

Southwest Region
Hurricane Response Plan



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Southwest Region Hurricane Response Plan

Approval Signature Page

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I. Objectives

The objectives of this Hurricane Response Plan are to outline general procedures to be followed before, during, and after hurricanes and associated natural events. This Regional Office plan focuses on the field-level activities required after significant or severe hurricane damage and includes establishing communication channels, effective dispatch of emergency response resources, and coordinated planned recovery efforts for U.S. Fish and Wildlife Service (Service) assets.

II. Pre-Hurricane Season Preparedness

Each spring, the Regional Office will issue a memorandum requesting the following actions from all field stations.

- A current Station Hurricane Action Plan that details emergency protocols, preparations, and procedures. At a minimum, action plans must contain current responsible officials, staffing rosters, telephone numbers, and GPS locations of facilities and staff housing.
- In preparation for hurricanes and associated natural events, station managers shall complete checklists that detail the following action items prior to June 1, annually:
 - Inspect, repair, or replenish items associated with hurricane response.
 - Ensure personnel are notified of and briefed on designated assignments.
 - Ensure communications systems are prepared and redundant due to the high probability of loss of power and downed lines.
 - Stations shall coordinate with local governments and Emergency Operations Centers (EOC) to ensure:
 - Service response capability is understood.
 - Service employees have post-storm access to Service facilities.
 - Annually replenish cache items necessary to support an incident, i.e., first-aid supplies, batteries, etc. Ensure that expiration dates will last throughout the current hurricane season, which ends November 30.
 - Ensure that critical preventative/mitigation preparations are in place annually prior to and throughout an incident as follows:
 - Identify and arrange secure locations for mobile equipment including vehicles.
 - Inventory all hazardous chemicals and materials prior to an incident.
 - Ensure hurricane shutters and other materials are inspected and accounted for.
 - Ensure fuel storage tanks are kept at least half-full during hurricane season (June 1 through November 30).

III. Regional Office Activation and Organization

Once a threat to a Service unit(s) is identified, the Regional Office's scope of responsibility shall consist of: (1) ensuring adequate pre-event preparedness; (2) establishing appropriate communications; (3) authorizing budgetary resources for preparedness and response; (4) accounting for all Service employees after the passage of a storm; and (5) defining post-event objectives and implementing them.

The Regional Fire Management Coordinator acts as the Regional Incident Manager, who, upon activation by the Regional Director through the Regional Chief, National Wildlife Refuge System (NWRS), will coordinate (1) communication and meetings, (2) *all resource ordering* (including placement of an Incident Commander, if needed), and (3) designing and managing post-event objectives and response. This will be done in a close working relationship with the Refuge Supervisor for Oklahoma/Texas. The Regional Incident Manager will receive a written delegation of authority from the Regional Chief for operational oversight of incident management personnel assigned to the incident(s). The Regional Office Emergency Operations Center (EOC) will be located in the 12th floor conference room. A Hurricane Response Desk will be set up in office space on the 12th floor.

The makeup of the Regional Office EOC team will vary depending on severity of storm and affected program areas, but the core members shall include: the Regional Incident Manager, the Refuge Supervisor for OK/TX, the Regional Safety Officer, the Regional Emergency Management point of contact, and a member of the Regional External Affairs Office. All program areas should be represented initially, then scaled back as assessments are completed and post-storm resource needs are better known. Appendix A contains the Confidential Regional Office Contact List.

An Agency Representative from Balcones Canyonlands NWR staff (Refuge Manager or designee) will be assigned to the Texas EOC in Austin, Texas, and will report to the Refuge Supervisor-OK/TX. Additional staff may be assigned as technical experts or as individual resources. The Hurricane Response Desk will be staffed for 12 hours a day from 0700 to 1900, 7 days a week. The Hurricane Response Desk telephone number is 505-248-6508.

It is important to remember that the primary objective of response activities is to return Service offices and stations to a status where priority operations may resume. For example, this would include tree-removal on primary access roads and the security and stabilization of facilities. Response activities should not include nonemergency activities or cleanup of public use facilities, trails, or secondary roads. The first priority is the safety of Service personnel and the public.

As warranted, the Region will place and use a Service Incident Commander and Incident Management Team (IMT) for on-site hurricane response activities. This Incident Commander will meet the National Wildfire Coordinating Group (NWCG) standards of Incident Commander Type III (acronym ICT3, referred to as IC through rest of this document). The IC will receive a written delegation of authority that outlines the scope of the mission from the Regional Chief.

IV. Hurricanes and Preparedness

Of all natural disasters, hurricanes and associated flooding and tornadoes are the most common and most dangerous to coastal Service facilities. Hurricanes rotate in a counterclockwise direction and the strongest winds are at the northern edge of the storm. These winds cause the *storm surge*, which is the rising of sea level above normal tide heights. This part of the storm usually causes the most damage and fatalities.

A. Storm Classifications:

Tropical Depression – Conditions are favorable for hurricane development. Winds up to 34 miles per hour.

Tropical Storm – Winds from 39 to 73 miles per hour.

Hurricane – Winds 74 miles per hour and above.

B. Storm Severity Categories:

The National Weather Service (NWS) uses the Saffir-Simpson Hurricane Scale, which categorizes the severity of hurricanes based on the wind speed and storm surge heights above mean sea level. The range of categories is from 1 to 5 (Table 1).

Table 1. Hurricane Category based on Saffir-Simpson Hurricane Scale.

Category	Winds (mph)	Storm Surge (ft)
1	74-95	4-5
2	96-110	6-8
3	111-130	9-12
4	131-155	13-18
5	156+	19+

C. Preparedness/Response Activities:

It generally takes a few days for a tropical depression to develop into a hurricane and travel into the Gulf of Mexico. This gives managers adequate time to review their Hurricane Action Plan and make the required preparations and take action.

D. Incident Qualifications and Certification System (IQCS) and Resource Ordering and Status System (ROSS) Updates for All-Hazard Response:

To effectively manage the dispatching and tracking of personnel and resources to all hazard incidents, we use both Incident Qualifications Certification System (IQCS) and Resource Ordering and Status System (ROSS). These systems are used effectively to support wildland fire incidents with NWCG-qualified personnel. Both systems are currently capable of being used, but there are data gaps and system management requirements that need to be addressed. Each Fire Districts staff will take the lead on managing their IQCS and ROSS data management.

Updating IQCS and ROSS will allow the Region to query available Service assets and mobilize them without delay; all resources and personnel will be tracked using the dispatch system allowing for the highest level of safety for employees, and detailed information can be retrieved for ongoing data calls and later cost reimbursement.

E. IQCS – A system designed to track qualification and currency for personnel:

In order to fully use IQCS to its capabilities and to effectively support it during a hurricane response, the following steps need to be taken. Establish an IQCS account for all Service employees that could be used in any capacity (Goal: all Service employees). Next, qualify all employees as a Technical Specialist (THSP) and certify the position to a Red Card (certifying the position will allow ROSS to import the employee). Finally, enter any special qualification (HazMat, EMT, etc.) in certifications. IQCS will track certification expiration dates (employee should also be certified with the specific position code: EMTI = Emergency Medical Technician Basic, HAZM = Hazardous Materials Specialist, etc.).

F. ROSS – A system designed to dispatch and track employees and resources assigned to an incident:

Again, to fully implement the effectiveness of ROSS in a hurricane emergency response, these steps need to be taken. First, upload all employees certified in IQCS to ROSS. These employees should be made unavailable in ROSS to avoid possible dispatches to fire support. Employee status can be changed to available for all-hazard assignments. Next, enter all available Service equipment into ROSS. This includes all vehicles, boats, ATVs, generators, travel trailers, heavy equipment, etc. Finally, this equipment should also be made unavailable in ROSS to avoid dispatches to fire incidents; equipment status can be changed to available for all-hazard response. *Region 2 entered all heavy equipment into ROSS during the Katrina/Rita response, this data needs to be verified by the Fire Districts.*

G. Time Windows Used For Preparation/Response Activities:

The Southwest Region will use the following six time windows to determine preparedness and response activities. Appendix B provides an Incident Checklist of the actions detailed below.

Time Window 6 (100+ hours) – Preparedness Level I:

Threat:

From June 1 through November 30. All tropical depressions are monitored.

Actions:

The Regional Director will delegate to the Regional Chief the authority to direct the Regional response for all storm-related incidents for the entire season.

The Regional Chief will be notified by the Regional Incident Manager of all tropical depressions and/or hurricanes that threaten Service office/stations. Depending on forecasts and disaster potential, the Regional Chief will require the following:

- Program Supervisors/Representatives will contact affected units. Stations will maintain normal operations:
 - Hurricane Action Plans should be reviewed by all potentially affected employees.
 - Federal assets, including government quarters, will be maintained. Loose limbs, debris, etc., should be removed prior to the hurricane season.
 - Documentary evidence of the condition of assets prior to the incident is valuable to recovering funds for repairs. Managers may wish to take photos and videos prior to the storm.
- Each Fire District will inventory personnel and equipment and ensure they are entered into ROSS. This includes all program areas. The status of Office of Law Enforcement (OLE) Agents and Refuge Law Enforcement Officers will be maintained by the Regional Office NWRS staff.
- Establish an Agency Representative to the Texas EOC. The Agency Representative should make initial contacts with Texas EOC personnel.

Time Window 5 (80-100 hours) – Preparedness Level II:

Threat:

A tropical storm or hurricane has entered the Gulf of Mexico and could pose a threat to Service units. The National Weather Service issues advisories at 6-hour intervals giving intensity, location, direction, speed of movement, and projected impact areas.

Actions:

If the projected direction of an approaching hurricane includes Service assets (or within a 90 degree arc of its current path) an emergency Regional Office meeting will be convened that includes each program’s Assistant Regional Director, or their representatives, and the core members of the Regional Office EOC to:

- (1) Review potential storm conditions and determine threat-level (recommend including Regional Meteorologist).
- (2) Review the Regional Hurricane Response Plan.
- (3) Assign individual responsibilities.
- (4) Determine schedule for subsequent meetings.
- (5) Our Texas EOC Agency Representative begins meeting at the EOC in Austin to develop the groundwork for Federal Emergency Management Agency (FEMA) tasking and reimbursement.

If a tropical storm or hurricane is developing and it appears that landfall may occur during the weekend; the Regional Chief will determine if staff will be required to work hours outside their typical tour-of-duty.

The Regional Incident Manager will check availability of a Service Type III Incident Commander (IC), Service Agency Representatives, and Service Safety Officers. The Regional Hurricane Response Desk will be activated.

The hurricane's track will be charted and posted periodically in the Regional Office.

- A daily conference call will be organized by the Regional Incident Manager where the Regional Office EOC can communicate to Stations:
 - Regional Office activities and decisions.
 - All employees (and their families) located in government-furnished quarters are provided hotel reservations outside the evacuation area. Such reservations are not furnished for volunteers, contractors, or interns located in housing, but these individuals should be asked to evacuate.
 - Adjust public information to alert visitors of the threat and changes in operations.
 - Law enforcement personnel will be placed on-duty and should assist local governments.
 - Reminder that all vehicles and boats should be fueled.
- Fire Districts will input resources status in ROSS as “available” after consultation with the Regional Incident Manager. Resources should be shown as “available locally.”

Time Window 4 (60-80 hours) – Preparedness Level III:

Threat:

The NWS continues to issue advisories and forecasts the possibility that a storm with potential for significant damage will strike the Gulf Coast. The NWS continues to issue advisories at 6-hour intervals giving intensity, location, direction, speed of movement, and projected impact areas.

Actions:

If the projected direction of an approaching hurricane continues to include Service units (or within a 90 degree arc of its current path) a Regional Office meeting with the same attendees as in Time Window 5 will be held to:

- (1) Review potential storm conditions and determine threat-level (recommend including Regional Meteorologist).
- (2) Copies of station-level Hurricane Action Plans will be forwarded to the Regional Incident Manager.

The Regional Incident Manager will (1) receive a written delegation of authority to manage the impending incident; (2) contact the Texas Interagency Coordination Center (TICC) to assess the actions of other agencies; (3) select an IC and ensure the IC

receives a written delegation of authority from the Regional Chief; and (4) assemble a buying team to support the Incident Management Team (IMT).

Stations not in the likely impact area will ensure that travel trailers are prepared for mobilization to provide workspace and housing for the Regional response resources. A list of items that are to be provided in trailers is attached as Appendix C. Generators, fuel trailers, and towing vehicles with drivers should also be committed to the response.

The NWRS Division of Budget and Information Management will request project codes in the Service's financial system to track all costs associated with the incident (Appendix D). An e-mail will be sent to potentially affected offices/stations with this information and reminder information on current Incident Business Management (Appendix D). The project code for incidents that could impact both Regions 2 and 4 will be coordinated between the two Regions.

- Daily conference calls continue:
 - Report on Regional Office activities and decisions.
 - Due to increasing instability of waters, boats and transport barges should be secured.
 - Implement Station Hurricane Action Plan, e.g., shutters will be installed.
 - Check on status of Station(s) Hurricane Action Plan implementation.
 - Determine needs of station within the projected area.
- The IC confirms membership of the Incident Management Team with concurrence of the Regional Incident Manager.

Time Window 3 (48-60 hours) – Hurricane Preparedness Level IV:

Threat:

A storm with potential for significant damage *may* strike Service field stations within 48-60 hours and cause damage to Service assets. The NWS continues to issue advisories at 6-hour intervals giving intensity, location, direction, speed of movement, and projected impact areas.

Actions:

If the projected direction of an approaching hurricane continues to include Service field stations (or within a 90 degree arc of its current path) with potential to cause damage to Service assets, a Regional Office meeting with the same attendees as in Time Window 4 will be held to:

- (1) Review potential storm conditions and determine threat level (recommend including Regional Meteorologist).
- (2) Discuss resource options and determine possible resource needs.
- (3) Determine current status of Service actions; the Regional Chief briefs the Regional Director on preparation status.

The Regional Incident Manager will alert the TICC on Service activities and will also complete an ad hoc inventory to determine availability of Service resources.

- Daily conference calls between the Regional Office, IMT, FWS Security and Emergency Manager, and field offices/stations:
 - Ensure, as necessary, that water control gates and other mechanisms are open to reduce the possibility of breaching of dikes by heavy rains and high tides.
 - Ensure all Service vehicles and/or heavy equipment will be moved to secure locations.
 - Ensure managers have accounted for and secured financial assets, including imprest funds, and other valuable items.
 - Ensure computer equipment and data property are secured **and elevated above anticipated flood levels**. It is recommended that data be duplicated and evacuated.
 - Ensure ammunition and firearms are secured.
 - Assess station-level needs and requirements. At this point, station staff should begin evacuations or should be preparing to “*ride it out*.” This includes, filling potable water containers, securing food rations, etc.
 - Station managers may require an Alternate Work Location (off-site). If so, preparations to continue operations should be made, i.e., documents to order and purchase items, meet payrolls, and lists of properties and hazardous chemicals should be taken with them.

Essential staff typically includes the Project Leader and law enforcement personnel. Depending on the length of time anticipated to return to normal operations, other staff may be deemed essential. Their role will be to perform last minute coordination with local governments and provide security for Service assets. In addition, a staff member will be located in the local county EOC to continue to coordinate preparation and post-storm response.

Time Window 2 (36-48 hours) – Hurricane Preparedness Level V:

Threat:

A hurricane will ***probably*** strike Service field stations within 36 hours and cause ***significant*** damage to Service assets. The NWS continues to issue advisories at 6-hour intervals giving intensity, location, direction, speed of movement, and projected impact areas.

Actions:

If the projected direction of an approaching hurricane continues to include Service units (or within a 90 degree arc of its current path) with potential to cause significant damage to Service assets a Regional Office meeting with the same attendees as in Time Window 3 will be held to:

- (1) Review potential storm conditions and determine threat-level (recommend including Regional Meteorologist).
- (2) Field stations will be closed. Wherever possible, gates will be closed and secured.
- (3) The Regional Incident Manager will stage the IMT and buying team as close as safely possible, but out of the affected strike area.
- (4) Depending on threat-level, the Regional Incident Manager may begin to stage Service or other resources for immediate response (including Service aviation resources, generators, trailers, repair materials, etc.).
- (5) Continue coordination with the FWS Security and Emergency Manager.
- (6) Evacuation of employees should be done in accordance with each Station's Hurricane Action Plan. Telephone notification trees for evacuation and post-storm status of employees will be finalized and put in place. A representative from each program in the Region, e.g., Ecological Services (ES), OLE, etc., will be identified as the point of contact for employee status following the storm. Status notification should follow normal supervisory lines upward to the Regional Office Program Representative, who will confirm to the Hurricane Response Desk employee status. In the event there is a breakdown in the lines of supervision, those reports can be made directly to the Hurricane Response Desk.

Service resources should consider their primary obligation to local Service response objectives. Members of Interagency Incident Management Teams should contact their team and identify themselves as *unavailable* due to hurricane response.

The Regional Incident Manager will coordinate with External Affairs to initiate Regional Office outreach and public information activities. This should be an overall synopsis of affected units and Service preparedness activities.

- Daily conference calls between the Refuge Supervisor-OK/TX, Regional Incident Manager, IC, IMT, and field offices/stations will continue to ensure that:
 - Main water lines and propane and gas lines are closed to nonessential facilities and government quarters.
 - Electrical breakers are turned off and the doors locked on all nonessential facilities.
- Regional Office Program Representatives (ES, OLE, etc.) will participate on these calls to ensure that readiness status for all field offices/stations is known.

Time Window 1 (0-36 hours) – Hurricane Preparedness Level VI:

Threat:

The NWS advisories are now issued at 2-3 hour intervals. Mandatory evacuation orders are given. A hurricane will *likely* strike Service field stations at the 12-hour mark and cause *severe* damage to Service assets. Erratic movement of some storms will reduce warning time to as little as 6 hours prior to landfall. Changes in water-levels may restrict evacuation on many bridges and roadways.

Actions:

If the projected direction of an approaching hurricane continues to include Service units (or within a 90 degree arc of its current path) with potential to cause severe damage to Service assets a Regional Office meeting with the same attendees as in Time Window 2 will be held to:

- (1) Review potential storm conditions and determine threat-level (recommend including Regional Meteorologist).
- (2) The IC will be included in this meeting via telephone and will report on Service resource activities.
- (3) Depending on the threat level, the Regional Chief may grant administrative leave for employees until they are able to report back to duty; guidance and requirements for administrative leave and evacuation procedures would be forthcoming from Budget and Administration divisions at that time. The ability to report to duty will depend upon significant personal damage that the employee may incur, impassable roadways, or the area receiving substantial damage in that only essential personnel are required to report to duty.

The Regional Director will be briefed on current Service activities and probability/severity of impacts.

- Daily conference calls between the Regional Office EOC Team, IC, IMT, and field offices/stations continue:
 - Ensure Regional Office Program Representatives are established and contact information is received for managers and other essential staff.
 - At this point, personnel should have been evacuated as per the Station Hurricane Action Plan. Some stations may determine that they will need more time than 36 hours to safely evacuate employees. It is crucial that contact information be received by the Regional Office Program Representative or the Hurricane Response Desk.
 - All Service facilities should be evacuated; and water, propane, and gas lines and electrical breakers will be turned off and the doors locked and secured.
 - The formation of a rapid response subset of the IMT will be considered and if warranted will be placed on standby. This resource should be located closer to the impending landfall than the IMT.
 - A post-hurricane landfall conference call will be scheduled.

V. Post-Hurricane

A. Landfall (+24 hours):

Upon landfall and after the hurricane passes, the Regional Office will coordinate an initial assessment teleconference with affected station managers and IC:

- (1) Project Leaders should be made aware of this teleconference and make arrangements to participate.
- (2) Station personnel will assess progress and time needed to secure and arrange for repair of their personal domicile. Time allotments for domicile securing/repair arrangements will be at the discretion of the respective Regional Office Program Representative.
- (3) All employees will notify their Regional Office Program Program Representatives within 24 hours after the passage of the hurricane to let them know their location and status. An *all-clear* will be provided to the Regional Office through the Regional Office Program Representative or the Hurricane Response Desk when all personnel have made contact.

B. Emergency Response and Cleanup:

All actions will be taken by Service personnel to protect life and limb. The IMT will be moved into the impact zone as soon as is practical. The rapid response resource subset may be mobilized. The IC will assess facilities for a suitable Incident Command post. The IMT will perform the following:

- (1) The Refuge Supervisor-OK/TX and IC will make contact with station managers and determine available resources. The Refuge Supervisor-OK/TX and Regional Incident Manager will be briefed on the current status of Service resources, the preliminary evaluation of damage, what additional resources are required, and an initial action plan. At this point, it may be necessary to enlarge the Incident Command System (ICS) organization. As soon as feasible, incident business management practices should include completion of the Incident Status Summary ICS-209 and Incident Action Plan for the next operational period.
- (2) Under the supervision of the IMT, an evaluation of all facilities and Service-owned assets will be conducted. Electrical, potential gas leaks, contaminant exposure, and structural evaluations should be conducted by appropriate personnel prior to anyone entering an unoccupied building. All damaged equipment, structures, etc., will be photographed and videotaped to document the loss and to support restoration cost estimates.
- (3) An Agency Representative will be assigned to the IMT for each of the counties in Texas that Service responders are supporting (most probably only those counties that contain Service assets will be supported). The IMT will coordinate with local governments and make available all necessary resources to provide emergency assistance to the extent possible.
- (4) Cleanup operations will be conducted as soon as it is safe to do so. Primary roadways will be top priority to facilitate emergency response to emergency situations.

If non-Service incident response teams will be working on Service lands, managers are reminded to communicate the mission parameters that the delegation of authority lists.

Attention will be paid to incident business practices and no Service resources will be used, including Service air resources, without obtaining a resource number from the Hurricane Response Desk through the IMT for billing/ tracking purposes. At this point, the Agency

Representative assigned to the Texas EOC in Austin should initiate appropriate reimbursable support agreements between Service and other agencies (principally FEMA). In addition, the Agency Representatives assigned to the IMT should negotiate FEMA tasking assignments with each affected county EOC that the IMT is supporting.

C. Initial Damage Assessment (+72 hours):

A preliminary report on the situation will be made by teleconference to the Regional Office. This call will include the core members of the Regional Office EOC team and affected station managers.

The Regional Office will disseminate further outreach and public-information materials. This will include landfall location, affected units, initial damage assessment, and a synopsis of Service response activities. The Regional Facility Coordinator and Regional Engineer will be involved with the damage assessment. A more comprehensive report on the storm damage to Service facilities should be submitted by the Regional Facility Coordinator to the Refuge Supervisor-OK/TX as soon as possible and be in the format as shown in Appendix E.

D. Law Enforcement and Security:

The law enforcement function will fall under the direction of the IMT. Every effort should be made to incorporate this function into operations and to engage this staff during planning meetings. Appendix F provides assignment guidelines for Law Enforcement Special Operations Response Teams.

E. Safety:

In addition to the mentioned tasks and responsibilities, other situations must be dealt with. Employees should be mindful that after a natural disaster, criminal activity, injuries/deaths, and emotional/psychological situations occur more frequently than usual. Looting and theft are a common occurrence and measures should be taken to discourage this activity, such as locking up supplies and vehicles, closing gates, and being observant. Heat exhaustion and heat stroke are also a common occurrence. A tropical climate combined with no electricity (no air conditioning) and the hard work of debris clearing and structural repairs is very often more than the average person is accustomed to. Drinking plenty of fluids and taking breaks should be practiced. Be observant of others and be prepared to administer cardiopulmonary resuscitation/first aid.

All responders should be physically and mentally prepared to endure primitive conditions and that some level of discomfort is to be expected from hot, humid conditions, insects, etc.

F. Return to Work:

Based on consultation with the IMT, the Refuge Supervisor-OK/TX, and Regional Office Program Representatives will determine when employees are to return to work based on

local conditions, condition of Service work space, condition of employees, etc. It may be necessary to occupy temporary work space if Service facilities sustain enough damage to cause them to be unacceptable. This will be a decision that the Refuge Supervisor-OK/TX and respective Regional Office Program Representatives will make based on feedback from the affected Project Leader(s), Facility Management Coordinator, and others.

G. Declaring the Incident Has Ended:

The Regional Incident Manager and Refuge Supervisor-OK/TX will recommend to the Regional Chief when the emergency incident portion of the hurricane response should be concluded and the Regional Chief upon his consultation and conferring with respective Program Representatives will declare when the incident has ended.

H. After Action Review (AAR):

An After Action Review (AAR) is a learning tool intended for the evaluation of an incident or project in order to improve performance by sustaining strengths and correcting weaknesses. An AAR is performed as soon after the event as possible by the personnel involved. An AAR should encourage input from participants that is focused on **(1) what was planned, (2) what actually happened, (3) why it happened, and (4) what can be done next time**

An AAR will be conducted following each incident period. Each IMT will conduct AARs on their own incidents, and the Regional Office will conduct a Regional Office AAR. An AAR should be conducted by all levels of the response organization. The IMT should complete their AAR independent of the Regional Office's AAR and be prepared to present it to the Regional Office as part of the Regional AAR. Functional Areas within the IMT are encouraged to conduct their own AAR. Each AAR will be documented and the lessons learned will be forwarded to the Regional Office.

Appendix A

Confidential Regional Office Contact List

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[To Be Added]

Appendix B

Incident Checklist

Time Window 6 (100+ hours) – Preparedness Level I

Responsibility

- Regional Chief notified of potential threat
- Delegation of Authority from RD to Regional Chief NWRS

- Stations maintain normal operations
 - Hurricane Action Plans should be reviewed by employees
 - General maintenance of federal assets
 - Loose debris around federal assets will be cleaned up around facilities (including government quarters)
 - Documentary evidence of the condition of assets prior to the incident is valuable to recovering funds for repairs

Regional Incident Manager
Regional Incident Manager

Program Representatives(s)

Time Window 5 (80-100 hours) – Preparedness Level II

- Conduct emergency Regional Office staff meeting
 - Determine threat-level
 - Review Regional Hurricane Response Plan
 - Assign individual responsibilities
 - Schedule of future meetings
 - Agency Representative begins attending Texas EOC Meetings

- Determine availability of Service IC and other IMT members

- Stations alert public of operational changes
 - Report on Regional Office activities and decisions
 - Stations should ensure all employees (and their families) located in government-furnished quarters are provided hotel reservations outside the evacuation area
 - Stations should adjust public information to alert visitors of the threat and changes in operations
 - Law enforcement personnel will be placed on-duty and should assist local governments
 - All vehicles and boats should be fueled

Regional Incident Manager

Balcones Canyonlands
NWR

Regional Incident Manager

Program Representative(s)

Time Window 4 (60-80 hours) – Preparedness Level III

- Conduct emergency staff meeting
 - Determine threat-level
 - Distribute station-level Hurricane Action Plans

Regional Incident Manager

- | | |
|---|--|
| <input type="checkbox"/> Contact TICC with IC name, location and contact information and formalize IMT membership | Regional Incident Manager |
| <input type="checkbox"/> Establish finance codes and distribute information | NWRS Budget and Information Management |
| <input type="checkbox"/> Stations begin final preparation | Program Representative(s) |
| <input type="checkbox"/> Report on Regional Office activities and decisions | |
| <input type="checkbox"/> Boats and transport barges should be secured – all island traffic will cease | |
| <input type="checkbox"/> Final Preparation, i.e., shutters will be installed | |

Time Window 3 (48-60 hours) – Preparedness Level IV

- | | |
|---|---------------------------|
| <input type="checkbox"/> Conduct emergency staff meeting | Regional Incident Manager |
| <input type="checkbox"/> Determine threat-level | |
| <input type="checkbox"/> Discuss resource options and determine resource needs | |
| <input type="checkbox"/> Status of Service actions to prepare for briefing the Regional Director | |
| <input type="checkbox"/> Alert TICC of current FWS activities | Regional Incident Manager |
| <input type="checkbox"/> Complete ad-hoc analysis of current Service resource availability | Regional Incident Manager |
| <input type="checkbox"/> Brief Regional Director | Regional Chief |
| <input type="checkbox"/> Nonessential staff released; begin evacuation | Program Representative(s) |
| <input type="checkbox"/> Report on Regional Office activities and decisions | |
| <input type="checkbox"/> Water control gates and other mechanisms are open to reduce the possibility of breaching of dike by heavy rains and high tides | |
| <input type="checkbox"/> F&WS vehicles and/or heavy equipment will be moved to secure locations | |
| <input type="checkbox"/> Managers have accounted for and secured financial assets, including impress funds, and other valuable items | |
| <input type="checkbox"/> Computer equipment and data property are secured and elevated above anticipated flood levels | |
| <input type="checkbox"/> Ammunition and firearms are secured | |
| <input type="checkbox"/> Assess station-level needs and requirements (preparations) | Program Representative(s) |

Time Window 2 (36-48 hours) – Preparedness Level V

- | | |
|--|---------------------------|
| <input type="checkbox"/> Conduct emergency staff meeting | Regional Incident Manager |
|--|---------------------------|

- Ø Determine threat-level
- Ø Status report and location of IC
- Incident Commander (IC) is staged Regional Incident Manager
- Incident Commander may begin staging resources Regional Incident Manager
- Determine and grant administrative leave to employees Regional Chief
- Stations are closed to the public Program Representative(s)
 - Ø Report on Regional Office activities and decisions
 - Ø Main water lines should be closed to non-essential facilities and government quarters
 - Ø Electrical breakers should be turned off and the doors locked on all non-essential facilities
- Initial outreach and public information External Affairs

Time Window 1 (0-36 hours) – Preparedness Level VI

- Conduct emergency staff meeting Regional Incident Manager
 - Ø Determine threat-level
 - Ø The IC will be included in this meeting via telephone and report of Service resource activities
- Determine and grant administrative leave to employees Regional Chief
- Brief Regional Director Regional Chief
- All nonessential personnel must be evacuated Program Representative(s)
- Stations are prepared and evacuated Program Representative(s)
 - Ø Report on Regional Office activities and decisions
 - Ø Ensure point-of-contact is established and contact information is received for managers and other essential staff
 - Ø All Service facilities should be evacuated. Water lines and electrical breakers are turned off and doors locked

Landfall (+24 hours)

- IC contacts station managers and resources Incident Commander
- IC briefs Regional Incident Manager Incident Commander

- | | |
|---|---|
| <input type="checkbox"/> IC reports “all-clear” to Regional Office or missing/injured Service employees | Program Representatives |
| <input type="checkbox"/> Notify Regional Director (others) of “all clear” report | Regional Chief
through Regional Incident
Manager/Hurricane
Response Desk |
| <input type="checkbox"/> Coordinate initial assessment teleconference with IC, managers and Regional Office | Regional Incident Manager |
| <input type="checkbox"/> Evaluation of Service facilities and assets | Station Managers |
| <input type="checkbox"/> Establish response priorities and goals – transmit to IC | Regional Incident Manager |

Initial Damage Assessment (+72 hours)

- | | |
|---|---|
| <input type="checkbox"/> Coordinate teleconference with IC, managers and RO | Regional Incident Manager |
| <input type="checkbox"/> Brief Regional Director | Regional Chief |
| <input type="checkbox"/> Initial damage assessment quantified and budgeted | NWRS Budget and
Information Management |
| <input type="checkbox"/> Outreach and public information on damage/closures | External Affairs |

After Action Review (AAR)

- | | |
|--|--|
| <input type="checkbox"/> Conduct After Action Review (AAR), following each incident period–IMT will conduct AARs on their own incidents, and the Regional Office EOC will conduct a Regional Office AAR–focusing on (1) what was planned, (2) what actually happened, (3) why it happened, and (4) what can be done next time (lessons learned) | IMT
Regional Office EOC
All Levels of the Response
Organization |
| <input type="checkbox"/> All AARs rolled up into a Regional AAR | Regional Incident Manager |

Appendix C

Items To Be Provided for Trailers Used For Temporary Quarters

Item	Single/Double Person Unit	Family Unit
Dishes	4 piece setting	8 piece setting
Pans	2 stew pans, 1 fry pan	3 stew pans, 1 fry pan
Utensils	Set forks, spoons, knives	Set forks, spoons, knives
Towels	6 towels, 12 wash clothes	12 towels, 24 wash clothes
Linens	2 sets sheets, 1 blanket/bed	2 sets sheets, 1 blanket/bed
Pillows	2/bed	2/bed

Appendix D

Incident Business Management

Cost Coding

The purpose of this appendix is to provide guidance on how to track expenses that are incurred as a result of a hurricane. At the direction of the Regional Incident Manager, the NWRS Division of Budget and Information Management will establish a project code that is unique to the Region and hurricane in order to track associated expenses. The unique project code will be established using 2 as the first digit and using the first three letters of the hurricane name to complete the project code. For example, 4KAT was the code used for personnel time during Hurricane Katrina.

It may be some time before additional funds are made available to cover these unexpected costs, but it will be important to be able to identify what additional resources were necessary to pay for overtime, travel, repairs, and other related damage from a hurricane. This information provided by the project code will be used to support requests for supplemental funding.

All expenses that are directly related to the hurricane will be charged to the employee's home organization, appropriate subactivity, and hurricane project code.

Appropriate charges are:

Salaries

Overtime associated with work on the impacted offices/stations

Travel to and from impacted area

Emergency supplies and services

Evacuation to safe haven (Lodging and M&IE)

Please maintain all backup documentation on charges to the project code.

Evacuations

It is important that employees and dependents maintain all receipts of incurred expenses.

Employees and their dependents 12 and over (under 12 is one-half the rate) may be reimbursed for travel expenses and subsistence to offset added expenses they incur as a result of an evacuation order from the date of departure from the evacuated area to the arrival at the safe haven.

Subsistence expenses may be paid at applicable per diem rates for the safe haven (or for a station other than the safe haven that has been approved by the appropriate authority) on a daily rate for up to 30 days. The per diem rate is determined by the lodgings-plus per diem system. The government MasterCard may be used to pay for evacuation related travel costs in accordance with official travel regulations.

Beginning on the 31st day (not to exceed 180 days), the per diem rate is reduced to 55 percent.

Employees that are not on temporary duty or not required to work at an alternate work site may be granted administrative leave with approval by their supervisor during the immediate emergency.

Safe Haven

The definition of *safe haven* is a designated area to which the general public has been evacuated. The appropriate approving authority to designate an alternate *safe haven* may be the RD, ARD/RC, or Project Leader.

Travel Authorizations will need to be completed for each evacuated employee. The names and ages of their dependents must be included on the TA. The travel vouchers will be submitted through normal channels. Travel vouchers should be submitted at a maximum of 30 days (especially if the employee is using their government MasterCard). The vouchers will be given priority processing.

If the safe haven is providing meals to the evacuees, then the employees and dependents (12 and over) may only be paid incidental expenses at \$3.00 per day (under 12 - \$1.00 per day).

The definition of *dependent*, per 5 CFR 550.402 Definition of Dependent “means a relative of the employee residing with the employee and dependent on the employee for support” (5 CFR 550.405). Determination of special allowances states “an agency may authorize per diem for dependents of an evacuated employee at a rate equal to the rate payable to the employee, as determined in accordance with the FTR (except that the rate for dependents under 12 years of age is one-half this rate).”

Contracting and General Services

Contracting and General Services (CGS) will provide any kind of special authorities issued by the Washington Office to support a hurricane response. This may include increasing micro purchase authorities and simplified acquisition regulations thresholds.

Appendix E
Facility Assessment Form

[To be developed.]

Appendix F

Law Enforcement Special Operations Response Team (SORT) Assignment Guidelines

- Make initial security/threat assessment of the impact area.
- Meet with other agencies and begin interagency coordination (if needed).
- Cover security type positions until being replaced by other Service LEO's.
- SORT handles high-risk situations.
- Be attached directly to IC or branched as appropriate.

