighboring utilities with which they have pre-written and established local agreements. Second, public utilities have an option to “tap into” the public agency statewide mutual aid/assistance programs. Third, the utility can access MDWARN. The MDWARN Operational Plan focuses on accessing MDWARN. This section describes how Member utilities activate MDWARN. Elements of MDWARN activation include warning activities and notification, as well as a description of responsibilities for requesting and responding utility authorized representatives, mutual aid/assistance coordinators, and staging area managers.

Activation of the MDWARN Agreement can occur under two conditions. Activation may occur prior to a declared local emergency or, alternately, during a declared emergency. Some types of emergencies, such as severe storms or hurricanes, can be characterized as a “warning” or “notice” event. Based on forecast or other information, it may be possible to pre-stage MDWARN Response Teams and prepare Member utilities for possible deployment. In contrast, other types of emergencies provide no warning or notice.

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A utility may have as many as three options for obtaining assistance via local one to one agreements, access through a statewide mutual aid program for public agency responders, and the intrastate WARN utilities agreement.

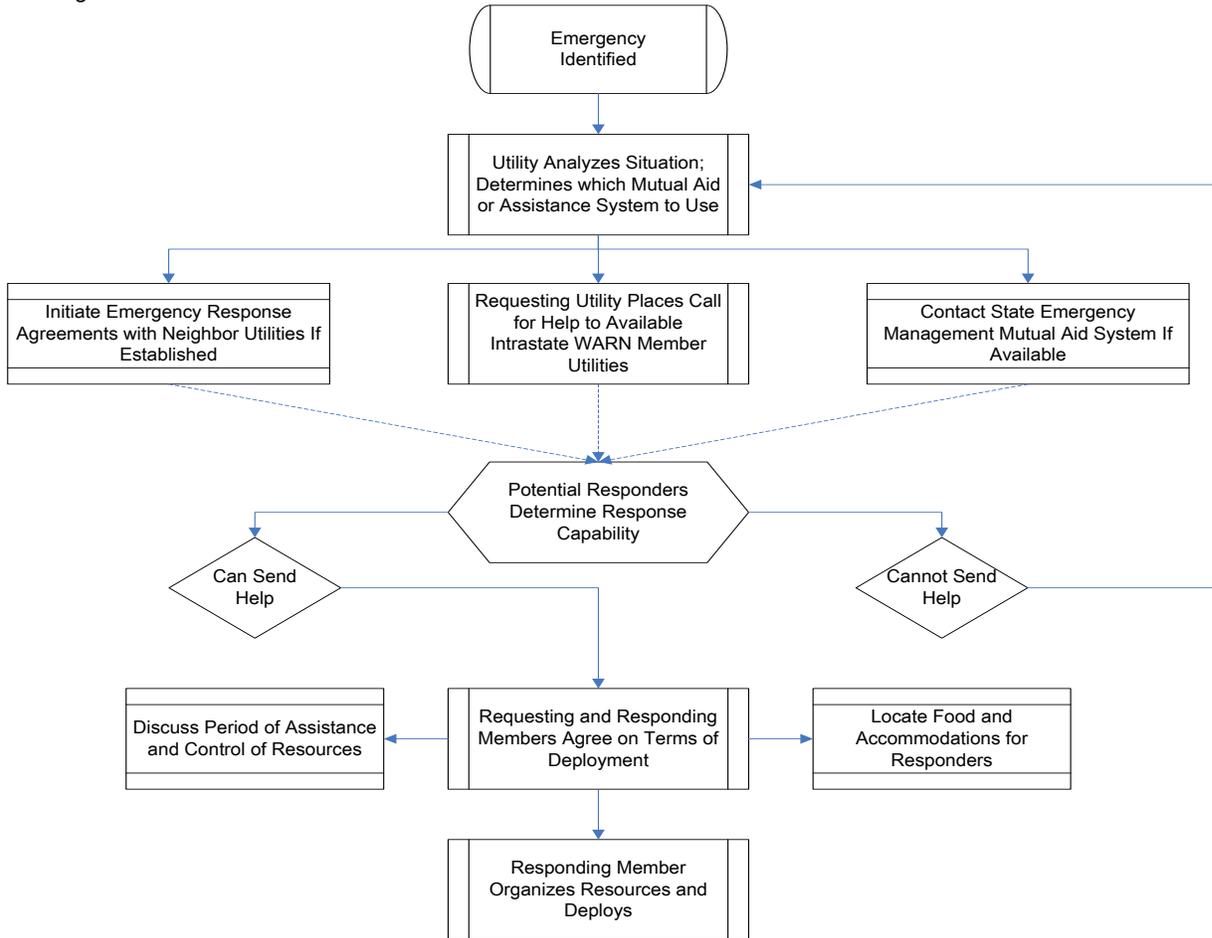


Figure 1: Utility Activation of MDWARN: Mutual Aid/Assistance Process Flow Diagram

Emergencies with Warnings

MDWARN coordination may begin in order to maintain communication during a “warning” event such as an impending severe thunderstorm or hurricane warning. E-mail systems may provide the best means to provide the appropriate warning. The purpose of this activation is to ensure preparedness and timely, proactive response. In these cases, the MDWARN Response Team can initiate the following activities:

- Notify Member utilities of the expected conditions
- Maintain contact with Member utilities about changing conditions and information
- Receive requests for aid/assistance and follow-up actions

Requesting Utility Authorized Representative

The Authorized Representative of a utility can request mutual aid/assistance. (See Attachments)

In general, the Authorized Representative is responsible to:

- Analyze the situation and determine the best alternatives to address the emergency
- Using the MDWARN Resource Typing Manual, determine resources and personnel needs that cannot be met by the utility, yet could be available from mutual aid/assistance
- Identify a Mutual Aid/Assistance Coordinator to address care, feeding, and other support for incoming mutual aid/assistance
- Notify local emergency management agency of your need for mutual aid/assistance.

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- Contact neighboring utilities with whom the utility has a local mutual aid/assistance agreement or who may be a Member utility of MDWARN to determine if they are also affected by the emergency or can provide the mutual aid/assistance
 - Discuss the following items to confirm capability to manage the mutual aid/assistance:
 - Type of incident
 - Location, size, expected duration
 - Impact on the utility
 - Resource needs
 - Personnel skills and certification
 - Resources type and capability
 - Materials
 - Estimated length of time aid is required
 - Reporting location (Staging Area)
 - Point of Contact at the Staging Area
 - Number of emergency response agencies in response
 - Communication capabilities
- If agreement is reached on the above items, complete and transmit the MDWARN Emergency Notification form (See Attachments)
- If agreement is not reached or resources are not available, contact other MDWARN Member utilities or MDWARN Response Team Members
- Once mutual aid/assistance is deployed, notify the local emergency management authority of the arrangements for incoming resources
- Alternately, if the utility is part of the statewide public agency mutual aid agreement, access the system for assistance
- Identify a Staging Area for incoming mutual aid/assistance and provide appropriate staffing for reporting

Notification

Notification of an actual emergency may come directly from a utility in need to a utility with available resources, or through the MDWARN. The utility requesting mutual aid/assistance gathers the following information and contacts Member utilities or the MDWARN Response Team Members (details are in the Attachments)

- Type of incident
- Impact on utility
- Resource requirements
- Location, size, expected duration
- Number of agencies in response
- Known limitations or restrictions
- Available communication tools

Always back up verbal notifications with a written communication (fax or e-mail) between requesting and responding utilities. It is encouraged that this information be shared with the MDWARN Response Team Members for coordination purposes especially when it is a wide-area incident affecting multiple utilities.

Mutual Aid/Assistance Coordinator

Utilities requesting assistance are encouraged to identify a person to coordinate the needs of incoming mutual aid/assistance resources. While this is not a specifically designated NIMS/ICS position, a person can be identified in the operations or logistics section of an activated EOC. The requesting utility must contact the responding utility to determine who is responsible to coordinate these responsibilities, which are detailed in the Attachments, and in general include:

- Identification of the Staging Area
- Communications operability

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- Navigation considerations
- Financial services availability
- Care and shelter of personnel and resources
- Feeding operations
- Safety measures
- Methods of documentation
- Reimbursement process

Staging Area Manager

The Mutual Aid/Assistance Coordinator would work very closely with a Staging Area Manager. The utility requesting aid is encouraged to identify staging areas where staff can organize and prepare incoming mutual aid/assistance for deployment into the field. Key responsibilities, which are detailed in the Attachments, include:

- Managing field deployment of mutual aid/assistance resources
- Vehicle maintenance and fueling
- Coordinating daily briefings and assignments
- Support for team assignments and tracking documentation

Responding Utility Authorized Representative

In general, the responding utility's Authorized Representative is responsible to (See the Attachments for more detail):

- Upon notice of the emergency, determine ability to meet own needs and identify available resources
- Contact the MDWARN Response Team Members (if convened) to notify them of available resources, based on the resources described in the MDWARN Resource Typing Manual
- Upon contact from a utility in need, discuss key items and the requesting utility's ability to provide care for personnel and resources
 - Identify resources operation qualification requirements
 - Confirm shelter and sleeping arrangements
 - Review reimbursement process to determine whether the responding utility follows the reimbursement article of the Agreement
- Review request to determine what aid/assistance the responding utility can provide and confirm approval from utility management to provide aid/assistance
- If agreement is reached on the above items, complete and transmit the appropriate Cost Estimate form
- Prepare teams:
 - Identify supervisors and teams
 - Identify Communications Plan between supervisor of deploying team and home utility
 - Conduct orientation and deployment briefing with teams
- If agreement is not reached or resources are not available, contact the MDWARN Response Team Members to inform them of the inability to execute aid/assistance

SECTION 4: MDWARN Member Utility Mobilization – Response – Demobilization

This section describes how MDWARN Member utilities mobilize and respond to a request for aid/assistance. Elements of MDWARN mobilization include pre-deployment activities, deployment of the responding utility, integration of responding utility with requesting utility, daily activity briefings, demobilization, and coordination of reimbursement information.

Pre-Deployment Activities

Prior to deployment, responding utilities are responsible to ensure employees are ready to manage the situation (details are provided in the Attachments):

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- Conduct ICS refresher as needed
- Review conditions of the emergency with employees
- Ensure appropriate medical precautions are taken (e.g. immunizations)
- Review documentation procedure to ensure staff provide information needed for reimbursement
- Establish daily communications plan between deployed resources and home utility

Deployment of Responding Utility

When deploying resources leave the utility:

- Communicate with Requesting Utility
 - Inform them of deployment
 - Confirm reporting contact
 - Confirm logistical support
 - Confirm condition of the care and shelter facilities
- Contact responding resources with any updates

Daily Activity Briefing

Daily Incident Action Plans (IAP) are created each day by the Requesting Utility and Responding Utility Supervisors—using the standard ICS forms and process. In summary, the steps include:

- List the incident objectives and work plan for the next operational period
- Provide an organizational list or chart that depicts how all response personnel are to be organized
- List the work assignments and responsibilities for the next operational period, including site-specific safety plans
- Provide the communications plan and messages, including radio and telephone communications, methods, and numbers for all incident personnel
- Define the resources needed to accomplish the work order
- Specify an Environmental, Health and Safety plan to follow in case of a responder emergency
- Identify resources at risk
 - Review minimum safety requirements to be employed by requesting utility
- Request utility maintenance and daily resources checks

Make enough copies of the IAP for all MDWARN Response Team Members. Preserve the original IAP for record-keeping purposes.

Demobilization

Follow standard ICS practices of demobilization, including:

- On small incidents, the demobilization process may be quite simple, and can be handled by a MDWARN Response Team Member
- 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.)

Responding Utility Demobilization Activities

While preparing to demobilize, the responding utility is responsible to:

- Deliver documentation collected during response to the requesting utility

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- 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 cost and process it through the requesting utility finance and administration staff. Information includes:
 - Injury reports
 - Timesheets
 - Material purchases
 - Resource use
- Submit bills for services as appropriate, according to the MDWARN Agreement

Requesting Utility Demobilization Activities

While preparing to demobilize the requesting utility is responsible to:

- Collect damage and response cost figures
- Accept bill(s) from responding utilities
- Provide payment, according to the MDWARN Agreement
- As appropriate, submit for FEMA or other reimbursement mechanisms

Coordinate Reimbursement Information

Upon completing the assigned work and reaching the end of the period of assistance, the utilities stop tracking and administering financial expenditures related to the emergency.

MDWARN Response Team Members can support utilities' efforts to obtain reimbursement from the federal government. If the emergency is designated as a presidential-declared disaster, the requesting utility may obtain federal reimbursement as identified in the Stafford Act. MDWARN Response Team Members can help utilities:

- Gather information about where the state and federal government establish Post Disaster Applicant Briefings. (State Emergency management announces locations following a declared federal disaster.)
- Disseminate information to the MDWARN Member utilities affected by the emergency.
- Coordinate information necessary to complete the application procedures of the FEMA Public Assistance (PA) Program. Through the PA Program, FEMA provides supplemental Federal disaster grant assistance for repair, replacement, or restoration of disaster-damaged, publicly owned facilities and facilities of certain Private Non-Profit organizations. The assistance is available to state, tribal and local government, and certain types of Private Non-Profit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President.

SECTION 5: MDWARN Coordination

Depending on the size of the emergency, this coordination role 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. In this case, communication to the MDWARN Steering Committee is suggested so that the Steering Committee is aware that resources were requested. In emergencies that affect more than one locality, coordination at the county level may be necessary. In an emergency that affects multiple counties, coordination at the state level may be necessary. The following applies when coordination is needed at the county or state levels.

Once a utility contacts the Steering Committee (or Response Subcommittee), the MDWARN is activated. The initial response effort can be managed by one person and then grow to include a team. The Chair or designated Steering Committee persons can initiate the response. As emergency response grows or,

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alternatively, when an emergency starts as a large-scale event (such as a catastrophic earthquake), the MDWARN coordination can expand. As the need for coordination increases, trained volunteers from MDWARN Member utilities that are not affected by the emergency may be requested to help with the coordination of the MDWARN. The purpose of the MDWARN 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

This “Response Team” may start activities virtually via e-mails and other communication. If the emergency requires a full “team response,” the Response Team Members may gather at the State EOC, a local EOC, or other designated location. The Response Team Members are responsible for the overall management of the MDWARN response. (See Attachment M for details and information about the reporting sites.) During a small event, the MDWARN Leader can assume the responsibilities of the Response Team Members.

Response Team Member Roles and Responsibilities

The MDWARN Steering Committee Chair or designated alternate may act as the MDWARN Leader in a State EOC, a local EOC, or other designated location. The MDWARN Leader is responsible to:

- Manage the MDWARN system
- Liaise with the state operations activities
- Identify possible sources of additional support for MDWARN 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 MDWARNs

Team Member Response

Response Team Members (Response Subcommittee members) serve as volunteers and assist the MDWARN Leader in managing the MDWARN system. The volunteers may come from non-affected parts of the state. 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 MDWARN Leader to receive an initial briefing on the situation and list of immediate tasks to be performed
- Review the latest information
- Review MDWARN communications for critical contact information

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- 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 MDWARN Leader to emerging issues or concerns
- Keep all related status boards up to date
- Coordinate with the MDWARN Leader regarding shift assignments and assist in identifying MDWARN Response Team Members for relief at the end of shift
- Provide comprehensive shift turnover briefing

As a “team,” the MDWARN 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 MDWARN 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

- 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
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio frequency for clarification or additional information

Coordinate Resource Orders

- 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 MDWARN Leader
- Communicate with the MDWARN 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

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- 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: MDWARN Documentation

Damage Assessment

The major damage assessment responsibility for the MDWARN is to collect and coordinate utility damage assessment information from field response units, compile the information into a uniform reporting format (see Attachment B), and communicate the information to the MDWARN Response Team Members (if convened) and the ICS effort. This damage assessment is valuable for State and local agencies.

In general, the MDWARN Response Team is responsible to:

- Coordinate and compile damage reports from Damage Assessment Teams
- Coordinate damage assessment activities with other agencies, e.g., county emergency management agencies, American Red Cross, utility engineers, etc.
- Log, track, and display damage assessment information
- Provide damage assessment information to the MDWARN Leader or designated resource coordination Response Team Member to facilitate incident prioritization
- Assemble and maintain information concerning critical facilities and special needs facilities associated with each utility included in the MDWARN Operational Plan
- Document major infrastructure damage
- Define the perimeter of disaster area
- Ascertain safety of affected areas
- Determine the expected duration of outages and the estimated time before restoration
- Transmit Damage Assessment Reports to the other appropriate agencies, as requested

Remind Requesting and Responding Utilities to Track Expenses

A requesting utility tracks and reports to management the financial expenses as the emergency progresses. This allows the utility management to forecast the need for additional funds before response activities are affected negatively. This is particularly important if many utility resources are under contract from the responding utilities. Close coordination with response activities is essential so that operational records can be reconciled with financial documents.

The MDWARN Response Team Member can encourage utilities to:

- Use their existing procedures for tracking and administering financial expenditures to ensure consistency and accountability
- Use existing utility accounting forms and documents to track expenditures
- Use the Summary of Estimated Cost form to exchange cost estimates

All Member utilities develop and implement a procedure for handling injury compensation to ensure that all forms required by workers' compensation programs and local agencies are completed in an effective and efficient manner consistent with local norms and regulations. Additionally, all Member utilities can:

- Develop procedures for ensuring that resources and personnel for which payment is required are properly identified
- Obtain and record cost data

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- Analyze and prepare estimates of costs of emergency according to FEMA guidelines

SECTION 7: MDWARN Communication Tools

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

Radio Systems

Secondary communication tools are utility-owned radio systems. Radio is secondary due to the lack of interoperability between radios. Interoperability of radio systems would be optimal, but cannot always be achieved, due to expense. It is preferable that MDWARN Member utilities consider alternative plans to achieve the same result. MDWARN Member utilities can maintain a cache of additional radios to distribute to incoming mutual aid/assistance supervisors for communications during an emergency. Additionally, MDWARN Member utilities can consider HAM radio as an optional backup radio system.

Web Site

MDWARN operates a Web site (www.MDWARN.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 MDWARN 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:

- MDWARN Emergency Notification (See Attachment B)
- MDWARN Resource Typing Manual
- MDWARN 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 MDWARN Steering Committee member updates Web site materials and procedures.

The MDWARN 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.MDWARN.org. Click on MDWARN Members (left button).
- Enter username and password (if these are not readily available, click on “send message”)
- Click on “Resource Request” to start search for resources. For updates, click on “Update.”
- With the drop down menu determine what category of resource is needed. Click enter.
- With the drop down menu determine the capacity or size required. Click enter.
- With the drop down menu determine the region location you want to search. Click enter.
- With the drop down menu determine the county you want to search. Click enter.
- Confirm the information presented. If it is correct, click “match.” If it is not correct, click the “Back Button” at the top of the screen – DO NOT use the browser back button.
- With the “match,” click on the utility you wish to contact, and the contact data shows up.

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Questions during response can be addressed by calling Steering Committee or Response Team contacts. Print out their contact information sheets from the Web site and keep them with the hard copy of database resources.

SECTION 8: 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 MDWARN completes an After Action Report and may initiate an Improvement Plan. After action reviews and reports are typically carried out by MDWARN Member utilities who assisted in the MDWARN 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 MDWARN Member utilities, and then it may fall to the affected utility to carry out this step of the process. If the incident is large and involves many agencies and jurisdictions, the MDWARN Response Team Members may coordinate the after action review and report process among all 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. MDWARN 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, MDWARN, 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?

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- 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 9: Training, Exercises, and Updates

Training

MDWARN may use a multi-year training plan to prepare Member utilities, Authorized Representatives, Response Team Members and other relevant stakeholders. The training plan includes common training to

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enhance response with mutual aid/assistance resources and ensure the ability to coordinate response with outside agencies.

The training plan includes the following basic courses:

- 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

In addition to the basic courses, Response Team Members can complete more advance courses, including:

- 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

The training plan can include courses or instructions on how to complete the MDWARN Operational Plan documentation, including:

- Damage assessment
- Tracking and documenting expenses using existing utility accounting forms
- Reimbursement following local and state emergency agencies' processes and procedures

The training plan can also include a review of key concepts to ensure the personal preparedness of responders from the requesting and responding utility. Each utility is responsible to ensure employees:

- Understand the MDWARN Agreement and its limitations
- Review the MDWARN Mutual Aid/Assistance Operational Plan
- Review the utility's safety procedures and ERP

Exercises

MDWARN may periodically exercise its Operational Plan to validate the ability to execute and evaluate the plan. MDWARN 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. MDWARN 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 MDWARN may participate in independent, State, or local tabletop exercises.

¹ For more information on U.S. DHS HSEEP, visit https://hseep.dhs.gov/pages/1001_HSEEP7.aspx

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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 MDWARN 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 MDWARN plans for at least one tabletop exercise annually. Functional and full-scale exercises may occur periodically. In planning and conducting either type of exercise, the MDWARN can engage the state emergency management agency; state drinking water primacy agency, and the state wastewater permitting authority. Additionally, the MDWARN may participate in independent, State, or local full-scale exercises.

Updates to the MDWARN Procedural Manual Operational Plan

The MDWARN Steering Committee may include utility members and associate (non-utility) members. State drinking water primacy agency, state wastewater permitting authority, emergency management agency, water sector associations, and local utilities are included in the Steering Committee. The Steering Committee identifies representatives to serve on the Operations Subcommittee which is responsible to maintain this Operational Plan, including updates.

Following exercises and real events, an after action review is conducted. MDWARN Member utilities will be notified. Feedback will be collected by the Operations Subcommittee and consolidated into the MAAOP as appropriate.

The MDWARN Steering Committee will approve appropriate changes. The MDWARN Steering Committee is responsible to share with and educate utility and associate members on how to use the current or updated Operational Plan.

It is the utility and associate members' responsibility to integrate this Operational Plan into their respective emergency response or emergency operations plans. This is to make sure that the plan is integrated with other associated plans and operations. The MDWARN Steering Committee reviews and revises the MDWARN Operational Plan after an event, after any changes in operations or resources, or after an exercise. The MDWARN Steering Committee communicates approved Operational Plan changes to MDWARN utility and associate members and those persons who are assigned roles within the plan.

Using the Record of Changes Form

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The Operations Subcommittee reviews the Operational Plan and submits it to the MDWARN Steering Committee for final approval. The MDWARN Steering Committee determines the process for distributing updates to utility and associate members. To notify members of updates to the Operational Plan, the MDWARN Steering Committee distributes announcements of updates by using the “Record of Change” form attached at the beginning of the MDWARN Operational Plan. The MDWARN Steering Committee records any updates or changes to any part of this document.

SECTION 10: Attachments

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

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Attachment A-1: (Section I) Requesting Utility Emergency Assistance Request

Fill out as much information as possible and fax to potential responding utilities and MDWARN Response Team Incident				
Date/Time:				
Utility Name:		Type: Water or Wastewater Utility		
City and County:		General Phone Number:		
Authorized Representative Name:		Title:		
E-mail:		Cell Number:		
General Location of Emergency:		Agencies Responding: Law Enforcement / Fire / Public Works		
Declaration of Local Emergency made by local government: Yes or No				
If Yes, when and by whom:				
Type of Emergency (check all that apply)				
<input type="checkbox"/> Contamination	<input type="checkbox"/> Earthquake		<input type="checkbox"/> Fire	
<input type="checkbox"/> Flood	<input type="checkbox"/> Hurricane		<input type="checkbox"/> Ice Storm	
<input type="checkbox"/> Tornado	<input type="checkbox"/> Other			
Damage (check all that apply)				
<input type="checkbox"/> Storage	<input type="checkbox"/> Treatment		<input type="checkbox"/> Waste Collection	
<input type="checkbox"/> Water Aqueduct System	<input type="checkbox"/> Water Supply		<input type="checkbox"/> Water Distribution System	
Describe Damage Detail:				
# of Customers Affected:				
Operational Status:	Boil Water Notice/Advisory	Do Not Use Notice/Advisory	Do Not Drink/Advisory	
	Not Operating	Status Unknown		
Power Sources:	Power is operational	Power is out	Generator power	
Damage area:	Accessible	Under water	Inaccessible due to debris	
Communications Operating:	Landline	Cell	Satellite	Radio (what band)
Resources Needed for Repair (Follow resource types in AWWA Resource Typing Manual):				
Materials				
Resources				
Labor				
Estimated Time Teams are Needed for Repairs:				
Preferred Resources Requested (Follow resource types in AWWA Resource Typing Manual):				
Single Resource	Team	Kind	Type	Description
Staging Area Reporting Location (address):				
Contact at Reporting Site Staging Area				
Name:		Title:		
Cell Phone:		Other Communications:		
Form Completed By				
Name:		Title:		
Phone Number:		Cell Phone:		

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Attachment A-1: (Section II) Requesting Utility Summary of Estimated Costs Form

Requesting utility completes and signs Part I and faxes to potential responding utilities and MDWARN Response Team. Responding utilities complete Part II including cost, and fax to requesting utility and MDWARN Response Team.

Part I TO BE COMPLETED BY THE REQUESTING UTILITY			
Dated:	Time: hrs	From the County of:	
Contact Person:		Telephone:	Fax:
To MDWARN Member Utility:		Authorized Rep:	
Type of Emergency & Impact to Utility:			
Personnel, Equipment & Material Needed (follow AWWA Resource Typing Manual Terminology):			
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, Equipment & Material Available (follow Resource Typing Terminology)			
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 MDWARN COORDINATION			
MDWARN Rep:		Location:	
Signature			
Dated:	Time: hrs	Request No:	
Additional Information:			
MISCELLANEOUS ITEMS / OTHER INFORMATION			

Attachment A-2: Requesting Utility Internal Checklist

NOTES

- Identify staging area and staging area manager for incoming utilities to report to.
 - Identify location outside the immediate impact area.
 - What is the address of the Staging Area?
 - Staging Area Manager Name:
 - Staging Area Manager Contact Information:
 - What access routes are open to the Staging Area?
 - Interstate or other highway open?
 - Rail access?
 - Airport nearby?
 - Does structural or nonstructural debris block roadways or access?
 - What utilities are operating at the Staging Area?
 - What communication links are operating at the Staging Area (landline, pay phone, amateur radio, normal utility radio, etc.)?
 - What vehicle repair services are available for heavy or light equipment?
 - Does responding utility need to bring a mechanic, tools, equipment and supplies?
 - Are tire repair services available?
 - If not available at staging area, are commercial services available?
 - Are fuel services available (gasoline and diesel)?

- Identify communications operability:
 - What phone systems are operational?
 - Landline Cell Phone Satellite Phone
 - Does requesting utility have satellite phones to provide responding utility?
 - Does requesting utility have local portable cell phone systems (temporary, mobile cellular systems)?
 - What radio systems are available?
 - What frequency does the requesting utility operate on?
 - Is requesting utility providing their radios to responding utility?
 - If yes, are they going to be 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 utility use amateur radio equipment for emergencies?

- 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?

- 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?

- Identify Care and Shelter arrangements:
 - Is water available for:
 - Drinking
 - Bathing
 - Sanitation
 - If no, is bottled water available, or do responders need to bring?

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- What restroom or sanitation services are available near the worksite (and how far away)?
 - Are portable toilets in use at worksites?
- What utility outages are affecting local hotels/restaurants?
 - Power Natural Gas Landline Cell Phone Utility Radio
 - None – all operational
- Are normal hotel/motel accommodations available? Yes/No
 - If yes:
 - 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?
 - If no:
 - Are fire base camps nearby?
 - If yes, can utility staff use them?
 - If no, are contract services available through the county or state? (These services typically come with complete self-sustained operations.)
 - If no, should responding utility staff be self-sufficient and bring own items?
 - Has the requesting utility established temporary shelter operations on utility grounds?
 - If yes, can responding utility co-locate?
 - Is temporary shelter provided by another agency?
 - If yes, what is the name of the agency (e.g. American Red Cross, faith based organization, etc.)
 - Where is it located (address):
 - Are the following services available at the temporary shelter:
 - Restrooms:
 - Portable toilets:
 - Showers:
 - Beds or cots:
 - Bedding:
 - Laundry facilities:
 - If no are they nearby?
 - Are they coin operated?
 - If temporary shelter is not available does the responding utility need to bring own shelter (e.g. tents, campers, etc.)?
 - What area is available to camp?
 - How far is it from the staging area and work areas?
 - If yes, are the following items available and fully functional?
 - Water Hook Up:
 - Power Hook Up:
 - Sewer Hook Up: If no, is a refuse dump nearby?
 - Restrooms:
 - Portable toilets:
 - Showers:
 - Laundry facilities:
 - If no are they nearby?
 - Are they coin operated?
 - Are generators allowed at the campsite?
 - Is fuel available?
 - Is diesel available?
- Identify feeding operations:
 - Are normal 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?

- If restaurants are not available:
 - 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?

- Have curfews or other conditions been enforced by local government that might affect movement to and from worksites, feeding locations, and lodging?

- Identify 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?
 - What is your injury claim process?
 - Are chainsaws required to provide response and repairs?
 - Are other debris clearance equipment or tools required?
 - How significant is the disaster to the public?
 - Routine damage due to storm, flood, fire, or earthquake?
 - Significant damage due to storm, flood, fire, or earthquake (e.g. many homes destroyed, off foundations, etc.)?
 - Significant emotional impact due to loss of life or suffering?
 - What is chance of finding corpses?
 - Are counseling services available to manage Incident Stress?

- Identify methods of 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?

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

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Name of Person Completing Checklist:
Title of Person Completing Checklist:
Date/Time:

Attachment B: Staging Area Checklist

NOTES

- Establish Staging Area:
 - Review this checklist to be sure you can address each item.
 - Identify communications ability.
 - Notify utility Emergency Operations Center (EOC) of site location and access.
- From the utility EOC, gather work assignments for incoming mutual aid/assistance.
- Collect map resources for work assignment areas.
 - Obtain GPS or other devices to help mutual aid/assistance resources locate repair locations if street signs are gone.
- Upon team arrival:
 - Notify EOC of team arrival.
 - Identify supervisor of incoming team.
 - Provide schedule of briefings for the supervisor with your utility supervisors.
 - Provide schedule of briefings for daily work assignments.
 - Provide information or resources to establish communication between the supervisor of incoming teams and supervisor of your utility.
 - Provide system maps and work assignments.
 - 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 location for fuel, supplies, and parts.
 - Where is contaminated soil (spoils) to be placed or relocated?
 - Provide information and necessary forms required for documenting:
 - Work hours
 - Overtime
 - Materials expenses
 - Worksite repair information
 - Provide contact list to supervisor for:
 - Local services that are still available
 - Where to report injuries
 - Where to obtain emergency medical attention
- Maintain daily briefings with supervisor at start and end of the shift to:
 - Review progress
 - Evaluate remaining work
 - Complete documentation
- Report findings to the EOC daily.

Attachment C: (Section I) Responding Utility Checklist

NOTES

- If notified of emergency prior to a request for assistance, contact the MDWARN Response Team 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 A.)
 - 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 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 C (Mutual Aid/Assistance Manager 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 F.)
 - 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 of the teams. Appoint General Staff (Operations, Planning, Logistics and Finance).
 - 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 are 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.

- 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.
 - 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 C (Section II) MDWARN Response Team Member Checklist

Before leaving your residence or place of business to assist in the MDWARN, be sure that the following details have been arranged:

- Make travel arrangements to the designated utility coordination site;
- Make lodging arrangements (see Appendix L 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 L.

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 MDWARN Leader to receive an initial briefing on the general situation and immediate tasks to be performed. Briefing should include:
 - nature and extent of emergency;
 - identify extent of affected utilities and status;
 - nature of assignment;
 - status report update and criteria; and
 - contact person to receive the information.
- Review white board 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 MDWARN Leader of emerging issues or concerns you perceive as “sensitive”;
- Keep all related status boards up-to-date;
- Coordinate with the MDWARN 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 MDWARN Leader for direction.

GENERAL ACTIVITIES:

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

- Provide regular updates to the MDWARN 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.

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- 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 MDWARN 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 MDWARN Leader, provide utility Status Reports and special needs requests as Indicated; and
- Perform additional duties to support the utility sector as requested by the MDWARN 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 MDWARN 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 Emergency Directory developed during event communications.

MUTUAL AID / ASSISTANCE REQUEST:

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

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

SHUT DOWN ACTIVITIES:

- Under direction of the MDWARN 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 E: State Emergency Operations Center/ MDWARN Response Coordination Site

State Operations Center (SOC)

Closest Airport: BWI

Address: 5401 Rue Saint Lo Drive
Reisterstown, MD 21136

Phone number: 1-877-MEMA-USA (877-636-2872)



Figure 1: State EOC

Driving directions:

Directions to MEMA located on Camp Fretterd National Guard Camp in Reisterstown MD. :

FROM THE NORTH: Take I-95 or I-83 to I-695 WEST to I-795 (Exit 19) NORTH. Follow I-795 to Route 30 North (Hanover Pike). At second stop light, make left onto Route 30 and follow Route 30 North 1.8 Miles to Camp Fretterd on Left – 5401 Rue Saint Lo Drive (Yellow Flashing Lights).

FROM THE SOUTH: Take Southern Routes to I-695 (Baltimore Beltway). Take I-695 NORTH or WEST to I-795 (Exit 19) NORTH. Follow I-795 to Route 30 North (Hanover Pike). At second stop light, make left onto Route 30 and follow Route 30 North 1.8 miles to Camp Fretterd on left – 5401 Rue Saint Lo Drive (Yellow Flashing Lights).

FROM THE EAST: Take Eastern Routes to I-695 (Baltimore Beltway). Take I-695 NORTH or WEST to I-795 (Exit 19) NORTH. Follow I-795 to Route 30 North (Hanover Pike). At second stop light, make left onto Route 30 and Follow Route 30 North 1.8 miles to Camp Fretterd on left – 5401 Rue Saint Lo Drive (Yellow Flashing Lights).

FROM THE WEST: Take I-70 EAST to I-695 (Baltimore Beltway) NORTH to I-795 (Exit 19) NORTH. Follow I-795 to Route 30 North (Hanover Pike). At second stop light, make left onto Route 30 and follow Route 30 North 1.8 miles to Camp Fretterd on left – 5401 Saint Lo Drive (Yellow Flashing Lights).

Directions to 29th Division hall once on Camp Fretterd (MEMA) grounds. (Note: MEMA is located in Armory Building which is first building on left on the grounds you come to after entering reservation.)