

Western Airports Disaster Operations Group  
(WESTDOG)  
Airports Mutual Aid Plan

**WESTDOG**  
Mutual Aid Plan

*“Airports Helping Airports”*

November 2007

Western Airports Disaster Operations Group  
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Airports Mutual Aid Plan

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# Western Airports Disaster Operations Group (WESTDOG) Airports Mutual Aid Plan

## 1.0 Executive Summary

Started in May of 2006, the *Western Airports Disaster Operation Group* (WESTDOG) is a consortium of airports in the western region of the United States committed to airport assistance and response during a disaster. Simply stated, the motto of WESTDOG is “*airports helping airports.*”

The *Western Airports Disaster Operations Group* (WESTDOG) Mutual Aid Plan (MAP) establishes the basis for the provision and management of airport assistance to an affected airport impacted by a catastrophic or significant disaster or emergency which results in a requirement for local, state or federal response assistance. Airports that participate in WESTDOG do so with the understanding that it is a *volunteer* program and affiliation has no legal underpinnings and is not binding. This concept allows airports to contribute based on their willingness and ability to provide assistance and resources.

The WESTDOG Mutual Aid Plan (MAP) is based on the fundamental assumption that a significant disaster or emergency will overwhelm the capability of an airport or local government to carry out the extensive emergency response necessary to save lives, protect property, and most important, restore operations. Consequently, resources of affiliate or supporting airports will be used to provide response assistance to the affected airport. The designated Lead Airport will be responsible for executing the plan coordinating response resources.

Under the Mutual Aid Plan, the Lead Airport will appoint a WESTDOG Incident Coordinator (WIC) to coordinate the overall delivery of airport response and assistance. Affiliated or supporting airports will provide response assistance directly to the affected airport or local government, under direction of the Lead Airport/ WESTDOG Incident Coordinator.

Airports that affiliate with WESTDOG *volunteer* to support the overall concept of operations of the Mutual Aid Plan (MAP) and to provide assistance when needed or requested. In addition, affiliate airports also *volunteer* to participate in planning efforts, conferences, and exercises in order to maintain an overall airport-to-airport response capability.

## 2.0 Plan Basics

### 2.1 Glossary of Key Terms:

*General* - The definitions contained in this section apply to the terms used in this plan. Where terms are not included, common usage of the terms shall apply.

*Agency* - Defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

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*“Shall”* - Indicates a mandatory requirement.

*“Should”* - Indicates a recommendation or that which is advised but not required.

*“Will”* - Indicates a mandatory requirement.

*Deployed Airport* - An airport recovery team deployed for the purposes of rendering service- and site-restoration; the reconstitution of airport operations and services.

*Lead Airport* - Defined as the Airport having responsibility for activating and coordinating WESTDOG or as assisting or cooperating (providing resources or other assistance).

*WESTDOG Incident Coordinator (WIC)* – Is the Lead Airport Primary Point of Contact for WESTDOG during an incident.

*WESTDOG Liaison* – Is the WESTDOG point of contact that arrives at the Impacted Airport and is the main link to WESTDOG.

*Impacted Airport* - Is the airport that is affected or impacted by an Incident, Emergency, and or Major Disaster requesting assisting from WESTDOG.

*Incident* - An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

*Emergency* - Absent a presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

*Major Disaster* - As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local

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governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

*Affiliate Airport* - An airport connected to WESTDOG and has a current affiliate airport application form on file with the Lead Airport.

*Resources* - Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

## 2.2 Acronyms:

*EMAC* – Emergency Management Assistance Compact

*OES or OEM or EMD* – Your state department of Emergency Management

*AAAE* – American Association of Airport Executives

*ACI* – Airports Council International

*NIMS* – National Incident Management System

*ICS* – Incident Command System

*UC* – Unified Command

*DHS* – Department of Homeland Security

*FAA* – Federal Aviation Administration

*TSA* – Transportation Security Administration

*FEMA* – Federal Emergency Management Agency

*SEADOG* - Southeast Airports Disaster Operations Group

*CONOPS* – Concept of Operations

*MAP* – Mutual Aid Plan

*WESTDOG* – Western Airports Disaster Operations Group

*WIC* - WESTDOG Incident Coordinator

## 2.3 Background:

2.3.1 The *Western Airports Disaster Operations Group* (WESTDOG) was formed in May, 2007 following a similar consortium and program developed in 2004 by the Southeast Airports Disaster Operations Group (SEADOG). SEADOG was created to respond to potential natural disasters endemic to the region, such as hurricanes, tornados, and floods. Under SEADOG, airports are

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organized in advance of a disaster in order to respond with aid to another airport impacted by such a disaster.

2.3.2 The approach of WESTDOG is to formalize the concept of airport-to-airport mutual aid to western region airports that may be impacted by any natural or man-made disasters such as earthquakes, floods, wildfires, winter storms or terrorism. Like other public safety mutual aid agreements, participation in WESTDOG is *voluntary*.

## 2.4 Premise:

2.4.1 Airports are critical infrastructure and play a vital role in the recovery of a region from a disaster, serving as the lifeline for emergency response, assistance and evacuation. Therefore, it is imperative that airports be restored to operational capability as soon as possible following a disaster. Given the importance air transportation and air services are to disaster response and recovery, it is critical that commercial air transportation be restored as well.

2.4.2 Individual airports have limited capacity and capability to recover from catastrophic events. Following a disaster, highly skilled and specialized employees may be unable to respond to the airport for many reasons including personal injury, displacement, family emergencies and other personal tragedy.

2.4.3 Given the unique and specialized nature of airport operations, systems, and infrastructure, the skills and resources needed to restore airport operations more than likely will not be available in the area. Therefore, it is critical that an airport network or consortium is established and ready to respond and assist with "airport centric" skills and resources.

2.4.4 The WESTDOG Mutual Aid Plan (MAP) has been developed to harmonize with existing local, state, and federal disaster or emergency response plans to provide an effective airport-to-airport response. Establishing coordination, communications and operations under the fundamentals of the National Incident Management System (NIMS), the plan ensures an essential working relationship is created at the appropriate government or municipal level while providing the vital and timely resources needed to restore an airport's critical infrastructure and operations.

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## 2.5 Participation/Affiliation:

- 2.5.1 While all western area airports are invited to participate in WESTDOG, it is recognized that larger airports have more resources to dedicate to planning and organizational efforts. Therefore, it is anticipated that these airports will assume a lead role in the WESTDOG initiative.
- 2.5.2 All airports participating in WESTDOG are expected to commit a reasonable number of resources to the ongoing administrative, planning and organizational efforts of WESTDOG.
- 2.5.3 As stated earlier, WESTDOG is a *volunteer* program and participating airports are recognized as affiliates after they complete and submit a program affiliation form.
- 2.5.4 Although the Mutual Aid Plan (MAP) is linked to the Emergency Management Assistance Compact (EMAC), affiliate airports must be prepared to absorb costs associated with airport assistance and disaster response in the event EMAC reimbursement is unavailable. However, it is unlikely such an instance would occur given the support, funds, and involvement EMAC has with the National Emergency Management Association (NEMA).

## 3.0 Roles and Responsibilities

### 3.1 Lead Airport

#### 3.1.1 Administrative Duties of Lead Airport:

- 3.1.1.1 The Lead Airport shall assign personnel within its organization to coordinate, update, and manage the WESTDOG program.
- 3.1.1.2 In addition, the Lead Airport shall maintain the WESTDOG Operations Plan, including appendices with checklists for deployment, EMAC procedures, etc.
- 3.1.1.3 As part of its oversight and management responsibilities, the Lead Airport shall periodically exercise notification procedures and conduct conference calls.
- 3.1.1.4 To ensure effective continuity, coordination, communication, the Lead Airport shall schedule periodic meetings to review and update the plan, its operational procedures and checklists, including documenting and disseminating plans, procedures, protocols and checklists to associations, airports and others.



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- 3.1.1.5 As part of a cooperative agreement, the Lead Airport shall coordinate with SEADOG to share lessons learned.
- 3.1.2 One (1) airport will be designated as the Lead Airport for WESTDOG for each calendar year.
- 3.1.3 A second airport will be designated as the Deputy Lead Airport for the same year.
- 3.1.4 The Lead Airport shall:
  - 3.1.4.1 Organize and chair meetings and conference calls.
  - 3.1.4.2 Lead WESTDOG response efforts within western region.
  - 3.1.4.3 Coordinate WESTDOG response efforts outside of the western region.
  - 3.1.4.4 Coordinate any WESTDOG exercises for the calendar year.
  - 3.1.4.5 Establish the WESTDOG Disaster Operations Center (DOC), provide name of WESTDOG Incident Coordinator (WIC) and be the focal point for all coordination, communications, and support to the Impacted Airport.
  - 3.1.4.6 The Deputy Lead Airport assists the Lead Airport as needed and assumes that responsibility when the Lead Airport is unable to assume its primary lead responsibilities.
  - 3.1.4.7 Establish teleconference and data capabilities to ensure essential communications and coordination with affiliate airports providing response and assistance.

NOTE: During the Rita and Katrina hurricane disasters, the FAA provided SEADOG with teleconference capabilities through its mobile "phone bridge" system.
- 3.2 Deputy Lead Airport
  - 3.2.1 NOTE: The airport assigned as Deputy Lead Airport shall not be in the same area as the Lead Airport. To ensure a disaster does not compromise an airport's ability to fulfill its WESTDOG responsibilities, it is desired that the Deputy Lead Airport be separated from the designated Lead Airport by at least 300 miles.

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- 3.3 Participating/Affiliating WESTDOG Airports shall:
- 3.3.1 Determine their legal ability, liabilities and limitations with regard to participation in WESTDOG. In addition, an affiliate airport shall report determinations to the WESTDOG Lead Airport.
  - 3.3.2 Indicate participation by completing a WESTDOG "Affiliation Form."
  - 3.3.3 Make a good faith effort to participate in WESTDOG conference calls, meetings, and exercises.
  - 3.3.4 Ensure an airport Affiliation Form is current and on file with the Lead Airport.
  - 3.3.5 Maintain a close relationship with local, county, and state emergency management agencies to facilitate efficient processing of requests for assistance reimbursement. See Section 8.0 for further information.
  - 3.3.6 Coordinate Emergency Management Assistance Compact (EMAC) procedures and details with local, county, and state emergency management services/agencies.
  - 3.3.7 Assess its ability to deploy resources following an event and coordinate with the WESTDOG Lead Airport.  
NOTE: Affiliate airports SHALL NOT self deploy.
  - 3.3.8 Provide to the extent possible, planning, operations, logistics and finance support to WESTDOG organizational efforts and responses to incidents, emergencies, or disasters.

## 4.0 Concept of Operations

### 4.1 WESTDOG Mutual Aid Plan

- 4.1.1 The WESTDOG *Mutual Aid Plan* (MAP), as the core operational plan for regional airport disaster response and management, establishes a regional-level coordinating structure, process, and protocols that are designed to be implemented by the designated Lead Airport. The WESTDOG Mutual Aid Plan (WMAP), which identifies affiliate airports and incorporates each organization's pertinent information, provides the basis for contacting affiliate airports, coordinating response and resources, and managing emergency support operations. This is generally accomplished by the Lead Airport's WESTDOG Incident Coordinator (WIC). The WIC is the primary point of contact (POC) for operations related to activation of the WMAP.
- 4.1.2 To ensure effective coordination and communication with the Lead Airport, specifically, the WIC, it is paramount that the WESTDOG Liaison be deployed to the affected or impacted airport's

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Emergency Operations Center (EOC). This person is the primary point of contact (POC) and the “single link” for all coordination and communication with the WESTDOG Incident Coordinator (WIC). The WESTDOG Liaison communicates directly with the impacted airport’s EOC Director to coordinate WESTDOG’s incident response and resources.

- 4.1.3 The WMAP, together with other established airport mutual aid plans, integrates the capabilities and resources of various airports into a cohesive, coordinated, and seamless regional framework for airport incident and disaster management.
- 4.2 Transfer of Lead Airport Responsibilities
  - 4.2.1 The WMAP is maintained and managed by the Lead Airport for a period of one calendar year—from January 1 to December 31. To ensure program and plan continuity, the current Lead Airport is responsible for coordinating the transfer of responsibilities to the relieving Lead Airport.
- 4.3 Other Disaster Response Plans
  - 4.3.1 The WESTDOG MAP is considered a regional affiliation program for airport mutual aid and is not formally related to or associated with any state or federal incident- or hazard specific plans. However, WESTDOG augments local, state and federal incident response plans and establishes a relationship with the Emergency Management Assistance Compact (EMAC). Each affiliate airport is responsible to ensure proper coordination with and linkage to its local and/or state EMAC coordinator.
- 4.4 National Incident Management System
  - 4.4.1 The WESTDOG MAP and the National Incident Management System (NIMS) are complimentary documents designed to assist and enhance the Lead Airport’s incident management capabilities and overall effectiveness. The NIMS provides a template for incident management regardless of magnitude, scope, or cause. Use of NIMS and the WMAP enables the Lead Airport, Impacted Airport, and Deployed Airports to work together effectively and efficiently to prepare for, respond to, and recover from disasters or incidents.
- 4.5 Incident Command System
  - 4.5.1 The Incident Command System (ICS) is generally used to establish a Unified Command (UC) when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through designated members of the Unified Command to establish their designated Incident Commanders at a single Incident Command Post (ICP). In the Unified Command, entities develop a common set of

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objectives and strategies, which provides the basis for a single Incident Action Plan (IAP).

## 4.6 Emergency Management Assistance Compact

4.6.1 The Emergency Management Assistance Compact (EMAC) is a national Governor's interstate mutual aid compact that facilitates the sharing of resources, personnel and equipment across state lines during times of disaster or emergency. EMAC is formalized into law by member parties. Currently, each state is a member of EMAC.

4.6.2 The Emergency Management Assistance Compact (EMAC), established in 1996, has been effective and reliable when activated and stands today as the cornerstone of mutual aid. The EMAC mutual aid agreement and partnership between member states exist because from earthquakes, wildfires to toxic waste spills, and terrorist attacks to biological and chemical incidents, all states share a common enemy: the threat of disaster.

4.6.3 Since being ratified by Congress and signed into law, in 1996, (Public Law 104-321), 50 states, the District of Columbia, Puerto Rico, Guam, and the US Virgin Islands have enacted legislation to become members of EMAC. EMAC is the first national disaster-relief compact since the Civil Defense and Disaster Compact of 1950 to be ratified by Congress.

4.6.4 For more detailed information on EMAC, its administration, processes, and management, access the EMAC website at [www.emacweb.org](http://www.emacweb.org).

## 4.7 Logistics

4.7.1 Once the WESTDOG MAP is activated, the Lead Airport's WESTDOG Incident Coordinator (WIC) shall communicate names and key contact information to the WESTDOG affiliates as well as AAEE, ACI-NA and the FAA Region.

4.7.2 Each affiliate airport is responsible for maintaining WESTDOG e-mail and telephone contact information.

4.7.3 To ensure continuity of data and information, the Lead Airport is responsible for maintaining the WESTDOG MAP and associated affiliate airport data file (Airport Affiliation Application and Profile).

## 4.8 Affiliation

4.8.1 Airports that affiliate with WESTDOG do so in *volunteer* status. However, once the WESTDOG MAP is activated, affiliate airports should expect to be contacted by the Lead Airport regarding its ability to provide response and assistance to an impacted or

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affected airport. Within the spirit and intent of WESTDOG, each affiliate airport contacted shall determine its ability to provide response and assistance at any given time.

## 5.0 Activation

### 5.1 Lead Airport shall:

- 5.1.1 Designate a WESTDOG Incident Coordinator (or coordinator if working multiple shifts) from the Lead Airport to coordinate, administrate and manage the WESTDOG Mutual Aid Plan (MAP).
- 5.1.2 Activate WESTDOG Mutual Aid Plan (MAP).
- 5.1.3 Make every attempt to contact the *Impacted Airport* following an emergency to establish points of contact at the *Impacted Airport*. In addition, the Lead Airport shall remind the *Impacted Airport* and *Deployed Airports* to use the WESTDOG MAP to ensure essential coordination and communications.
  - 5.1.3.1 Assess the situation and determine if the *Impacted Airport* will need assistance.
  - 5.1.3.2 After speaking with the *Impacted Airport* or if unable to make contact, determine if a reconnaissance team should be deployed to assess the situation. If a team is deployed, it should contact the appropriate authorities to advise and facilitate access to the incident site.
  - 5.1.3.3 Identify and define the initial actions and roles for WESTDOG airports that are providing response and assistance.
- 5.1.4 Remind the *Impacted Airport* to coordinate with their state Office of Emergency Services (OES) to initiate the EMAC process and obtain a mission number for the incident or disaster.
- 5.1.5 Determine what resources are available on scene to support deploying personnel (food, quarters, transportation, communications, etc.).
- 5.1.6 Schedule conference calls to coordinate initial actions.
- 5.1.7 Continually disseminate information to all WESTDOG airports--both deployed and affiliates. Also, provide vital information to AAAE, ACI, FAA and others, as appropriate.
  - 5.1.7.1 Submit a Situation Report (SITREP). See Forms.
- 5.1.8 Delegate and/or assign specific tasks to other airports (such as collecting data, receiving reports, conducting research, tracking resources, etc.) and track task progress.

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- 5.1.9 Coordinate actions with AAAE/ACI/FAA/SEADOG local, county, and state OES to facilitate wide dissemination of resource requirements.
  - 5.1.10 Schedule and assign deployments of volunteer WESTDOG airport resources.
    - 5.1.10.1 Assign a Lead Liaison to represent all the Deployed Airports (teams) to the *Impacted Airport*.
  - 5.1.11 Track the progress of *Deployed Airports* to the *Impacted Airport*.
  - 5.1.12 Schedule additional follow-on airport response and assistance deployments, as necessary.
  - 5.1.13 Host conference calls as required to coordinate actions.
- 5.2 Impacted Airport(s) shall:
- 5.2.1 Contact the Lead Airport (WESTDOG Incident Coordinator), if able, and provide a damage assessment and list of critical personnel and equipment resources required or needed. Use the *Airport Damage Assessment Checklist* for this purpose. See Checklists.
  - 5.2.2 Initiate EMAC process with the local, county and state Office of Emergency Services (OES).
  - 5.2.3 Refer offers of assistance to the Lead Airport (WESTDOG Incident Coordinator) for coordination.
  - 5.2.4 Determine what lodging and provisions would be available to responding Deployed Airports (teams).
  - 5.2.5 Designate a WESTDOG liaison for communications coordination with Lead Airport (WESTDOG Incident Coordinator).
- 5.3 Deployed Airports (teams) shall:
- 5.3.1 Designate a WESTDOG Liaison.
    - 5.3.1.1 The WESTDOG Liaison establishes contact with the *Impacted Airport* Emergency Operations Center (EOC) upon arrival and determines the current rules of engagement for response and assistance at the *Impacted Airport*. The Lead Liaison should plan to work in the EOC.
    - 5.3.1.2 The WESTDOG Liaison establishes Work Team Lead(s) for the Deployed Airports (teams) to coordinate the response, mitigation and recovery efforts in the field. Multiple leads may be necessary for each work area (maintenance, operations, law enforcement, fire, etc.).

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5.3.1.3 The WESTDOG Liaison (lead person) regularly gives status reports to the Lead Airport (WESTDOG Incident Coordinator).

5.3.1.4 At least twice daily, the WESTDOG Liaison shall coordinate with the *Impacted Airport* to ensure *Deployed Airports* (teams) have clear work tasks and adequate provisions and lodging.

## 6.0 Guidance/Information for Deployed Airports

6.1 Depending on the circumstances of the incident or disaster, *Deployed Airports* may chose to bring their own law enforcement personnel (LEP) to assist with security and protection of response and assistance teams.

6.2 To ensure essential and vital communications and coordination, *Deployed Airports* should strongly consider deploying with its own equipment for point-to-point communications, for example, walkie-talkies, CB radios, SAT telephones, etc.

## 7.0 Appendices

### 7.1 Forms/Checklists

7.1.1 Affiliation Application Form

7.1.2 Impacted Airport Damage Assessment Checklist

7.1.3 Request for Assistance Form

7.1.4 Situation Report Form (SITREP)

7.1.5 Impacted Airport Recovery Checklist

7.1.6 Deployment Checklist

## 8.0 EMAC Reference Section

### 8.1 Information: Emergency Management Assistance Compact (EMAC)

8.1.1 The Emergency Management Assistance Compact (EMAC), established in 1996, has weathered the storm when tested and stands today as the cornerstone of mutual aid. The EMAC mutual aid agreement and partnership between member states exist because from hurricanes to earthquakes, wildfires to toxic waste spills, and terrorist attacks to biological and chemical incidents, all states share a common enemy: the threat of disaster.

8.1.2 Since being ratified by Congress and signed into law, in 1996, (Public Law 104-321), 50 states, the District of

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Columbia, Puerto Rico, Guam, and the US Virgin Islands have enacted legislation to become members of EMAC. EMAC is the first national disaster-relief compact since the Civil Defense and Disaster Compact of 1950 to be ratified by Congress.

8.1.3 The strength of EMAC and the quality that distinguishes it from other plans and compacts lies in its governance structure, its relationship with federal organizations, states, counties, territories, and regions, and the ability to move just about any resource one state has to assist another state, including medical resources.

8.2 EMAC offers the following benefits:

8.2.1 EMAC assistance may be more readily available than other resources.

8.2.2 EMAC allows for a quick response to disasters using the unique human resources and expertise possessed by member states.

8.2.3 EMAC offers state-to-state assistance during Governor declared state of emergencies:

8.2.4 EMAC offers a responsive and straightforward system for states to send personnel and equipment to help disaster relief efforts in other states. When resources are overwhelmed, EMAC helps to fill the shortfalls.

8.2.5 EMAC establishes a firm legal foundation: Once the conditions for providing assistance to a requesting state have been set, the terms constitute a legally binding contractual agreement that make affected states responsible for reimbursement. Responding states can rest assured that sending aid will not be a financial or legal burden and personnel sent are protected under workers compensation and liability provisions. The EMAC legislation solves the problems of liability and responsibilities of cost and allows for credentials to be honored across state lines.

8.2.6 EMAC provides fast and flexible assistance: EMAC allows states to ask for whatever assistance they need for any type of emergency, from earthquakes to acts of terrorism.



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8.2.7 EMAC's simple procedures assist states in dispensing with burdensome bureaucratic processes.

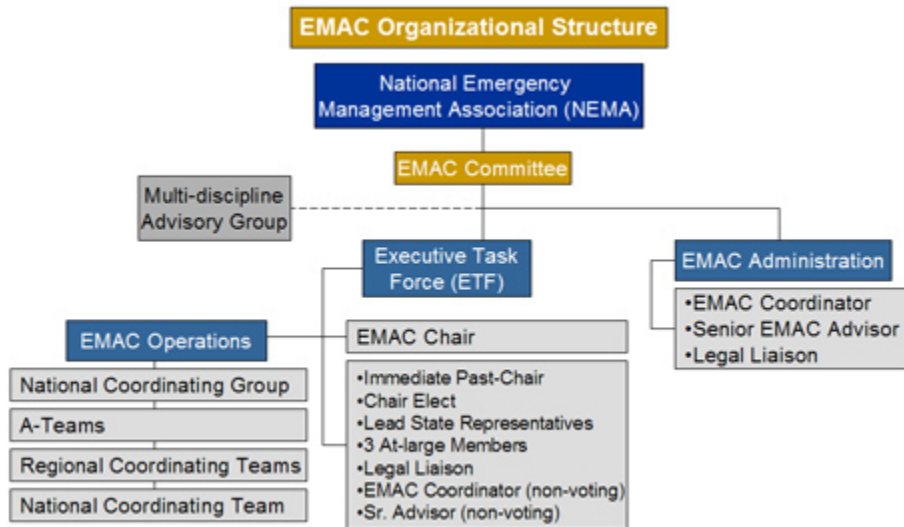
8.2.8 EMAC can move resources other compacts can not - like medical resources.

8.2.9 Thanks to EMAC, states are able to join forces and help one another when they need it the most: whenever disaster strikes.

## 8.3 EMAC Administration

8.3.1 The strength of EMAC and the quality that distinguishes it from other plans and compacts lies in its governance structure. EMAC is administered by NEMA, the National Emergency Management Association.

8.3.2 The EMAC Committee of NEMA, led by its chairperson, is the managing body of the compact and provides overall policy direction for EMAC operations. The committee is made up of representatives from each member state, either the state director or his or her appointed representative. The committee formally meets twice a year, usually concurrently with the NEMA annual and mid-year conferences.



8.3.3 The Chair and the EMAC Executive Task Force ensure that EMAC is in a constant state of readiness and that improvements to the processes are ongoing to meet the needs of member states. The Executive Task Force comprises the Chair, the Chair-

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elect, the Past Chair, Lead State Representatives (LSRs) from each of the 10 FEMA regions, three at-large members, Legal Liaison, as well as the National EMAC Coordinator and the EMAC Senior Advisor. The Executive Task Force meets (at least bimonthly) to conduct the business of the compact.

8.3.4 The National EMAC Coordinator and the EMAC Senior Advisor serve *ex officio* on the Executive Task Force. They do not vote and their positions do not count against the authorized representation. The NEMA EMAC Coordinator is the national point of contact for EMAC, coordinates EMAC activities, maintains the EMAC Operations Manual, the Field Guide, and the Operating Protocols with support from the Senior EMAC Advisor.

8.3.5 The Chair of the Executive Task Force can also appoint Special Assignment implementation and maintenance of the compact. Typically, Special Assignment Task Forces are involved in updating procedures and developing training courses.

8.3.6 The Lead State Representatives (LSRs) serve as information conduits between the Operations Subcommittee and the member states. LSRs represent the viewpoints of the member states by actively participating and voting on official ETF matters. LSRs facilitate training courses and mentor states within their regions.

8.3.7 The NEMA staff provides administrative support to EMAC.

## 8.4 EMAC Processes and Administration

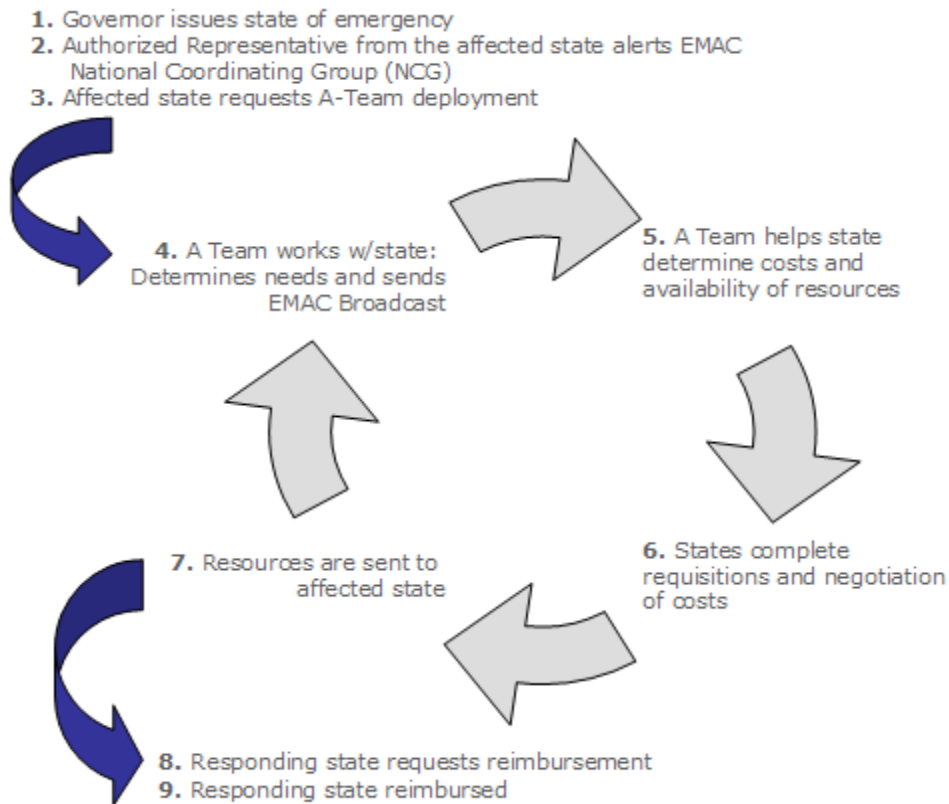
8.4.1 Generally speaking, EMAC works because the members of the Compact are passionate about helping one another during times of disaster.

8.4.2 EMAC is administered by NEMA, The National Emergency Management Association, who provides the day to day support and technical backbone for EMAC education and operations. To understand the administrative organization of EMAC, please visit "Who Administers EMAC".

8.4.3 During the times of an emergency, NEMA staff work with EMAC Member States to ensure that a smooth relay of information passes through the EMAC system to coordinate relief efforts.

8.4.4 In the simplest of terms, EMAC works as follows:

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8.5 There are eight (8) key entities in EMAC operations:

- 8.5.1 *Requesting State* - any EMAC member state that is asking for interstate assistance under the Compact. The governor must declare a state of emergency before the EMAC process can be initiated.
- 8.5.2 *Assisting State* - any EMAC member state responding to a request for assistance from and providing resources to another EMAC member state through the Compact.
- 8.5.3 *Authorized Representative (AR)* - the person within a member state empowered to obligate state resources (provide assistance) and expend state funds (request assistance) under EMAC. In a Requesting State, the AR is the person who can legally initiate a request for assistance under EMAC. In an Assisting State, the AR is the person who can legally approve the response to a request for assistance. State Emergency Management Directors are automatically ARs. The director may delegate this authority to other emergency management officials within the organization, as

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long as they possess the same obligating authority as the director.

- 8.5.4 *Designated Contact (DC)* - is a person within a member state who is very familiar with the EMAC process. The DC serves as the point of contact for EMAC in his or her state and can discuss the details of a request for assistance. This person is not usually legally empowered to initiate an EMAC request or authorize EMAC assistance without direction from the AR. A list of DCs is found in Appendix E in Section V of the *EMAC Operations Manual*.
- 8.5.5 *EMAC National Coordination Group (NCG)* - is the nationwide EMAC point of contact during normal day-to-day, nonevent periods. The NCG is prepared to activate EMAC on short notice by coordinating with the ARs and DCs of the EMAC member states when an emergency or disaster is anticipated or occurs. The NCG is collocated with the current Chair of the EMAC Operations Subcommittee and Executive Task Force. Because the Chair of the EMAC Operations Subcommittee changes every year, the NCG changes every year as well.
- 8.5.6 *EMAC National Coordinating Team (NCT)* - If DHS/FEMA activates the National Response Coordination Center to coordinate the federal response and recovery operations during an emergency or disaster, DHS/FEMA may request a coordination element from EMAC. The EMAC NCT is the EMAC team that is deployed to serve as a liaison at the NRCC, located in Washington, D.C. From the NRCC, the EMAC NCT coordinates with the deployed EMAC components responding to the emergency or disaster and is the liaison between the EMAC assistance efforts and the federally provided assistance efforts. The costs for deploying and maintaining an EMAC NCT at the NEOC are reimbursed by DHS/FEMA through NEMA/CSG.
- 8.5.7 *EMAC Regional Coordinating Team (RCT)* - If DHS/FEMA activates a Regional Coordination Center (RRCC) to coordinate the regional response and recovery operations during an emergency or disaster, DHS/FEMA may request a coordination element from EMAC. The EMAC RCT is the EMAC team that is deployed to serve as a liaison at the RRCC. From the RRCC, the EMAC RCT coordinates with deployed EMAC components responding to the emergency in states within the region, and is the liaison between the EMAC assistance efforts and the federally provided assistance efforts. The costs for deploying and maintaining an EMAC NCT at the NEOC are reimbursed by DHS/FEMA through NEMA/CSG.

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8.5.8 Member States

8.5.8.1 All Member States have the following responsibilities (as defined in the EMAC Articles):

8.5.8.2 To be familiar with possible joint member situations

8.5.8.3 To be familiar with other states' emergency plans

8.5.8.4 To develop an emergency plan and procedures for managing and provisioning assistance

8.5.8.5 Assist in warnings

8.5.8.6 Protect and ensure uninterrupted delivery of services, medicine, water, food, energy and fuel, search and rescue, and critical lifeline equipment, services, and resources

8.5.8.7 Inventory and set procedures for interstate loan and delivery of human and material resources, including procedures for reimbursement or forgiveness

8.5.8.8 Provide for the temporary suspension of any statutes or ordinances that restrict implementation

8.5.9 EMAC can be used for ANY capability one member state has that can be shared with another member state. So long as there is a governor declared state of emergency, EMAC can be called to action and used.

*[End of WESTDOG Mutual Aid Plan]*

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## Appendicies

### Description of WESTDOG Forms and Checklists

\*Note- Forms are listed in the general order in which they may be used.

### FORMS

1. *Affiliation Application Form* - This form provides basic information for airports who wish to be part of the WESTDOG plan. Affiliation form information is entered into an Excel database and maintained by the Lead and Deputy Lead airports. The spreadsheet is provided to the primary point of contact at all affiliate airports.
2. *Request for Assistance Form* - This form simply formalizes an airports desire to request activation of the WESTDOG plan. The completed form is ideally sent via fax and/or email and followed up with a live contact call to the WESTDOG Incident Coordinator (WIC) at the Lead Airport. Basic contact information for the impacted airport is provided (verified) by way of this form to ensure efficient communications at the onset of an event.
3. *Situation Report Form (SITREP)* - This form is designed to notify affiliate airports and appropriate unified command entities of a WESTDOG activation, impacted airport(s) status, WESTDOG deployment team(s) status, other pertinent information, and future WESTDOG conference calls.

### CHECKLISTS

4. *Impacted Airport Recovery Checklist* - This form is a general guideline designed to assist an airport evaluate its ability to regain operational status to a) facilitate emergency responders (land based as well as fixed and/or rotor wing aircraft emergency response) and b) commercial air service.
5. *Impacted Airport Damage Assessment Checklist*- This checklist is a generic guideline for impacted airports to perform a post event, self-assessment in order to determine a priority list of resources that may be requested of WESTDOG affiliates through the Lead Airport.
6. *Deployment Checklist* – Guidance for deploying WESTDOG Airports (teams).

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# Forms

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Airport \_\_\_\_\_

**WESTDOG**  
WESTERN AIRPORTS DISASTER OPERATIONS GROUP  
AFFILIATION APPLICATION

Prior to submitting this form, applicant should determine their appropriate level of participation and any organizational legal challenges or concerns. WESTDOG is an informal, unincorporated, voluntary, group of airports designed to provide airport specialized resources and personnel during disaster situations. Participation is entirely voluntary. Although provisions will be made to attempt to secure reimbursement of funds, participants should anticipate that their costs in association with WESTDOG will be entirely born by the participant, without compensation or reimbursement.

Participating airport: \_\_\_\_\_ Main phone: \_\_\_\_\_  
 Address \_\_\_\_\_ Main Fax # \_\_\_\_\_  
 \_\_\_\_\_

Guiding Principles of WESTDOG:

- Airport agrees not to self-deploy and will work within WESTDOG structure (concept of operations) to assist other airports or to receive airport related assistance.
- Airport understands that all supplies, personnel time and equipment provided in support of WESTDOG operations may be without reimbursement or compensation.
- Airport will update contact information and provide these updates to Lead Airport.
- Airport will make a good faith effort to participate in conference calls, meetings and exercises.
- Airport will work closely with state, county and local emergency management agencies to facilitate efficient processing of requests for assistance, mission numbers, etc. and understands it is solely responsible to obtain reimbursement through these agencies.

**Airport Emergency Point of Contact:**

**Primary Contact:** Name \_\_\_\_\_

Primary #	Cell #	Other 24 hr #	Email address
Other info/comments			

**Secondary Contact:** Name \_\_\_\_\_

Primary #	Cell #	Other 24 hr #	Email address
Other info/comments			



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**Emergency contact numbers:**

(Provide order of precedence with 1 as the first number that should be attempted)

<b>Rank</b>	<b><u>Primary #</u></b>	<b><u>Secondary #</u></b>
_____ <b>Satellite Phone:</b>	_____	_____
_____ <b>Arpt Emer/Comm Ctr:</b>	_____	_____
_____ <b>City/County 911 Ctr.</b>	_____	_____
_____ <b>City/County Emer. Mgt</b>	_____	_____
_____ <b>Other</b>	_____	_____

**AIRPORT PROFILE:**

**Airport Name:** \_\_\_\_\_

**Key Personnel**

<b>Title</b>	<b>Name</b>	<b>24 hr contact #</b>
Airport Director	_____	_____
Emergency Director/Mgr	_____	_____
Public Safety Director/Mgr.	_____	_____
Fire Chief	_____	_____
Police Chief	_____	_____
Operations Director/Mgr.	_____	_____

**Unique/Special Resources available from this airport:**

(Identify any resources that may reasonably be anticipated in support of WESTDOG operations and which are available on short notice and maintained in working condition. Consider only those resources that will not affect your airport's continued operations and/or Part 139 status or ARFF index requirements. It is understood that this equipment may not be available at the time of the incident.)

Personnel/Equipment	Availability Status/ Conditions of use

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Request for Assistance Form

Date: \_\_\_\_\_

Local Time: \_\_\_\_\_ Zulu time: \_\_\_\_\_

Requesting Airport Name: \_\_\_\_\_

Three (3) Letter Airport Identifier: \_\_\_\_\_

Name and Title of Airport Representative Requesting Assistance:

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Best available way to contact you?

Cell Number: \_\_\_\_\_

Satellite Phone Number: \_\_\_\_\_

EOC Primary Number: \_\_\_\_\_

EOC Secondary Number: \_\_\_\_\_

Office number: \_\_\_\_\_

Alternate Airport Representative Name: \_\_\_\_\_

Cell Number: \_\_\_\_\_

EOC primary number: \_\_\_\_\_

EOC secondary number: \_\_\_\_\_

Office number: \_\_\_\_\_

Brief Description of Emergency (Facility damage, injuries, effect on commercial air service):

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**WESTDOG SITUATION REPORT (SITREP)**

WESTDOG ACTIVATION DATE: \_\_\_\_\_ DAY: \_\_\_\_\_

DATE OF THIS REPORT: \_\_\_\_\_

REPORT NUMBER: \_\_\_\_\_

UTC & LOCAL TIME OF THIS REPORT: \_\_\_\_\_/\_\_\_\_\_

ISSUING PARTY (LEAD AIRPORT NAME/NUMBER/EMAIL):

IMPACTED AIRPORT(S) CURRENT OPERATIONAL STATUS:

WESTDOG RESOURCE DEPLOYMENT UPDATE:

ADDITIONAL PERTINENT INFORMATION:

NEXT WESTDOG CONFERENCE CALL (UTC TIME, PHONE/PIN #):

EMAIL DISTRIBUTION:

- \_\_\_ ALL WESTDOG AFFILIATES
- \_\_\_ IMPACTED AIRPORT(S)
- \_\_\_ DEPUTY LEAD AIRPORT
- \_\_\_ UNIFIED COMMAND ENTITIES (LOCAL, STATE, FEDERAL). SPECIFY:
- \_\_\_ OTHER PARTIES (SPECIFY):

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# Checklists

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Impacted Airport Recovery Checklist

Phase 1: Initial Recovery

A. Senior Management/Operations

1. Activate Incident Command System (ICS), establish the Emergency Operations Center (EOC), designate staffing, laptops, and coordinate with the Mobile Command Post//Incident Command, as applicable.
2. Complete *WESTDOG Airport Damage Assessment Checklist*. Obtain airfield condition report from Airfield Operations personnel including status of airfield lighting, fixtures and other airfield needs for the WESTDOG bridge line call
3. Contact WESTDOG Incident Coordinator (WIC) and prepare for arrival of WESTDOG Assessment Team.
4. Brief federal partners (FAA Tower/TRACON, TSA, CBP) on the conditions of the airport.
5. Notify TSA of any Changed Condition Affecting Security.
6. Develop back-up security program in the event power is not restored or access control system fails. Coordinate with Law Enforcement and TSA.
7. Verify staffing and equipment of ARFF.
8. Assess status of fuel supplies. Acquire alternative supply of unleaded and diesel fuel, if necessary.
9. Select location for Emergency Federal and State Command Centers, Forestry Service, and other agencies which may assist.
10. Have key personnel utilize 800 MHZ radios if tower is intact. Other communication devices such as cell phones may be ineffective.
11. Establish location for daily briefings and WESTDOG bridge line conference calls.
12. Establish location for WESTDOG Deployed Teams and discuss logistics with WIC.
13. The WESTDOG WIC will a schedule for deployment of recovery teams and an exit strategy for recovery teams during bridge line calls. Post in the EOC.
14. Establish staging area for disaster relief operation to accommodate cargo aircraft and 18 wheelers.
15. Coordinate with power companies for damage assistance and restoration of power.
16. Contact Petroleum Recovery Services to ensure fuel in storage tanks is not contaminated.
17. Contact suppliers for Fuel Farm for the resumption of delivery of Jet A.

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18. Request assistance from DOT to ensure all Jet A and fuel deliveries arrive unimpeded.
19. Coordinate with Emergency Management and other agencies involved in recovery.
20. Designate location for military to set up area for assistance in the distribution of relief supplies.
21. Prepare Contingency Plan for arrival of VIP's, including Air Force One.
22. Utilize the amateur radio (HAM radios) and satellite phones, if available.

## B. Maintenance

1. Obtain generator for the Fuel Farm for dispensing of Jet A.
2. Determine location of debris piles and advise the EOC.
3. Barricade downed power lines.
4. Provide generator power and 500 gal water supply container to the ice machine.
5. Shut off water supply lines to public areas and post warnings.
6. Clear debris from airport access roads to the terminal.
7. Coordinate the posting of stop signs and directional signs on barricades with law enforcement specific to areas where traffic lights and stop signs are down.
8. Dump debris in designated dumpsites separating wood, trees and shrubs, from construction material such as aluminum, steel, and concrete. Notify EOC of location of designated dump sites.

## C. Airfield Operations

9. Conduct complete airfield inspection (lights, pavement erosion, fences etc.).
10. Coordinate with the local military or heavy equipment company for removing debris from the airfield.
11. Determine the operational status of the ATCT and advise Operations.
12. Make all necessary repairs to runways, taxiways and apron areas.
13. Clear debris and haul to designated dump.
14. Issue NOTAM's and arrange with ATCT for relief flight clearances.
15. Provide a complete list of airfield lighting, fixtures, or other items requiring replacement and advise AF and ATCT. Deliver the completed list of needs to EOC prior to the Bridge Line call.
16. Coordinate with Operations for the staging of disaster relief operations for cargo aircraft and 18 wheelers.

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D. Public Safety

17. Test communications with ARFF, Emergency Management, and other agencies involved in the recovery.
18. Verify ARFF is at the required staffing levels and assessment of equipment is reported. Report staffing levels and equipment assessment to Airport Operations.
19. Secure access to the airport terminal.
20. Establish Mobile Command Post, if necessary.
21. Establish Incident Command and designate a Safety Officer.
22. Secure the Airfield.
23. Contact heavy equipment company or the military for airfield support.
24. Establish communication through satellite phone in dispatch in the event land-lines and Nextel communications are out of service.
25. Utilize the Ham Radio should satellite communications fail.
26. Secure public access roads to the terminal until cleared by the Executive Director.

E. Purchasing

Accept/log inbound relief supplies and store in Purchasing.

F. Administration

27. Executive Director and Commissioners review the need to meet with Congressional Representatives in Washington, D.C.
28. Determine status of employees on the ride out crew.
29. Contact replacement recovery crews.
30. The Assistant Executive Director or his designated representative will head a full damage assessment summary team comprised of the URS Consultant, WESTDOG Assessment Team, and engineering to conduct assessments of the infrastructure to include Airfield, Terminal, roadways and support facilities for risk management.
31. Log the assignment of Mission Numbers from CEMA and provide copies to the EOC.
32. Obtain pictures of damage to the terminal structure prior to repair or removal. Ensure dates, times and location of the picture are recorded.
33. Make arrangements for ride-out meals as necessary.



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34. Contact Emergency Management and establish whether or not the airport will be the relief distribution point.
35. Keep log of all phone calls both inbound and outbound.

G. Engineering

36. Inspect airfield.
37. Inspect terminal for structural damage.
38. Determine if water is potable and arrange for testing by the city/county officials.
39. Conduct a drainage structural inspection and report the results to the Director of Operations.
40. Make arrangements with the Assistant Executive Director to accompany him on the full damage assessment summary.

D. Fire Department

41. Determine the condition of Ride – Out Crews on the airport.
42. Take necessary rescue actions.
43. Provide emergency medical care to Ride-Out Crews, civilians in the terminal and injured tenants on airside property.
44. Check for fire hazards, downed electrical lines and activated fire alarms.

E. Marketing

45. Provide statement to the Press regarding the condition of the airport after consulting with the Executive Director.
46. Provide news media with scheduled updates at 8 AM, 12 PM and 4 PM on the recovery process.

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*(Note: Airports should keep records of all labor and material costs resulting from disaster damage. Where possible, submit work orders to document requests for maintenance support and document labor hours and costs. Record damage and recovery efforts by an individual assigned to capture digital/still photos accompanied by a scribe to document damage, date, and time to ensure timely processing of insurance claims.)*

Phase 2: Secondary Recovery

A. Operations

1. Determine the overall condition of the terminal and note damage.

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2. Custodial supervisor to determine extent of water saturation to the carpet and determine whether or not an industrial service is required.
3. Contact local mosquito control agency and request assistance for breeding areas.
4. Establish a program for environmental services based on existing conditions.
5. Arrange for contractors to make functional repairs.
6. Request the Department of Natural Resources conduct an environmental and animal assessment on the airport.
7. Coordinate with TSA and ensure screening equipment is operational and can be calibrated.
8. Reestablish security measures in preparation of the resumption of scheduled passenger service.
9. Test the access control system and verify function of cameras.
10. Contact Airline GM's as to the resumption of air service.
11. Contact all tenant managers as to the expected resumption of air service.

B. Maintenance

12. Determine general condition of the terminal, noting all damage.
13. Board up broken windows.
14. Remove standing water.
15. If water is found within the terminal, expect problems with mold, fungus and other related issues associated with standing water. Evaluate carpet replacement and report findings to Director of Operations.
16. Remove locks and clamp devices from jet ways and ensure they are properly aligned.
17. Bury dead animals in non saturated soil.
18. Arrange for contractors to make repairs.
19. Remove fallen/damaged exterior light fixtures/signs to maintenance area for repairs.
20. Inspect and clean up any debris at TSA Security Checkpoint as well as EDS and remove visqueen.
21. Position remote air conditioning units and large fans near the Concourse.

C. Public Safety Department

22. Patrol and secure residential, industrial, and airfield tenant areas.

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23. Contact vehicle towing company to remove damaged vehicles from access roads to remote parking lots.
24. Coordinate issuance of NOTAM's with Airfield Operations Manager.
25. Designate locations for Federal and State Emergency Management.
26. Post "Condemned – Do Not Enter" signs on buildings condemned by Engineering or URS. The buildings will be spray painted with a large red X.

**D. Administration**

27. Notify insurance companies.
28. Contact airline managers to determine status of the resumption of flights.
29. Contact Airline Station Managers and determine if a Critical Response team is available for support.
30. Designate a Purchasing employee to pick up supplies for Administrative purposes.

**E. Engineering**

31. Establish buildings that are unsafe for occupation and spray paint a red X over the doors.
32. Once buildings are inspected and or condemned, report status to Executive Director and Airport Operations.
33. Coordinate terminal repairs with URS consultant and maintenance.

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**Phase 3: Repairs and Financial Recovery**

**A. Operations**

1. Review plans for terminal repairs and coordinate with Engineering.
2. Review all EMAC mission numbers, recovery team invoices and verify against laptop data for accuracy.
3. Transfer disaster data storage to Accounting.
4. Schedule internal and external lessons learned briefings and make adjustments to the disaster plan(s).

**B. Maintenance**

5. Verify that work orders associated with disaster recovery have been isolated from pre-disaster work orders.

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6. Verify work orders within the system are accurate; contain date, time and description of work performed.
  7. Attempt to sell debris to an independent salvage company.
  8. Maintenance Manager to coordinate repairs through airport staff.
- C. Public Safety Department
9. Conduct an assessment and determine the number of stop signs, traffic lights, road signs, speed limit signs and detour signs require replacement. Order for overnight delivery.
  10. Submit work order for Grounds to install signage and list as a priority.
  11. Prepare to dismantle the barricades at the direction of the Executive Director and coordinate with Maintenance.
  12. Submit expenses associated with the disaster such as overtime, additional security personnel, barricades, and road signs. Ensure documentation exists in the data base to substantiate expenses.
- D. Administration
13. Conduct review with CEMA to determine the flow of reimbursable expenses associated with the disaster.
  14. Cross reference mission numbers with expenses from recovery teams and prepare for submission to FEMA.
  15. Sort pictures of disaster damage to the respective reimbursable expense and submit to FEMA. Ensure date, time and location of picture is documented.
  16. Provide ledger to document the date of reimbursement
- E. Engineering
17. Review requirements necessary to obtain FAA Disaster Relief Grants.
  18. File the necessary documents to obtain FAA Disaster Relief Grants.
  19. Coordinate with Maintenance to ensure terminal repairs/construction meet the required standards.

*[End of Impacted Airport Recovery Checklist]*

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Impacted Airport Damage Assessment Checklist

Phase 1: Initial Recovery

A. Senior Management/Operations

23. Activate Incident Command System (ICS), establish the Emergency Operations Center (EOC), designate staffing, laptops, and coordinate with the Mobile Command Post//Incident Command, as applicable.
24. Complete *WESTDOG Airport Damage Assessment Checklist*. Obtain airfield condition report from Airfield Operations personnel including status of airfield lighting, fixtures and other airfield needs for the WESTDOG bridge line call
25. Contact WESTDOG Incident Coordinator (WIC) and prepare for arrival of WESTDOG Assessment Team.
26. Brief federal partners (FAA Tower/TRACON, TSA, CBP) on the conditions of the airport.
27. Notify TSA of any Changed Condition Affecting Security.
28. Develop back-up security program in the event power is not restored or access control system fails. Coordinate with Law Enforcement and TSA.
29. Verify staffing and equipment of ARFF.
30. Assess status of fuel supplies. Acquire alternative supply of unleaded and diesel fuel, if necessary.
31. Select location for Emergency Federal and State Command Centers, Forestry Service, and other agencies which may assist.
32. Have key personnel utilize 800 MHZ radios if tower is intact. Other communication devices such as cell phones may be ineffective.
33. Establish location for daily briefings and WESTDOG bridge line conference calls.
34. Establish location for WESTDOG Deployed Teams and discuss logistics with WIC.
35. The WESTDOG WIC will a schedule for deployment of recovery teams and an exit strategy for recovery teams during bridge line calls. Post in the EOC.
36. Establish staging area for disaster relief operation to accommodate cargo aircraft and 18 wheelers.
37. Coordinate with power companies for damage assistance and restoration of power.
38. Contact Petroleum Recovery Services to ensure fuel in storage tanks is not contaminated.
39. Contact suppliers for Fuel Farm for the resumption of delivery of Jet A.

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40. Request assistance from DOT to ensure all Jet A and fuel deliveries arrive unimpeded.
41. Coordinate with Emergency Management and other agencies involved in recovery.
42. Designate location for military to set up area for assistance in the distribution of relief supplies.
43. Prepare Contingency Plan for arrival of VIP's, including Air Force One.
44. Utilize the amateur radio (HAM radios) and satellite phones, if available.

## B. Maintenance

47. Obtain generator for the Fuel Farm for dispensing of Jet A.
48. Determine location of debris piles and advise the EOC.
49. Barricade downed power lines.
50. Provide generator power and 500 gal water supply container to the ice machine.
51. Shut off water supply lines to public areas and post warnings.
52. Clear debris from airport access roads to the terminal.
53. Coordinate the posting of stop signs and directional signs on barricades with law enforcement specific to areas where traffic lights and stop signs are down.
54. Dump debris in designated dumpsites separating wood, trees and shrubs, from construction material such as aluminum, steel, and concrete. Notify EOC of location of designated dump sites.

## C. Airfield Operations

55. Conduct complete airfield inspection (lights, pavement erosion, fences etc.).
56. Coordinate with the local military or heavy equipment company for removing debris from the airfield.
57. Determine the operational status of the ATCT and advise Operations.
58. Make all necessary repairs to runways, taxiways and apron areas.
59. Clear debris and haul to designated dump.
60. Issue NOTAM's and arrange with ATCT for relief flight clearances.
61. Provide a complete list of airfield lighting, fixtures, or other items requiring replacement and advise AF and ATCT. Deliver the completed list of needs to EOC prior to the Bridge Line call.
62. Coordinate with Operations for the staging of disaster relief operations for cargo aircraft and 18 wheelers.

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D. Public Safety

63. Test communications with ARFF, Emergency Management, and other agencies involved in the recovery.
64. Verify ARFF is at the required staffing levels and assessment of equipment is reported. Report staffing levels and equipment assessment to Airport Operations.
65. Secure access to the airport terminal.
66. Establish Mobile Command Post, if necessary.
67. Establish Incident Command and designate a Safety Officer.
68. Secure the Airfield.
69. Contact heavy equipment company or the military for airfield support.
70. Establish communication through satellite phone in dispatch in the event land-lines and Nextel communications are out of service.
71. Utilize the Ham Radio should satellite communications fail.
72. Secure public access roads to the terminal until cleared by the Executive Director.

E. Purchasing

Accept/log inbound relief supplies and store in Purchasing.

F. Administration

73. Executive Director and Commissioners review the need to meet with Congressional Representatives in Washington, D.C.
74. Determine status of employees on the ride out crew.
75. Contact replacement recovery crews.
76. The Assistant Executive Director or his designated representative will head a full damage assessment summary team comprised of the URS Consultant, WESTDOG Assessment Team, and engineering to conduct assessments of the infrastructure to include Airfield, Terminal, roadways and support facilities for risk management.
77. Log the assignment of Mission Numbers from CEMA and provide copies to the EOC.
78. Obtain pictures of damage to the terminal structure prior to repair or removal. Ensure dates, times and location of the picture are recorded.
79. Make arrangements for ride-out meals as necessary.

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- 80. Contact Emergency Management and establish whether or not the airport will be the relief distribution point.
- 81. Keep log of all phone calls both inbound and outbound.

G. Engineering

- 82. Inspect airfield.
- 83. Inspect terminal for structural damage.
- 84. Determine if water is potable and arrange for testing by the city/county officials.
- 85. Conduct a drainage structural inspection and report the results to the Director of Operations.
- 86. Make arrangements with the Assistant Executive Director to accompany him on the full damage assessment summary.

D. Fire Department

- 87. Determine the condition of Ride – Out Crews on the airport.
- 88. Take necessary rescue actions.
- 89. Provide emergency medical care to Ride-Out Crews, civilians in the terminal and injured tenants on airside property.
- 90. Check for fire hazards, downed electrical lines and activated fire alarms.

E. Marketing

- 91. Provide statement to the Press regarding the condition of the airport after consulting with the Executive Director.
- 92. Provide news media with scheduled updates at 8 AM, 12 PM and 4 PM on the recovery process.

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*(Note: Airports should keep records of all labor and material costs resulting from disaster damage. Where possible, submit work orders to document requests for maintenance support and document labor hours and costs. Record damage and recovery efforts by an individual assigned to capture digital/still photos accompanied by a scribe to document damage, date, and time to ensure timely processing of insurance claims.)*

Phase 2: Secondary Recovery

A. Operations

- 34. Determine the overall condition of the terminal and note damage.



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35. Custodial supervisor to determine extent of water saturation to the carpet and determine whether or not an industrial service is required.
36. Contact local mosquito control agency and request assistance for breeding areas.
37. Establish a program for environmental services based on existing conditions.
38. Arrange for contractors to make functional repairs.
39. Request the Department of Natural Resources conduct an environmental and animal assessment on the airport.
40. Coordinate with TSA and ensure screening equipment is operational and can be calibrated.
41. Reestablish security measures in preparation of the resumption of scheduled passenger service.
42. Test the access control system and verify function of cameras.
43. Contact Airline GM's as to the resumption of air service.
44. Contact all tenant managers as to the expected resumption of air service.

B. Maintenance

45. Determine general condition of the terminal, noting all damage.
46. Board up broken windows.
47. Remove standing water.
48. If water is found within the terminal, expect problems with mold, fungus and other related issues associated with standing water. Evaluate carpet replacement and report findings to Director of Operations.
49. Remove locks and clamp devices from jet ways and ensure they are properly aligned.
50. Bury dead animals in non saturated soil.
51. Arrange for contractors to make repairs.
52. Remove fallen/damaged exterior light fixtures/signs to maintenance area for repairs.
53. Inspect and clean up any debris at TSA Security Checkpoint as well as EDS and remove visqueen.
54. Position remote air conditioning units and large fans near the Concourse.

C. Public Safety Department

55. Patrol and secure residential, industrial, and airfield tenant areas.

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- 56. Contact vehicle towing company to remove damaged vehicles from access roads to remote parking lots.
- 57. Coordinate issuance of NOTAM's with Airfield Operations Manager.
- 58. Designate locations for Federal and State Emergency Management.
- 59. Post "Condemned – Do Not Enter" signs on buildings condemned by Engineering or URS. The buildings will be spray painted with a large red X.

D. Administration

- 60. Notify insurance companies.
- 61. Contact airline managers to determine status of the resumption of flights.
- 62. Contact Airline Station Managers and determine if a Critical Response team is available for support.
- 63. Designate a Purchasing employee to pick up supplies for Administrative purposes.

E. Engineering

- 64. Establish buildings that are unsafe for occupation and spray paint a red X over the doors.
- 65. Once buildings are inspected and or condemned, report status to Executive Director and Airport Operations.
- 66. Coordinate terminal repairs with URS consultant and maintenance.

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Phase 3: Repairs and Financial Recovery

A. Operations

- 20. Review plans for terminal repairs and coordinate with Engineering.
- 21. Review all EMAC mission numbers, recovery team invoices and verify against laptop data for accuracy.
- 22. Transfer disaster data storage to Accounting.
- 23. Schedule internal and external lessons learned briefings and make adjustments to the disaster plan(s).

B. Maintenance

- 24. Verify that work orders associated with disaster recovery have been isolated from pre-disaster work orders.

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25. Verify work orders within the system are accurate; contain date, time and description of work performed.
26. Attempt to sell debris to an independent salvage company.
27. Maintenance Manager to coordinate repairs through airport staff.

C. Public Safety Department

28. Conduct an assessment and determine the number of stop signs, traffic lights, road signs, speed limit signs and detour signs require replacement. Order for overnight delivery.
29. Submit work order for Grounds to install signage and list as a priority.
30. Prepare to dismantle the barricades at the direction of the Executive Director and coordinate with Maintenance.
31. Submit expenses associated with the disaster such as overtime, additional security personnel, barricades, and road signs. Ensure documentation exists in the data base to substantiate expenses.

D. Administration

32. Conduct review with CEMA to determine the flow of reimbursable expenses associated with the disaster.
33. Cross reference mission numbers with expenses from recovery teams and prepare for submission to FEMA.
34. Sort pictures of disaster damage to the respective reimbursable expense and submit to FEMA. Ensure date, time and location of picture is documented.
35. Provide ledger to document the date of reimbursement

E. Engineering

36. Review requirements necessary to obtain FAA Disaster Relief Grants.
37. File the necessary documents to obtain FAA Disaster Relief Grants.
38. Coordinate with Maintenance to ensure terminal repairs/construction meet the required standards.

*[End of Impacted Airport Damage Assessment Checklist]*

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Deploying Airport Response and Assistance Checklist

Deploying Personnel – Items to consider:

Sleeping system (sleeping bag & pillow)  
Undergarments  
Socks  
Wash cloth and towel (2 sets)  
Personal hygiene kit  
Raingear and or Gore-tex pants/jacket  
Gloves  
Airport ID cards/Driver's license  
Personal medications  
Alarm clock  
Shower shoes  
Sunglasses  
"Cutter" bug repellent  
Purell hand wash sanitizing liquid  
Flashlight with extra batteries  
Sunscreen  
Padlocks (2 sets)  
Baby wipes (unscented—bugs love scented)  
Baby powder/foot powder (again, baby powder—unscented)  
Personal first aid kit  
Phone calling card

Spare set of eyeglasses  
Mosquito netting for sleeping area if outside

*Variable conditions to consider when developing your packing list. Plan for hardships, keep climate of area being deployed to in mind.*

Water disruption – no tap water  
Power outage – poor vision/no air conditioning  
Limited food availability  
Extreme heat and humidity  
Housing shortage – sleep in shelters on cots  
Working conditions – long working hours  
Limited health care access – extreme emotional stress  
Travel conditions - transportation limitations – sharing rides  
Air quality – asthma/breathing  
Lifting limitations – 50 lb. items

DO NOT BRING:

Firearms, pyrotechnics, large knives, hard to secure items, high-dollar items