

CoWARN OPERATIONAL PLAN



2012

Colorado's Water/Wastewater Agency Response
Network



DISCLAIMER

This document does not impose legally binding requirements on EPA, States, or Colorado's Water/Wastewater Agency Response Network (CoWARN). CoWARN retains the discretion to adopt the approach provided in this document or pursue an alternative approach as appropriate for its situation. Mention of commercial products does not constitute endorsement or recommendation for use. Questions concerning this document or its application should be addressed to:

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LIST OF ACRONYMS

AWWA – American Water Works Association

CDEM – Colorado Division of Emergency Management

CDPHE – Colorado Department of Public Health and Environment

CDPHE WQCD – Colorado Department of Public Health and Environment Water Quality Control Division

CoWARN – Colorado’s Water/Wastewater Agency Response Network

CRWA – Colorado Rural Water Association

DHS – U.S. Department of Homeland Security

DOC – Department Operations Center

DOLA DEM – Colorado Department of Local Affairs Division of Emergency Management

EMAC – Emergency Management Assistance Compact

EOC – Emergency Operations Center

EPA – U.S. Environmental Protection Agency

EPRD – Emergency Preparedness and Response Division

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 Command

ICS – Incident Command System

LHD – Local Health Department

MAA – Colorado’s Water/Wastewater Agency Response Network Mutual Aid and Assistance Agreement

MACS – Multi-Agency Coordination System

NIMS – National Incident Management System

NRF – National Response Framework

Plan – CoWARN Operational Plan

RCAP – Rural Community Assistance Partnership

RMSAWWA – Rocky Mountain Section of American Water Works Association

RMWEA – Rocky Mountain Water Environment Association

SEOC – State Emergency Operations Center

USACE – U.S. Army Corps of Engineers

DEFINITIONS

Activation

Activation occurs when one Member calls another Member to discuss the exchange of resources.

Authorized Official

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

Confidential Information

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

Emergency

A natural or man-made event that is, or is likely to be, beyond the control of the services, personnel, equipment, and facilities of a Member. An Emergency is *not* a shortage of untreated (raw) water, a decline in well yields, or inadequate capacity for treatment or delivery of treated water.

Incident

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

Member

Any public or private Water or Wastewater Utility that manifests intent to participate in CoWARN by executing the MAA.

CoWARN Mutual Aid Agreement (MAA)

A pre-established agreement authorized under Sections 24-32-2113 and 24-110-101, et seq., of the Colorado Revised Statutes which sets forth procedures and standards used by public and private Water and Wastewater Utilities requiring assistance of personnel, equipment, and supplies during an emergency.

Mutual Aid

Mutual aid is the sending and receiving of personnel, equipment, and resources without the expectation of reimbursement. The CoWARN Mutual Aid and Assistance Agreement may be executed under the same understanding if so agreed upon 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 CoWARN Mutual Aid and Assistance 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. <http://www.fema.gov/emergency/nims/index.shtm>

Non-Responding Member

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

Period of Assistance

A specified period of time when a Responding Member assists a Requesting Member. The period commences 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 MAA apply during this period. The specified period of assistance may occur during response to or recovery from an emergency, as previously defined.

Associate Representative

The Bylaws indicate Associate Representatives supporting and participating in CoWARN may include:

- Public or private water and/or wastewater utilities operating in the State of Colorado that have not executed the CoWARN Mutual Aid and Assistance Agreement.
- State and local government agencies, water and wastewater organizations.
- Corporate entities that supply products, equipment, or services used by water and/or wastewater utilities.

Associate Representatives from Additional Organizations

The Statewide Committee may vote to include Associate Representatives from additional organizations. This may include any utility or non-utility participant, approved by the Statewide Committee, which provides a support role for the CoWARN and who is a member of the Regional Committee, Statewide Committee, or Subcommittees and does not officially sign the MAA.

Requesting Member

A Member who requests assistance under CoWARN.

Responding Member

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

Utility Responding Team

The Requesting and Responding Members involved in the emergency.

RECORD OF CHANGES FORM

Changes to this document are expected due to lessons learned, updates to protocols, and/or modification to the CoWARN Mutual Aid and Assistance Agreement. CoWARN will document all changes to the CoWARN Operational Plan (Plan) according to the following procedure:

1. Record updates/changes on the log below, adding new pages as needed.
2. The CoWARN Statewide Committee approves updates to this CoWARN Operational Plan and electronically advises all Members and Associate Representatives when approved updates have been made and are available on the CoWARN Website.
3. Members replace old pages with current pages and destroy outdated material.

UPDATING CoWARN DOCUMENTS

Review Timeframe

Every five years, or as needed, the CoWARN Operational Plan Subcommittee will notify the CoWARN Members that comments are being accepted, collect the comments, and revise the CoWARN Operational Plan as appropriate. The CoWARN Statewide Committee reviews the revised plan and approves any changes. The CoWARN Statewide Committee also will communicate CoWARN Operational Plan changes to CoWARN Members and Associate Representatives and those persons who are assigned roles within the plan.

Integration into Existing Emergency Response Plans

Members and Associate Representatives are responsible for integration of the updated CoWARN Operational Plan into their respective emergency response or emergency operations plans.

Impact of CoWARN Operational Plan Changes on the CoWARN Mutual Aid and Assistance Agreement

Any suggested changes to the Plan must be in compliance with the CoWARN Mutual Aid and Assistance Agreement (MAA).

Using the Record of Changes Form

The Operational Plan Subcommittee reviews the Plan, submits the proposed changes to the CoWARN Statewide Committee for final approval, and completes the “Record of Changes” form for inclusion into the Plan and distribution to members. The CoWARN Statewide Committee determines the process for distributing the “Record of Changes” form to Members and Associate Representatives.

Figure 1: Record of Changes Form

Change Number	Date of Approval	Section #, Header and Page #	Brief Description of Change	Approved By
1				
2				
3				
4				
5				
6				
7				
8				
9				



INTRODUCTION

The Colorado's Water/Wastewater Agency Response Network (CoWARN) is a formalized system of "utilities helping utilities" designed to facilitate mutual aid during emergency situations. Its infrastructure includes a secure web-based event tracking system and a practical mutual aid agreement designed to reduce barriers to providing mutual aid during an emergency. Participation in any response is voluntary and membership in CoWARN does not obligate members to offer or to accept aid.

CoWARN is governed by a set of Bylaws which establish how the organization is managed. Mutual aid and assistance agreements, such as the CoWARN Mutual Aid Agreement (MAA), are aimed at facilitating rapid local emergency response. The MAA sets forth the procedures and standards for the administration of CoWARN, describes requests for assistance, describes the role of Responding Members, and specifies reimbursement procedures.

While the MAA is the legal instrument authorizing the exchange of resources, the CoWARN Operational Plan (Plan) outlines the procedures that need to be in place to make the MAA work. Another document, the American Water Works Association's (AWWA) Water & Wastewater Mutual Aid & Assistance Resource Typing Manual, is used to identify the type of teams and associated equipment that Members may request. All three of these documents (MAA, Plan, and AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual) are interrelated and support the mission of CoWARN. Job aids such as forms, checklists, etc. are available in Section 9 to help facilitate the implementation of the Plan.

PURPOSE OF CoWARN

Recognizing that emergencies may require assistance in the form of personnel, equipment, and supplies from outside the area of impact, the MAA signatories established CoWARN. Through CoWARN, Members coordinate response activities and share resources during emergencies.

PURPOSE OF THE CoWARN OPERATIONAL PLAN (PLAN)

The Plan is an instructional guide for Members and Associate Representatives describing the implementation of the MAA. 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 and is specialized for water and wastewater sector resources. The Plan facilitates integration of Members' actions before, during, and after an incident, including those actions that occur prior to a formal emergency declaration. Specifically, the Plan:

- Describes pre-emergency responsibilities
- Describes training, exercises, and procedures to update the CoWARN Operational Plan
- Provides a general set of procedures for coordinating with response partners
- Provides a general set of procedures for activating the MAA
- Provides a general set of procedures for mobilization of Member resources
- Provides a general set of procedures for internal CoWARN response coordination
- Provides forms for CoWARN standard reporting formats
- Describes communication tools for Members

- Describes a general set of procedures for writing an After-Action Report and Improvement Plan
- Addresses how the Member can utilize other available tools, such as the AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual

ASSUMPTIONS

Several key assumptions form the basis of this document.

Individual and Utility Level

Emergency Response Plans are in place. While utility-specific Emergency Response Plans (ERPs) are not within the scope of this document, CoWARN expects all Members to develop and maintain 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. Additionally, Members' ERPs can integrate expected CoWARN activities. When providing or accepting assistance under the MAA, Members shall be organized and shall function under NIMS.

Designated personnel are trained according to their ERP, ICS, NIMS, CoWARN Operational Plan, and AWWA Resource Typing. In order to respond to all emergencies, Members 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 2 of this document includes a list of recommended NIMS and ICS trainings. Additionally, employees can be trained on CoWARN activities and be familiar with resource typing efforts as described in the AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual.

Members have signed a single, statewide omnibus MAA. The MAA establishes the foundation of CoWARN 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.

State Level

The CoWARN Operational Plan is coordinated with local and state authorities. During an emergency, a coordinated response and access to restricted areas relies on communication between the CoWARN and the following groups or organizations:

- CoWARN Members
- Local and State emergency management agencies
- Colorado Department of Public Health and Environment
- Local and State law enforcement authorities

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

Federal Level

The CoWARN Operational Plan is coordinated with federal authorities. During an emergency, a coordinated response and access to restricted areas relies on communication between the CoWARN and the following groups or organizations:

- Federal Emergency Management Agency
- Environmental Protection Agency
- Homeland Security Office

SECTION 1: PRE-EMERGENCY GOVERNANCE STRUCTURE

CoWARN is currently administered through a Statewide Committee. Regional Chairs are needed to provide representation of the members from each region. CoWARN is organized according to the structure shown in Figure 2 and the responsibilities of each organizational element are found immediately after the diagram.

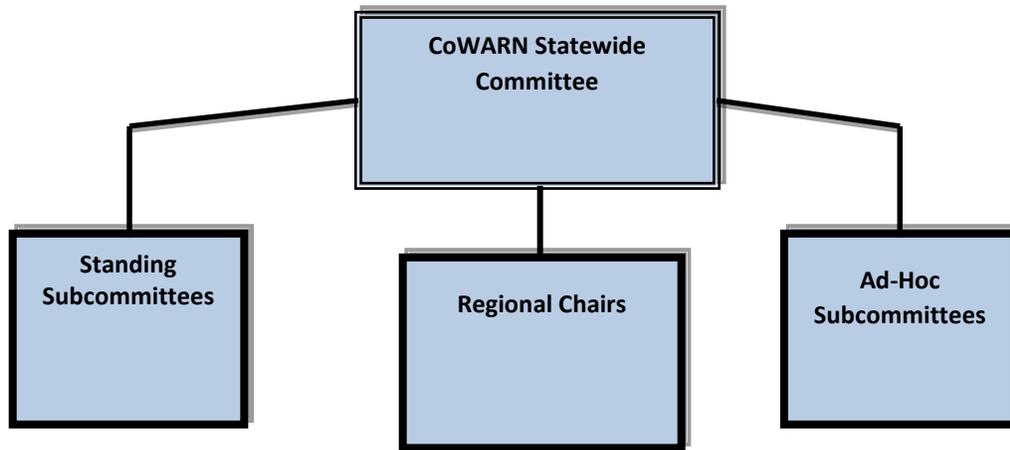


Figure 2: Elements of the CoWARN Organizational Structure

STATEWIDE COMMITTEE

The Statewide Committee shall establish regions pursuant to its Bylaws to provide regional representation. In addition to representing the regional interests of the Members, the Statewide Committee may include Associate Representatives from the Colorado Department of Public Health and Environment (CDPHE WQCD), the Rocky Mountain Section of American Water Works Association (RMSAWWA), the Rocky Mountain Water Environment Association (RMWEA), the Colorado Rural Water Association (CRWA), the Rural Community Assistance Partnership (RCAP), and the Colorado Department of Local Affairs Division of Emergency Management (DOLA). Pursuant to Bylaws, the Statewide Committee may vote to include Associate Representatives from additional organizations.

The Statewide Committee is elected by Members and consists of a Statewide Committee Chair, Vice Chair, Secretary, Web Administrator, Utility Representatives, Regional Chairs, Associate Representatives, and Associate Representatives from Additional Organizations governed by the CoWARN Bylaws.

The Statewide Committee duties include:

- plan and coordinate Emergency planning and response activities for CoWARN
- conduct the affairs of CoWARN including the designation of subcommittees
- ensure the keeping of CoWARN membership records

- ensure the maintenance of the CoWARN website
- support plans and programs designed to achieve the purpose of CoWARN
- develop policies, programs, or plans adopted at the Annual Meeting of the committee
- ensure the policies of CoWARN are consistent with its objectives and purposes
- provide for annual and special meetings of CoWARN
- provide for the dissemination of information to the members or general public as may be needed
- carry out the duties of the outstanding Regional Chairs until such time that all of the Regional Committees are established

Statewide Committee Chair

The Statewide Committee Chair is elected during the Statewide Committee Meeting and is responsible to:

- Preside over all CoWARN statewide meetings except subcommittee meetings
- Call, and set/provide the agenda for, meetings of the Statewide Committee
- Carry out or delegate the duties of the Regional Chairs until such time that Regional Committees are established
- Exercise such duties as customarily pertain to the office of the chair

Vice-Chair

The Vice-Chair shall have such powers and perform such duties as may be assigned by the CoWARN Statewide Committee or the Chair. In the absence of the Chair, the Vice-Chair shall perform the duties and exercise the powers of the Chair.

Secretary

The Secretary shall oversee the keeping of minutes of CoWARN. The Secretary shall cause notice to be given of meetings of CoWARN. The Secretary shall have general charge of the records, documents and papers of CoWARN.

Website Administrator

The Website Administrator shall ensure the website is functioning and ready in the event of an emergency and ensure the meeting minutes and other documents are posted on the CoWARN website.

Associate Representatives and Associate Representatives from Additional Organizations

Associate Representatives and Associate Representatives from Additional Organizations serve on the Statewide Committee as advisors. They provide a support role on the Statewide Committee, but do not sign the MAA. As advisors, they do not vote on CoWARN actions, but do provide valuable input.

REGIONAL COMMITTEE

The purpose of the Regional Committee is to provide local coordination of CoWARN before, during, and after an Emergency. Each Regional Committee, under the leadership of an elected Regional Chair, shall meet at least annually to address CoWARN regional issues and to review emergency preparedness and response procedures. The Chairperson of each Regional Committee represents his/her Regional Committee's interests on the Statewide Committee as established in the Bylaws.

Regional Committee Chair

Regional Chairs represent an identified CoWARN region as established in the Bylaws. Members nominate and elect Regional Chairs from their respective regions that are responsible to:

- Represent Members of the identified region on the Statewide Committee
- Attend CoWARN Statewide Committee meetings
- Vote on matters pertaining to the operation and management of the CoWARN
- Coordinate regional activity with the emergency management agency and other agencies
- Assist with the preparation of meetings and trainings
- Maintain a list of all members in the respective region and their contact information
- Provide recommendations on how to manage Member contact data and resource lists

STANDING SUBCOMMITTEES

Subcommittees are created by the Statewide Committee as needed. The Statewide Committee approves the creation of and membership in the subcommittees. CoWARN Members and Associate Representatives may participate in one or more subcommittees. Subcommittees may be appointed to address such issues as Web content or training and exercises. Current standing subcommittees include the Operational Plan Subcommittee and the Membership Subcommittee.

Operational Plan Subcommittee

The CoWARN Statewide Committee appoints Members and Associate Representatives to maintain the CoWARN Operational Plan to ensure the CoWARN is ready to respond. This subcommittee focuses on procedures and materials designed to manage and improve the operations of the CoWARN. Because of the responsibilities of this group, the CoWARN considers this to be a regular standing subcommittee. The subcommittee is responsible to:

- Maintain and update the CoWARN Operational Plan (Plan)
- Identify a process for how the Statewide Committee approves and authorizes the publication of the Plan
- Maintain contact with local, regional, and state emergency management agency, state drinking water primacy agency, and state wastewater permitting authority representatives

Membership Subcommittee

To increase membership in the CoWARN, the Statewide Committee establishes a Membership Subcommittee. Because of the responsibilities of this group, the CoWARN considers this to be a regular standing subcommittee. Members are responsible to:

- Develop and/or maintain marketing or informational materials for outreach purposes
- Conduct informational outreach at professional association conferences and workshops to ensure presentation of the CoWARN concept
- Market and recruit new Members

AD-HOC SUBCOMMITTEES

Ad-hoc subcommittees may be established as needed to help manage special situations or achieve a specific assignment.

MEMBERS

A Member may be any public or private Water or Wastewater Utility that manifests intent to participate in CoWARN by executing the MAA. The Member's Authorized Official and alternates manage its participation in the CoWARN and response to possible incidents. Members are eligible to participate in one or more committees to support the CoWARN. Additionally, the CoWARN encourages Members to participate in all meetings, trainings, and other activities. Responsibilities for Members include:

- Identify an Authorized Official and alternates who are responsible for:
 - Requesting Assistance
 - Offering Assistance
 - Refusing Assistance
 - Withdrawing Assistance
- Provide contact information including 24-hour access
- Identify procedures for how or when the Authorized Official may request or send mutual aid/assistance
- Ensure employees are trained according to the current NIMS guidance and other relevant training requirements as appropriate
- Clarify reporting and coordination procedures with the local emergency management officials
- Review the CoWARN Operational Plan and incorporate appropriate portions into the utility emergency response plan
- Develop tracking procedures. These procedures should track the costs for personnel, equipment, and other resources provided and accepted for use during a CoWARN event
- Volunteer to support the pre-emergency organization of CoWARN, as available
- Attend CoWARN trainings and general meetings
- Maintain CoWARN database information for Members in accordance with their policy
- Print a hard copy of the CoWARN database on a periodic basis (e.g., every six months) to ensure the information is available when a power loss disrupts computer access

- Maintain resource information according to the Water & Wastewater Mutual Aid & Assistance Resource Typing Manual
- Update the contact and other database information every six months or as changes occur

SECTION 2: TRAINING AND EXERCISES

Members are encouraged to develop multi-year Training and Exercise Plans. The CoWARN program may provide some training or participate in the trainings and exercises along with the Authorized Official and other relevant stakeholders as deemed appropriate to the exercise. The Statewide Committee encourages Members to develop Training and Exercise Plans that include the following components at the individual or utility level, state level, and federal level.

TRAINING

The CoWARN Statewide Committee may provide the following training to enhance response with mutual aid/assistance resources and ensure the ability to coordinate response with outside agencies:

- Understanding the MAA
- Reviewing the Plan and how to complete forms and checklists
- Understanding the CoWARN website, database, and other communication protocols
- Understanding the AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual
- General training on CoWARN for interested emergency response agencies
- General emergency response training for all water and wastewater Members

Members need to ensure all employees are trained on the utility's specific safety procedures and emergency response plan, and additionally, that each Member implements the National Incident Management System (NIMS) training requirements according to its internal policy.

Homeland Security Presidential Directive 5, "Management of Domestic Incidents," requires that states, territories, local jurisdictions, and tribal entities adopt the NIMS. NIMS enables responders from a variety of jurisdictions and disciplines to work together effectively when responding to an emergency. The implementation of the NIMS creates a baseline capability that, once established, will be the foundation for the nation's prevention, preparedness, response, and recovery strategies.

NIMS compliance benefits include:

- Access to Federal preparedness grants (the recipient must be NIMS compliant)
- Strengthened response capabilities by following a nationally adopted standard practice for emergency response
- Improved mobilization, deployment, utilization, tracking, and demobilization of needed resources
- Established protocols for improved communication with other levels of response
- Reduced time delay to access mutual aid/assistance¹

¹ For more information, visit <http://water.epa.gov/infrastructure/watersecurity/emergplan/index.cfm#nims>

Depending on the person's role in the incident, some of the suggested training courses are:

- IS-100 Introduction to the Incident Command System for Water Sector Personnel
- IS-200 ICS for Single Resources and Initial Action Incidents
- IS-300 Intermediate ICS, Expanding Incidents (Classroom Instruction Only)
- IS-400 Advanced ICS, Command and General Staff – Complex Incidents (Classroom Instruction Only)
- IS-700 National Incident Management System, An Introduction
- IS-800 B National Response Framework (NRF), An Introduction
- Training on Exercise Design
- Training on State operational activities
- Training on the Emergency Management Assistance Compact (EMAC)

Responding Members may also wish to complete:

- IS-630 Introduction to the Public Assistance Program
- IS-701 Multi-agency Coordination Systems
- IS-703 NIMS Resource Management
- IS-706 NIMS Intrastate Mutual Aid - An Introduction

EXERCISES

CoWARN may participate in a Member's local, county, and/or state exercise. In planning and conducting any type of exercise, CoWARN may choose to engage the state emergency management agency, state drinking water primacy agency, and/or the state wastewater permitting authority. Additionally, the CoWARN may participate in and facilitate full-scale exercises with Members, or participate in exercise programs designed and run by local or state emergency management authorities.

SECTION 3: CONCEPT OF OPERATIONS

CoWARN'S RELATION TO LOCAL, STATE, AND FEDERAL RESPONSE

The relationship between CoWARN 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.

According to NIMS, all emergencies are local and begin with the field³ response. It is important that Member utilities understand how to optimize and work within the Incident Command System (ICS) during a response. This information is presented in the online NIMS IS-100 and 200 training courses.

ORGANIZATION RESPONSE CONSIDERATIONS

CoWARN Members:

Each Member decides whether or not to respond to an event requested by another Member. However, Members are expected to be prepared to respond to all types of emergencies related to their own facilities. Some specific considerations include:

- Maintain Emergency Response Plans regularly
- Conduct vulnerability assessments regularly and address identified concerns
- Train and designate personnel according to their ERP, ICS, NIMS, CoWARN MAA, and local emergency management systems
- Identify available resources on the CoWARN website according to the AWWA Resource Typing Manual
- Comply with all local, state, and federal reporting requirements
- Activate CoWARN assistance during an emergency as appropriate
- Activate local and/or state emergency management systems if necessary

State Government:

All emergencies are assumed to be local; however, there are times when the state government has skills and services that are beneficial to the response. The State Government manages and coordinates state resources in response to the needs of the identified emergency. State responsibilities include:

- Manage and coordinate statewide mutual aid/assistance
- Serves as the coordination and communication link with the federal disaster response system in a NIMS

² Draft National Incident Management System, April 2007, p. 12.

³ "Field" refers to any response remote from the utility headquarters. This could include response to a filter plant, pumping plant, pump station, main break, etc.

- Work with the state drinking water and wastewater agencies or emergency management authority to ensure both public and environmental health is protected
- Manage requests for assistance, typically through the state EOC

Federal Government:

Once an emergency exceeds the capacity of the local and state resources, the governor may declare a national emergency. At that time, federal assistance may be requested. According to the National Response Framework (NRF), federal resources are to be “forward leaning” and available for response as needed. It is important to note that the EPA supports many Emergency Support Functions, including the U.S. Army Corps of Engineers which is the primary ESF to support water infrastructure response and recovery. Federal agencies and resources may:

- Respond immediately as required by statute
- Respond according to a local agreement if in place due to the location of federal resources in or adjacent to the impact area or that are affected by the emergency
- Be dependent on a presidential declaration of a major disaster for deployment of additional federal resources

SECTION 4: CoWARN ACTIVATION

Following an incident, the affected Member initiates a damage assessment and evaluates its resource needs. A description of how Members can obtain aid/assistance through the MAA is below. The website www.cowarn.org facilitates CoWARN activation.

WHO ACTIVATES THE MAA?

In the event of an Emergency, a Member's Authorized Official may request mutual aid and assistance from participating Members. Requests for assistance can be made orally, in writing or through the website and shall be directed to the Authorized Officials of the participating Members. When requests for assistance are made orally, the request for personnel, equipment, and/or supplies shall be prepared in writing as soon as practicable (see **Attachment A: Requesting Member Checklist**). A Member activating the MAA is referred to as the Requesting Member. When the resources of a Responding Member fill the need of the Requesting Member, the Authorized Officials confer and agree on the terms of deployment.

WHAT IS ACTIVATED?

The Colorado's Water/Wastewater Agency Response Network (CoWARN) and the Mutual Aid and Assistance Agreement (MAA)

The MAA provides the terms of reimbursement to the Responding Member and a release of liability for services provided. It does not determine the response times, amenities provided to the Responding Member, or any other operations-specific needs. In addition, the MAA does not dictate the activation of the EOC of the Responding Member. These items are determined by dialogue between the Requesting Member and a Responding Member 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 Members to anticipate the magnitude of damage and estimate response needs. Activating CoWARN prior to the disaster opens the lines of communication and coordination among Members, which helps to ensure a timely and proactive response. The Requesting Member can initiate the following activities:

- Notify Members of the expected conditions
- Maintain contact with Members about changing conditions and information
- Receive requested resources and identify follow-up actions

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 AND REQUEST FOR ASSISTANCE

Notification occurs when an Authorized Official of a Requesting Member notifies an Authorized Official of a Responding Member that they need resources. Initial communication occurs via a phone call, the website, or other method. Verbal notifications between Requesting and Responding Members will be confirmed via the website or written communication (fax or e-mail) using **Attachment B: WARN Emergency Notification Form**. The Requesting Member provides the participating Members with the following information:

- A general description of the damage sustained
- The part of the water/wastewater system for which assistance is needed
- The amount and type of personnel, equipment, materials, and supplies needed and a reasonable estimate of the length of time they will be needed
- The present weather conditions and forecast for the next 24 hours
- A specific time and place for a representative of the Requesting Member to meet the personnel and equipment of the Responding Member(s)
- The identification of work conditions and special constraints, such as availability of fuel supplies, lodging/meal support, medical facilities, security, communications, etc.

In all cases in which the MAA is activated, the Requesting Member should notify Responding Members that their offer of assistance was accepted. The Requesting Members should also notify other potential Responding Members that the request has been made, accepted, met with resources from another Member, and the resource is no longer needed.

RESPONSE TO A REQUEST FOR ASSISTANCE

Considerations

Once a Member receives a request for assistance, the Authorized Official evaluates whether or not to respond. The Authorized Official considers these questions:

- Does my utility have the resource requested?
- Do the resources meet the operational requirements that the Requesting Member 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?

Information Provided

If the Authorized Official determines that resources are available to respond, the Authorized Official of the Responding Member communicates, as soon as possible, with the Requesting Member that it is available to respond and provides the following:

- A complete description of the personnel, equipment, and materials to be furnished to the Requesting Member
- The estimated length of time the personnel, equipment, and materials will be available
- The work experience and ability of the personnel and the capability of the equipment to be furnished
- The name of the person(s) to be designated as supervisory personnel
- The estimated time of arrival of the provided assistance at the location designated by the Authorized Official of the Requesting Member

Confirmation and Clarification

When possible, the Authorized Officials of both the Requesting and Responding Members will confirm all verbal agreements with written documentation.

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

- Requesting Member's ability to provide care and shelter (food, sleeping arrangements, first aid, etc.) for personnel and resources
- Reimbursement process to determine whether the Responding Member follows the reimbursement article of the MAA
- What aid the Responding Member can provide, the cost, and confirmation of the approval from the Authorized Official and the Member's management to provide aid

If agreement is reached on the above items, the Authorized Official(s) will complete and transmit the appropriate authorization forms described in *Section 5: Response Considerations*.

Incident Control and Communication

Responding Member shall have direct supervision and control over its own personnel and equipment. The Responding Member will retain ownership of all equipment provided.

Requesting Member can provide suggestions for work assignments and schedules of the Responding Member's personnel; however, the Responding Member's designated supervisory personnel retains exclusive responsibility and authority for assigning work and establishing work schedules for their own personnel. In addition, the designated supervisory personnel maintains time records, log of equipment hours, equipment operation and maintenance, and will report work progress to the Requesting Member.

Food and Shelter

Requesting Member provides a reasonable supply of food and shelter to the Responding Member during the event. If no food or shelter is provided or is inadequately provided, then the Responding Member's

designated supervisory personnel may secure the necessary food and shelter. The cost must stay within the state's per diem rates for that area and the Requesting Member will be responsible for reimbursement.

Communication

Requesting Member provides all personnel with radio equipment as available in order to facilitate communications as available.

Responding Member's Authorized Official

A Member is not obligated to respond to a request. Execution of the MAA does not create any duty to respond to a request for assistance. When a Member receives a request for assistance, the Authorized Official shall have absolute discretion as to the availability of resources and his/her decision should be considered final.

The Responding Member's Authorized Official retains the right to withdraw some or all of its resources at any time. Notice of intent to withdraw must be communicated to the Requesting Member.

CoWARN ACTIVATION PROCESS

Figure 3: CoWARN Activation Flow Chart



SECTION 5: RESPONSE CONSIDERATIONS

Upon agreement of two or more Members to share their resources, both the Requesting Member and the Responding Member are responsible for ensuring the safe and effective use of their resources as well as maintaining records. This section provides basic considerations for response based on lessons learned from previous disasters.

REQUESTING MEMBER

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

- Use the **Attachment M: AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual** to determine how to type the resources requested and which Members can potentially meet that need.
- Initiate the mutual aid/assistance request process orally, in writing, or through CoWARN website activation. *Note: Oral conversations should be followed up in writing.* **Attachment B: WARN Emergency Notification Form** may be used for these purposes.
- Accept offered aid orally, in writing, or through the tools on the CoWARN website. *Note: Oral conversations should be followed up in writing.* **Attachment C: WARN Request and Authorization Form** may be used for these purposes.
- 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 that are 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 MEMBER

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

- Contact the Requesting Member orally, in writing, or through the CoWARN website to notify them of available resources, based on the resources described in the **Attachment M: AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual**.
- If mutual aid/assistance is requested, review and determine whether request can be met.
- If appropriate, estimate the cost of response utilizing **Attachment D: Cost Estimator Worksheet**. These costs will then be indicated and relayed to the Requesting Member orally, in writing, or

through the website for consideration. **Attachment C: WARN Request and Authorization Form** may be used for these purposes.

- Identify supervisors and staff to respond to the Requesting Member, and consider which employees can adapt to the environment of the incident by considering potential physical and mental health impacts.
- Develop a Communications Plan.
- Inform Requesting Member of the Responding Member's deployment and estimated time of arrival.
- Conduct a deployment briefing with all staff involved in the response. Include the following items:
 - ICS refresher courses and command structure of 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

REQUESTING MEMBER DEMOBILIZATION

Following standard ICS practices of demobilization, the Requesting Member 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:

- Include an evaluation by the request Member on whether response should be concluded.
- Identify release priorities and procedures. This would include internal resources, mutual aid resources, and any contracted resources.

RESPONDING MEMBER DEMOBILIZATION

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

- Deliver documentation collected during response to the Requesting Member.
- Return any sensitive or confidential information to the Requesting Member.
- Prepare appropriate invoices as described in the MAA.
- Collect all information on costs and process it through the Requesting Member Finance and Administration Function. Keep copies of all cost documentation for Responding Member including:
 - Injury reports
 - Timesheets
 - Material purchased
 - Equipment used

SECTION 6: CoWARN RESPONDING MEMBER COORDINATION

GENERAL CONCEPTS

In incidents that affect more than one utility at the same time, mutual aid/assistance coordination at a higher level may be necessary. As the incident response grows or, alternatively, when an emergency starts as a large-scale event (such as a catastrophic earthquake), CoWARN response coordination can expand. As the need for coordination increases, additional CoWARN Responding Members may be requested from non-affected parts of the state to help the area that is affected during a large emergency. This would allow impacted utilities to focus on repair and restoration issues. During an incident that affects multiple counties, coordination at a regional and/or state level may be necessary. When more than one CoWARN Responding Member arrives at a reporting site, a CoWARN Responding Member leader is selected to communicate with the appropriate authorities. Section 6 applies when additional coordination is needed at the operational area, region, or state levels.

When a Member requests CoWARN assistance, the initial response effort may be managed by one person and subsequently grow to include additional CoWARN Incident Command (IC) Member leaders. The purpose of the CoWARN IC Member leaders group 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 of outages
 - Number of customers affected
 - Resources and information requirements of the affected Members
- Assist in locating emergency equipment, personnel, or material necessary for service restoration
- Advise Member utilities of restoration assistance and resources available

The CoWARN IC Member leaders are responsible for the overall management of the CoWARN response.

Attachment L: State Emergency Operations Center/CoWARN Response Coordination Site may be used to record details and information about the IC reporting sites.

CoWARN IC MEMBER LEADER ROLES AND RESPONSIBILITIES

The CoWARN IC Member leaders assist as part of a Multi-Agency Coordination System (MACS). At the county or state level the CoWARN IC Member leaders may become part of an Area Command. The general responsibilities include the following:

- Coordinate and compile damage reports from Members
- Coordinate damage assessment activities with other agencies (e.g., county emergency management agencies, utility engineers, etc.)

- Log, track, and display damage assessment information
- Provide damage assessment information to the CoWARN Team Leader or designated resource coordination Utility Responding Team member to facilitate incident prioritization
- Assemble and maintain information concerning critical facilities and special needs facilities associated with each utility included in the CoWARN Operational Plan
- Transmit Damage Assessment Reports to the other appropriate agencies, as requested
- Support mutual aid crews in the field interacting with the public to gather more information as the emergency unfolds, and discover methods to gather damage information
- Coordinate damage data with the state and FEMA responders to assist in the recovery process
- Act as a liaison to the Utilities Branch of the county, region, and/or state level emergency operation centers
- Identify one member of the CoWARN Utility Responding Team to represent CoWARN at the incident briefings and meetings
- Monitor the number of requests
- Identify possible sources of additional support for CoWARN Members
- Identify gaps in the requests and resources available
- Conduct an “After-action review” and inform the CoWARN Operational Plan Subcommittee of recommendations for improvement to the Plan

The CoWARN IC Member leaders may coordinate various activities. The type of incident and extent of damage may determine exactly which activities are needed. As the incident expands each CoWARN IC Member leader may be assigned to focus on just one activity. **Attachment I: CoWARN Responding Member Checklist** is formatted to facilitate this concept as follows:

- Manage damage assessment data
- Receive, track, and monitor requests
- Coordinate resource orders
- Coordinate staging area information

SECTION 7: CoWARN WEBSITE

GENERAL INFORMATION

CoWARN operates a Website (www.cowarn.org) that allows Members to access relevant and up-to-date information before, during, and after an emergency. The Website includes a public and a Member-only side. The public side promotes and markets CoWARN, as well as provides education to the general public on preparedness efforts of water/wastewater CoWARN Members.

The website includes a list of contact information for CoWARN Members and Statewide Committee Members. The website allows a Member to identify resources directly, inquire about the availability of resources, and request their use.

Initiating an Event

New emergency events can be created by a Member's Authorized Official. The Member would initiate the event on the website or on the phone to a local Member, depending on the magnitude of the event. The Authorized Official may also ask another Member or CDPHE to make the request on their behalf. The initiation posting provides a brief description of the situation. An email is generated and distributed to all Members. The Member can choose to only notify users within a chosen geographical radius.

Managing Resources

Once an event is created, the Member may request assistance as damage and available resources are assessed. Members can then respond with offers of assistance in real-time. A universal resources list is managed by the website software system so that all members use the same resource terminology. A simplified version of all resources from the AWWA Resource Typing Manual and the FEMA ESF3 manual are included. The Requesting Member can use this pre-loaded list or create unique resource requests. If Members have pre-loaded their resource list, the Requesting Member can look for nearby resources by using the geographical search capabilities in the website.

Communication

A unique message board for each emergency allows users to communicate important information. The event dashboard displays all important information at a glance. CoWARN administrators can communicate to membership via mass emailing and dashboard bulletins. All users who have subscribed to an event are able to view needs being met and to see other's responses.

Maintenance

Every six months, Members are encouraged to update their resources. They are also encouraged to print out a hard copy of the entire resource database, so when power or Internet is not available during an emergency, the data is still available. Members are encouraged to print out their contact information sheets and the contact information of other CoWARN Members 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 an incident, all CoWARN Members involved with mutual aid/assistance response are encouraged to meet and complete an After-Action Report and consider creating an Improvement Plan. After-action reviews and reports are typically carried out by Members who participated in the CoWARN Utility Responding Team. It is recommended that all key players and groups involved in the response and recovery provide input.

Typically, the designated Member 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 phases. CoWARN Utility Responding 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 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 questions addressed in the After-Action Report focus on 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: *Note: This list is not all-inclusive.*

Notification

- What were 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 utility Members, CoWARN, 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 emergency response plans and processes during this incident?

Coordination

- Were Members 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 its assessments and recommendations, can serve as the basis for an internal Improvement Plan for Members as well as a guide for updates to the CoWARN Operational Plan.

SECTION 9: FORMS AND CHECKLISTS

Attachment A: Requesting Member Checklist

Attachment B: WARN Emergency Notification Form

Attachment C: 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 Member Checklist

Attachment I: CoWARN Responding Member Checklist

Attachment J: CoWARN Request Summary Sheet

Attachment K: Activity Log

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

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

ATTACHMENT A: REQUESTING MEMBER CHECKLIST

Purpose: The Authorized Official of a CoWARN Member 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 Operational Plan.

Instructions: Review **Attachments A: Requesting Member Checklist, B: WARN Emergency Notification Form, C: WARN Request and Authorization Form and D: Cost Estimator Worksheet** together. Complete actions in this checklist. Complete Attachment B and C forms.

- 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 CoWARN Member utilities. Provide them the completed **Attachment B: WARN Emergency Notification Form**.
- If assistance is not available from neighbors, identify other WARN Members 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 Member 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 aid acceptance.

- 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 Member 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 Official needs to provide written information regarding emergency, sense of urgency, and conditions.

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

INCIDENT		
Date/Time:		
Utility Name:		Type: Water or Wastewater Utility
City and County:		General Phone Number:
Authorized Official Name:		Title:
E-mail: Cell Number:		Fax:
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)		
Contamination	Tornado	Fire
Flood	Avalanche	Ice Storm
Earthquake	Equipment/Treatment Sabotage	Other
DAMAGE (check all that apply)		
Storage	Treatment	Waste Collection
Water Aqueduct System	Water Supply	Water Distribution System
Other		

Describe Damages:			
# 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)			
MUTUAL AID/ASSISTANCE REQUESTED: If yes, initiate Attachment C: WARN Request and Authorization Form:		Yes	No
Form Completed By Authorized Rep:			
Name:		Title:	
Signature:			
Phone Number:		Cell Phone:	

ATTACHMENT C: WARN REQUEST AND AUTHORIZATION FORM

Purpose: The Authorized Official of both the Requesting and Responding 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 Member is located and agrees it has resources to send.

Instructions:

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

Part I: TO BE COMPLETED BY THE REQUESTING MEMBER			
Dated:	Time: hrs	From the County of:	
Contact Person:		Telephone:	Fax:
CoWARN Member:		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 MEMBER

Contact Person:	Telephone:	Fax:
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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

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 MEMBER CONFIRMATION AND APPROVAL				
Authorized Rep Name:			Location:	
Signature				
Dated:		Time: hrs	Request No:	
Part IV: CoWARN COORDINATION (as needed)				
CoWARN Rep:				
Location:				
Signature				
Dated:	Time: hrs			
Request No:				
Additional Information:				
MISCELLANEOUS ITEMS / OTHER INFORMATION				

ATTACHMENT D: COST ESTIMATOR WORKSHEET

Purpose: The Authorized Official of a Responding Member 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	Position	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
								<i>Subtotal</i>	\$ -	\$ -
Equipment		Item	Hourly Rate ³	# of Hours	Total					
					<i>Subtotal</i>	\$ -				
Commodities/Materials		Item	Unit Cost	Quantity	Total					
					<i>Subtotal</i>	\$ -				
Other Costs ⁴		Item	Unit Cost	Quantity	Total					
					<i>Subtotal</i>	\$ -				
2. TRAVEL		Units	Description	Total						
				<i>Subtotal</i>	\$ -					
3. TOTAL EXPECTED DEPLOYMENT COST:					\$ -					

Notes: _____ Date: _____

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: The Authorized Official of both Requesting and Responding Member or a staff appointed coordinator of incoming mutual aid/assistance resources uses this checklist to ensure mutual aid/assistance resources are prepared for deployment.

Instructions: Review this checklist to facilitate an ongoing discussion between Requesting and Responding Member. Put notes in the right hand column.

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 Member 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 Member gather responses to these questions in each of the following areas

	Which interstate highways are open near each area?	Does debris hinder access near or to each area?	Which train/rail systems are operational near 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 Member 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 Member 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 Service Yards				
General Work Areas				
Lodging / Hotel Areas				
Shelter Facilities				
Feeding Operations Sites				

Restaurants and Stores				
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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 Member have satellite phones to provide Responding Member?
 - Does Requesting Member have local portable cell phone systems (temporary, mobile cellular systems)?
 - If operational, how does the utility communication system function?
 - What frequency does the Requesting Member operate on?
 - Will Requesting Member provide their radios to Responding Member?
 - If yes, are radios available at the Staging Area?
 - If there are not enough radios to give to all Responding Member staff, are there enough radios to give to the Responding Member supervisors?
 - Does Requesting Member use amateur radio equipment for emergencies? If yes, is equipment available?
- What navigation issues should the Responding Member 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 Member must be self-sufficient.

- How are arrangements being addressed?
 - Who is arranging for rooms? Requesting or Responding Member?
 - Who is paying for rooms? Requesting or Responding Member?
 - 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	Camp-grounds
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?						
Have 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 Member?
 - Does Requesting Member 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 Member has electronic or hard copy means of tracking employee hours, materials used and other documentation?
- Requesting Member has means to accept digital photography for documentation?
- Requesting Member optimizes use of ICS forms and documentation?
- Requesting Member 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.

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

- 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
 - 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 Utility Responding Teams.

Instructions: Complete actions in this checklist.

- 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 Expended
 - 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 MEMBER CHECKLIST

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

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

- 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 Member
 - 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 Member
 - 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 Member (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 Member 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 Member is responsible to:
 - Deliver documentation collected during response to the Requesting Member
 - Return all resources to the Requesting Member that the Responding Member may have in their possession
 - Return any sensitive or confidential information to the Requesting Member
 - Collect all information on expenses and process it through the Requesting Member finance and administration staff. Information includes:
 - Injury reports (if applicable)
 - Timesheets
 - Material purchases
 - Resource usage
- Submit bills for services as appropriate, according to the MAA
- 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: COWARN RESPONDING MEMBER CHECKLIST

Purpose: MACS trained Response Member staff who will act as part of a multi- CoWARN Member Response effort use this checklist to track actions and operate as a coordinated response team.

Instructions: Complete actions in this checklist. Arrive at the CoWARN Member Responding site location.

- 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
- 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 CoWARN 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
 - Identify contact person to receive the information
- Review any posted information and Incident Briefing forms IS 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
 - 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 CoWARN Leader of emerging issues or concerns you perceive as “sensitive”
- Keep all related status boards up-to-date

- Coordinate with the CoWARN 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
- As questions arise, contact the CoWARN Leader for direction

General activities

- Support the CoWARN Leader by providing specific utility knowledge and sector representation by doing the following activities:
 - Provide regular updates to the CoWARN 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
 - Resource requirements and/or information needs
- Assist Member 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 CoWARN 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 CoWARN Leader, provide utility Status Reports and special needs requests as indicated
- Perform additional duties to support the utility sector as requested by the CoWARN 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 CoWARN Leader or required by the follow-up information on the Activity Log
- A review of the current Utilities Outage and Restoration Status Report
- 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
- Risks and hazards
- Stand Down Activities
- Under direction of the CoWARN Leader to “stand down,” prepare a situation status report about the utilities you represent, including estimated outages, restoration and damages
- Provide briefing to the CoWARN Leader
- Remain available by phone to respond if activation staffing is increased
- Sign out

Shut Down Activities

- Under direction of the CoWARN Leader to “shutdown,” return all nonexpendable 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
- Be available to participate in After-Action Report Reviews

ATTACHMENT K: ACTIVITY LOG

Purpose: CoWARN Responding Members use this form this form (adapted from ICS 214) to track actions to request mutual aid/assistance. All Members are encouraged to do the same.

Instructions: After reviewing the appropriate checklist for the task you are completing, complete boxes one through three with requested information. Put your response title in box four. In box five, note to whom you report. In box six, note the response time in which you are operating. In box seven, 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 eight, track major activity you complete according to time of day using a 24 hour clock. Put your name and title in box nine, 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 & Position)		6. Operational Period
7. Personnel Roster Assigned				
Name		Response Team Position		Home Utility
8. Activity Log				
Time		Major Activity		
9. Prepared by (Name & Position)				
ALL TIMES - LOCAL 24-HOUR CLOCK				

ATTACHMENT L: STATE EMERGENCY OPERATIONS CENTER/CoWARN RESPONSE COORDINATION SITE

Purpose: If activated, CoWARN Responding Members 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 relocation to the pre-designated site as part of the CoWARN mutual aid response.

Pre-Designated Coordination Site
Name of site:
Closest Airport:
Address:
Phone Number:
Fax:
Driving directions:
Map:
Local Hotels: Addresses & Phone Numbers
Name:
Phone Number:
Address:
Name:
Phone Number:
Address:
Name:
Phone Number:
Address:
Local Restaurants & Eateries
Name:
Address:
Additional Information:
MISCELLANEOUS ITEMS/OTHER INFORMATION:

ATTACHMENT M: AWWA WATER & WASTEWATER MUTUAL AID & ASSISTANCE RESOURCE TYPING MANUAL

See the CoWARN Website for a copy of the AWWA Water & Wastewater Mutual Aid & Assistance Resource Typing Manual at: www.cowarn.org.
